

Building  
**Healthier**  
Communities



The Jubilee Hall Trust  
**Annual Review**  
2008/09





# Chairman's statement

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Steve Cabrera  
Chairman,  
Board of Trustees

For over 30 years Jubilee Hall has stood proud in the piazza of Covent Garden as an example of what local communities can accomplish. In the early 70's plans were made to demolish much of Covent Garden to make way for high rise commercial development. Committed and persistent local people acted to save the Jubilee Hall from demolition and transformed it into a permanent space dedicated to serve the community. Today the challenges to our local communities are different but no less threatening.

One of today's major challenges is the rising levels of inactivity and obesity - especially in children. This issue is felt most sharply in less prosperous communities. These people are less active, have higher levels of obesity, and live shorter lives than people in more prosperous areas - even though they live only a few streets away. Some people might argue that resolving this is the government's responsibility, or that of the individuals involved.

We believe our communities are stronger and healthier when we take responsibility for the health of all the people within the community. People usually need help from those close to them to face the need to change. When people want to make a difficult change they need support from people they know and trust. For real change to happen, the community itself needs to reach out and help those in need. The Jubilee Hall Trust is an example of this happening in central London.

The Jubilee Hall Trust builds strong healthy communities by promoting the fitness and wellbeing of the individuals within them. We aim to make a measurable difference to the health and wellbeing of our communities. This year we're proud to say our momentum in accomplishing our mission has accelerated.

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More than  
1,800 people  
participated in  
the Give It A Go!  
campaign.

We've strengthened our financial base through excellent operating management of our four community gyms; we have increased income through a deepening recession. Our surplus grew over five-fold to £113k and our accumulated funds increased by over £100k to £1M. This has allowed us to further re-invest in our gyms and accelerate our work in the community.

We're particularly proud of what we've accomplished with 32 families with obese children. Not only have we helped them face the challenge of changing behaviours through running the MEND Programme, but we're also working with graduate families to help them maintain their momentum after the programme. To support them we have created free follow-up activity for the children and free gym membership for the parents at our local gym, The Armoury.

We believe we're stronger when we work in partnership with other groups. This year we worked together with NHS Camden, the London Borough of Camden, and Greenwich Leisure Limited on a programme that was nominated as one of seven finalists in the Chief Medical Officer's Public Health Awards. The Give It A Go! campaign targeted people on benefits as well as older people to get them more active. The campaign was a huge success with more than 1,800 people participating.

These are a few of the many accomplishments made by our dedicated staff led by our excellent executive team. Together we demonstrate that a committed group of people can come together and make a measurable difference to the health and wellbeing of others. We have laid strong foundations this year.

Next year we aim to improve upon these results with a view to expanding our work beyond our current communities.

**Steve Cabrera**  
Chairman



# Focussing on local communities

In order to focus our efforts, we agreed to concentrate on the local communities within one mile of each of our clubs.

We then identified six key areas in which there were significant health inequalities and in which we could make a significant difference. We called these our Community 6-pack.

Five of these were: working with obese children (MEND programme); offering free school sports coaching; promoting activity for women and girls; helping special populations – e.g. people referred to exercise by their GP's; and programmes for Seniors (over 50's). The sixth and final initiative was offering heavily discounted access to our facilities to those on low incomes such as the unemployed or disabled.



To demonstrate that we were serious about driving this agenda, we created a new post of Community Health Manager in April 2008.

## MEND



During the course of the year, we delivered three MEND programmes for obese children, benefiting 32 families. The first of these was in Southwark and the remaining two at Carlton School in Camden. We developed excellent links with NHS Camden and the school nurses (as well as the school itself) which helped to make the programmes here particularly successful. The 10-week courses run in conjunction with the school term and offer overweight children and their families' information on healthy eating and exercise as well as 2 sessions per week of physical activity.

The programmes are free to the users and are partially funded by the Big Lottery. All of the children showed health improvements in at least three-quarters of the criteria and many have gone on to sustain long-term behavioural changes. They have been helped in this regard by our MEND Graduates programme.

We are one of the leaders in creating ways of sustaining the benefits of this programme and have offered the children further free activity sessions and given their parents free gym membership at The Armoury.

## School sports

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In partnership with Urban Activities and with financial support from the Covent Garden based property company, Liberty International, we have been able to provide three local primary schools with free sports coaching over the last year.



St. Joseph's pupils have benefited from Yoga in their PE lessons and an after-school football club; St. Clement Danes have had a breakfast football club whilst Soho Parish have received free ballet lessons.



The schools helped us celebrate our 30<sup>th</sup> anniversary by providing displays of the skills they had learned at our Piazza event in July.



## Concessionary Memberships

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Jubilee Hall Clubs offers affordable access to our clubs by providing discounted memberships for key target groups. Discounts of up to 67% are given to local residents, seniors, students, disabled people, unemployed people and juniors.

Over the course of the year, we made it an important part of our strategy to target these groups and to emphasise the discounts available to them.

We also froze concessionary prices for the fourth successive year in January 2009.

The result of all this was that the number of concessionary members at our three public clubs increased over the course of the year from 846 to 1105 (up 31%). Now, more than a third of our total membership receives discounted access to our clubs.

## Special Populations

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We continued to run our self-funded exercise referral programmes at The Armoury and the Westminster Gym. These programmes enable GP's to prescribe a course of supervised exercise (instead of drugs) to help treat a range of conditions from osteoporosis to depression.

Our specialist and highly qualified trainers offer one-to-one support to every person referred in order that they can achieve their goals. Over the course of the year, we treated a total of 59 referral patients, introducing them to a formalised exercise programme and making a substantial difference to their quality of life.

In addition to the referral programmes, we have also hosted cardiac rehabilitation classes, back care programmes and have supported a number of health campaigns and charities such as Cancer Research UK, British Lung Foundation and Heart UK.

## Seniors

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We continued to run regular exercise sessions for the over fifties at all of our clubs.

At the Colombo Centre, we also ran regular badminton and bowls sessions as well as the ever popular Seniors Christmas Dance.

More significantly, we have started to do more outreach work in the local community. This has included providing residents of Darwin Court in Southwark with twice weekly tea dances and, thanks to some funding from Proactive Central, several ballroom dancing and Bollywood dance sessions at Age Concern in Covent Garden.

At the end of the year, we were successful in gaining £10,000 worth of funding from the Westminster City Council Ward Funding Programme which will enable us to provide five activity sessions per week in community locations in St. James Ward from April 2009.

## Women & Girls

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Across England, there is a significant drop-off in female participation in sport between the ages of 16 (when it no longer becomes compulsory at school) and 24.

Sport England and others recognise this and we are determined to play our part in trying to sustain interest in physical activity amongst this target group.

In October, we participated in the Sweat In The City programme created by the Women's Sport & Fitness Foundation and the Fitness Industry Association.



To this end, we have introduced a wide range of exercise sessions aimed at women, such as Salsa, Funky Dance, Pole Dancing and Yoga.

In addition, we have revised our marketing materials and changed gym layouts and changing room services to make them more appealing. Childcare is also often an issue for this group and we ran a weekly Mother & Baby group at the Colombo Centre in conjunction with Southwark PCT.



More than 90 women benefited from three-months free gym access plus exclusive exercise classes at three of our clubs.



# Building sustainable partnerships

Throughout the year, we worked on developing effective partnerships with organisations in all three London Boroughs in which we work as well as with relevant national organisations.

Sport England's initiative to create Community Sport & Physical Activity Networks (CSPANS) in every London Borough proved especially effective in bringing together partners to help improve health, and enabled us to work more closely with the councils, primary care trusts and others in Camden, Westminster and Southwark.

## Active Westminster

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We were involved in the launch of the Active Westminster partnership at Lord's cricket ground in October.

Our concept of encouraging all facilities in Westminster to offer at least 2 hours per week of free community use has been adopted as the Active Places Pledge.

Jubilee Hall Clubs also organised and co-ordinated the Active Westminster's Get Active For Free campaign in February. This joint initiative brought together nine different partners promoting physical activity across the City of Westminster.

The scheme, funded by Proactive Central London, offered free one-hour taster sessions in a wide variety of physical activities and sports, delivered at 11 different venues. In total, 62 sessions were delivered in activities ranging from Basketball to Ballroom Dance and Pilates to Parkour.

Priority was given to activities which targeted low participation groups and, in total, nearly 700 people took part.

Sessions were linked to ongoing community provision so that participants were made aware of 'exit routes' and wider opportunities for participation.



During the course of the year, the already established London Fitness Network (of which we were founding partners) expanded to become the UK Fitness Network.

The UKFN now comprises 13 leisure trusts and 114 leisure centres across London and the South of England. Further expansion is planned in 2009-10.

The Active Westminster network has also resulted in an ongoing partnership with Streetleague – a homeless charity – and we now provide free studio space for their self-defence classes and free pitch hire for their football team.

## Proactive Camden

The Camden network has also been productive. Much of the year has been spent researching needs and deciding strategy, but towards the end of the financial year, NHS Camden launched a number of innovative concepts.

The first of these was Give It A Go! This scheme was a partnership between the primary care trust, the London Borough of Camden, GLL and Jubilee Hall Clubs.

A one-month free gym membership was offered in March to any Camden resident on benefits or aged over 60 at any one of 4 leisure centres (including The Armoury).

More than 1800 people took up the offer (183 at The Armoury) and 71% visited 5 or more times to qualify for 6-months free gym membership.



Camden PCT also agreed to fund eight Outdoor Gyms in key locations in the borough and the Proactive partners agreed to provide some supervised sessions at the gyms in order to promote them and encourage usage.

The Armoury will 'adopt' the Outdoor Gym at Lismore Circus – a short walk from the gym – and will offer 3 sessions per week – one for under-16's, one for seniors (50+) and one for all adults. The gyms opened in July 2009.



Breathe are an organisation which provide a range of therapies at the Colombo Centre, but also developed a 12 week programme called Walking Tall aimed at disengaged youths aged 15 to 16.

We were able to provide studio space and funding for the workshops which combined techniques from the field of Positive Psychology, Life Coaching, Meditation and Yoga.



# Achieving balanced funding

We started the financial year with a fundraising target of £50,000 and, by year-end had raised £64,100 (including the amounts raised for the Active Westminster group and the UK Fitness Network-London region).

This included £4,000 from Star Trac for event sponsorship, £1,000 from Liberty International for the school sports programme, £5,000 for the Active Westminster Get Active For Free scheme, as well as a number of smaller grants from the FIA for Sweat in the City, from central Government for staff training, from gym challenges, member donations and various gifts in kind from Southern Alps and Nautilus.

The two most significant contributions during the year were £28,000 from Camden PCT for the Give It A Go! campaign and £15,000 for the UK Fitness Network (London region) from Capital Radio's Help A London Child Free Sport For All scheme.

## Free Sport For All



Free Sport For All was a pan-London initiative between the UK Fitness Network (London region) in partnership with Help a London Child (HALC) and offered free sport to young people aged 11-15 during February half-term.

All UKFN/London leisure centres offered their venues free of charge and HALC funded the coaching activity.


In all nearly 2,000 young people participated in 198 free taster sessions covering 26 different sports and activities across 12 London Boroughs.

The programme reached a significant number of girls and half of all participants were from black or minority ethnic community backgrounds.

After the free sessions had finished, there were sign-posted 'exit routes' so that the young people could participate in these sports on a more regular basis.



# Running **healthy** gyms



Central to our business model are our four fitness and sports centres in Covent Garden, Hampstead, Southwark and Westminster. Not only do the centres provide us with a base for our activities, but they also all generate an annual surplus which enables us to perform much of our community outreach work.

In order to ensure that each of the centres are successful, we must serve our members well and make our staff proud!

## Serving members well

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We believe that we continue to offer an excellent value for money service at our clubs.

In order to monitor this, we introduced a Mystery Shopper service as well as by developing the Next Level monthly customer survey. The survey was delivered by email to regular attendees and asked them to comment on their most recent visit.

In this survey, 89% of all of our members said that they would recommend us to a friend.

Our class programmes at all clubs were revised and updated on a regular basis and we were especially proud of the new Postural and Relaxation classes introduced within the Parliamentary Estate as part of our outreach programme from the Westminster Gym.

The 6-week course was over-subscribed and received excellent reviews. Subsequent courses have been so successful that a second course has now been introduced to run simultaneously.

Re-investment in our clubs is always important and, over the course of the year we created a new yoga studio, Spinning studio and boxing room at Colombo, upgraded the IT systems and purchased eight new pieces of Star Trac CV kit.

At The Gym, Covent Garden, we invested £70,000 to replace the ageing strength equipment with brand new Nautilus kit which has been extremely well-received by our members. We also installed a new sauna cabin in the ladies changing rooms.





## Making staff proud

We ran an online Employee Survey during the year and the results were very positive, reinforcing the findings from the Investors in People report of February 2008.

83% of staff understood and agreed with the mission and vision of Jubilee Hall Clubs and the vast majority were proud to be part of the charity. Areas for development included the improvement of staff rooms and better communication about our community work.

We gave each club £500 to spend on their staff rooms and created an intranet to help improve communication.

We introduced new benefits for staff including a health cash plan and childcare vouchers.

We continued to invest in the training and development of our people, which included a 3-day management development programme for the senior management team and continuous professional development for all fitness staff.

We signed a training agreement with Lifetime Training which enabled us to offer all staff fully funded NVQ training. Seven staff also attended the Fitpro Business Conference & Leisure Industry Week exhibition and FLAME awards at Birmingham NEC in September. The Armoury entered the FLAME awards and scored 71% placing it 5<sup>th</sup> in the country. A top three place would have guaranteed them a place in the final!

The year culminated with our Staff Oscars evening, which was held this year at G Casino in Leicester Square.



Over 90% of staff across the organisation attended the evening with Oscars being awarded to Levent Caliskan (MEND & Westminster Gym), Lauren Griffin (Covent Garden) and Ian Lockhart (Hampstead). The evening was a great success and feedback from staff was very positive.



Assesment comments...

*'A friendly gym...the gym manager creates a very positive and inspiring atmosphere.'*

*'Initiatives aimed at niche groups and the local community are excellent'*

*'Committed and enthusiastic manager'*

## Generating financial surpluses

We had a very successful year financially, generating a surplus of £113,247 (2008 - £20,825) which we spent on our charitable objectives.

Together with our accountants, we also developed a financial modelling forecast tool enabling us to project various 'what-if' scenarios to help us to plan for the future.

# Being known and **in demand**

We have achieved a great deal in the last twelve months but we realise that to really make a difference we must engage with a wide range of stakeholders so that our reach exceeds our grasp. To that end, we have tried to raise the profile of Jubilee Hall Clubs and have been successful in a number of areas.

We were founder members of the London Fitness Network and are now one of only three organisations currently represented on the interim Board of the UK Fitness Network. In a similar vein, Jubilee Hall Clubs has representation on the Board of the Sports and Recreation Trusts Association (Sporta).

We have forged strong links with the Fitness Industry Association (FIA), sitting on their Health, Safety & Technical Forum as well as being invited to Parliamentary lobbying events, and have been key partners in many of their consumer programmes, such as Sweat In The City. We have also contributed through SkillsActive to the development of the new qualification standards for Fitness Instructors.



We are registered partners of the £75m Department of Health social marketing campaign – Change 4 Life and will be running the FIA spin-off campaign, MoreActive4Life later in 2009.

Finally, perhaps our greatest achievement was to be nominated (alongside our partners – Camden PCT and GLL ) for the Chief Medical Officers Public Health Award for our work on the Give It A Go! campaign.

We were one of only seven finalists for a prestigious national award that attracted 147 entries. Although we didn't win the award, we were delighted to receive this public acknowledgement of our work.



More than thirty years after it started, Jubilee Hall Clubs is proud to be making a difference to the health and wellbeing of the local communities it serves.

**Phil Rumbelow**  
*Chief Executive*

“If we can remove the barriers to help  
people improve their lifestyle....  
it produces demonstrable health benefits”

**Clare Wilson**  
**Head of Public Partnerships**  
**NHS Camden**