



2011/12  
**Annual Review**  
The Jubilee Hall Trust





# Another great year, all thanks to **our people**

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Through another challenging year I am happy to say that Jubilee Hall Trust has continued to create new ways to build healthier communities.

This year the theme that stood out for me is the difference that individuals are making in forwarding the aims of our charity.

We are very proud of our staff, who have organised fundraising dinners, made substantial personal donations and run marathons to raise money for Jubilee Hall Trust and our programmes including the new Active-8! project we created in Putney.

As well as our employees, we have also been fortunate to have support from our partners who include freelance personal trainers, class instructors, therapists and, of course, our trustees. Many of these people have contributed to our community for over 20 or even 30 years, and many are mentioned later in this report.

We are all very encouraged by their efforts, which were often initiated and managed by the individuals themselves.

We look forward to a deepening and expanding of these individual contributions to build healthier communities.

Steve Cabrera  
Chairman,  
Board of Trustees





# Focussing on local communities

Jubilee Hall Trust was founded in 1978 by the local community of Covent Garden to serve the local community through Jubilee Hall following the campaign to save it from demolition.

Today, the charity still provides a wide range of community programmes in local areas near our clubs. Some examples of this are:

## Outdoor Gyms – Camden

Thanks to our partnership with the Camden council Active Health team, we successfully secured £1500 of funding from the Mayor of London's Playsport programme.

Combined with our own \$2000 received from the Baskin Foundation, this enabled us to deliver 5 free exercise sessions per week at four of Camden's outdoor gyms in Cantelowes Park, Lismore Circus, Polygon Open Space and Kilburn Grange Park.

Between 18th July and 31st October, a total of 73 free supervised sessions were run with 321 total attendances. 81% of participants were female and 61% were from Black and Minority Ethnic communities.

The individuals who submitted testimonials certainly felt that the sessions were beneficial to their health and wellbeing!

*'I am yet another person who has benefited from the exercise classes held at Lismore Circus. They add an extra dimension to my life....Everyone who attends comments on the uniqueness of the class and its great benefits.'*



*'I suffer from chronic depression and have recently been left unemployed after 15 years... I was in much need of something that will keep me motivated and healthy. The free sessions at the Outdoor Gyms were the answer! The instructor's sensitive encouragement, his professional attitude, his patience and person-centred approach made me feel valued and has been an incredible health boost for me!'*

*'I was handed a flyer in early September and I have been attending the classes on a Monday and Wednesday ever since. In this short period of time, my energy levels and my feeling of wellbeing have been transformed in an incredibly positive way. As well as being a thoroughly enjoyable and sociable exercise regime, the added benefit of being outside in the elements in all weathers, really does make this a brilliant activity.'*



*'I am just writing to say that I have been attending Cantelowes Park on Monday afternoons...useful, rewarding and a good introduction to the outdoor equipment they have there...I cannot afford to join a gym so I went to one of these sessions, found it useful and will now use the outdoor gym on my own....'*

The last two of our Big Lottery funded programmes were run in Spring 2011, one in Camden and one in Southwark. 15 children started the programme at Carlton School in Camden with 13 completing it. The children showed positive changes in 7 out of the 8 MEND indicators and our programme leaders were exceptional at supporting this group. The final reward was a picnic on the Southbank followed by a ride on the London Eye, sponsored by Coin Street Community Builders.

Later in the year we bid, in partnership with the Royal Free Hospital, for the contract to deliver a comprehensive Child Weight Management Service for the whole of Camden. This would have been a substantial contract, but in the end the NHS decided not to proceed with this service.

In Southwark, our programme ran at our own Colombo Centre and out of 9 children who started, 7 attended regularly and finished. These children were all girls, so we tailored the programme and the exercise to their needs. Our very experienced leaders did a good job at keeping up their motivation and once again, the children showed positive changes in 7 out of the 8 MEND indicators.



Some of the children started attending dance classes before the programme had finished and we offered them all a list of options for free/ low cost classes in Southwark.

The reward for this group was ten-pin bowling at Elephant & Castle. Although this programme hadn't been established for too long, we were delighted to have had the full support from the Community Nutrition team at the local Primary Care Trust.

This support led to us being commissioned by NHS Southwark to deliver four more MEND programmes in 2011/2012. The first of these ran before the end of the financial year and nine children (plus four additional siblings) graduated and were rewarded by an afternoon trip at the London Sealife Centre sponsored by Coin Street Community Builders.

We were also additionally commissioned by NHS Southwark to monitor the progress of all the graduate families at 3, 6, 9 and 12 months post-intervention, whilst the City of London Academy asked us to prepare some nutrition classes for a group of 30 teenagers who are training at the school every week and are keen on getting healthier.

*'My daughter has truly embraced the changes suggested, her diet has improved and we do more activities.'*

*'MEND has been fantastic & informative and my family and I have learnt a lot. Thank you!' 'It was a great challenge to get my husband and our four children involved in changing eating habits, but this programme gave me the push I needed to change my family's eating habits and food awareness.'*

This was a newly created 10-week programme which we developed and delivered ourselves for staff in the Houses of Parliament.

The programme aimed to inform, educate and inspire participants to make better choices regarding their health and dietary habits. It had an exercise component attached: by attending the weekly nutrition discussions, participants would receive a token to redeem at a class of their choice at Westminster Gym.

There were 9 participants in this first programme. All were female with an average age of 41. A questionnaire was completed by participants before and after the programme with excellent results.

Although not a 'weight-loss' programme, some of the participants agreed to be weighed and the average weight-loss was 4lb and all agreed that they would recommend the programme to a friend or colleague.

*'Very enjoyable, glad I did it. I have learnt so much about healthy eating and that it's NOT about diets!'*

*'Brilliant course, thoroughly recommended. Thank you for facilitating it'*



## Active Ageing – Dance Classes in St James Ward, Westminster



During the course of the year, we continued to provide a range of free dance classes for the over-fifties in community locations in Westminster. These included Ballroom Dancing, Salsa, Bollywood Dance and Line Dancing at venues such as The Abbey Centre and Age Concern.

Nearly 400 local residents participated and feedback was excellent, with 100% of participants saying that they were more active than before and that they had noticed improvements to their health.

Comments included:

*'My body is more supple and I have more energy. Also emotionally I am feeling happier and more positive' and 'More stamina, lost weight and improved posture.'*

After the initial funding from the Westminster City Council Neighbourhood Funding finished, we continued with a reduced programme of 2 classes per week funded by ourselves and with donations from participants.





With its greater range of facilities, the Colombo Centre lends itself to the provision of a wide range of sporting opportunities for children and young people, and the Community Programmes there are led by Tracey O'Connell who is now fully integrated into the Coin Street Community Builders team, enabling a fully joined-up approach between the organisations.

Over the course of 2011/12, there were 1962 unique new participants in the community programmes, largely attributed to the increase in numbers for Soccertots, the seniors tea dance and a football tournament. Ages ranged from 3 to 55+.

In addition, there are seven organised community groups regularly accessing the free evening and weekend slots available on the outdoor artificial turf 5-a-side football pitches and the hard-court multi-use games area. This equates to 7,644 individuals, 90% of whom are from either Southwark or Lambeth.

## Other Programmes

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In addition to the above, the GP Referral Programme at The Armoury was expanded to improve the ties with local GP's and the Royal Free Hospital and Liz Velji became our GP Referral Specialist to manage this programme.

In September 2011 at Jubilee Hall in Covent Garden, we started a new GP Referral Programme in partnership with NHS Westminster, and are currently planning to work with Imperial College NHS Trust to host cardiac rehabilitation classes in the near future.



# 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. In particular, the Proactive partnerships established by Sport England have proved excellent for developing partnership projects and promoting joined-up working.



## Proactive Camden

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The Proactive Camden partnership worked together during the year to promote physical activity and, with funding from NHS London and Camden council as well as substantial in-kind contributions from local leisure providers GLL, Central YMCA, Jubilee Hall Trust, we were able to put together a scheme (called Give it A Go 2) to provide more than 1000 disadvantaged Camden residents with up to four months free gym membership as well as one-to-one training and counselling.

The initiative launched in May 2012.

## UK Fitness Network

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The UKFN launched a 'pay and play' scheme whereby Sporta Trusts who had not yet committed to the full UKFN reciprocal member access programme agreed to allow each other's members to use facilities on a 'pay and play' basis.

More than 220 leisure centres committed to the initiative which launched in the summer of 2011.

Jubilee Hall Trust were co-founders of the UKFN.



## Big Dance 2012

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As part of our commitment to getting people more active, Jubilee Hall Trust agreed a partnership with the Big Dance to host the Big Dance Bus in the Covent Garden Piazza on Tuesday 10th July 2012.

The event will feature performances from professional and amateur groups as well as workshops offering everyone the opportunity to join in

The studios at Jubilee Hall will provide a 'backstage' and warm-up facility.



## Active Westminster

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Active Westminster's 2012 legacy programmes were successfully accredited by London 2012 and badged with the 'Inspired by 2012' mark.

The partnership ran an Active Weekend in May and launched the AW Passport Programme to provide discounted access to sports facilities in the Borough for the under 19's.

Jubilee Hall Trust Chief Executive, Phil Rumbelow was appointed as the Chair of the Active Westminster Board and co-hosted the AW annual awards which took place on Friday 18th November at Lord's Cricket ground.







# Achieving balanced funding

A number of bids were submitted during the year but unfortunately with very limited success. Our tender for Child Weight Management Services in Camden and a pan-London bid to the Mayor's Fund for Give It A Go 2 were unsuccessful, as were smaller bids to run MEND programmes and to support the Big Dance Bus.

## Help A Capital Child

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On a brighter note, we did receive £20,000 in funding from Capital Radio and Chelsea FC to provide free sports taster sessions in the summer holidays in six inner London Boroughs.

We made the bid on behalf of the UK Fitness Network (London) and redistributed the majority of the funds to the other partners, but used our portion of the funding to provide free summer activities at the Colombo Centre.

Between all of the UKFN centres, we provided 690 free sports taster sessions, reaching 3345 children and young people, 36% of whom were female and 56% from BME communities.



## Fundraising Dinner & Dance

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As the financial year came to a close, our Finance Director, Chas Verma, was busily planning our first ever Charity Dinner and Dance to raise funds for our community projects.

A range of sponsors and supporters gathered together to promote the event, which was very successful and raised over £1,000 for the charity.



Active-8!

The Active-8! Programme explored a new funding model, whereby it was agreed that if a local community could raise a certain amount, this would be matched by Jubilee Hall Trust and then the total matched by a corporate funder.

When the people of Wandsworth raised £1,000 at a community event in December 2011, JHT provided a further £1,000 with local solicitors, Russell-Cooke, topping it up with £2,000 of their own.

This concept, created by JHT Chair, Steve Cabrera, and christened ‘Fibonacci Funding’ enabled local social enterprise Maloca, to put together a scheme to encourage 20 disadvantaged local children to be more active through participation in Latin American fitness classes.

The programme brought together a range of partners including local volunteers, schools and Open Cinema who agreed to film the project.



Fibonacci Funding





# 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

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### Colombo Centre

At Colombo, we resurfaced and repainted the tennis courts at Paris Gardens and carried out some refurbishment works to the male and female toilets.

Next year, we will be tackling the exterior of the building which is overdue for some improvements. This has become even more important in the light of a new competitor – Fitness4Less – opening up nearby in April 2011 and offering a 200-station gym plus exercise classes for just £15 per month, undercutting our already low price of £19.95.

Over the course of the year, this competition caused our membership base to fall, but by year end, we had begun to get back on track.

### The Armoury

The main investment at The Armoury was the installation of the unique Milon gym equipment in November on a free six-month trial. The 12-piece circuit was the first in London, and offered members the opportunity to get better results from their gym workout in half the time.

The multi-award winning equipment enabled users to have a full workout - increasing cardiovascular fitness, strength and stamina - in just 35 minutes and it proved very easy to use. After a successful 6-month trial, the equipment was installed permanently in April.

### Jubilee Hall

In Covent Garden, we replaced our sound system, after ten years of sterling service, replaced the main water pump in the boiler room and added a new telephone system.

### Westminster

Lauren Griffin became the new Club Manager at Westminster after previously working at Jubilee Hall as the Deputy Manager. In November, the gym took delivery of brand new Life Fitness Cardiovascular kit which went down very well with members.

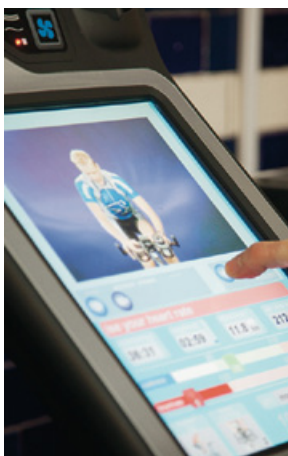
A review of the classes and introduction of some new teachers refreshed the programme and a new Members User Forum was created which reported very favourably on the progress under Lauren's management.

## IT upgrades

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After a comprehensive tender process, we introduced the new Legend management software across all sites.

This was a considerable piece of work entailing significant amounts of time for the installation, integration and training but has resulted in a state-of-the-art system which now allows features such as remote reporting, on-line joining and on-line bookings.



## Strengthening the Board

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In the course of the year, we were delighted to welcome back to the Board a former Trustee, Simon Cairns, as well as to greet new faces in Angela Abrahams, the Headteacher of St Clement Danes school in Covent Garden; Stewart Johns, a chartered accountant with considerable experience from the public and third sectors; and Roslyn Perkins, a Health & Safety expert from our close neighbours and fellow charity, the Peabody Trust.

## Members' survey results

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In 2011, we introduced regular quarterly surveys at our clubs to help us to understand members expectations better, and to be more specific with our actions and feedback.

We had significant numbers of members completing the surveys which enabled us to take the results as a mandate of member opinion.

We were pleased with some of the findings, such as 96% of our members reporting that the gym and cardio areas were clean and tidy, but we also found plenty of areas to work on.

A key statistic was the Net Promoters Score (NPS) which is a measure which looks at the likelihood of current members recommending us to others.

Although the scores varied across the clubs over the course of the year, our average NPS was +22% which is just ahead of the industry average of +21%.

Each Club Manager has ensured that feedback boards have been placed around their centre to address key member concerns.





### Staff Oscars

We held our annual Staff Oscars night on Friday 20th May at G Casino in Leicester Square and the evening included a motivational speech from Paralympic Gold Medallist, Giles Long, MBE.



Club of the Year, was won by The Armoury, which had beaten net profit target by 61%, scored the highest in the recent Customer Survey and had made an outstanding contribution to the local community with its GP Referral programme, Active Ambassador scheme and support with the Outdoor Gym and MEND projects.

Class Instructor of the Year was won by Cheryl Burns, who was singled out for: 'being full of energy, covering at the last minute and going the extra mile.'

In the main Staff Oscars, there were no less than 19 nominations. There were two Runners-Up – Rizan Niyaz, the Café Manager at Jubilee Hall who has worked for us for over 10 years. He was nominated for: 'his big smile every day and his very good attitude to work'.

The second runner-up was Jubilee Hall Fitness Advisor and TAG graduate, Erykson Mendez, who was nominated for: 'being friendly, approachable' and 'showing his willingness to do work for charity, emphasising what Jubilee Hall stands for.'

The winner of the Jubilee Hall Trust Staff Oscar 2011 was Ruth Owen, who has worked as a Fitness Advisor and Services Manager at both Westminster Gym and The Armoury.

Ruth was nominated more times than anyone else for: 'her hard work with Health & Safety', for 'always being supportive and having a smile on her face at the worst of times' and for having a 'positive and optimistic outlook, no matter what the challenge.'

The Westminster Gym won the prize for the best club display. Congratulations to all the nominees and winners!

### Staff Forum, Survey & Interim Reviews

In order to find out what our employees think about us, we re-introduced a Staff Forum and, towards the end of the year, carried out an on-line Staff Survey.

### Fitness Industry Association FLAME Conference and Dinner

Eight staff, including one of the Staff Oscar winners, attended this event on Wednesday 13th July at Telford International Centre.

### Keep on Running!

Our Finance Director, Chas Verma and one of our Fitness Advisers, Dee Stephens, successfully completed the Virgin London Marathon to raise money for Jubilee Hall Trust. Congratulations to both of them on a fantastic achievement!





## House of Commons

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In May, we were invited, as part of the Skills Protocol Employer Leadership Group to attend a meeting at the House of Commons with the Skills Minister to discuss the future of skills in our sector, and in January we attended the first ever Sporta Parliamentary reception.

## House of Lords

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The House of Lords EU Select Committee mentioned Jubilee Hall Trust in its recently published report on grassroots sport.

The committee was looking for evidence of where sport and physical activity had made a lasting impact on health and wellbeing.

The report said that Jubilee Hall Trust's dance class programme for the over fifties had 'highlighted feedback from participants which suggested its role in reducing feelings of social isolation in addition to increasing their sense of physical and mental wellbeing.'



## Fitness Industry Association

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We have continued to be involved with the national trade body at a number of levels. Our Health & Safety lead, Mukhtar Mukhtar, attended a number of FIA Health & Safety Forums; Operations Director, Jon Giles was invited to the Fitness Directors Summit and we made presentations to the FIA on behalf of the UK Fitness Network for the FIA's Spark of Innovation award.





# 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 the UK. 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.

## UKFN

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The UKFN had its AGM in May when Jubilee Hall Trust CEO, Phil Rumbelow, was re-elected as Chair, whilst the annual UKFN staff conference was held at the Abbey Centre later in the month and attracted almost 200 leisure professionals to hear sessions led by Pete Cohen the Weight Loss Guru and other senior figures from the fitness industry.

## Sporta

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Jubilee Hall Trust continues to be involved on the Board of Sporta (Sports & Recreation Trusts Association) and we were singled out as an example of good practice in the Sporta Impact Study report which was published in 2011. In addition, we assisted on the bid to Sport England for a £2m national Sporta 'legacy' programme which is still awaiting sign-off.

## CIMSPA

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In June, we were invited to the VIP launch of the new combined Chartered Institute for the Management of Sport & Physical Activity (CIMSPA), which later achieved Chartered status with the Privy Council.





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