

# ANNUAL **REVIEW**

2020/21





## Introduction to Jubilee Hall Trust

by Jeremy Simpson: Chair

The past year has been one like no other for the Jubilee Hall Trust and the leisure industry as a whole. The challenges posed by Covid-19 encompassed extensive multiple lockdowns and a material change to operating procedures upon reopening to protect members and staff alike.

I would like to pay tribute to the leadership and staff of the Jubilee Hall Trust through such difficult times. The team collectively showed enormous resilience, notwithstanding the anxieties posed by Covid-19, that ensured we could remain operational.

It is appropriate to take this opportunity to pass my thanks to Phil Rumbelow, who departed as Chief Executive in early May 2021. Phil had led Jubilee Hall for over 20 years and leaves a legacy of an organisation that transcends operating physical sites, by reaching out into the communities of which we are an integral part. I wish Phil the very best in his retirement and welcome Jon Giles to his role as Interim Chief Executive.

More on the wider team. Covid-19 represented an undoubted threat, but also an opportunity to challenge our ways of working and Jubilee Hall Trust's relevance.

In the former case, we took a number of classes, training and interaction online and I believe this can be part of a sustainable "hybrid" model in the future, where we work with members to ensure they get the most out of their membership, both inside and outside our facilities. The relevance of Jubilee Hall Trust has never been greater. Covid-19 is both a physical and mental health crisis, so keeping active as part of a wider community is ever more important. The board is determined to continue in the expansion of this model and seeking income streams accordingly.

Jon has discussed our partners below and I would like to acknowledge the key role played by Sport England, Royal Free Trust, Camden and Westminster Councils and the Colombo Centre in particular.

Our relationships are truly of mutual benefit and I look forward to expanding these in the coming year. I believe in overcoming the challenges posed by the last year!

We have emerged stronger, sharper and more focused.

I find myself humbled by and in full of admiration of the Jubilee Hall Trust team, grateful for a terrific group of partners and truly optimistic for our future.

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## Chief Executive's report

by Jon Giles

2020-21 was an unprecedented year, with the Covid-19 pandemic having a huge impact on global health and wellbeing. Our National Health Service staff performed an outstanding service throughout, and were responsible for saving many lives.

The vaccination programme continues having the impact on our wider communities and at the time of writing with almost 80million vaccines being delivered we are slowly opening up again and we find society beginning to return to their normal ways of life.

As well as the tragic health consequences of C-19, the damage to the economy by the essential government lockdowns has also been huge. Our own four sites were closed on 20th March 2020, and were not re-opened until the end of July, with further shutdowns imposed in November and again from January to March 2021.

In total, our business could only operate for four months of the financial year, and only then with significant restrictions on activities and capacities in place.

Consequently, we only delivered 29,217 activity sessions (2020: 316,433) a decline of 91% on the previous year, and only 20% of these sessions were free or concessions (2020: 28%).

As is often the case, it was the most vulnerable in society who were hit the hardest.

However, we can be proud of our response to the crisis, as the senior management team found new ways of working, with frequent remote meetings of the Trustees, and we managed to steer the organisation through the challenges of the year, to begin delivering our service once again when we re-opened after the third lockdown on 12th April 2021.

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The Jubilee Hall Trust  
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YOUR LIFE**



**PEOPLE**

# PEOPLE

We made significant savings with all but 2 staff on the furlough scheme meaning they received 80% of pay capped at a salary equivalent to £30k/ year.

For most the impact of such wasn't too severe and for others it was more significant.

For those who remained working they voluntarily took a 20% pay cut from full pay and kept the essential comms and financial management systems in place. Our maintenance person remained on full pay as they worked throughout the pandemic keeping our facilities safe and essential maintenance programmes in place. Staff on Furlow could use annual leave to top up their pay during this period.

Our Trustees set up a C-19 committee of Jeremy Simpson, Susan Achmatowicz, Roslyn Perkins, Anna Barrett & Carol Martin to provide additional support for the Charity would prove to offer an invaluable service. Susan Achmatowicz has since left the board and we wish her well.

In April 2020, we learned that we had placed in the Top 25 Great Places to Work in the UK for the second year running.







# FINANCIAL & FUNDING

With almost no income during most of the year, we were heavily reliant on the government's funding schemes, and we took advantage of them wherever possible. We used the Coronavirus Job Retention Scheme (CJRS) - better known as 'furlough' – and received Rates Grants, Local Restrictions Grants and Restart Grants from our local councils. We also obtained £10k from Sport England's Return to Play fund, although a £100k bid to the Charities Aid Foundation was unsuccessful. We received £10k from the Royal Free Charity towards our Exercise on Referral scheme at the Armoury, and, on re-opening in April 2021, we applied for and received a total of £103k (including £50k for the Colombo Centre) from Sport England's Community Leisure Recovery Fund.

Despite these grants, we could not have managed through the crisis without the support of many of our partners and stakeholders. Through negotiations and goodwill, we achieved concessions on rent and service charges from our landlords – the Royal Free Charity and Capital & Counties – as well as support from the Parliamentary services for our gym in Westminster. The Charity Bank agreed to successive capital repayment holidays, and many of our regular suppliers generously agreed to forego or defer payments owing to them.

Our members, staff and supporters also rallied round and donated an incredible and unexpected £5,600 to our Justgiving account to help ensure our survival. A huge 'thank you' to them!

But despite all of this support, the cost of maintaining our business through the pandemic took a heavy toll on our cash reserves, and we had to take out a CBLS loan of £250k in December 2020.





# UPGRADES





# UPGRADES AT JUBILEE HALL AND THE ARMOURY

The closure of our clubs gave us an opportunity to carry out some improvements to our facilities. At Jubilee Hall, we completely refurbished the ladies changing rooms, with new showers, toilets, vanity area, flooring and redecoration. The cost of £40k was met by the last part of our generous grant from the London Marathon Charitable Trust, and the refreshed facilities were much appreciated by our female members when they returned.

At The Armoury, we had previously obtained £10k in CIL funding from Camden council, and this was an invaluable help towards enabling us to repair the front of the building. This included refurbishing the window frames and guttering, repairing parts of the roof and tiles, and redecorating the entire façade, including the metal railings and signage.

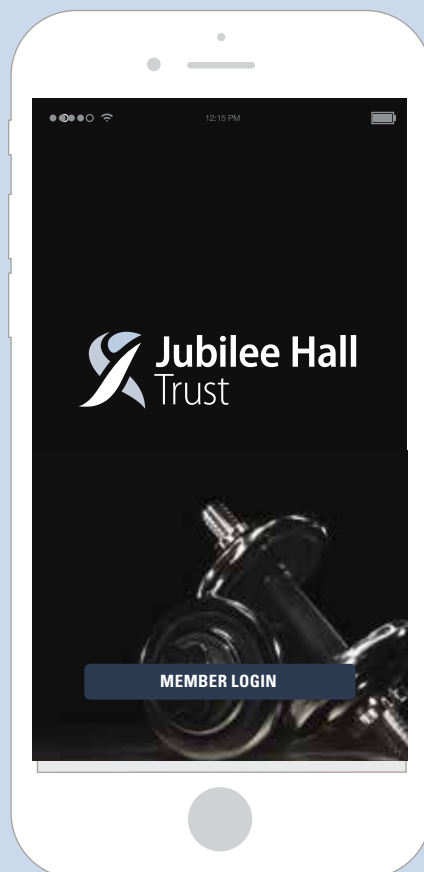
In order to protect the historic integrity of the former military building, we had contacted the Royal Fusiliers Museum, to ask them about the correct colours to use when re-painting the crest above the entrance, and we sent them a photo of the refurbished building. We were delighted with a reply from Major McCarthy MBE, who said that:

*'I have a personal connection with your building having been a member of the Fusiliers Army Cadets there from around 1973 - 1977. I am also a Trustee for the Harben Armoury Trust who support young people aged 11 - 18 who are Fusilier Army Cadets. What you have done is fantastic!'*

# EXERCISE GOES ONLINE!

With our customers missing their regular workouts whilst we were closed we realised our existing app did not provide the live and On-demand classes our customers needed. In March/ April 21 We made the decision to have a new app built and with the help of the Jubilee Hall team a live table was created and streamed to customers homes. In addition to this the team recorded various workouts from home and a library of on demand classes was also created. In addition to the branding, design and creation of the app we also needed a specific online customer Health Commitment Statement, and an extension of our public liability insurance, as well as an online music licence to ensure compliance with PRS/PPL, and the re-issue of class instructor contracts to ensure that any Copyright/Intellectual Property rights belonged to us.

The deployment of this took great team work across our organisation and since its launch we have created over 200 on demand classes. The development of the app was post year end, and therefore no costs have been included in the accounts







**RE-OPENING**



# RE-OPENING

Throughout the enforced closures, we remained in close contact with our trade bodies – ukactive and Community Leisure UK – attending weekly online calls, whilst our retained Health & Safety consultants, Right Directions, did an excellent job of hosting regular online webinars with the latest government advice.

We are also grateful to our many other leisure organisation leaders who provided a welcome platform to bounce ideas off and share best practice.

After extensive consultation between ukactive and Public Health England, the framework guidance for re-opening leisure facilities was published, and we were able to prepare our sites to be Covid-Secure. Staff put in a huge amount of work to carry out risk assessments, order PPE and signage, re-organise our gym layouts, prepare revised programmes, and communicate with our members, staff, personal trainers, class teachers, therapists and other stakeholders.

All clubs were deep-cleaned and sanitised; all staff trained in Covid-19 Awareness and our new procedures and protocols; gym equipment, studio and circulation spaces were finalised, with social distancing incorporated; all signs and floor markings were installed; hand sanitisers filled; some seating removed to discourage gatherings. Every staff member was also contacted personally by our People Development Manager to ensure their readiness to return to work, and to provide them with access to welfare support and information.

On re-opening, our clubs were audited by Right Directions, and any extra actions which were identified were implemented. Comments from staff and customers were overwhelmingly positive, and we had no reported cases of C-19 in any of our facilities.





## OUR RESTART

Although the clubs re-opened in April 2021, and many activities became available again, central London remained quiet. We also maintained reduced capacity in line with Government advice and as easing of restrictions continues we continued adopting these guidelines.

However we felt going back to full capacity when we were able to in July was not in the best interests of our customer so continued to operate at lower capacity for our classes.

With funding from CIMSPA & Future Fit, we were able to offer 5 Fitness Instructor and 3 Personal Trainer courses for current staff, to expand their skills and further support our new strategy on multi skilled personnel being able to cover reception, the gym floor and teach classes.



# END OF AN ERA

In May 2021, Phil Rumbelow the CEO, retired from full-time employment after more than 23 years of service. Phil had originally started at the charity as a Club Manager in 1997, and was made CEO in March 2002.

He oversaw many changes in his time at the charity, and had also served the wider industry as a Non-Executive Director at ukactive and Vice-Chair of Community Leisure UK for many years. We wish him the very best.

Upon his departure, Jon Giles, Jubilee Hall Trust's Chief Operating Officer, took over as Interim Chief Executive.





Jubilee Hall Trust Ltd.

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