



The Jubilee Hall Trust
Annual Review
2009/10





Chairman's statement

Steve Cabrera
Chairman,
Board of Trustees

At the start of the year, the charity faced some key challenges. Three of our four clubs - The Armoury, the Westminster Gym and the Colombo Centre - were all facing uncertain futures, with leases and contracts coming to an end or under review.

By the end of the year, all of these had been secured. We had a new 15-year lease for The Armoury, agreed at a reasonable rent and with terms which will enable much closer co-operation with our landlords, the London Borough of Camden, in promoting physical activity initiatives. We had won the Westminster Gym contract and agreed some innovative developments to promote wellness within the Parliamentary Estate.

Additionally, a unique 4-way partnership had successfully secured a £600,000 investment at the Colombo Centre, enabling us to re-launch it with a new budget-priced gym, making fitness more affordable for the local community.

None of these would have been achieved without the extraordinary effort that has been put in by all our staff over the last 12 months. Indeed, our accomplishments are a testament to the character of our employees and partners: passionate, inclusive, productive, enterprising and supportive.

These values, that have also driven the new branding we've now successfully applied across the organisation, didn't need to be dreamt up out of nothing by a consultancy. They are not a 'blue-sky' aspiration. They are how we behave already across everything we do and, if we can maintain and reinforce them, will ensure that the charity will prosper in the months and years ahead.

Like all organisations, we'll face many hurdles in these uncertain times. However, I believe the Jubilee Hall Trust has never been stronger and I am confident that over the next twelve months we can achieve even greater awareness of our aims and demand for what we do.

My thanks go out to everyone involved with the Trust who is making this happen.

Focussing on local communities

Throughout the year, we have continued to offer a wide range of community programmes in local areas near our clubs where there are significant health inequalities.

MEND children's programmes

We continued to deliver Big Lottery funded MEND programmes.

In Camden, we ran three 10-week MEND courses for obese children and their families – two at Carlton school and one at Torriano school.

All 24 of the children made improvements in their health as well as in their overall behaviour and attitude towards their food.

Our MEND Graduates scheme continued to run successfully, with more than 75% of the graduates choosing to attend our follow-on classes at the school.

The take-up by the parents of free gym membership at The Armoury dropped off, so instead we ran a free parents 'stretch and tone' exercise class in the school hall which ran simultaneously with the graduates class.

We also hosted the MEND Central team for a day at the Colombo Centre, free of charge, so that they could film a range of promotional videos.

Looking to the future, we have been in talks with NHS Camden in order that we might be able to assist them in delivering further MEND programmes in the Borough when our existing funding finishes in 2011.

Case Study

Hannah* enrolled in the MEND programme in January this year as her mum was concerned that she was becoming very inactive and eating very unhealthy foods. Hannah always wanted to take the bus whenever they were going anywhere, even if it was just two stops. She also wanted to eat chips from the local chip shop every day on the way home from school.

After just a few weeks on the programme, Hannah began to try new foods such as couscous and started replacing chips with sweet potato wedges and sweets with apples and grapes. She also agreed to walk 20 minutes to school and back every day as her exercise goal for the programme.

By the end of the programme Hannah was walking for 2-3 hours every weekend with her mum and no longer asked for chips on the way home from school but would save an apple from her packed lunch to eat instead. She also ate breakfast every day, something she would refuse before she started the programme.

Both Hannah and her mum have lost weight but most importantly, are much healthier and fitter and have said how much more time they spend together now and really look forward to their weekend walks and making dinner together.

**Names have been changed for confidentiality purposes.*



School sports

We continued to provide two Covent Garden primary schools with free sports coaching. St Clement Danes and St Josephs both benefited from free football and yoga sessions.

We also hosted the Westminster City Council School Ambassadors, who are 40 local children specially selected to help promote sport among their peers as part of the London 2012 legacy project.



Concessionary Gym Memberships



We continued to make access to our gyms affordable 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.

We froze concessionary prices for the fifth successive year in January 2010 and now more than a third of our total membership receives discounted access to our clubs.

Colombo Centre Community Programmes

With its greater range of facilities, the Colombo Centre lends itself to the provision of a wide range sporting opportunities for children and young people.

Our Community Programmes Manager, Tracey O'Connell, has developed activities to appeal to all age groups.



These include: Boxercise and football for 12-16 year olds; Friday night multi-sports sessions, Sunday Soccertots for under 9's; Dance leadership awards for teenage girls; SE1 Premiership and 5-a-side league; and school holiday sports camps in partnership with the London Nautical School.

Seniors

Thanks to over £9,000 of funding from the Westminster City Council Neighbourhood Wards budget, we were able to offer a full programme of community exercise sessions in the St James Ward of Westminster. The programme was aimed specifically at over fifties, and was delivered in community venues such as The Abbey Centre in Great Smith Street and Age Concern in Covent Garden.

Over the course of the year, we delivered a total of 219 sessions ranging from Salsa to Ballroom to Bollywood Dance at three different venues, with 1365 attendances.

All of the activities attracted growing numbers as the sessions became established and news spread by word of mouth.

96% of participants were over 50, with 29% over 70. A third of participants were from ethnic minorities, even though they make up only 20% of the local population.



In a survey of the beneficiaries, 89% said that they were more active now than they had been before the introduction of the classes and 92% had noticed specific improvements to their health or fitness.

Participants claimed to have greater mobility and more supple joints as well as to being happier and having better concentration.

The impact on mental health was perceived to be just as important as physical health, and the programme also improved quality of life, socialisation and a sense of community.

Although the funding ended on 31st March, the sessions have continued with the ongoing costs borne by the Jubilee Hall Trust, partially offset by voluntary contributions from the participants themselves.

What people say...

Comments from participants in our seniors programme have included:

"I had a heart attack last October and the Cardiologist suggested exercise and this is perfect for me. I have lost 10kgs and I am feeling a lot better. Many of my colleagues in Westminster Abbey are planning to come as well. God bless you."

"I used to dance 12 different types of dances and have trophies at home from competitions I used to enter but have not danced for over 30 years before attending these classes- I really enjoy them!"

"It's so good to get out and do something for myself."
Full-time carer

"Adam is a superb teacher – I wouldn't miss my Wednesdays: I love it!"

Quote from the Bollywood teacher:

"Gwen had to stop dancing in the class due to chronic arthritis, but she still regularly comes in and joins in, in her seat as she really loves the class and its atmosphere."



Building sustainable partnerships

We foster partnerships to help increase the impact of our work and to prevent the duplication of effort. Our achievements have been enhanced with the help of our many partners in Camden, Westminster, Southwark and beyond.

Gym London at the Colombo Centre

Perhaps the most significant partnership of the last year has been that with Greenwich Leisure Limited (GLL) and Coin Street Community Builders which has brought a £600,000 investment to the Colombo Centre.

The investment enabled a significant upgrade of the facilities as well as the creation of a new 90-station fitness suite and ancillary changing rooms. Gym London at the Colombo Centre, is a pilot of the budget gym concept whereby a simple but high-quality facility is offered

on a low-service model at a rock-bottom price. With membership at just £19.95 – less than half the price of our local competitors - the new gym has proved an outstanding success.

Launched in January, by the end of the financial year we had almost tripled membership to nearly 1,000 members, with almost a third from the lowest income households.

Active Westminster



The Westminster partnership has created a Champions of the Future programme to offer free access to sports facilities in the Borough for young people who demonstrate outstanding potential.

Active Westminster will also be holding our first ever annual awards event in November 2010.



The UKFN held its first Staff Conference on Tuesday 15th September at the K2 leisure centre in Crawley.

The event was attended by almost 200 staff from the 15 different Trusts who run the 126 leisure centres in the network.

Jubilee Hall Trust helped to facilitate the event at which the keynote speaker was Steve Parry, the former Olympic swimming medallist and BBC commentator.

By January 2010, UKFN had grown to 136 centres.

Outdoor gyms

A partnership between NHS Camden and the local council saw eight outdoor gyms installed in public spaces in areas of significant health inequalities. The gyms are completely free to use for local people but to encourage their use, Jubilee Hall Trust has been offering supervised sessions at the Lismore Circus venue, close to The Armoury.

With the help of a grant from Sport England's Awards For All, we have been able to offer 5 sessions per week in partnership with the Queen's Crescent Community Centre. These have proved extremely popular with an average attendance of 13 people per session, with three-quarters of these being from black and minority ethnic communities.



Our partnership with Breathe London – a company promoting wellbeing run by Andy Roberts - meant that we were able to create two well-appointed treatment rooms at the Colombo Centre, offering a wide range of therapies from Acupuncture to Yoga as well as workshops in stress management.

Proactive Camden

The Give It A Go! scheme, to enable Camden residents in receipt of benefits to access gyms across the Borough for free, was an outstanding success.



At the end of the programme, users were encouraged to convert to membership and at our venue, The Armoury, 32% of users did so. This was an excellent conversion rate considering that none of them were previously gym users.

Case Study

In 2010, Camden council launched their Active Ambassadors scheme as one of their 12 Olympic-related projects. The aim is to recruit local residents as Ambassadors to:

- Raise public awareness of the range of health-improving activities available.
- Help increase the number of people involved in sport & physical activity.
- Increase the number of Camden people advocating health-improving activities.

Jubilee Hall Trust has supported this initiative by providing each of the initial 12 Ambassadors with a free one-year gym membership at The Armoury health club in Hampstead, which equates to an in-kind sponsorship of nearly £6,000.



Achieving balanced funding

We were successful in attracting funding for a number of different initiatives including £9,600 from Westminster City Council for the St James Ward Seniors programme, £9,100 from Awards for All for the Outdoor Gym programme, and a number of smaller grants for refurbishment works and equipment at the Colombo Centre.

We also received an interest-free 24-month loan of £7,500 from the Carbon Trust to pay for the installation of LED lights at Jubilee Hall. The cost should be recovered in less than two years through the saving on electricity.

At the end of the year, we commissioned a consultant to review our fundraising activity in order that we might have a more structured approach going forward.

Free Sport For All

For the second year running, we obtained funding from Capital Radio's Help A London Child to run free sports taster sessions across London during February half-term.

The £22,500 was awarded to the UKFN (London region) and enabled the network to offer more than 300 free sports taster sessions at 25 different leisure centres in 12 London boroughs.

Jubilee Hall Trust coordinated this project between eight of London's leisure trusts and the money was spent on providing sessions in 33 different sports, from traditional ones such as football, basketball, badminton, trampolining and golf, to more unusual ones such as futsal, hip hop, street dance and rookie life-guarding.



Nearly 3000 young people between the ages of 11-15 took part - more than a third of them girls - and with 47% from black and minority ethnic communities. From Jubilee Hall Trust's perspective, we ran a multi-sports camp at Colombo and offered free classes ranging from Boxing to Ballet at The Armoury.

Case Study

Naomi is a 9-year old girl who joined the Help A London Child sports camp on the second day of the project. She is a very shy girl who had not attended any of the centre's projects in the past and did not know anyone at the sessions.

Although she was shy, she made friends with other members of the group with support from the staff.

By the end of the week Naomi had made new friends, participated fully in all team games and is now attending some of the regular sports activities offered after school.

Naomi explained that she particularly enjoyed getting outside to play as she lives on the 3rd floor and there are no parks or play areas near where she lives. She says that she will definitely be attending the next sports camp!

Running **healthy gyms**

Each of our four gyms is an example of a healthy community and we aim to run them as sustainable social enterprises. We do that by serving our members well, making our staff proud and by generating financial surpluses.

Serving members well

To serve our members well, we need to continually re-invest in our facilities and services and this year was no different. As well as the major works at the Colombo Centre, we installed more than 30 new pieces of Star Trac strength equipment at The Armoury and completely refurbished the ladies showers at Jubilee Hall.

Volunteers from Pricewaterhouse Coopers re-decorated a number of rooms at the Colombo Centre and helped create a new yoga studio, whilst Balancemaster donated a free balance machine to the Westminster Gym.

We also finished the installation of the Connect system – a software package to aid our member interaction and member retention at Jubilee Hall and The Armoury – and introduced Active Life, a similar programme at the Westminster gym.





Making staff proud

We had a number of key staff changes during the year, with the appointment of Stuart Flude as Club Manager at Jubilee Hall and Ashley Hargreaves-Smith returning to the charity to manage and launch the newly re-fitted Colombo Centre. Mukhtar Mukhtar was also confirmed in post as the permanent Club Manager at The Armoury after initially being employed as maternity cover.

Jon Giles was promoted from Group Operations Manager to Operations Director and Chas Verma was promoted from Finance Manager to Finance Director, with their new job titles better reflecting their roles in the charity.

Each year, we celebrate our successes by holding a Staff Oscars night. This years event was at the G Casino in Leicester Square, and was one of the best attended events to date. Over 90% of staff across the organisation attended the evening with Oscars being awarded to Levent Caliskan (MEND), Lauren Griffin (Jubilee Hall) and Ian Lockhart (The Armoury). The evening was a great success and feedback from staff was very positive.

We continued to invest in our people over the course of the year, providing a number of internal and external training courses, including putting all senior managers through the Institute of Occupational Safety and Health Diploma in November.

We also signed up to the Skills Active Employers Protocol and continued to support the Register of Exercise Professionals (REPs).

We established a work placement scheme with Islington University and signed an agreement with the Future Jobs Funded TAG programme offering eight young people an opportunity to gain qualifications and experience in the fitness industry.

We rounded off the year by providing all staff with a Wellness Week which included free massages, counselling, medical check-ups and financial advice.



Generating financial surpluses

We had a successful year, considering the general financial climate and some unexpected costs.

Overall we generated a surplus of £47,120 (2009 - £113,247) and an accumulated fund of £1,058,859 (2009- £1,012,739).





Being known and **in demand**

We believe that we have created something that works really well and that we are known for doing this. We aim to have our approach embraced across London - and even the UK - through networks such as the UK Fitness Network.

We expect our impact to be noticed and celebrated and for our services to be in demand both by people who want to contribute to our approach as well as other local communities who want us to support them.

Rebranding

In order to create a concise, compelling communication of who we are and what we do as a charity, we decided to re-visit our values and our mission, and to revitalise our brand.

We also wanted to ensure that we managed communication so that every experience with the charity was consistent with the brand.

We re-named the charity as the Jubilee Hall Trust and then set about the physical re-branding of each site, including everything from stationery to signage and staff uniform to our website.

The project was completed on time and under budget and the new branding has been very well received by all stakeholders.



Fitness Industry Association (FIA)

We have further developed our relationship with the FIA – the trade body for health & fitness clubs in the UK. We are now represented on the FIA Health, Safety & Technical Forum and have been invited to FIA Vanguard events in Parliament.

We helped pilot the FIA/ London Youth Dance project at The Armoury and were asked to make a presentation on leadership and management at the annual FIA conference in Bolton.

Proactive Camden (PAC)

We were invited to the launch of the PAC strategy in February at Lord's cricket ground, and presented alongside Kate Hoey MP, the Mayor's Commissioner for Sport.

We spoke about a number of initiatives including the Give It A Go! campaign and there was an excellent video clip shown which had been filmed at The Armoury.



UK Fitness Network & Sporta

At the UKFN AGM, our Chief Executive, Phil Rumbelow, was re-elected to the Board and re-appointed as the Chair.

He was also elected to the Executive Board of the Sports & Recreation Trusts Association (Sporta) as the representative for London and the South East.

Other stakeholders

We have also been involved in a number of initiatives and events, both local and regional, ranging from the Covent Garden Community Association's AGM to NHS London's Go London 2012 campaign to get Londoners more active in the build up to the Olympics.



Who we are...

1

We're **passionate**

About our purpose, about the service we provide and about our supporters and members.

We love what we do and how we go about doing it.

2

We're **inclusive**

We welcome everyone into our community irrespective of their background, motivations or ability.

3

We're **productive**

We are going to make a difference.

We set goals and aim to beat them.

4

We're **enterprising**

We go the extra mile, find smart solutions to issues, invent new ways of doing old things better and learn from our mistakes.

5

We're **supportive**

Together we're stronger. We work as a team to build the organisation and no one - colleague, supporter or participant - gets left behind.

