



2017/18
Annual Review
The Jubilee Hall Trust



This year we have celebrated our 40th year of operation as a charity. The Trust was set up in 1978 after an intense campaign to save historic Covent Garden from being demolished. The Jubilee Hall, our flagship gym was won as a community asset to be used for the well-being of local residents. From being a store for flowers it transformed into a roller skating rink, a 5 a side football pitch and, more recently, a gym.

Over the years, the Trust has widened its scope to the Greater London area and now runs three more venues: a well-loved community gym in Hampstead – the Armoury; a gym based in the Coin Street community in Southwark; and a gym for MP's and employees of the Palace of Westminster.

Our aim is to use our surplus to ensure that we can offer gym concessions and well-being activities to the community, and those less well-off or able to access facilities. 26% of our memberships are concessionary or free, and we aim to increase this year-on-year. We take GP referrals, and our

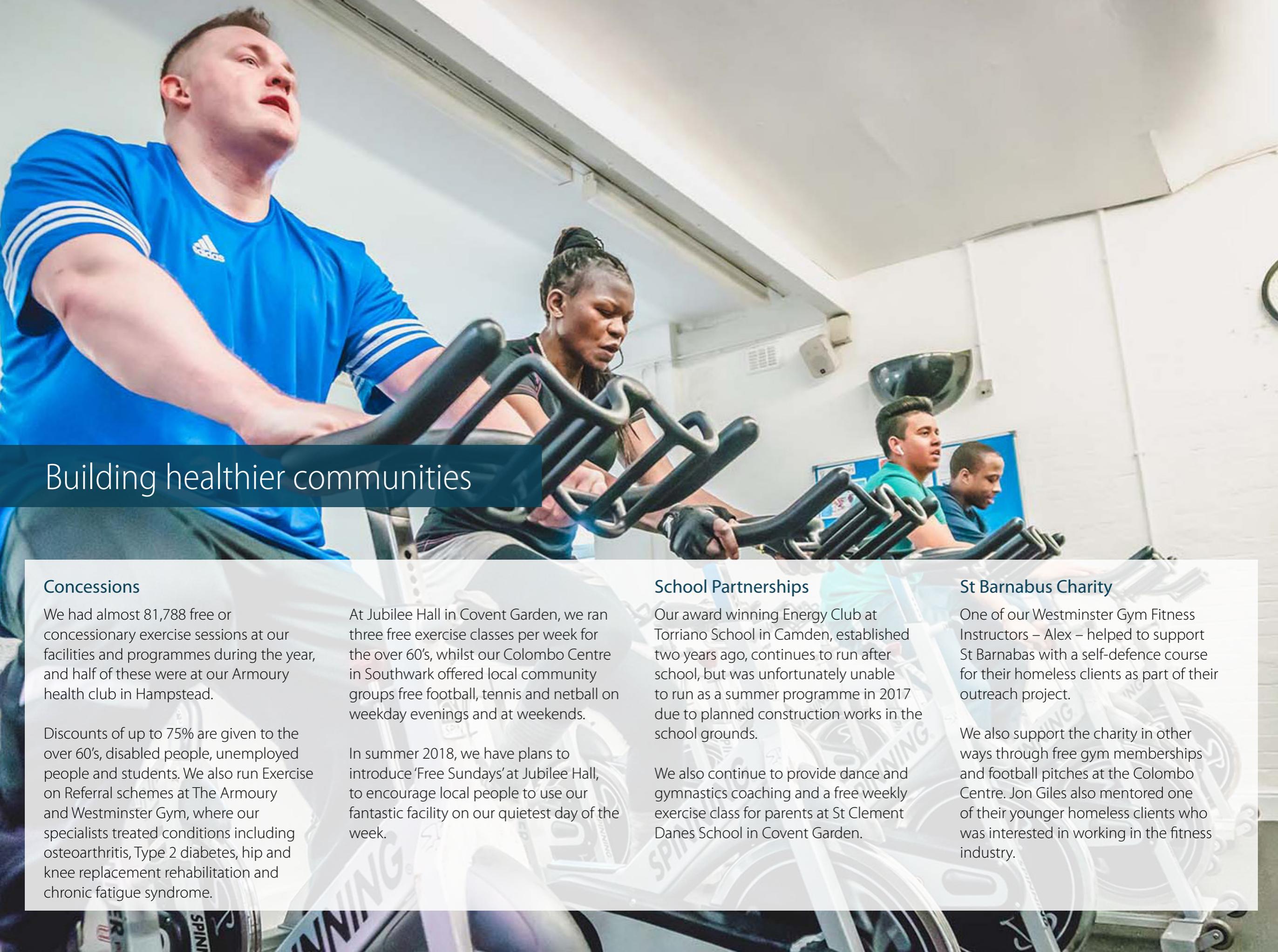
experts put them through rehabilitation programmes; we run a family-inclusive run for all abilities on Hampstead Heath; and we offer free fitness classes for older adults.

This year we are proud to have won a grant of £165k from the London Marathon Trust, which we are using on a project to improve our gym, making it more attractive to women and to further develop our free classes.

It has been a difficult year for us as, in February, we saw a former member of our staff jailed for a financial fraud that has hurt the ability of our charity to deliver its social purpose, but we have worked hard to strengthen our governance and ensure that we move forward and regain strength and greater resilience.



Roslyn Perkins
Chair



Building healthier communities

Concessions

We had almost 81,788 free or concessionary exercise sessions at our facilities and programmes during the year, and half of these were at our Armoury health club in Hampstead.

Discounts of up to 75% are given to the over 60's, disabled people, unemployed people and students. We also run Exercise on Referral schemes at The Armoury and Westminster Gym, where our specialists treated conditions including osteoarthritis, Type 2 diabetes, hip and knee replacement rehabilitation and chronic fatigue syndrome.

At Jubilee Hall in Covent Garden, we ran three free exercise classes per week for the over 60's, whilst our Colombo Centre in Southwark offered local community groups free football, tennis and netball on weekday evenings and at weekends.

In summer 2018, we have plans to introduce 'Free Sundays' at Jubilee Hall, to encourage local people to use our fantastic facility on our quietest day of the week.

School Partnerships

Our award winning Energy Club at Torriano School in Camden, established two years ago, continues to run after school, but was unfortunately unable to run as a summer programme in 2017 due to planned construction works in the school grounds.

We also continue to provide dance and gymnastics coaching and a free weekly exercise class for parents at St Clement Danes School in Covent Garden.

St Barnabus Charity

One of our Westminster Gym Fitness Instructors – Alex – helped to support St Barnabus with a self-defence course for their homeless clients as part of their outreach project.

We also support the charity in other ways through free gym memberships and football pitches at the Colombo Centre. Jon Giles also mentored one of their younger homeless clients who was interested in working in the fitness industry.



Run for your life

Jubilee Hall Trust's 3rd annual Run for your Life event held on Hampstead Heath on Saturday 16th September, was a huge success! We had 314 participants taking part in one of the three different distances of 2k, 5k and 10k trail runs, which was a 40% increase on last year's 225.

Runners included a couple completing their first ever 2k, families participating for the 3rd year in a row and 50 Parkrunners. There was a great atmosphere on the day, and lots of positive comments from those taking part.

The event was started by our Athlete Ambassador, Team GB Triple Jumper, Nathan Fox, who was also there to provide inspiration to the runners. Wellness services, including very welcome post-race massages, were provided by our event partners, Breathe London, and their tent was packed throughout.

It was a wonderful occasion, thanks to a dedicated team of sponsors, volunteers and runners. We raised funds for the British Heart Foundation's Move It: Beat It campaign and this was significantly boosted by the efforts of Carol from the Armoury's Heart to Heart cardiac rehabilitation group who raised over £600 on their own!

Finance and Fundraising

London Marathon Charitable Trust (LMCT) grant

We were delighted when our application for a LMCT grant of £150,000 for our Phoenix Project to revamp our Covent Garden gym was successful, and that the funders also agreed an additional £15,000 of revenue funding to help kick-start our new community programmes!

Our £165,000 grant was the largest that LMCT gave anyone in this round of funding - £25k more than the English National Ballet!

Fraud

February 2018 saw the final conclusion of the criminal prosecution of our former Finance Director, Chasjit Verma. Over the course of seven years - until she was made redundant in December 2015 - she had stolen over £900,000 from the charity by making illegal bank transfers disguised as payments to legitimate suppliers.

The case had taken more than two years to come to court, but the trial at Southwark Crown Court, saw her sentenced to six years imprisonment, whilst her estranged husband received a suspended sentence.

We continue to pursue civil proceedings in order to try and recover some of the stolen money.

Since the fraud, we have outsourced the finance function and made numerous changes to systems and processes to help safeguard the charity.

We now look forward with more confidence in our ability to fund the future.

Other fundraising

The Tesco's Bags for Life scheme brought us £1,000 towards our Hampstead Heath run programme, whilst new Trustee, Anna Barrett, successfully claimed a \$500 grant from her employers, Thomson Reuters.



Running healthy gyms



JUBILEE HALL

At Jubilee Hall, we continued to make plans for our Phoenix Project to refurbish the gym, and secured £500,000 in funding from The Charity Bank for this purpose. The project has taken longer than expected, but it is hoped that the works will start in summer 2018 and be completed by early 2019.

In the meantime, it was important that we continued to introduce a range of tactical initiatives to enhance the member offer to enable us to compete successfully in the marketplace.

New technology and member benefits

We installed the Wellbeats virtual class concept into our spinning studio which offers members the ability to do dozens of cycling classes either 'on demand' or when pre-scheduled. These did not take the place of 'live' classes with real instructors, but enabled us to supplement these and create a low-cost solution to help fill the studio at off-peak times.

The Wellbeats system also included a mobile app so that members can even exercise when they are away from the gym, by streaming classes to their phone, tablet or TV.

We also introduced a Jubilee Hall Trust app, to make it easier for members to book classes, refer friends and give live feedback, as well as to get notifications from the club on news and late cancellations of classes etc. The app can also be used instead of a membership card to gain access.

Ultimate Body-Tec have now started providing Electronic Muscle Stimulation (EMS) training at the gym and, later in 2018, will be moving into the former hairdresser's room.

As part of our promotion of Jubilee Hall as 'more than just a gym' we enabled all members to have free access to the benefits of Westfield Health, which includes 24/7 access to a GP phone line, 24/7 access to counselling services as well as to Westfield Rewards with discounts at over 450 leading retailers.

New gym equipment

In October, we installed over 80 pieces of new Precor strength equipment, including benches and lifting platforms, two Queenax functional training rigs, some new rubber flooring and 26 new Precor Rally spinning bikes. The installation was extremely well-managed and the deal included staff training and marketing packages, as well as servicing and warranty. Needless to say, members and trainers were delighted with the new equipment!

Marketing and Operations

We ran two successful marketing campaigns with Big Wave Media in November and January, using social media and Google AdWords as well as traditional leafleting and member referral. New smarter swipe gates were installed at reception, and the men's sauna refurbished, whilst a new shift pattern for the key staff enabled us to deliver a 'hosted' fitness experience for new customers.

Breathe London

The Breathe therapy group have operated successfully at our Colombo Centre for 14 years, and have now taken occupancy of four treatment rooms at Jubilee Hall. Three of these were formerly offices, which have been re-located to elsewhere in the gym. This enhances the offer to our members with more than 25 freelance therapists delivering a wide range of mind and body treatments.



WESTMINSTER GYM

Outreach Programme

Our Outreach Class programme of Yoga, Pilates and Stretch/Relaxation - delivered on the Parliamentary Estate, but away from the gym - continued to be successful, and attracted a slightly different demographic to our usual gym-goers.

We were pleased to be selected as the Fitness Testing supplier for all Parliamentary Security staff across the estate.

General Election

The 'snap' General Election in June 2017 caused us some immediate financial issues, as MP's and their staff were excluded from Parliament for 6 weeks and many other staff were 'laid off' over the same period. This meant that many of them cancelled or froze their gym membership, whilst our operating costs remained the same. We upgraded members to the Health & Fitness UK membership, enabling them to use more than 100 other London gyms so long as they kept their membership with us 'current'!

When Parliament reconvened, our team helped the Occupational Health team induct new MP's and staff, and we gave a series of seminars and presentations on subjects ranging from nutrition to mental health.

Gym Re-location

Our biggest challenge came towards the end of the financial year, as the House confirmed that we would need to relocate the gym in summer 2018 for 6 months whilst the urgent upgrade works to Canon Row take place.

A significant amount of planning and negotiating means that we will continue to operate a fitness facility in Richmond House - in the old Department of Health building - from July until January 2019. This will enable us to retain the majority of our staff, members and instructors for this period.

COLOMBO CENTRE

Facility improvements

Most of the last year has been spent upgrading and improving the facilities at the Colombo Centre.

Improvements have included: a fully refurbished studio 2 with new flooring and paint; new showers in the male downstairs changing room and redecoration of both the male and female changing areas and main gym; creation of a new spinning room and repainting of the manager's office, as well as the installation of additional safe storage space; and replacement of all the guttering around the centre.

We also carried out a full refurbishment of the training room on the top floor, as well as improvements to the first floor male and female toilets.

This enabled us to sign a new long-term hire agreement with Lifetime Training to bring in a substantial regular monthly income.

Towards the end of the year, the Coin Street Centre Trust generously donated £68,000 for the complete resurfacing of the hardcourt multi-use games area at Paris Gardens, as well as the installation of CCTV.

This will ensure that the courts drain better in wet weather and remain slip-resistant. This work was due to be carried out early in the summer of 2018.

New Manager

During the year, the Centre gained a new manager, as we moved Stuart Flude, our most experienced Club Manager, from The Armoury in Hampstead to Colombo. Stuart quickly settled in, and started to get to grips with the vast amount of work involved in managing and expanding the private hire income we gain through football and tennis, as well as the rooms within the centre.

As Stuart is our resident expert on the Legend booking management system, he has also started a project to enable all of our private hire space and outdoor space bookable online. He has continued to liaise closely with Kier, the contractor building the new block next door, to try and negotiate compensation and concessions due to the noise and disruption caused.

Community Day

The Colombo Centre Community day took place on 22nd July, with indoor and outdoor activities being laid on and attracting 150 local people into the centre (despite the heavy rain). An official reopening of the community room also took place, with a ribbon cutting ceremony performed by Ernie Hearn, who originally secured Colombo for community use via his campaigning and fundraising.

Awards

The Colombo Centre was also awarded Outstanding London Sports Venue by My Local Pitch for the month of May, based on positive customer feedback about the facilities and the good levels of customer service received.





THE ARMOURY

New Manager

Lenny Stephens, our Colombo Centre Manager, was moved across to The Armoury during the course of the year, trading places with Stuart Flude.

Lenny's key strengths include his gym floor management and customer engagement, so we were delighted that he settled in well, and immediately started creating gym challenges and getting to know some of our most established gym members.

Royal Free Charity (RFC)

During the year, we have continued our dialogue with our landlords, RFC, about the potential future of The Armoury, and they continue to be supportive.

Facility Improvements

At the beginning of the financial year, the club benefited from the closure of our nearest competitor, the privately-owned Springhealth gym, and we gained a number of new members and personal trainers.

Nevertheless, we couldn't sit on our laurels and made a number of improvements to the facility including the redecoration of the gym floor, spinning room and the main studio space, as well as the front entrance doors.

We also created a new multi-purpose room in the former shooting gallery in the basement.

Making staff proud

Training and Development

Our Office Manager, Louise Sharp, devoted a considerable amount of time into developing a training plan that enabled all staff to benefit from a wide range of developmental and statutory training to enhance their knowledge and skills. At the end of the year, her efforts were rewarded with promotion to the role of People Development Manager.

Statutory training during the year included 18 staff qualifying or re-qualifying in Emergency First Aid at Work, 9 staff attending Fire Marshal Training whilst our Health & Safety representatives all completed an IOSH Managing Safely course.

We sourced bespoke Customer Service training, which was delivered in two modules to 23 of our staff across all sites; five staff received training in mental health awareness, whilst others attended courses on equality and diversity, transforming delivery for women and girls, and another attended a leadership skills development programme.

Our Fitness teams took continuous professional development modules in Exercise Referral Assessment, Pre and Post Natal training, Mixed Martial Arts, Indoor Cycling, Body Pump and Kettle Bells, whilst two unqualified staff completed their full Level 2 Fitness Instructor course.

More than 20 staff also attended a variety of conferences and exhibitions including FIBO, Elevate at Excel, UK Active Summit, Most Active City, FLAME and the UK Active Training Conference.

In addition to face-to-face learning, in November we introduced our new e-learning package, and used this to deliver a number of modules including Health & Safety, First Aid, COSHH, Manual Handling and Equality, Diversity & Inclusion. Completion and pass rates for these have exceeded 90%.

As an Employer Partner of the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA), our staff are automatically enrolled as members and have free access to CIMSPA's own e-learning academy, with over 1300 online training courses including a range of business management and personal development modules.

This is free of charge to our staff as we are a CIMSPA employer partner. We are also represented on the CIMSPA Professional Development Board (PDB) to help create industry standards and qualifications, and we contributed to the UK Active/CIMSPA 'Raising the Bar' report.





Staff Welfare

We continued to invest in our staff rooms, with new furniture, kitchenware and lockers at some sites, and we have actively promoted our range of staff benefits including the Westfield Health Cash Plan, which enabled 14 staff to claim back money for dental and optical care, as well as physiotherapy and osteopathy.

One of our fitness trainers from The Armoury, Gabriel Orayinka, took advantage of our £200 staff bursary to help him train for and win the Miami Pro 2018 bodybuilding title!

We organised a range of staff social occasions across the year including bubble football, the Nuts Challenge, BMX cycling and a Tough Mudder 5k obstacle course, as well as our Christmas party held at Sway, Covent Garden and attended by our Athlete Ambassador, Team GB triple-jumper, Nathan Fox.

Great Place to Work (GPTW)

After many years as an Investors in People Company, we decided to refresh our external assessment by signing up to the Great Places to Work scheme. This enabled us to objectively measure and understand our workplace culture so that we could take focused action to change it.

In our final assessment, in which staff participate in an anonymous online survey, we were delighted when 86% of our staff agreed with the statement: 'Taking everything into account I would say this is a great place to work.'

Our top scoring attributes were Diversity 94%, Organisation Image 89% and Line Management 89% and our lowest scoring were in Reward 79%, Job Security 78% and Teamwork 74%.

We are obviously pleased with most of the results but we recognise that there is room for improvement, especially in the highlighted categories, and we have been developing an action plan to address this.

Active Training Awards – Runners Up!

We entered the UK Active Training Awards in November 2017, and, for the third successive year, we were finalists in the Small Employer of the Year category!

The awards are delivered in partnership with the Chartered Institute for the Management of Sport & Physical Activity (CIMSPA), and, whilst we didn't win this year, we were recognised as runners up.

Health and Safety

Our 6-monthly external audits by QLM produced some excellent results when compared with previous years.

Westminster Gym scored the highest score ever recorded, and all apart from one centre showed in-year improvements.

The Colombo Centre initially scored the lowest, due to the amount of work that needed to be done on the fire detection system and emergency alarms, but we immediately instituted a programme of urgent upgrade works and invited the auditors back in February, when we scored 95%.

	Oct-15	Mar-16	Oct-16	May-17	Nov-17
Jubilee Hall	73%	78%	82%	85%	92%
The Armoury	84%	86%	88%	88%	95%
Colombo	77%	84%	84%	81%	79%
Westminster	83%	89%	87%	90%	99%

Being known and in demand

Sporta Awards – winners!

Jubilee Hall Trust scooped up two prizes at the Sporta Awards held at Sheffield City Hall in May. The judging panel, led by Professor Ken Fox, Emeritus Professor, Exercise and Health Sciences at Bristol University, sifted hundreds of entries from across the country before deciding on their finalists, and the winners were announced at the gala awards night, hosted by BBC TV presenter Andrew Cotter.



Steve Cabrera, our former Chair, won the Trustee of the Year category, in recognition of his 11 years' service to the charity, and Jubilee Hall Trust won the Successful Partnerships award for our summer energy club at Torriano School in Camden.

FLAME Awards

The UK Active FLAME awards are regarded as the industry 'Oscars', and Jubilee Hall Trust was a finalist in the Healthy Partnerships award for our Run for Your Life programme held on Hampstead Heath.

Strategic Partners

We have continued to engage with a wide range of local, regional and national partners, to help raise the profile of Jubilee Hall Trust, and enhance the 'offer' to our users and staff. We currently have representation on the Boards of UK Active and Sporta, and meet regularly with colleagues at both Westminster and Camden councils. We have recently been invited as the only external partner to contribute to developing Camden's sport and physical activity strategy to 2025.

Save Britain's Heritage visit

In April, we were delighted to welcome a group of 20 people from the above group to Jubilee Hall gym. One of their members, Marcus Binney, was involved in the original campaign to save Jubilee Hall in the 1970's, and he wanted to show the group the inside of the gym, to demonstrate the excellent alternative use it had found. In our 40th year, this was a timely reminder of our history!

The Jubilee Hall Trust builds strong healthy communities by promoting the **fitness** and **wellbeing** of the individuals within them.

Jubilee Hall Trust Ltd.
30 The Piazza, London WC2E 8BE

Registered in England and Wales.
Registration no. 1310649

Registered as a charity, no. 273562