

2014/15
Annual Review
The Jubilee Hall Trust

An **active** community is a healthy community.



At Jubilee Hall Trust, we are committed to being an example of how a social enterprise can be special, when compared to traditional businesses and charities. We believe that we are among the best in both worlds.

Our community gyms successfully compete with the best in the industry. With almost 50 competitors within a mile of our flagship Jubilee Hall gym, we are thriving in a very tough commercial environment – this year Jubilee Hall is a finalist in the prestigious national FLAME awards.

We don't use the fact that we are a charity as an excuse to underperform commercially – all our gyms make a healthy financial surplus. After re-investing in our gyms and maintaining reserves, we don't pay dividends to shareholders – we use this money to fund programmes designed to make a measureable difference in the health of our local communities.

One thing that sets us apart from many charities is our insistence on measuring the difference we make. It's not good enough that we run programmes in the community – we want to know that we're targeting people who most need help and we want to know that our programmes are working. This year we recorded 250,000 exercise sessions through our gyms and community outreach programmes, 13% of these were with people we specifically targeted to support in being more active. This is our "bottom line" and we measure and manage these results as rigorously as a private business would manage financial return to shareholders.

Thanks to everyone who is part of our mission to build healthier communities!

Steve Cabrera
Chairman, Board of Trustees



Focussing on local communities

Big Dance Bus

We were very pleased to welcome back the Big Dance Bus to the Covent Garden Piazza on Tuesday 8th July. Funded largely by Jubilee Hall Trust, with some financial support from Westminster Public Health, we enabled more than 30 different groups to come and perform on our stage!

The organisations ranged from a professional Flamenco company to A-level dance students, an intergenerational group from Open Age and, of course, Jubilee Hall Trust's own managers performing 'Let's Get Ready To Rumble'!

We are grateful to our partners at Westminster City Council, Capital & Counties and St Paul's Church, as well as the street performers who gave up their coveted space for the day! Mark Short and City Academy also worked with us behind the scenes free of charge.

The day was a huge success, with bright sunshine and large crowds. We are looking forward to repeating it in 2016.



Even Bigger
Even Dancier
Even Bussier

St Clement Danes Primary School

Our partnership with this local Covent Garden school has developed further. The school continued to use the Movbands we had provided to enable the children to monitor their activity levels and we attended their annual summer fair to promote healthier lifestyles.

We also ran a series of healthy eating workshops and offered curriculum specialist dance classes as well as a fun lunchtime activity session each week.

We were delighted when OFSTED inspected the school in November and found it to be 'Outstanding' in all areas – the highest possible grade - and cited our partner work in their report:

'The school has a professional dancer to teach dance and to train teachers...(and)... has introduced the use of a band that is worn by pupils to monitor their movements; this has motivated pupils and staff and resulted in a greater range and quantity of movement.'

Child Weight Management Programmes (MEND)

Throughout the year, we worked with Southwark Public Health to deliver MEND (Mind, Exercise, Nutrition, Do it!) programmes for obese children and their families. The 10-week lifestyle programmes use behaviour change techniques alongside fun education and activity sessions to help families to live a healthier lifestyle.

We ran three programmes at Rye Oak school, for a total of 32 families, whilst 6 more families completed the course based at King's College.

The 'reward days' at the end of each programme included ten-pin bowling and cinema visits and, for our last programme of the year, we offered all graduates a free place on the Easter sports camp at Colombo and they also received a free 3-month swimming pass from Southwark council.

Towards the end of the year, our MEND Programme Manager, Lola Ross, handed over to Malorie Schecter, who set up two new programmes - one to run again at Rye Oak School, and another at a new venue, the Lewington Centre in Surrey Quays.





Give It A Go 4 (GIAG 4) and GIAG Festival

The GIAG 4 gym programme has continued, with any Camden residents who are identified as being 'inactive' through a standard NHS Healthcheck, being referred to The Armoury or other local leisure centre so that they can access up to four months free gym membership, funded 50:50 by Public Health and the facility operators.

The Armoury has also supported the annual Give It A Go Festival to help get people more active. Last year's event was held on Sunday 20th July on Parliament Hill, Hampstead Heath and included sports, fun and musical entertainment for all the family.



The team from The Armoury provided fun fitness activities including Super Circuits, Spinning and a unique 'Visitors Choice' class.

Camden Active Spaces

In order to encourage activity amongst children, Camden Public Health and the local Clinical Commissioning Groups invested in creating seven innovative outdoor play areas – Camden Active Spaces (CAS) - at schools in the most deprived areas of the Borough.

Access to these spaces was largely limited to school hours, so Jubilee Hall Trust agreed to staff some of them, at our own expense, outside of these times to encourage use.



We ran pilot schemes on weekends and during February half-term at Torriano and Argyle schools with up to 25 families attending each session.

Active Jubilee – over 60's

At Jubilee Hall, Covent Garden, we have seen considerable success with our free over 60's classes, which now operate four times per week with average attendances of 16-18 people, meaning that we are getting almost 300 attendances per month.

These are now amongst the most popular classes we run at JH, which is testament to good programming, largely word-of-mouth marketing and the three excellent teachers.



Soho Fete

The 40th annual Soho Fete took place on Sunday 13th July and the sun shone (mostly)! A wide range of stalls manned by local community volunteers and businesses ensured an exciting day of free and discounted activities and produce for all.

The gym team from Jubilee Hall offered some free fun fitness activities and great prizes to participants. Thanks to all at the West End Community Trust, Covent Garden Community Association and the Chinese Community Centre for their support!

Prostate Cancer UK/Macmillan

We now also offer an exercise referral pathway for people recovering from cancer. Our Level 4 Cancer Exercise Rehabilitation Specialist, Kathy Wren, is dedicated to providing safe exercise options for people living with the effects of cancer, and the health effects of associated treatments.

Kathy said:

'A significant amount of research has been done into the benefits of physical activity for cancer sufferers as part of the Macmillan 'Move More' project and I am looking forward to making a positive contribution to the health and wellbeing of our local communities.'

Exercise on Referral

The charity has continued to run Exercise on Referral programmes at Jubilee Hall, The Armoury and Westminster Gym.

These programmes are for patients from local GP surgeries, who have specific medical/health conditions which can be 'treated' through a course of supervised exercise.

Whilst all three programmes are operated in partnership with local clinicians, they are run at our expense.

Building **sustainable** partnerships



Active Westminster (AW)

As lead members of this partnership, we have supported a range of initiatives which have included the Active Westminster Mile - the world's largest road race mile - which saw almost 6,000 people entered to help celebrate the 60th anniversary of Sir Roger Bannister becoming the first man to break the four-minute mile. Jubilee Hall Trust provided members of the public with some warm-up activities and fitness challenges in Green Park.



The Active Westminster Awards received over 300 nominations, and Jubilee Hall was a finalist in three categories - Active Place; Physical Activity, Health and Wellbeing Project; and Active Coach/Champion. The awards themselves took place on 28th November at Lord's cricket ground and Jubilee Hall Trust Chief Executive, Phil Rumbelow, was the host for the fifth year running.

The awards were presented by Winter Olympic Gold Medallist, Amy Williams and, although we did not win any awards, an excellent evening was had by all who attended!

UK Active Benchmarking

In 2014, UK Active launched a nationwide benchmarking service. We were delighted that, when the first results were revealed in December 2014, we had outperformed the industry in all the key metrics.

In particular, our monthly member attrition was 5.8% compared with a national average of 6.0%, and our average length of membership was 22.4 months (17.2).

These figures are in spite of the fact that we have no minimum contract lengths or penalty clauses for early drop-out.

Proactive Camden

We have continued to be fully engaged partners in the physical activity network for Camden and have worked on a number of projects.

These have included supporting the successful £250,000 Active All Areas bid to Sport England, which, in 2015-16 will be aiming to generate a step change in sport and physical activity in the three most deprived wards in the borough.

Our support equates to £22,000 of gym memberships, studio hire and instructor funding.



National Fitness Day

On Friday 26th September, we helped UK Active to celebrate the first National Fitness Day by securing the iconic Covent Garden Piazza for their London-based celebration.

The event was their most successful outdoor event, with over 150 people participating in two free lunchtime exercise classes. JHT staff were in the forefront throughout the day and featured in numerous media clips and articles.

Instructability

Instructability is a scheme which aims to get disabled people back into work in the fitness industry and we have already worked with them to offer a work placement to one of their students, Dorit Chomer, at the Westminster Gym.

Instruct/**ability**

Following on from that, we worked with Instructability and our equipment suppliers, Matrix Fitness, to create a partnership on the Matrix stand at Leisure Industry Week in Birmingham to promote disability awareness.

University College London/English Institute of Sport – Active Movement

We have been working with Dr Mike Loosemore from UCL to promote an 'everyday activity' concept to local partners. Dr Loosemore is one of the UK's leading authorities on this subject, and he has developed the Active Movement programme to help reduce sedentary behaviour.

Between us, we have already created a bespoke concept for Covent Garden-based companies, so that their employees can benefit from increased physical activity and healthier lifestyles.



Running healthy gyms, serving our members well.

Colombo Centre - Southwark

Our long-serving Centre Manager, Ashley Hargreaves-Smith, left us to pursue a new career in the Metropolitan Police. However we were very pleased to appoint an internal candidate, Lenny Stephens. Lenny has been with Jubilee Hall Trust for over 10 years, and actually started his career with us at Colombo as a Fitness Instructor!

The gym continued to offer great value memberships with discounts for local residents. The income and usage of the outdoor hard courts and artificial turf football pitches increased, and outperformed the previous year, and we signed a new two year 5-a-side league contract with Powerplay to bring in extra revenue at peak times.

We have continued to work with local residents and their representatives to try and address concerns about noise from the pitches, especially late at night. We commissioned a sound survey to assess the levels and propose solutions. This is still an ongoing project, but we are hopeful that we can reach some compromise that is satisfactory to residents but that also allows the 250 local young people to continue to use the facility free of charge until 9.30pm on weekdays.

The exercise class programme was re-vamped with the introduction of some new morning classes led by the gym team, a Kettlebell Boot Camp and some functional training sessions re-branded as ARD (Athletic Rapid Development), which was originally established at Jubilee Hall.

We replaced the ageing Spinning bikes with brand new ones from Star Trac and, together with a re-decoration of the studio, this has revitalised the Spinning classes.

We were delighted when CSCT agreed to extend our management contract at the Colombo Centre for an additional four years, to the end of 2018. The extension means the continuation of our successful partnership with GLL, and includes some re-investment in the centre to improve the décor and changing rooms and to add some more gym equipment.

Our community programmes serve both young and old, and have included Easter and Summer sports camps for 8 years and over, a tennis club, 'back to netball' initiative for females 16yrs and over, and Soccertots every weekend for 3-9 year olds, whilst for older people there are aerobic and dance classes, badminton and tea dances.

Our regular hirers bring added value as well as revenue to the Centre. The London College of Beauty Therapy (LCBT) use our conference room and gym to train the next generation of fitness instructors and provide us with a steady flow of apprentices.

Proleisure use our offices to develop cutting edge customer service programmes and provide us with our valuable Mystery Shopping service. Breathe London now offer the greatest range of wellbeing services on the Southbank and have partnered with us to deliver corporate health packages to local companies.



The new, smart,
well-equipped
Westminster Gym





Westminster Gym - Parliament

The major event of the year was the refurbishment of the gym and surrounding buildings which took place during summer/autumn of 2014.

The substantial project included a complete overhaul of the facilities from ceiling and air-conditioning through to flooring, showers and a new sauna. The staff team worked really hard to keep the gym operational throughout, although naturally some services were reduced.

Throughout this difficult project we were extremely grateful for the help and support of our colleagues in Parliament, especially Angela Eagle MP and Jack Straw MP, and the patience of our gym members!

We were also delighted when the House agreed to extend our management contract for an additional two years.


The gym was officially re-opened on Wednesday 28th January by Mr Speaker, John Bercow MP, accompanied by a number of other dignitaries including Jack Straw MP, the Serjeant at Arms and Black Rod.

Mr Speaker unveiled a plaque to celebrate the re-opening and even had a go at indoor cycling on the brand new Star Trac bikes!

At the end of March, Parliament prorogued with all MPs and their staff being required to leave the Estate until after the General Election on 7th May.

This led, once again, to a quiet time in the gym but an opportunity to carry out deep cleaning and prepare for the anticipated rush of newly elected MPs!





The Armoury has a fantastic community atmosphere that is highly valued by members.





The Armoury - Hampstead

The Armoury continued to be at the forefront of our work with older adults and disadvantaged communities. Over the course of the year, we had almost 8,000 visits from our 'seniors' (over 60's) and almost 20% of the regular membership are registered concessions. We continued to support the Heart 2 Heart Cardiac Rehabilitation group and offer Exercise on Referral in conjunction with the local GP surgeries, as well as our Give It A Go programme in partnership with Camden & Islington Public Health.

Central to The Armoury's success is its 'community' atmosphere, which was reinforced by comments in the annual survey, when members were asked what their favourite thing about the club was, and the responses included:

'The friendliness of most of the staff...even though I'm a nun I feel at ease whenever I'm there!'

'The friendly non-corporate atmosphere. It's priceless. I'm speaking from personally being a member at LA Fitness – the polar opposite vibe to The Armoury.'

Jubilee Hall - Covent Garden

A number of improvements over the course of the year helped to maintain Jubilee Hall's position as one of the finest gyms in central London, and led to some of our best ever results in our 6-monthly Member Survey. Over 95% of customers rated our staff as Good or Excellent and a record number said that they would definitely recommend us to friends and family.

In November, we installed over £100,000 of brand new Matrix cardiovascular (CV) equipment at The Armoury to replace the four-year old Life Fitness kit.

The new equipment has integrated TV's and upgraded touch screens, as well as full internet connectivity and virtual reality films, enabling members to take a virtual run through the Grand Canyon or the French Alps!

With the help of a small grant from the Royal Free Charity, we were able to re-decorate and improve the upstairs studio, including damp-proofing, new blinds and new equipment for the benefit of the cardiac rehabilitation patients. We also re-painted the gym and stretch areas and added some additional lockers.

In March, The Armoury supported Red Nose Week with special spinning classes, a raffle and a bake sale. The event was hugely supported by the staff and the members and raised £667 for the charity.

Members especially liked the space and light and the range of equipment, as well as the friendly atmosphere.

Club Manager, Oliver Deen, was so pleased that he entered Jubilee Hall into the prestigious national FLAME awards and we have recently heard that we have been selected as a finalist!



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of members said they'd
definitely recommend
us to friends or family.



Jubilee Hall (continued)

Our Studio Manager developed the exercise class programme through innovation and the recruitment of great instructors. We introduced the branded Les Mills classes, including Body Pump and Body Balance, as well as their GRIT series to promote high intensity interval training. We increased the number and variety of indoor cycling classes being offered in the Spinning Studio and have also been trialling private hire of this space for new concepts such as Groovecycle.

We removed nine pieces of gym equipment identified as being under used, and replaced them with a functional training space. We created our own brand – Athletic Rapid Development (ARD) Training – and our gym team offered short, 15-30 minute drop-in functional classes for small groups of five to ten people.

Over the course of the summer, we worked with our landlords, Capco, to install three new boilers dedicated to serving the gym alone. These new boilers replaced the antiquated ones in the basement, which had started to prove very unreliable and costly to run. Whilst the £60,000 outlay was relatively unseen by members, the results of it were not, with unlimited hot water and consistently high pressures in the showers!

Once the boilers had been installed, we completely refurbished and enlarged the men's showers with new plumbing, pipe-work, cubicles, ceiling, lighting and tiling. We thank our female members who put up with reduced facilities during the works!

Like The Armoury, Jubilee Hall had new Matrix CV kit – with integrated TV, internet and virtual reality - installed in November. The £100,000 investment enabled a new gym layout to be created, making much better use of the space, and included several new pieces of strength equipment to replace some of the tired or malfunctioning Nautilus kit.

Our private hire agreement for Studio 2 with Lifetime Training has been renewed and, as well as being a valuable source of income for the club, means that we get 'first pick' of newly qualified gym instructors and exercise to music teachers. Lifetime have also been running an apprenticeship with one of our team, Daniel Hearn, and he has achieved his Level 2 in Fitness whilst working with us. His trainer said:

"I have never witnessed a club embrace an apprentice the way Jubilee Hall has. Daniel's success is a direct result of the support this club has given him". This is wonderful feedback and a great demonstration of our core values - Passionate, Inclusive, Productive, Enterprising, Supportive.

At the end of the year, we 'soft-launched' a new Premier Membership at £70 per month. The membership offers a range of increased benefits including free towels, discounts in the café and regular free haircuts at our in-house hairdresser, Blue 20.



Our facilities may
be the best in London,
but it's our people that
make the difference.



Making **our staff** proud

Staff Survey

Our annual staff survey was completed by 70% of staff which was a significant uplift on 2013, and almost all areas showed positive improvements. 80% of staff said that they were proud to work for the charity, whilst almost 9 out of 10 of them said that they would recommend JHT as an employer.

We compared our staff pay and benefits with other Trusts by using the national Sporta HR Survey, and found that we benchmarked very well. Most other Trusts did not survey staff every year, offered fewer benefits and less annual leave. Our annual pay increases had been the same or better than the average for the last four years.

London Living Wage

On 1st April 2014, we became a London Living Wage (LLW) employer, paying a minimum of £8.80 per hour. The LLW is set independently and updated annually, and enables all our employees the opportunity to provide for themselves and their families while living in one of the most expensive cities in the world.



We are proud to be one of the first leisure companies in the capital to become a London Living Wage employer and, on 1st April 2015, we increased our minimum wage to the new LLW of £9.15 per hour.

Training

Over the last 12 months, we have provided a diverse mix of courses for all levels of staff.

These have included:

- First Aid and Defibrillator training; fitness courses - accredited by the Register of Exercise Professionals (REPs) - such as TRX, Kettlebells, High Intensity Interval Training, Exercise & Disability and Les Mills;
- A new one-day Customer Service course, accredited by the Chartered Institute for the Management of Sport & Physical Activity (CIMSPA); a bespoke marketing workshop delivered by Make Sport Fun;
- A Social Media Workshop for Club Managers;
- A resilient leadership course;
- As well as attendance at key conferences and events such as Leisure Industry Week, Fitpro Live and the International Health Racquets and Sportsclub Association Conference.

Upcoming training includes ante and post natal fitness as well as advanced mental health, whilst a group of junior managers will be undertaking the ILM Leadership and Management course.

UK Active - Spirit of FLAME award

We nominated Dorit Chomer – a disabled volunteer fitness instructor at the Westminster Gym – for a national award: The Spirit of Flame 'Unsung Hero'. Dorit came to us through the Instructability programme and is a true inspiration to disabled people who want to live a more active lifestyle.

Thirty years ago, Dorit injured her spine in a parachute jump and, although she recovered the use of her leg, she has since suffered two strokes and had to undergo heart surgery. Dorit has also been diagnosed with bipolar disorder and has experienced periods of severe depression. Dorit managed to create a gym environment that made her clients- often not typical gym users- feel comfortable and welcomed.

At the national FLAME awards, Dorit finished as a runner-up in her category, but it was an incredible achievement to be one of only four finalists out of over 300 people nominated.

She was highly commended by the judges and thoroughly enjoyed the experience, describing it as 'the best night of my life!'



Tough Mudder!

On Saturday 25th October, a group of nine - slightly mad - staff from Jubilee Hall Trust took on the fearsome Tough Mudder assault course in Winchester.

The 12-mile cross country run had more than 21 obstacles designed by special forces personnel.





Staff Oscars

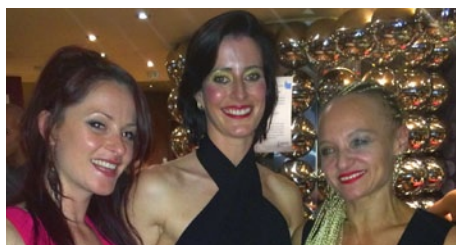
We held our annual Staff Oscars event on Friday 8th May, at Grosvenor Casino in Leicester Square. The evening was a great success, with a high staff turnout to hear special guest speaker, former Olympic 400m champion, Sally Gunnell, tell her story.

But the real stars of the show were the employees! Winner of the Class Instructor of the Year was Spinning Teacher, Rebecca Davis, described by members as: 'Inspirational!' whilst Young Staff Member of the Year went to Jubilee Hall's apprentice, Daniel Hearn, who was singled out for praise in the user survey as: 'always offering tips and guidance' and 'a great guy!'

For the main award, the Runner Up was Westminster Gym's Daniel Marshal, who had 'consistently gone above and beyond' and had helped to maintain a great service at the gym during the recent refurbishment.

Winner of the Staff Member of the Year, was Anna-Maria Bodzas from The Armoury, who was mentioned in the Member Survey, an incredible 19 times!

Described as: 'just superb'; 'such a committed and lovely person to interact with' and 'she always helps my partner who has MS. She is awesome!'





Investors in People (IIP)

In November, we revisited the IIP standard, which involved an independent assessor taking a close look at our systems and practices and carrying out confidential interviews with randomly selected staff.

We were delighted when she reported that we had met the standard and been re-accredited as an Investors in People Company:

'Jubilee Hall Trust remains firmly and resolutely committed to the principles of the Investors in People Standard.

The mission and values are aligned with the aims and objectives of the business plan, with specific goals relating to good people management, leadership and development.

This comprehensive approach has resulted in a people strategy that enables the organisation to respond agilely to opportunities to meet its goals...

Good practice is firmly embedded across the whole organisation, and all staff interviewed said that the mission and values were important to them and influenced the way that they worked.'



**INVESTORS
IN PEOPLE**



Being **known** and in demand

UK Active

Our Chief Executive, Phil Rumbelow, continued his involvement with UK Active as a Non-Executive Director.



UK Active is now a respected national not-for-profit lobbying body which works with a range of Government departments and other partners to get 'more people, more active, more often.'

He was asked to work on their Governance Review committee, which ultimately recommended a Board restructuring which involved the 'slimming down' of the main Board and the recruitment of an independent Chair, Tanni Grey-Thompson, and independent NEDs.

Phil also worked with UK Active on their Trailblazer bid to the Department of Business, Innovation and Skills, to agree the new apprenticeship framework for Personal Trainers and Leisure Managers.



The team does whatever it takes to ensure the Trust is centre stage and getting the community active.





Public Health England (PHE)

We submitted our Give It A Go (GIAG) programme to PHE's Promising Practice survey for assessment. They had 952 programmes submitted, making this one of the largest surveys of physical activity interventions in England ever conducted.

All submissions were measured against the government backed Nesta



Public Health England

Standards of Evidence, which ranks interventions from 1 to 5, with 5 being the highest rating. GIAG was rated as Nesta Level 2, and whilst this might seem a low rating, only 2 programmes were ranked higher (at level 3) and GIAG was in the top 3% of all programmes submitted nationally.

National Fitness Directors Summit

Operations Director, Jon Giles, was once again invited to attend this one-day brainstorming event. The summit is by invitation only and includes only the top 10 Fitness Directors who (apart from us!) are all from national chains.

Chartered Institute for the Management of Sport & Physical Activity (CIMSPA)

Our eight 'top tier' managers have been successfully enrolled into the Chartered Institute, and JHT's Operations Director, Jon Giles, is now on the Southern Board.

Social Enterprise Day

Through contacts developed at the Houses of Parliament, Jubilee Hall Trust was invited to the Speakers House to an event to celebrate Social Enterprise Day.

The event was co-hosted by the Speakers from the Commons and Lord's, as well as Hazel Blears MP, and featured a speech by Social Entrepreneur and Nobel Laureate, Professor Yunus.

Sports and Recreation Trusts Association (Sporta)

Our CEO continued as Vice Chair and Regional Director for Sporta, representing all of the UK's leisure trusts at a number of events and meetings.

National Active Training Awards

Phil was also asked to be a judge for the category of Most Inspiring Activity Professional of the Year.

Active Westminster (AW) and Westminster CC Scrutiny Committee

Phil chaired a meeting of the AW partnership to revise the physical activity strategy and then gave evidence to the council's Sport & Leisure Scrutiny Committee.

This was an excellent opportunity to showcase what we do to a wider group of people. The Councillors asked to tour round Westminster CC's leisure facilities and to visit Jubilee Hall.

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



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