



The Hospitality Junior Board – an overview

A programme designed to identify **future leaders, build skills** and **change the perception** of the hospitality sector

**Hospitality
Junior Board**

York & North Yorkshire

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1. Introduction

The hospitality sector that I know and love, is diverse, compassionate, creative, tenacious, commercial, and highly skilled. I believe we all have a responsibility to support the sector, and help others understand how amazing it is.

The Junior Board has been developed to embrace the diverse range of hospitality businesses that exist from cafes and bars to hotels, attractions, restaurants, and event venues. It is targeted at young people who are at the early stages of their management career. Whether front or back of house the titles aren't important, that they have real responsibility and are at the beginning of their management career is.

Our objectives are to:

- 1) Identify future leaders**
- 2) Build skills**
- 3) Change the perception of the hospitality sector**

This is not a council or forum - it is based on action. It is about a group of young people who will have accountability for doing things that both help grow their skills and change the perception of the sector.

Experience tells me that growth and success often comes from those that are prepared to put themselves out there, go outside their comfort zone, be brave, be relentless, be curious, build meaningful relationships, seek the right support, and commit to getting stuff done.

The young people who join one of the Hospitality Junior Boards will do all these things. All designed to help them build their life skills and at the same time put a dent in what is often perceived as a low productive and poor sector to work in.

Over the course of this 6-month programme the board will work on skills, deliver projects, make friends, learn things about themselves, and achieve great things. Their resilience and ability to both challenge and be challenged will be tested – just like real life.

The purpose of this document is to take you through the programme. Its overarching objectives, goals, impact, and how it will achieve these things.

Intrigued? Read on...



Philip Bolson
Founder & Chair

A handwritten signature in black ink, appearing to read 'P. Bolson'.

Hospitality
Junior Board

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“Being part of the York & North Yorkshire Junior Board has been an incredibly enriching experience, providing me with invaluable networking opportunities and allowing me to connect with professionals across the hospitality industry. Through the board, I've gained a deeper understanding of how various hospitality businesses operate, highlighting the remarkable diversity within our industry. This role has also challenged me to step out of my comfort zone, particularly through interviewing industry leaders for our podcast 'Let Me Call My Manager'. These experiences have collectively broadened my perspective and enhanced my professional growth”



Yasmine Hammadache – Operations Manager, Indigo Hotel York

“Joining the Junior Board has pushed me to do things I have never done for example attending a board meeting was exciting but completely unknown! It has helped me to connect and learn from people in a similar position. Having a mentor has also been massively beneficial for myself, they helped me understand my management techniques, and leadership skills, whilst pushing me to do more. It’s been fantastic to be a part of something so different and inspiring!”

Olly Longbottom – Assistant Restaurant Manager, The Star Inn, Harome



“Being a part of the Junior Board these past 6 months has been so beneficial to my career. I have built a new network of people, learned from fellow board members, received fantastic mentor sessions, grown my confidence and developed my resilience 🤪”

Sophie Baker – HR Officer, Rudding Park

2. Why is the Board needed?

- Hospitality is worth over £5b to the region's economy. This surprises many, the reason being is that many don't understand that tourism is a part of hospitality – not the other way around. Alone, York & North Yorkshires Tourism economy is over £4.4b!
- For many years, the hospitality sector has had its challenges. Challenges with its external perception, challenges with the internal reality of working in hospitality, and challenges with a business model that often demands continuous growth. On top of these challenges, there are more recent pressures such as Brexit, Covid, economic uncertainty, the cost-of-living crisis, labour shortages, supply chain challenges and the ever-increasing cost of doing business.
- We know that the sector struggles to engage with young people in a meaningful way and as such well below 10% of young people would consider hospitality as a career. Many continue to see the sector as a stop gap, unproductive, and unskilled.
- The challenges the sector faces will continue with the added impact of climate change and the various ways these will change the sector including what it can offer, supply challenges, and travellers' perceptions and behaviours.
- The UK Government has no minister for hospitality and bodies that represent the sector and traditional organisations often fall short in representing the diversity and regionality of the sector.
- We believe that what we do in the region, how we collaborate with regional government, businesses, schools and colleges, and other organisations is what the sector needs.

The Hospitality Junior Board is “just one thing” but it is our contribution to positively supporting the sector – relevant and impactful.



3. What is the Hospitality Junior Board?

The Board brings together a group of young managers from all parts of Hospitality. The programme lasts 6 months, held together by monthly “Board meetings”

The Board meetings will include peer to peer discussion, project updates, both skills and personal development workshops from experts, and guest speakers.

Outside of the Board meetings each will get a highly skilled mentor and an opportunity to get involved in various projects.

Over and above this is the significant opportunity to network, collaborate, and building lasting relationships.



4. What are the Boards objectives?

Our objectives are to:

- 1) Identify future leaders
- 2) Build skills
- 3) Help change the perception of the hospitality sector



5. What is the Boards goal?

Our goal is to take 100 young people through the programme by the end of 2026.

By doing so it will become a regionally recognised brand that is known for actively supporting the hospitality sector.

It will do this through generating funds from private and public organisations.

6. Overview of the programme (1)

There are several elements to the programme:

1. Board meetings
2. Within each Board meeting skill modules by experts on areas including communication, finance, HR, resilience, diversity, tech, and marketing
3. Mentoring from experienced, senior Hospitality Managers
4. An “Inspire & Influence” project that gets the board in front of those who influence and young people
5. A “Business Showcase project” that profiles different businesses and their approach to people, sustainability, tech and more
6. Meeting and debating with key influencers
7. Developing online content
8. Developing their 8 core life skills

Whilst this programme is voluntary it does require significant commitment. Hours will be based on those needed to achieve the elements of the programme outlined above.

There may be other opportunities and events open to attend. These will be shared as they come up for those Board members who may be interested.

Overview (2)

The Board meetings are the “golden thread” to the programme. They enable everyone to update, share, debate, and learn.

Each Board meeting will be structured as per below:



- Chair update
- Round table discussion
- Project update
- Guest speaker
- Social media
- Workshop (outlined below and facilitated by regional experts)
- Learnings and action

Board meeting	Workshop
Induction	Effective communication
1	Understanding how technology can support & grow your business
2	How resilience can help underpin yours and your businesses performance
3	The basics of finance and P&L management
4	Finding & keeping great people
5	Understanding how getting the basics of marketing right is so important
6	Embracing diversity
Celebrate event	

7. What impact do we want to have?

There are some simple reasons as to why we are doing this and how we will ultimately “measure” our success. These are not quick fixes, but we think you will agree they are important.

We want to:

-  Identify, develop, and listen to the sectors future leaders
-  Change the way people talk about hospitality
-  Inspire and help young people and those with influence to really understand hospitality
-  Inspire businesses to consider and reduce their impact on the environment
-  Enhance the regions productivity, performance and business resilience



8. The Board meeting

- ❖ The Board is made up of young people from across the region & sector. It is formed through a robust, & fair recruitment process.
- ❖ Junior Board members must have line manager sign off & be able to fully commit to the programme.
- ❖ Over the duration of the programme, it will meet monthly:
 - Chair update
 - Project updates by the JB members
 - Learning & development
 - Guest speakers
- ❖ **Whilst the Board meeting is the “glue” that holds the programme together, the “magic” is the work done by the JB in between these meetings & how they organise themselves.**



9. The inspire & influence project

❖ The “inspire & influence” programme aims to achieve 3 things:

- Continue the development of life skills identified in the Universal Skills builder framework (see section 12)
- Act as “influencers” and raise the profile of the hospitality sector to young people
- Increase college & business engagement

❖ The Junior Board will identify opportunities to work with colleges supporting activities such as; presenting to schools, helping with mock interviews, & attending career fairs.

❖ Activity will be shared organically via social media.



10. The mentorship programme

- ❖ Mentoring is an important part of the programme. The recruitment of mentors is key, and to be a mentor criteria includes:
 - Be from a York & North Yorkshire Hospitality venue
 - Had significant operational experience
 - Be comfortable with coaching & mentoring
 - Have a compassionate, nurturing, empathetic style
 - Want to contribute to the overall success of the programme.
- ❖ Each Board member is assigned a mentor. They are required to meet monthly, prior to that months Board meeting. Conversations will be structured around the Universal skills builder framework.
- ❖ All mentoring roles are on a voluntary basis.

The mentors & support



Louise Gee
Head of Sales,
Your Event Solutions



Adam Wardale
GM, Middletons Hotel,



Alex Chlistala
GM, Malmaison



Simon Grace
GM, Indigo



Mark Mattinson
GM, York Dungeons



Chris Cooper
Hotel Manager,
The Grand, York



Karen Tyson
Resort GM, Ridding Park



Ollie Stott
GM, Cedar Court
Harrogate



Jacquie Silk
Former owner of The
Star Inn at Harome &
The Pheasant Hotel, Harome

L&D support



Becki Maud
L&D Manager Cedar
Court Hotels



11. The Business Showcase project:

- ❖ This project is designed to help everyone understand the diversity of the sector with a particular focus on how it is seeking to reduce its impact on the environment whether this be through training, education of guests, investment, travel, or working with suppliers.
- ❖ The Junior Board will be tasked with creating compelling online content that inspires others to look at what they do to and how they can reduce their impact on the environment.
- ❖ Progress will be shared via social media and at Graduation.

12. The 8 essential skills

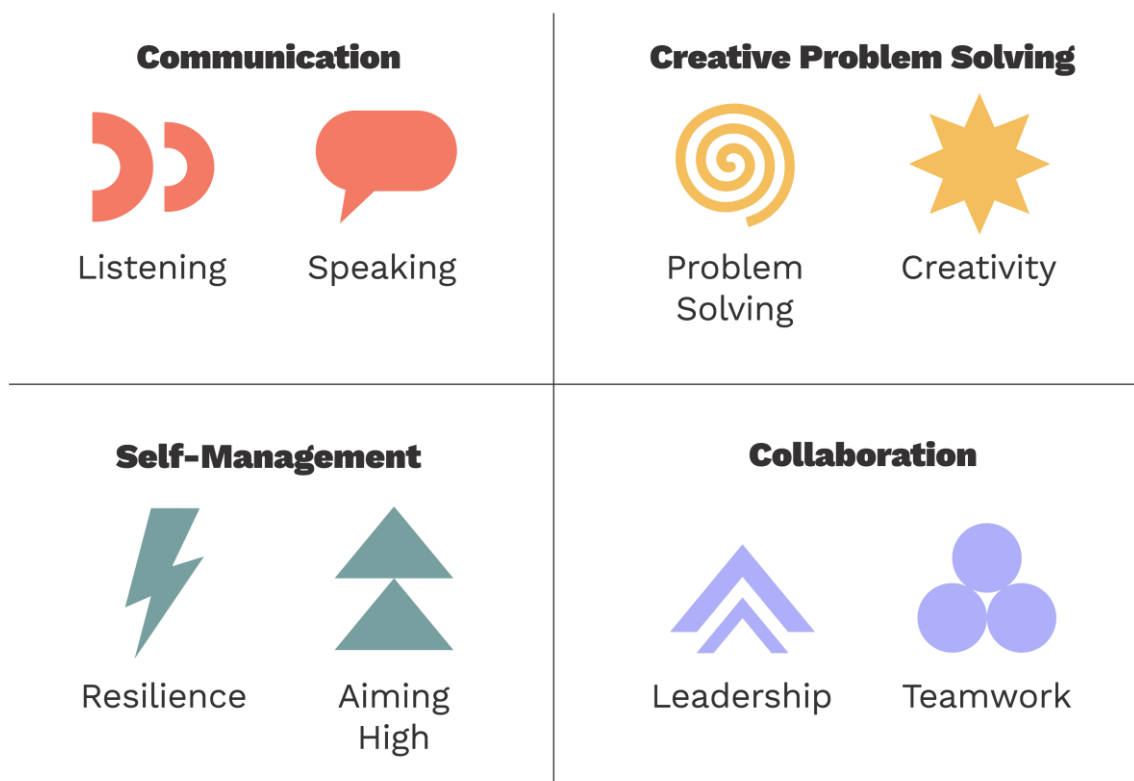
A core element of the programme is to support the development of the Junior Boards essential life skills.

The programme uses the **Skills Builder Universal Framework** to structure the skills element of their learning.

This framework is the world's leading tool for measuring and building essential life skills. We believe these need to be understood and developed to a high level for managers to be effective.

It's truly universal. That's why it's used by over 850 employers, schools, and social impact organisations across the globe!

The 8 essential life skills are:



These skills will be developed via the programme activities – the board meetings, mentoring, workshops, and coaching.

Essential skills “workstar”

To measure their progress, they will plot their score onto a “workstar”.

At their first session with their mentor, they will discuss each skill (using criteria provided) and agree a score. This will be repeated at their final session.

In the example below you can see what the scores have been at the start of the programme and what the workstar looks like at the end of the programme. The idea being to “grow” their competence and confidence.

What the score is not important, that they have grown is.

Skill	Start	End
Listening	4	5
Speaking	5	6
Resilience	6	7
Aiming high	5	6
Problem solving	3	4
Creativity	4	5
Leadership	3	4
Teamwork	8	8

Junior Board ‘lifeskills’ workstar



13. The action plan

The below action plan shows how we will achieve our 3 objectives – future leaders, skills, perception

Goals	Measurement	Actions
1) To identify & develop future leaders	<ul style="list-style-type: none"> - 100 young managers over 3-years - Shift in 8 core skills - Positively impact their business - Raised profile of the Board members - Individual promotions 	<ul style="list-style-type: none"> • Clarity on the strategy • Effective recruitment & onboarding process • Ongoing marketing and PR • Ongoing programme development • Ongoing mentor development
2) To raise required funds required	<ul style="list-style-type: none"> - Consistent & predictable funds over the 3-years via a blend of public & private money 	<ul style="list-style-type: none"> • To work with existing sponsors • To actively identify new sponsors • To seek out opportunities to promote the JB • To lobby existing and newly formed combined authorities / elected Mayors / those in “power”
3) To have the right partners on board	<ul style="list-style-type: none"> - > 25 partners providing services including legal, HR, marketing, and print 	<ul style="list-style-type: none"> • Grow list of those interested in becoming a mentor • To identify core “service” partners • Investigate opportunities in West and South Yorkshire
4) To generate compelling online content	<ul style="list-style-type: none"> - Month on month follower growth - >5% engagement 	<ul style="list-style-type: none"> • All mentors & partners to engage with online content • JB to develop planned and organic social media content • Podcasts to be completed with young people working in hospitality and influencers • PB planned and organic content • Support from Punch Creative
5) To increase the sectors engagement with schools and colleges	<ul style="list-style-type: none"> - > 90 schools and colleges visited over the 3-years 	<ul style="list-style-type: none"> • Each JB to develop a calendar of events with schools and colleges • Simple questionnaire re “will they consider hospitality as a career?”
6) To identify examples of best sustainable practice	<ul style="list-style-type: none"> - > 50 businesses sharing best practice over the 3-years 	<ul style="list-style-type: none"> • Identify businesses and capture best practice (video and audio) from a diverse range of hospitality businesses across the region • Each JB to create planned and organic content as part of their action plan. Share via LinkedIn and Instagram • NY Business Growth Hub to support
7) To generate positive media coverage	<ul style="list-style-type: none"> - Media coverage in targeted publications including the Caterer, Hotel Owner, Restaurant, Boutique Hotel, Yorkshire Post Sunday magazine etc. 	<ul style="list-style-type: none"> • Establish key contacts in regional and national publications • Invite them to Graduation events
8) To gather data from young people working in the sector re their views and perceptions	<ul style="list-style-type: none"> - Identify top 5 “loves and hates” - Identify what they learnt from education that helps / hinders 	<ul style="list-style-type: none"> • Survey of young staff from where each JB member works • Data to be analysed, summarised, and incorporated into reporting. • Information to be shared as appropriate
9) Develop a JB “Exec committee” and Alumni	<ul style="list-style-type: none"> - 50 % of cohorts continue to “work together” on the vision - Peer cohort established 	<ul style="list-style-type: none"> • Become part of the regions / LVEP skills strategy

14. How can you get involved?

To help us achieve our vision of “changing the perception of the sector” there are several ways you can get involved.



1) Help young managers find out about the programme and encourage them to apply.



2) Become a sponsor and partner.



3) Actively champion the initiative to other hospitality businesses.



4) Follow and engage with the programme on LinkedIn and Instagram.

To find out more please contact Philip Bolson @

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- Mobile: 07591 401423

- LinkedIn:





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