



CANDIDATE PACK FOR DIRECTOR OF PROPERTY AND COMPLIANCE



WELCOME

Thank you for your interest in joining YHA as our new Director of Property and Compliance. As the recently appointed Executive Director of Resources and Transformation, I'm excited to introduce you to this crucial role within our organisation.

YHA is at a pivotal moment in its journey. We're emerging from the challenges of the pandemic, the cost-of-living crisis and steep inflation and are embarking on an ambitious path to secure our long-term prosperity. Our mission to enrich young lives through access to nature, heritage, and meaningful connections has never been more important, and the role of our property portfolio in achieving this is fundamental. 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.

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. A key part of this plan is the transformation of YHA's property estate. As Director of Property and Compliance, you will play a vital part in shaping our asset strategy, optimizing our hostel network, and driving the targeted investments that will realign our properties for YHA's future vitality.

Over three years, we are reviewing the operating model of up to a third of our hostels where we are looking for partners to take over running and managing hostels as part of our franchise model. Those that don't become franchises will be sold and the money raised invested into the upkeep of our core strategic hostels which we expect to run at higher occupancy and efficiency.

This is therefore a crucial and exciting time to join YHA as Director of Property and Compliance. You will lead the delivery of this network transition programme as well as developing longer term plans to take forward YHA's Capital and Network Strategy and lead the strategic development, maintenance, capital programmes and management of our Property Estate. We're looking for a leader with strong commercial acumen who has their finger on the pulse of what's going on in the market and is confident engaging with key stakeholders including local authorities, landlords and our partners up to senior levels. You will have a track record in leading and inspiring multi-functional teams to ensure our customers have access to a high quality, safe, compliant, and reliable hostel network.

You will be a Chartered Surveyor or someone with equivalent experience in the strategic planning of a dispersed, customer focussed property estate gained in a complex, national organisation. Naturally pragmatic and innovative, you will be comfortable moving easily between the strategic and operational elements of the role and will have a collegiate and emotionally intelligent approach that allows you to work well across the organisation and with partners. In this role you will get to work alongside the Executive Team and Board as well as deputising for the Executive Director and CEO on property related issues.

If you're energized by the prospect of applying your property and compliance expertise to make a lasting impact on young lives, we'd love to hear from you!

Louise Platt
Exec Director of Resources and Transformation

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 supporters. 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](#).

JOB DESCRIPTION

JOB TITLE: Director of Property and Compliance

REPORTS TO: Executive Director – Resources and Transformation

DIRECT REPORTS: Head of Health and Safety & Compliance,
Head of Maintenance and Development, National
Estates and Asset Manager

RELATIONSHIPS:

Internal: All Heads of Department, Regional Operations Managers, Directors and the Executive Team and Board

External: Funders, Insurers, Landlords, Partner Organisations e.g. National Parks and National Trust, developers, agents, key suppliers, and financial and legal advisors; YHA's members and Company Members. The majority at CEO/SLT level.

FINANCIAL RESPONSIBILITY:

Managing departmental budgets in excess of £7m and Project spends typically between £1-5m in any given year.

ROLE PURPOSE:

A key member of YHA's Senior Leadership Team, your core purpose will be to lead the strategic development, maintenance, capital programmes and management of YHA's Property Estate ensuring that our customers have access to a high quality, safe, compliant, and reliable hostel network. You will protect and optimise YHA assets, scrutinise asset performance to inform network and capital strategy, lead commercial property negotiations for acquisitions/disposals and ensure the YHA achieves best value.

As part of the SLT, you'll provide strong leadership and promote an ethos of high performance and continuous improvement, focusing on how YHA's property resources can best be mobilised in support of YHA's 10-year strategy 'Adventure: For the first time and a lifetime' and YHA's long term recovery strategy to transition to a smaller network of high quality, high occupancy YHA managed hostels supported by a strong franchise network.

As part of this you will have responsibility for managing a cross functional, largely field based team of up to 40 covering areas of Estate Management, Property Development, Health and Safety and Compliance, and Facilities Management.

MAIN RESPONSIBILITIES:

- You'll lead and inspire the Property and Compliance directorate, developing and supporting a high performing engaged team where resources are deployed effectively and clear and stretching plans, budgets, and KPIs are in place which are tracked and delivered.
- You'll work with the Executive Director, Exec Team, and Board to develop and deliver YHA's future Network and Capital Strategy, ensuring YHA has a long term plan to manage, maintain and develop its capital assets.
- You'll lead the Property and Maintenance team, deploying YHA's limited revenue and capital resources to best effect to ensure YHA's network and offices are customer focused, fit for purpose, well maintained, and deliver the Charity's strategic aims.
- You'll protect and enhance the value of YHA's property assets through the good management of the estate. You will identify and deliver opportunities to work with partners in the private, public, and not for profit sectors to expand and develop the YHA Network and lead on these commercial negotiations.
- You'll be responsible for YHA's overall property, operational health and safety and compliance, working with relevant colleagues in ensuring YHA meets its statutory obligations and develops a strong safety culture.

- You'll be a key member of the Senior Leadership Team, attending weekly Director meetings and Exec, Board and Committee meetings as and when required.
- 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 to those who need it most.
- You'll ensure service excellence to all internal and external stakeholders, role modelling YHA's HEART values.
- You'll champion inclusivity and diversity within the property, estates & compliance teams, ensuring all policies and practices support a diverse workforce.
- You'll Deputise for the Executive Director and CEO on Property related issues as and when required.



PERSON SPECIFICATION

KNOWLEDGE AND EXPERIENCE

- You'll be an accomplished property professional, with a proven record of strategic planning and management of a customer focused property estate, ideally within a complex multi-site environment.
- You'll be a Chartered Surveyor or have equivalent experience, with significant experience in a senior property role Identifying, negotiating, and purchasing operational property assets.
- You'll have significant experience in a senior property/construction leadership role.
- You'll have strategic and operational experience of leading, managing or working to ensure the organisation remains safe and legal meeting health and safety or compliance objectives
- Significant leadership and commercial experience in a national level organisation of comparable complexity.
- Experience of leading on or strengthening equity, diversion and inclusion practices that have contributed towards meaningful change within your organisation or team.

SKILLS AND ABILITIES

- You'll possess highly developed skills in negotiating and deal-making with senior commercial and public sector stakeholders, including funders, lenders, and advisors.
- You'll be a strong written and oral communicator, comfortable bringing together financial, performance and technical information clearly and persuasively in support of your objectives.
- You'll show a 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.
- You'll be highly organised and able to balance multiple conflicting priorities at pace.
- You'll be expert at finding nimble and pragmatic solutions, enjoying moving quickly between strategic and operational as the situation demands.

STYLES AND BEHAVIOURS

- Creative, entrepreneurial, and innovative; you'll be a strong and confident networker who can inspire and influence whilst not afraid to take risks and ensure delivery.
- You'll be committed to embedding the values of equity, diversity, and inclusion in everything that you do.
- You'll be highly collaborative - able to empathise and appreciate alternative points of view and to work collectively to decisions that achieve organisational goals.



TERMS OF APPOINTMENT

SALARY

The package for this role is up to c.£90,000.

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.



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 <http://starfishsearch.com/jobs/yha-dir-pro-comp> 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 16th August 2024
Preliminary interviews online:	w/c Monday 2nd September 2024
Final Panel interviews in person:	w/c Monday 30th September 2024

