



2018/19
Annual Review
The Jubilee Hall Trust



This year was our 41st year of operation as a charity. The Jubilee Hall, our flagship gym was originally won as a community asset to be used for the well-being of local residents and we continue to preserve and improve the hall as a community charity in the heart of Covent Garden.

Over the years we have widened our charitable scope to the Greater London area and have for many years also run a community gym in Hampstead – the Armoury, a gym based in the Coin street community in Southwark, and a gym for MP's and employees of the palace of Westminster.

Our aim is to use our surplus to ensure that we can offer gym concessions and well-being activities to the community and those less well off or able to access facilities. 25% of our memberships are concessionary or free and at Jubilee Hall we offer free use on Sundays to the local community.

We take GP referrals and our experts put them through free rehabilitation programmes and we run a family inclusive run for all abilities on Hampstead Heath as well as free fitness classes for older adults at some of our sites and in local community centres.

This year with the help of a grant from the London Marathon Trust of £150K we are managing a refurbishment project to improve Jubilee Hall gym, making it more attractive to women and to further develop our free classes.

Roslyn Perkins
Chair



Jubilee Trust Strategy 2019-24

This past year the trustees of Jubilee Hall have worked with the Senior Management Team to develop a 5-year strategy with 4 main areas of action:

- Strengthening the operation of the gyms as viable businesses
- Expanding our community activity
- A governance review action plan
- Developing a comprehensive environmental strategy

Our plans mean that we have been able to develop some ambitious targets to increase our work in the communities we serve to deliver measurable improvements.

For example, we aim to scale up our GP referral work to 750 referrals by 2024, and to increase participants in our running programme from 400 to 3000 in 5 years.



Our social impact

We have commissioned work from Ray Algar, of Oxygen Consulting, a specialist sports industry analyst to assess our social impact. He is helping us to evaluate the social value of our current work and the future targets we aim to deliver. The background of this evaluation work is the shocking statistic that makes our charity vital. Sport England identify that 28% of the population undertake less than 30 minutes of physical activity a week.

We say every step counts and aim to target and include inactive people within our programmes. The research shows that the barriers are higher for those who are from a more impoverished background, as well as the disabled, the elderly and those that suffer chronic ill-health. A gender gap also exists as more women are likely to be inactive.

Measuring social value is a new metric being used to obtain a more comprehensive understanding of the benefits of an organisation. In our case, the assessment creates a financial value to our work, taking into account the improved health, subjective well-being, educational attainment and crime reduction that results from all our activity.

It demonstrates the value of our charity to reducing the bottom-line costs to our society if these areas are not tackled, including the reduction in inactivity-related diseases such as heart disease and cancer, diabetes and dementia and mental health problems such as depression.

Oxygen Consulting has identified from working with our data that through our work, our charity generated £1.6 million in social value for 2018/2019. We created a social benefit among 3,362 people. A social benefit occurs when we encourage people to be active for a minimum of four or more times in a month. This produces an average annual social value of £467 per customer.

We now have a clearer understanding that our charity can increase its social impact by focusing on specific groups of people and inactive neighbourhoods. For example, inactivity rises steeply as people age and among those managing long-term health conditions.

A vital part of this charity's everyday mission must be to encourage and engage with people who find it challenging to weave physical activity into their lives, rather than merely serving those who have already formed an exercise habit. In this way, we can differentiate ourselves from private sector activity providers who tend to focus on the 'active young.'

We not only run as a viable business to deliver our charitable objectives, which improves lives locally, but we also have a measurable positive social impact within the Greater London area.

Governance and the Board

With the assistance of a governance expert, Tesse Akpeki, we reviewed our current processes and capabilities and developed an action plan which covered our Articles of Association, terms of office, trustee recruitment, trustee competencies, annual board self-assessment and board codes of practice.

This has further strengthened our board and we will also be recruiting additional new board members in 2019.

During the year, we also said goodbye to two well-respected and long serving board members, John Mcquillan and Allan Hill, and we welcomed a new Board member, Jeremy Simpson.



Chief Executive's report by Phil Rumbelow

The year saw our usual mixture of ups and downs, with some of the highlights including winning **ukactive Small Employer of the Year**, and featuring in the **Top 25 Great Places to Work** in the UK.

We also made progress on longer-term plans for our sites, signing a Memorandum of Understanding with our Armoury landlords, the Royal Free Charity; agreeing a new 2-year contract at the Colombo Centre; and starting Jubilee Hall's Phoenix refurbishment project.

The 'downs' included the continued pressure of competition, both real and virtual, steeply rising utility costs, and the increasing uncertainty of Brexit.

Sport England's latest Active Lives survey, shows an increase over the last 12 months of almost 500,000 more 'active' adults, but more than 11 million people still do almost no physical activity at all, and those in the lowest socio-economic groups do worst of all.

In this regard, we can be proud of our achievements, with our initiatives such as Free Sundays, Run for your Life and Exercise on Referral helping us to deliver **328,802 activity sessions, with 24% of those being free or concessions.**



But statistics don't always tell you about the impact we make on individual lives, so perhaps we can sum this up with a quote from one of our users:

'I joined your gym in Autumn 2016. It was the first gym I had ever been to; I weighed 24 stone and I was morbidly obese....and then I met your trainer, Ahmed.

I was determined to make a huge change in my life and he understood this. He was clear with me - if I was ready to commit to this, then he would be with me every step of the way....

Fast forward to 2019, and I have lost around 12 stone. I am now in the 'ideal' BMI category for my height, and fitness is part of my everyday life.

None of this would have been possible without Ahmed's guidance, encouragement and friendship. I am a completely different person, healthier physically and mentally and I can safely say that Ahmed is a friend for life!

Thank you.'



Building healthier communities

Concessions

We had 80,406 free or concessionary exercise sessions at our facilities and programmes during the year, and half of these were at our Armoury health club in Hampstead.

Discounts of up to 75% are given to the over 60's, disabled people, unemployed people and students. We also run Exercise on Referral schemes at The Armoury and Westminster Gym, where our specialists treated conditions including

osteoarthritis, Type 2 diabetes, hip and knee replacement rehabilitation and chronic fatigue syndrome.

At Jubilee Hall in Covent Garden, we ran five free exercise classes per week for the over 60's, whilst our Colombo Centre in Southwark offered local community groups free football, tennis and netball on weekday evenings and at weekends.

Free Sundays

In late 2018, Jubilee Hall became the first leisure centre in London to allow completely free entry on Sundays, to encourage local people to use our fantastic facility on our quietest day of the week.

We now have 109 'free Sunday' members, ranging in age from 19 to 69, and 41% of whom are female.

Older Adults as Fitness Instructors

Following UK Active's Reimagining Ageing report, which identified a need for older fitness instructors to act as mentors, we created a partnership with Lifetime Training to offer a discounted Level 2 course to anyone over 50 living within 5 miles of one of our clubs, and we look forward to welcoming the first cohort soon.



Run for your life

On Saturday 15th September 2018, Hampstead Heath was the venue once again for the 4th annual Jubilee Hall Trust Run For Your Life event. More than 200 runners took part in one of the distances of 2k, 5k or 10k across the tricky terrain, and there was a great atmosphere on the day with lots of positive comments from those taking part.

The event was started by our Athlete Ambassador, Team GB Triple Jumper, Nathan Fox, who took part himself, alongside his wife. Wellness services, including some post-race massages and stretching sessions, were provided by our event partners, Breathe London, and their tent was packed throughout.

A wonderful occasion, thanks to a dedicated team of sponsors, volunteers and runners, and with fantastic support from our colleagues at the Corporation of London.

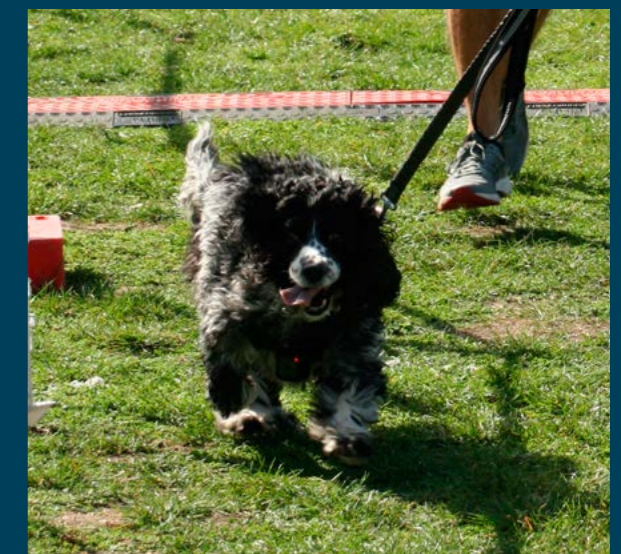
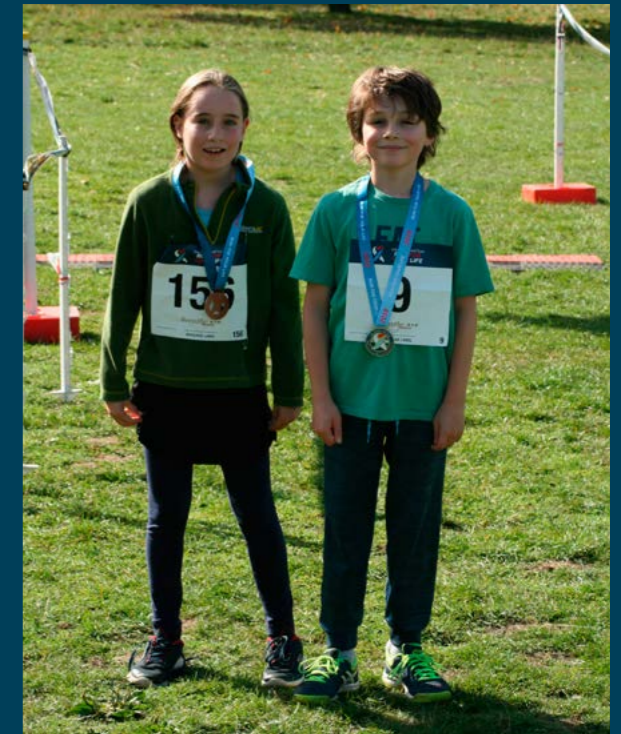
Exercise on Referral

Through our partnership with Westminster City Council, we are planning to introduce a new Exercise on Referral Programme at Jubilee Hall gym starting in October 2019.

This service will be part-funded by our London Marathon Charitable Trust revenue grant of £15,000, and, after year one, we expect the scheme to be self-supporting.

Fundraising

Towards the end of the financial year, we were delighted to be told that our application for £10,000 from Camden's Community Infrastructure Levy (CIL) fund, had been granted, enabling us to refurbish the façade of The Armoury.



Running healthy gyms

DIGITAL SERVICES

Over the last year, we have upgraded and improved the look, feel and functionality of our website, making it fully mobile optimised with increased ease-of-use. We have also re-launched the Jubilee Hall Trust App through Netpulse.

Customers were primarily downloading it as a membership card giving them access to Jubilee Hall and The Armoury but there is much more they can do, such as tracking and recording workouts, accessing Westfield Health benefits and taking part in club competitions, as well as providing a seamless class bookings solution.

JUBILEE HALL

There were a number of staff changes during the course of the year, and Club Manager, Oliver Deen, reorganised his management team to ensure that we provided an improved service to customers with a 'hosted' gym experience.

We installed smarter new 'swipe gates' which now enables members to use their mobile phones to access the club, whilst we also replaced the air-conditioning units in the ladies changing rooms.

A new Soundjack music system was installed, giving us greater variety whilst also enabling us to tailor music genres for different times of the day.

The unit also allows gym users to select a limited number of tracks of their own choice.

As the year came to a close, the pre-enabling works for our major Phoenix Project began, and we successfully converted the kitchen and former EMS clinic room into flexible useful new office space.

THE ARMOURY

We were delighted to sign a Memorandum of Understanding (MoU) with our landlords at The Armoury, the Royal Free Charity, which will enable much greater co-operation between us. We intend to work together on membership integration, equipment purchasing, programming and marketing, to help us collectively get more local people, more active more often.

Our improvements at the gym included the refurbishment of the men's changing rooms with new showers, toilets, sinks and floor, as well as replacing some flooring in the treadmill and free weights areas.

Our main challenge has been significant cracking to the walls at the back of the building which has been caused by subsidence. We are currently working with the insurers to find a solution and carry out effective repairs.

We have also replaced the hot water boiler, and installed new turnstiles and redecorated the front entrance. Future plans include a refurbishment of the ladies changing area, new air handling units for heat control in the summer and winter, and renovation of the front elevation.

The Armoury team have introduced a new member interaction programme to ensure that all new joiners start with a good induction and regular on-going support with their programme.

If we can get a customer to commit to training between 2-3 times per week for the first 3 months, then this has a significant impact on longer-term member retention.





COLOMBO CENTRE

We continued to upgrade the facilities at the Colombo Centre, and the main improvement during the year was the refurbishment and resurfacing of the hard courts Multi-Use Games Area, thanks to a grant from the Coin Street Centre Trust.

The courts had started to crack and hold water in wet weather, and we also needed to improve slip-resistance.

The works took place between May and July and the end-result was excellent, with the new paintwork and line-markings completing the job, much to the satisfaction of the regular netball and tennis players!

We have also started on a project to improve our Colombo website to make all of our private hire space and outdoor space bookable online.

This will enable us to take payment in advance without taking up receptionists' time, and give us a greater ability to capture bookers' data and offer them complimentary services.

The end of December saw the end of the successful nine-year partnership with GLL, which saw the latter invest over £650,000 in the centre in 2009, to create London's first 'budget gym' in Zone 1. But it also saw the start of a 'new' 2-year contract between the Colombo centre and Jubilee Hall Trust!

We spent the first months of the new calendar year migrating data and setting up the new £19.95 Gym & Spin membership product.

Results so far have been mixed, largely due to greater competition in the area, but we are confident that business will pick up during the year.



THE WESTMINSTER GYM

The Parliamentary gym had an interesting year, as it had to be re-located for six months to allow essential upgrading work to be carried out at the Palace of Westminster.

Before this could happen, we had to manage the impact of a flood when torrential rain caused 8cm of water to flow into the gym in a matter of hours!

The gym staff did a brilliant job ensuring that all of the electrical equipment, as well as customers' belongings survived relatively unscathed, and after a deep-clean and a lot of hard work, the gym reopened after just a four-day closure.

With this problem overcome, Operations Director, Jon Giles, then negotiated a new temporary home for the gym at Richmond House, Whitehall, and oversaw the removal and subsequent installation of all of the gym equipment and services into this new location in July.

The gym team and House authorities worked seamlessly together to manage this complicated process, and a new membership structure, class activity programme and communications plan was implemented.

Over the course of the year, we raised our profile through a series of activities including Jon being asked to speak at a 'Buy Social' event in the Speakers apartments, which promoted the Third Sector as an alternative to private contractors for delivering Parliamentary services. Gym manager Anna Janik-Bania also organised a series of seminars and workshops covering subjects such as mindfulness and mental health as well as nutrition and exercise.

We were also selected as the Fitness Testing supplier for all Parliamentary Security staff across the Estate.

At the end of January, it was time to move the gym back to Canon Row, and, once again, the whole team were engaged to help. As part of the re-location, new Technogym equipment had been purchased and this was installed and set up at the same time. Members were delighted with the new kit, but were sorry to see the departure of long-serving Fitness Instructor, Daniel Marshall, who left in December to develop his career in exercise on referral. His replacement, Szilvia Sulyos, settled in quickly though, and quickly acquired a loyal following for her classes.



Making staff proud

Training and Development

We delivered statutory training during the year, such as Emergency First Aid at Work for several staff, whilst another completed their IOSH Managing Safely course, so we now have someone trained at each site.

Additional training which had been identified via appraisals and reviews to improve skills included

- Recruitment and Interview Training,
- Training for Trainers,
- Presentation Skills,
- Access to Management,
- Construction,
- Design and Management (CDM)
- Regulations Training
- People Management.

A group of staff from all sites got together to create a customer service promise and 5 Customer Service Steps. These steps are the minimum expectations when it comes to dealing with customers and each other, and are now being embedded into induction and refresher training for all staff.

Other training requested by staff to develop them personally included:

- Yoga,
- Public Speaking,
- Olympic Weightlifting,
- Digital Marketing and Social Media,
- Asbestos & Legionella
- Nine staff becoming Mental Health First Aid Champions.

More than 35 visits were made to a variety of conferences and exhibitions including:

- FIBO,
- Elevate,
- Active Uprising,
- UK Active Summit,
- Les Mills – 50 years, Active London,
- QLM Benchmarking Seminar,
- TA6 Power Up Event,
- UK Active L&D Network,
- UK Active Training Conference & Awards,
- CIMSPA Conference,
- ActiveLab launch and
- Raising Standards of Safeguarding Practice Across the Voluntary Sector.

Staff Wellbeing

We continue to promote the services provided to all staff by communicating through the monthly newsletter and staff app. 18 staff have taken advantage of the free Westfield Health benefits, such as optical and dental health, in the last 12 months, which is a 50% increase on the previous year.

One charity bursary has been issued to enable someone to complete the Great North Run half-marathon, and another member of staff has taken advantage of an extra day of annual leave by volunteering for a community group.

We organised a range of staff social occasions across the year including white water rafting and a group cycle along the Monsal Trail, and our Christmas party was held at Salsa bar where there was an opportunity to learn to salsa!

Great Place to Work (GPTW)

Jubilee Hall Trust (JHT) has been part of the international Great Places to Work (GPTW) scheme for the last two years and, in this year's staff survey, 94% of employees agreed that:

'Taking everything into account I would say this is a great place to work!'

Our scores improved across almost every area when compared with the previous year, and we scored highly in the areas of Diversity, Organisational Image and Corporate Social Responsibility, whilst areas to work on included Reward and Career Development.

The management team have already developed an action plan to address these, and this is being discussed with staff and implemented over the next 12 months.

In addition, JHT received an additional accolade from GPTW, with the award of Excellence in Wellness Recognition.

This award was based on the answers to 17 statements relating to wellbeing throughout the staff survey which covered work environment, financial security, mental and physical health, interpersonal relationships, work-life balance and fulfillment.

A spokesperson from GPTW said:

'This is a significant achievement, one that you can rightly be proud of.'

'As wellbeing is a key element of an organisations culture, it tells current and future employees that this is something you take seriously and are committed to creating the best environment you can for your people.'

We also entered the UK Active Training Awards in November 2018, and won the Small Employer of the Year category.

The judges said that we demonstrated:

'a clear commitment to staff development and engagement which goes beyond the workplace. Benchmarking against other companies to measure staff happiness. Commitment to champion the small employer view on a national level.'





Health and Safety

A significant amount of training and development has taken place across the group over the course of the year.

IOSH, First Aid, CDM, Legionella and Asbestos training have all been mentioned above, but all staff also completed e-learning modules in Health and Safety, COSHH, Fire Safety and Manual Handling.

All clubs have also had their annual Asbestos surveys, PAT Testing and Legionella surveys completed, whilst Group Health and Safety Meetings continued quarterly with Health & Safety also an agenda item at all local team meetings as well as Club Managers meetings.

We have been reviewing our current systems of work and are currently considering a cloud-based audit and record keeping system called Tiltr.

Jubilee Hall

All issues identified in the recent fire risk assessment have now been addressed, including replacing some fire doors and emergency lighting power packs. Some other improvements will be made as part of the Phoenix Project.

The Armoury

Due to the subsidence at the back of the club, we removed the ceiling above the stretching area to allow for a visual inspection of damage. Our Asbestos survey highlighted traces within the paint on the ceiling, so the removal was carried out by licensed professionals.

Westminster Gym

The gym move to/from the Richmond House temporary site went well with all Risk Assessments completed for both venues and fire extinguishers and emergency lighting reinstated before the move back to Canon Row.

Our Westminster Gym Health & safety rep, Ahmed, attends the Parliamentary Health and Safety forums and feeds back to the team on any issues or updates across the Estate that may affect the club.

We are currently working on improving accessibility to the gym, which has been disrupted due to building works and the decommissioning of some lifts.

Colombo Centre

As a result of the Legionella survey, we arranged for the removal of all plumbing 'dead legs' around the site, and we separately commissioned the installation of a new fire alarm and service contract.

Emergency Lighting was upgraded and we also completed works to our fixed electrical wiring system.

Review of Accident and Incidents

Minor accidents and incidents occurred throughout the year but none were major or RIDDOR reportable.

A group of people are exercising on stationary bikes in a gym. The bikes are white with red accents and the word "SPINNING" written on them. The people are wearing athletic gear and are in motion, pedaling the bikes. The background is a solid purple color.

Being known and in demand

Community Leisure UK Awards

We entered three categories in the 2019 CLUK awards, and, at the time of writing, we were finalists in two of these.

Firstly, Workforce Development, which recognises leisure trusts who invest in the wellbeing, skills and effectiveness of their people, and secondly Outstanding Employee Achievement, where Operations Director, Jon Giles was nominated for his long-standing commitment to excellence.

Health & Fitness UK

We continue to be part of this long-standing network, alongside GLL, Redbridge Sports & Leisure and Vision Redbridge, which enables our gym members to have reciprocal access to hundreds of other gyms, exercise classes and swimming pools, at no extra cost.

Strategic Partners

We have continued to engage with a wide range of local, regional and national partners, to help raise the profile of Jubilee Hall Trust, and enhance the 'offer' to our users and staff. We currently have representation on the Boards of ukactive and Community Leisure UK, as well as the Professional Development Board of the Chartered Institute for the Management of Sport & Physical Activity (CIMSPA). We were delighted to be able to, once again, contribute to the annual Future Fit/ukactive 'Raising the Bar' project to improve standards of training across the sector.

We also met regularly with colleagues at both Westminster and Camden councils and the Corporation of London (Hampstead Heath). We have recently been invited as the only external partner to contribute to developing Camden's sport and physical activity strategy to 2025, and are also working with Camden on their Future Parks Accelerator project.

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

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