

ANNUAL **REVIEW**

2021/22





Opening statement from our Chair

Jeremy Simpson

The past three years have been unprecedented for Jubilee Hall Trust and the wider health and leisure sector. Whilst Covid-19 has started to dissipate, the changes wrought on society have been fundamental and it appears increasingly unlikely we will return to "business as usual". Added to this, a cost-of-living crisis focuses minds on all expenditure.

Many groups have been disproportionately impacted by the pandemic and Jubilee Hall's mission is to encourage in particular women, older people and those with underlying health conditions to exercise. Some are nervous about returning to buildings full of other people, some unable to do so for health reasons and others simply do not have the time the time and/or money.

We have also seen a change in working patterns, which in turn influence the time many members have to come into gyms in Central London.

Our mission has however never been more relevant. As a charity, some 30% of our DD and Annual membership is concessionary, mitigating some of the financial challenges.

The advent of conditions such as long Covid and underlying health conditions that worsened through lack of healthcare availability during the pandemic requires significant support for rehabilitation, in which our GP referral programmes are critical.

All of this makes it an interesting time to take on the leadership role for Jubilee Hall Trust and I would like to acknowledge the superb job that Jon Giles has done in taking on the role of CEO. He has stepped up into a hugely challenging environment and shown great resilience in ensuring we could resume trading, whilst protecting customers and staff. On which note, I would also like to register my appreciation to the senior team of Louise, Oliver, Anna, Stuart and Leyton and their respective teams for their dedication and excellence over the past year.

Of course, we would be nothing without our wonderful members and I offer my sincere thanks for their ongoing support. We will continue to provide a fulfilling environment for you to exercise, socialise and achieve your aims.

We look forward to the future with confidence that Jubilee Hall Trust will provide an important service to our communities and our doors remain open to all.

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Chief Executive's report by Jon Giles

Our People, Culture and Inclusion.

I would like to begin by acknowledging, with a great deal of pride, the tremendous efforts of the entire Jubilee Hall Trust team. They have demonstrated loyalty, resilience, innovation and an unfaltering positive attitude which has created a strong foundation for us to continue building a successful future for the Charity.

All the leadership team have taken on additional responsibilities including **Head of People and Community Development, Group Sales, Group Data insight, Safety Health and Wellbeing** and the **Community Ambassadors Team**.

One of the Jubilee Hall Duty managers took on a **Group H/S support role** and receptionists and gyms instructors across the Charity joined the **Community Ambassadors** team and **Safety Health and Wellbeing committee**.

Engaging our team members more broadly across the Charity has meant we have an enhanced, in-depth focus on these elements of our business, and the staff have felt they had greater involvement in running the business. Team members are more invested in our programmes and our teams feel they have been listened to when planning for our future.

We focused on increasing the number of 'hybrid' employees able to cover a variety of roles including reception, gym floor and teaching exercise classes. This was achieved by investing in our existing staff through funded training to upskill them in these areas, with 6 employees going through this process.

All new recruits are cross trained to cover all functions and staff teach classes as part of their working day.

The combined impact of this helped us save over £100k per year in freelance instructor costs. An unanticipated benefit was the positive response from our members. Feedback received shows our staff are now the ones building relationships and creating a strong sense of community.

Another area of development is our digital engagement with 'prospects' and existing members. Our aim was to expand and improve our social media strategy to include Facebook, Instagram and TikTok, creating meaningful content which was relatable and appropriate. To source this expertise, we established a digital intern programme recruiting a graduate in Digital Media to work with us for between three and six months. Over twelve months, three interns completed the programme and because of their experience with the charity, two interns secured full time employment elsewhere. Our first intern stayed in contact with the Charity and acted as a mentor for new recruits.

Jubilee Hall Trust Invested in **Mental Health First Aiders** to ensure we had a well-rounded approach to employee wellbeing and proactively held **mental health check-ins** at the start of every meeting.

We circulated a survey to all members to gain feedback about their return to our gyms post-lockdown, focusing on studio occupancy and Covid management systems. As a result, the decision was made to ensure customer wellbeing was given a priority and **we favoured safety and inclusion over and packing out our studios**.

One club created **Buddy Up sessions** to help those **suffering the effects of social isolation**, whereby members could make a request for a workout partner, and either be introduced to a likeminded customer, or a member of staff to train with.

The Trust has sought to find more efficient working practices. We launched the first of our digital integration services, **Bright HR** designed for staff use. This allowed for rotas, holiday and other absence tracking to be managed in streamlined way, with the added benefit of it being a paperless system. This significantly improved our HR administration and payroll function. In addition, we took our Health and Safety administration online, including opening and closing checks, risk assessments and accident and incident reporting so all information was captured digitally. Not only did this reduce the amount of paper wasted but also significantly improved our data recording, resulting in our highest ever audit scores with Right Directions, our external H&S consultant.

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**Our trading
environment**

Our trading environment

When our doors re-opened in April 2021 membership had dropped to 60% of pre-pandemic levels. We were fortunate that we had the reserves to support us through this difficult time, but we have also been supported by a £250k CBILS loan.

Customers are returning and the digital engagement from those working from home has been very popular, driven by the huge surge in both live and on-demand classes, due to the prominence of brands such as Peloton and celebrity trainers like Joe Wicks.

TFL were reporting a 70% drop in commuter journeys and with 90% of our customer base being office and business customers this presented us with a challenge.

95% of our staff had been furloughed through lockdown and upon re-opening, whilst many had the option to work from home, our teams were on site every day. We resumed our clubs' respective pre-pandemic opening hours to ensure maximum retention of customers and maximum opportunity for new sales and this meant staff returning to their usual shift patterns and enduring the daily commute. Through the use of Westfield Health and personal support we looked after our team members who were struggling with their mental health as they adapted to the "new normal".

One of Jubilee Hall Trust's aims was to treat the most vulnerable of our community with the same priority as our fully paying members by ensuring our concession customers who may have struggled with social isolation and loneliness were encouraged back into our facilities with plenty of classes and opportunities for safe, social contact.

I would also like to acknowledge and thank Trustees for their support through a difficult period in our Charities history.





Our partnerships

Our Partnerships

In partnership with **Innovatise** we launched a new app delivering **virtual** and **on-demand** classes. Staff taught live classes from their homes during lockdown and customers (including senior members) could take part in variety of exercises. The classes were carefully designed without the requirement for gym equipment and to take into account limitations on floor space. Upon re-opening we invested in digital tablets so all classes could be taught live and streamed to those who were still yet to return.

All live stream classes were automatically recorded, building an On-Demand library now featuring over 600 classes.

When we initially launched the online content, we had an average of 8 virtual customers per class but as the year progressed and virtual and on-demand became less popular (big suppliers such as Peloton reporting a 25% drop in their user market) we experienced our numbers dropping significantly and the appetite for digital exercise began to dwindle.

Our library of classes and live streaming still had a place in our membership, so we launched **Digital Plus** to suit those customers who were still reluctant to return to our facilities, or customers who wanted to freeze their membership. It is still currently available but not a key driver in membership.

We collaborated with UK Active to launch **National Fitness Day** (on the 22nd September 2021) at Jubilee Hall Covent Garden, with key sponsor TRX. The event was broadcast live across Good Morning Britain and Sky News and was a huge success, further promoting the charity.

Another notable successful partnership was with **Peloton**. As they were opening their new head office in Covent Garden. Peloton needed a showcase site where they could display their entire range of equipment for potential purchasers and in addition to replacing all of our cardio range, the deal included two new Peloton bikes which gave our customers free access to their content and classes.

We continued to deliver **The Trip** with **Les Mills** as the only club in Central London to have this facility with **100% of these classes being taught by staff on shift!** Les Mills were a terrific support during this period offering significant discounts on our licencing fees for the programmes to remain.

We would like to thank the Charity bank and RBS for their support through this difficult time. We also supported the Charity Bank with their promotional photo shoots. This directly led to a partnership with Wates Housing Group, a private company who offer annual grants and donations by invitation only.

We forged an even stronger relationship with our landlord Capco who have been a tremendous support to the Charity in a variety of means. Capco actively promoted Jubilee Hall Trust to their own employees, encouraging them to become members.

They are currently working on a partnership deal to supply their entire portfolio of commercial and residential lets with built-in gym membership, potentially broadening our customer base. We were also offered a significant reduction in our service charge as well as having a flexible approach to our payments to support our cash flow.

In February 2022 we were awarded a £150K grant from **Sport England**. The original application for this grant was submitted by the previous CEO Phil Rumbelow and he successfully petitioned for the grant earmarked in 2020 (subject to an investment plan and schedule of works being agreed) Sport England have been hugely supportive over the year!

Coin Street and Parliament continue to be strong supporters of Jubilee Hall Trust and we continue work with them to provide excellent commercial and community programmes within their contracts.



Our community



Our community

Jubilee Hall Trust's community programmes have continued despite the difficulties the Charity has faced. Our Head of People and Community Development along with our Community Ambassadors played a huge role in ensuring the **community programmes are a key focus for the charity** and in their monthly meetings new programmes were created, notable examples were Youth Gym, Blind Yoga, Women's Lifting Club.

In June we collaborated with **Camden Councils Active Living Officer and Age UK** and hosted two pop-up gym sessions at their outdoor gyms. We also held Gym session for females aged 16-19 (in association with Coram Fields) and Yoga sessions for partially sighted participants (using a current instructor who is partially sighted) in partnership with Blind Aid

In September Jubilee Hall launched their Exercise Referral programme in partnership with Everyone Health and Active Westminster and in **November we successfully bid for £1000** funding through Active Westminster to host a class for females during free Sundays.

We also worked with the **This Girl Can Campaign** with staff receiving training on delivering classes during the Sport England programme.

Our annual **Run for Your Life** race event on Hampstead Heath was our most successful yet with over 600 participants ranging in ages from 3 to 80! Feedback from the event was excellent and it generated a surplus of £2500 for our community programmes.



Our future

Our future

believe we have laid some sound foundations in the last year. **Our people take responsibility for various aspects of the Trust and innovation is thriving** with staff creating our first corporate awareness video to promote the charity to local businesses. We are also launching our first recruitment video to raise our profile in the recruitment market. We are reviewing our CRM systems to source a more streamlined approach to data management and customer engagement. We are also exploring new and exciting business opportunities with Capco.

Jubilee Hall Trust's greatest challenge at present will be to navigate the cost-of-living crisis. With energy rates soaring upwards of 300% we need to become more energy efficient and scrutinise our fixed and variable costs whilst continuing to deliver exceptional value to our members.

According to our industry competitors, operators will be reviewing their swimming pool services, many with a view to closing pools over the winter. Whilst we do not have pool facilities, the hope is such drastic action may prompt a response from government to support businesses with their utility renewals.

We remain focused, resilient and opportunistic.





Jubilee Hall Trust Ltd.

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Registered as a charity, no. 273562