

CANDIDATE PACK FOR

EXECUTIVE DIRECTOR, RESOURCES AND TRANSFORMATION

yha

Starfish

WELCOME

Thank you for your interest in joining YHA.

YHA is a charity and social enterprise that transforms lives forever through travel and real adventure. We want more people – especially young people facing adversity – to benefit from connecting to nature, the outdoors, heritage and each other while staying in our c140 amazing hostels across England and Wales.

I've been CEO of YHA since 2017. It's been a real privilege to lead an inspiring organisation with a rich history of transforming lives.

In 2020, we set out an exciting long-term strategy to ensure YHA grows reach and impact, with a particular focus on those who could benefit the most.

Since then, like many organisations, we have faced very challenging times. YHA was hit hard by pandemic shutdowns, the cost-of-living crisis and steep inflation.

Despite this, we have made real progress delivering YHA's mission, with groundbreaking initiatives that generate income while putting equity, access and inclusion at the heart of everything we do: such as **Generation Green**, **Outdoor Citizens** and the **Festival of Walking**.

In 2023 we set out our three-year plan to take the steps necessary to secure YHA's long term prosperity. As part of this, we are reshaping our senior leadership team to ensure we are fit for the future.

This is a crucial and exciting time in which to join the Executive Team and help lead our three-year recovery plan to ensure our financial sustainability for future generations.

We are looking for a new Executive Director, Resources and Transformation with proven experience of business transformation in complex organisations to lead a directorate that includes our £100m property portfolio; our IT/digital services; our finance team and leads on business transformation. Working closely with me, one other Executive Director, the Board and SLT colleagues you will help us create a smaller, more efficient, digital focused central services operation that supports a more strategic network of hostels set up to maximise income and impact.

Naturally strategic and collaborative, you will have a strong finance background but will also be an experienced leader who brings fresh, big picture thinking and challenge to the organisation. You will have led teams through similar change whilst fostering a collegiate environment gaining buy-in from people whilst creating and maintaining a high-performance culture. You will have strong influencing and negotiation skills with experience of delivering large income generating capital projects.

You might have a commercial, charity or public service background, and come from a variety of backgrounds including travel, hospitality, education or health, but wherever the roots of your experience, you must be able to demonstrate you can operate within a charitable context and have strong empathy for our mission. We are committed to equity, diversity which is embedded at the heart of our new 10-year strategy and we welcome applications from candidates from under-served communities for this role.

If this is you, I'd love to hear from you!



James Blake
Chief Executive

ABOUT US

We are YHA. We believe in the power of travel and adventure to connect people to each other, to nature and the outdoors, to culture and to heritage.

Since 1930, YHA has operated a unique network of hostels throughout England and Wales — a community of shared spaces, open to all and for the benefit of everybody.

We provide inclusive adventures, in extraordinary buildings, in amazing places — welcoming over a million people each year. Yet we offer much more than accommodation.

YHA is a sector-leading residential provider, a champion of inclusive volunteering and work experience, and an Investors in People Gold employer.

We are a large social enterprise leading the way in sustainable social tourism and nurturing partnerships that deliver impact across multiple sectors and at every level — in our communities, in our regions, and nationally.

Over 90 years on from our pioneering beginnings, our founding principles and determination to achieve social good remain at the heart of what we do.

In the aftermath of the pandemic and context of multiple external crises we are forging ahead with our long-term strategy to increase the scale and breadth of our impact. Our business plan for 2023-26 is structured around recovery and growth through optimisation of resources and network change.

Join us and make your mark on this vital and energetic charity as we continue our journey towards prosperity and long-term sustainability for the benefit of present and future generations.

We are YHA.
Because where you go changes who you become.

OUR VISION

Everyone has access to the benefits of adventure, for the first time and a lifetime.

OUR MISSION

To enrich the lives of all, especially young people, by providing brilliant hostel stays and experiences that improve physical health, mental wellbeing and life skills.

OUR CHARITABLE OBJECT

To help all, especially young people of limited means, to a greater knowledge, love and care of the countryside, and appreciation of the cultural values of towns and cities, particularly by providing youth hostels or other accommodation for them on their travels and thus to promote their health, recreation and education.

OUR HEART VALUES

Helpful – Being helpful is about making life easier for other people, being hospitable and creating a pleasant work environment.

Efficient – Being efficient means being organised, thoughtful in decision-making, hardworking and committed to improvement. As a charity, it's our duty to make best use of our resources.

Authentic – Authenticity combines the qualities of honesty, trustworthiness, and transparency. It's about being genuine and straightforward.

Respectful – Respect is about valuing the time, energy, opinions, achievements and working styles of colleagues, volunteers, and supports. It's about promoting equality and inclusivity.

Team-spirited - YHA is one team. And for the health and success of the team, we take individual responsibility, show personal leadership qualities, and collaborate towards our goals.

OUR COMMITMENT TO DIVERSITY

As part of our 10-year strategy – 'Adventure. For the first time and a lifetime.' – we are ensuring that equity, diversity and inclusion is at our centre. Whilst our history is rooted in access – to nature, the outdoors, culture, heritage, and travel – we recognise that access to these public assets is not equitable.

And so, moving forward, we are taking great steps in:

- Ensuring that 'all means all'. Through feedback from a wider range of users, we can shape our service improvements to create access for everyone.
- Diversifying the make-up of our staff body. Through the development of a significant internal training programme and a focus on new recruitment approaches, we are growing the capacity and culture to support our EDI work.
- Focusing proportionately more resource on those who are both excluded but could also benefit the most from our services. By targeting special schools and alternative provision in our education programme and working closely with our Housing Association and Action for Children partners, we can grow access for those previously unable to reach us. Generation Green is only the start of these efforts.
- Amplifying the voices of a wider group of staff, users, partners and communities in support of the wider cause of EDI. This has been developed in our Outside Voices project.
- Contributing to and learning from the evidence base – of both challenges and solutions. Through collaborative work, we share our data and writing to feed into the work of others.
- Working with partners and community groups to develop the capacity of charities and networks led by those with a range of lived experiences. Through our partnership with Natural England, we have developed our community of practice, **Outdoor Citizens.**

To learn more about our organisation's 10-year strategy: 'Adventure. For the first time and a lifetime', please visit **here**.

A link to our annual report and accounts can be viewed **here**.

Our hostels and services give access to nature to over one million people each year, and as an organisation, we are committed to protecting the environment for future generations to enjoy. To learn more about our sustainability goals and achievements, please visit **here**.

ORGANOGRAM

To see our Senior Leadership Team structure **click here**.



JOB DESCRIPTION

Job title: Executive Director – Resources and Transformation

Reports to: Chief Executive

Direct reports: Director of Property; Director of Transformation; Finance Director

Relationships: Internal: CEO, Board of Trustees, peer Executive Director, other internal senior stakeholders

External: Bank, Internal and external audit, financial advisors, corporate businesses, pension providers, charitable trust, grant bodies, voluntary and public sector partners and stakeholders, government, suppliers, enforcement agencies, developers, agents, insurance brokers, appointed legal advisors, suppliers, other third parties. The majority at CEO/Director level.

Financial responsibility: Overall accountability for YHA's £55m turnover and c.£100m property portfolio.

ROLE PURPOSE:

As a member of the Executive Team, you will be one of two Executive Directors working with the Chief Executive to drive YHA's post Covid recovery and long-term transformation. You'll thrive on challenge and have a track record of business transformation.
The role will determine how financial and capital resources can be utilised purposefully and effectively across YHA, in support of the YHA 10-year strategy: 'Adventure. For the first time and a lifetime', and YHA's overall financial and liquidity objectives. You will lead work to bring together YHA's recovery plans to create a smaller, more efficient, digital focused central services operation that supports a smaller network of more strategic hostels. Initially, the focus will be on getting YHA back to financial sustainability while putting in place the plans to drive longer term growth.

As part of this you will have overall responsibility for the circa: 65 staff in the Finance, Property/Compliance and Transformation teams, including oversight of all YHA's £100m + capital and digital infrastructure.

MAIN RESPONSIBILITIES:

- You'll lead the development and delivery of YHA's plans for recovery and transformation, working closely with the CEO and Executive Director (Income and Impact) to support delivery of the YHA 10-year strategy: 'Adventure. For the first time and a lifetime', including overseeing YHA's Business Planning/Budgeting/KPIs/Risk Management Framework.
- You'll provide strategic direction for the development of YHA's future financial, capital, network, asset maintenance and IT and digital transformation strategies, ensuring that they work in harmony to support YHA's strategy and liquidity objectives.
- You'll provide overall leadership and accountability for YHA's Finance function and associated budgeting, accounting, auditing and financial reporting processes.
- You'll provide overall leadership and accountability for YHA's property and estates management, acquisitions, disposals, investment and maintenance, ensuring YHA meets the needs of its customers and all relevant legal and industry standards. This includes initial embedding of YHA's new franchise model as part of current network restructuring plans.
- You'll provide overall leadership and accountability for YHA's IT, Digital and Business Systems infrastructure.
- You'll be the overall lead for the development and implementation of YHA's policy framework for Risk Management and Compliance, including Exec sponsorship for Health & Safety.
- You'll lead on strengthening and modernising our data, analysis and digital systems to support greater transparency and speed in reporting, decision making and performance management, ensuring that across finance, property and transformation we have the resources and skills needed to drive change.
- You will champion inclusivity and diversity within the finance, property, and transformation teams, ensuring that all policies and practices support a diverse workforce.
- You'll deputise for the CEO as needed.

EXECUTIVE TEAM – SHARED RESPONSIBILITIES:

- You'll have a passion and commitment to take forward YHA's mission to transform young lives, with a focus on improving access and outcomes for those who need it most.
- You'll have collective responsibility for the future implementation of the YHA 10-year strategy: 'Adventure. For the first time and a lifetime', and associated priorities, budgets, Business/Operating Plans, targets and KPIs.
- You'll work closely with the Board, Committees, and Trustees to help YHA deliver its charitable object, ensure long term viability, maintain high standards of governance, effectively manage corporate risks, and ensure legal compliance.
- You'll provide Executive level corporate and strategic leadership to YHA, including the ability to lead any individual function or group of functions.
- You'll role model the application of the YHA HEART values and behaviours framework to create a collaborative, innovative and creative cross organisational culture, and ways of working.
- You'll lead, motivate, and develop teams, through effective and inclusive recruitment practices, development, and performance management, and supporting succession planning, ensuring diverse perspectives are considered in decision-making processes and work collaboratively to create an inclusive organisational culture.



PERSON SPECIFICATION

KNOWLEDGE AND EXPERIENCE

- Financially qualified ACCA, CMA, ACA with substantial financial leadership and commercial acumen spanning organisational planning, budgeting, financing/funding and using data and insight to drive change.
- Significant leadership experience in a national level organisation of comparable complexity.
- Evidence of bringing about strategic change in the not-for-profit and/or commercial sector within one or more of the key departmental areas.
- Strong commercial and financial leadership and experience, including evidence of successfully delivering multi-million pound capital projects (buildings and/or IT/digital) to create income and/or impact.
- Strong collaborative leadership experience, particularly in transformation and change – including evidence of finding and building internal and external partnerships to deliver step change in impact and income.
- Substantial experience of successfully leading the development of business planning, budgeting and risk management frameworks.
- Experience of highly effective collaborative working with senior colleagues at Executive and Board level.
- Experience of leading on strengthening equity, diversity and inclusion practices that have contributed towards meaningful change within your organisation or team.

SKILLS AND ABILITIES

- Highly developed skills in negotiating and deal-making with senior commercial and public sector stakeholders, including funders, lenders and advisors.
- Full range of management and leadership qualities, skills and behaviours including evidence of delivery with decisiveness and accountability, team and organisational development, performance management and continuous improvement.

STYLES AND BEHAVIOURS

- Creative, entrepreneurial, and innovative; a strong and confident networker who can inspire and influence whilst not afraid to take risks and ensure delivery.
- Be committed to embedding the values of equity, diversity and inclusion in everything that you do
- An advocate of collaboration and continuous improvement.
- Able to empathise and appreciate alternative points of view and to educate and contribute, in a supportive way, to decisions that achieve organisational goals.



TERMS OF APPOINTMENT

SALARY
The package for this role is up to c.£120,000 per annum and includes a car allowance of £9,600.

CONTRACT
This role is on a full-time permanent basis.

LOCATION
Home based, but with the ability to travel periodically to our HQ in Matlock (min 1/month); to London and to our network across England and Wales.

PENSION
Pension is 3% & 5% contribution (Employer/Employee).

ANNUAL LEAVE
28 days excluding Bank Holidays increasing to 29 after 1 year with 2 additional days for 10 years' plus service.

ADDITIONAL BENEFITS
Private Health Care provided by AXA.
Annual Health check provided by BUPA.

HOW TO APPLY

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact **chris.milo@starfishsearch.com** and we will be happy to arrange a call. To make an application, please go to **https://starfishsearch.com/jobs/yha-exe-dir-res-trans/** and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We actively encourage applications from candidates from underrepresented communities. YHA is committed to providing equal opportunities and creating an inclusive environment for everyone.

We would be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date:	Friday 8th March 2024
Preliminary interviews online:	w/c Monday 25th March and w/c Monday 1st April 2024
Final Panel interviews in person:	Friday 19th April 2024