



# 2019/20 Annual Review The Jubilee Hall Trust







## Introduction

Jeremy Simpson  
Chair



I write my review at an unprecedented time. COVID-19 has had a dramatic impact on the health of our nation and may lead to fundamental changes to the way our society operates. We have become attentive to the smallest impacts on day to day interaction with others, conscious of our own frailties.

As a gym operator, Jubilee Hall Trust has been impacted in line with the wider sector. I would like to register my deep thanks and appreciation to Phil Rumbelow and the JHT team for their care and attention through COVID-19. Many staff had to be furloughed, but on their return, didn't miss a beat in ensuring our members and colleagues felt safe.

As a charity focused on building healthier communities, our mission has never been more relevant. Many groups have been disproportionately impacted by COVID-19 and Jubilee Hall's mission is to encourage in particular women, older people and those with underlying health conditions to exercise. JHT offers a safe space to focus on one's health and importantly, an opportunity to interact – safely – with and become inspired by like-minded individuals.

The Board is focused immediately on the day to day restoration of services – we have to keep “the show on the road”. Longer term, we are committed to expanding our services to support our communities as they seek to rebuild normality and improve their health in coming out of COVID-19.

We are inevitably restricted by economics, but look forward to working with our community and commercial partners in 2021 in supporting their aims. A particular focus will be The Armoury Gym in Hampstead, which offers a crucial space to the local community.

I anticipate writing to you again this time next year in a different environment and one in which we can play a pivotal part in transforming.

On a final note, I would like to pass my personal thanks to Jane Cochrane for her support over the years and welcome Susan Achmatowicz, Carol Martin, Jamie Homer and Sam Bussey to the Board. Our new trustees bring a breadth of experience and viewpoints that will undoubtedly benefit the charity.



## 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.

Measuring social value takes into account the improved health, subjective well-being, educational attainment and crime reduction that results from all of 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.

We are delighted that in the year ending March 2020, we generated a social value of £2.1m, an increase of 31% on the previous year's £1.6m.

The increase was partly through better data capture, but also due to more concessionary members using the facilities as well as a doubling of 'core' members at The Armoury (core members are those that visit 4 or more times per month for at least nine months).

We created a social benefit among 3,997 people (2019: 3,362), and the average social value generated per person was £475 (2019: £469).

Measuring and evaluating our impact in this way, enables us to create targeted programmes that generate greater social value, to differentiate us from the many 'for profit' providers, and to fulfill our vision of making a measurable difference to the health and wellbeing of our local communities.





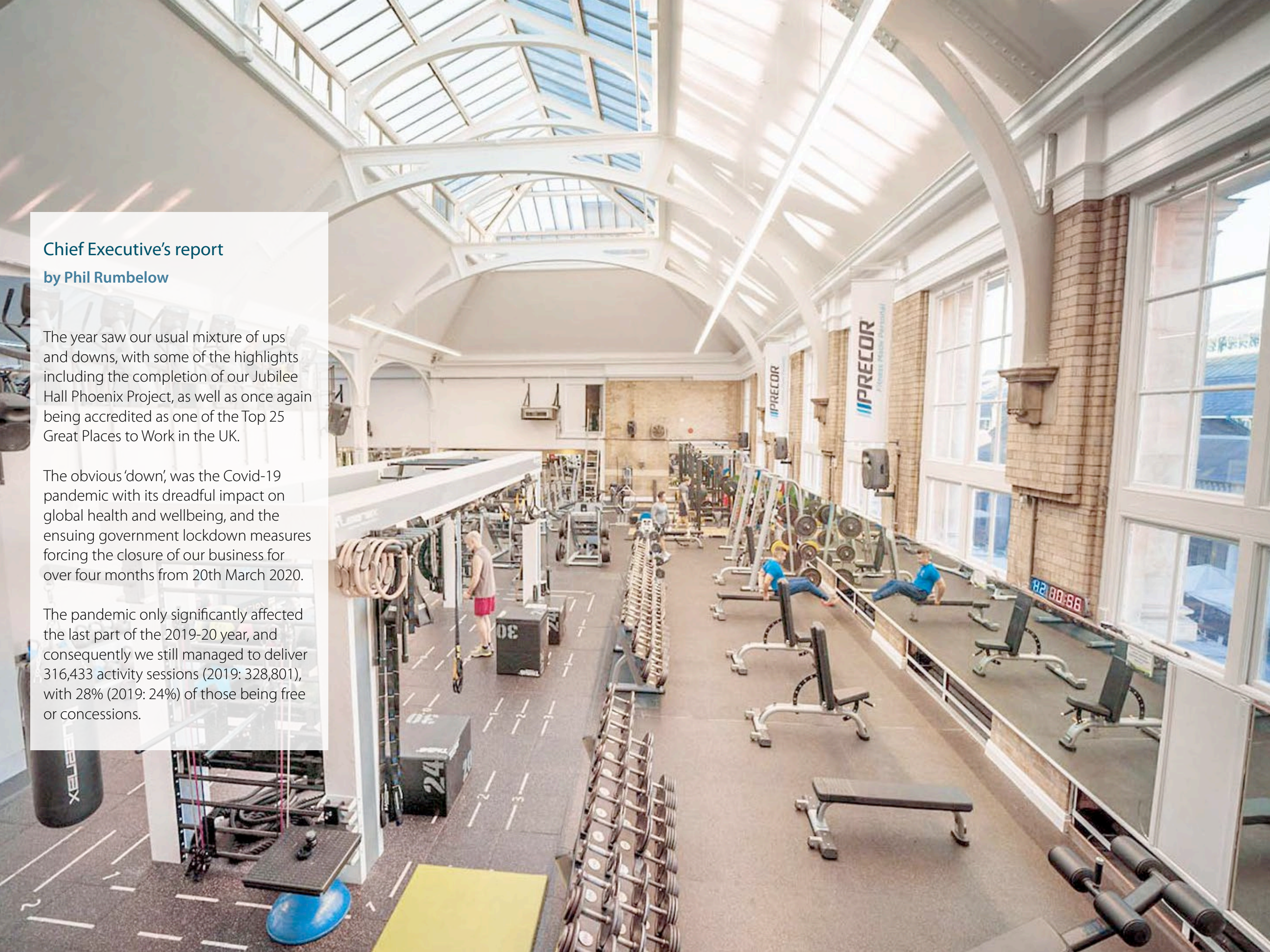
## Chief Executive's report

by Phil Rumbelow

The year saw our usual mixture of ups and downs, with some of the highlights including the completion of our Jubilee Hall Phoenix Project, as well as once again being accredited as one of the Top 25 Great Places to Work in the UK.

The obvious 'down', was the Covid-19 pandemic with its dreadful impact on global health and wellbeing, and the ensuing government lockdown measures forcing the closure of our business for over four months from 20th March 2020.

The pandemic only significantly affected the last part of the 2019-20 year, and consequently we still managed to deliver 316,433 activity sessions (2019: 328,801), with 28% (2019: 24%) of those being free or concessions.







## Building healthier communities

### Concessions

We had 87,283 free or concessionary exercise sessions at our facilities and programmes during the year, and almost 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

Since 2018, Jubilee Hall has been the only leisure centre in London to allow completely free entry on Sundays, encouraging local people to use our fantastic facility on our quietest day of the week.

At the end of the year, we had 286 active 'free Sunday' members, 42% of whom were female and 20% over 60.



## Run for your life

On Saturday 14th September 2019, Hampstead Heath was the venue once again for the 5th annual Jubilee Hall Trust Run For Your Life event. A record 466 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. Participants ranged in age from 2 to 74 and 49% were female.

The event was started by our Athlete Ambassador, Team GB Triple Jumper, Nathan Fox, who took part himself, and 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, and which generated a surplus of over £2,500 for the charity..

## Fundraising and grants

We made a number of applications during the year and received £3,000 from the St Olave's Foundation for supervised teenage gym sessions at the Colombo Centre.

The Royal Free Hospital Charity agreed to a £10,000 grant to part-fund a new post of a community outreach worker to help scale up the running event series and GP referral programmes.

Recruitment for the post was put on hold when the sites closed in March and we look forward to the impact of this position when COVID-19 restrictions ease sufficiently.

We were delighted that our application to Sport England's Community Asset Fund for £150,000 to refurbish and upgrade The Armoury passed stage one and will be working with our partners at the Royal Free Hospital Charity to secure this funding.

## Exercise on Referral

Through our partnership with Westminster City Council, we introduced a new Exercise on Referral scheme at Jubilee Hall gym, which started right at the end of 2019.

This service was part-funded by our London Marathon Charitable Trust revenue grant of £15,000, but it had only just started taking referrals when Covid-19 hit, and so it was suspended.







# Running healthy gyms

## JUBILEE HALL

The main activity in the course of the year was the 'Phoenix Project' which aimed to improve the facilities and services at our iconic Covent Garden site, and restore it to its rightful place as one of London's leading fitness spaces which would be affordable and accessible to all.

The project included the complete refurbishment of the main gym space including high level redecoration of the original Victorian metalwork and the creation of a new reception and café area with accessible toilets and a centrepiece 14 square metre living wall.

In the middle of the gym space would be a bespoke indoor cycling studio with high specification A/V to enable projection of Les Mills immersive concept – 'The Trip' – and on top of the studio would be a new cardio mezzanine floor offering views over the Covent Garden Piazza.

Additional works included improvement to the acoustics, ventilation and drainage, data and sound systems, flooring and lighting, as well as an upgrade of Studio 2 and the ladies changing rooms, although the latter would not be completed until the following year. The challenge was keeping the gym open during the works, and minimising inconvenience to members.

The project was funded by a £500,000 loan from The Charity Bank and a £150,000 grant from the London Marathon Charitable Trust (LMCT).

The aims of the Phoenix Project were to increase the overall membership and income to make the gym sustainable; to increase the percentage of female members; to improve the health and wellbeing of older adults (over 60's); to improve the health of individuals with long-term conditions through an Exercise on Referral programme; and to increase the activity levels of inactive local residents.

With the successful completion of the works, we were delighted to hold a gym members 'thank you' party in November, and then the official launch of the 'new' facility in December with representatives from the LMCT, Covent Garden Community Association and many other local stakeholders.

A presentation was made to long-serving Trustee and retired architect, Jane Cochrane, who played a key role in supervising the project.





## THE ARMOURY

Our Club Manager at The Armoury, Lenny Stephens, left us to start a new career in the Metropolitan Police Service in August, and we were delighted to recruit the experienced Leighton Wattes to the role.

A number of minor projects were completed during the year, including the replacement of the turnstiles and refurbishment of reception, and the creation of a new functional training space in the basement of the gym.

Negotiations have continued with our landlords, the Royal Free Charity, regarding the insurance claim for subsidence at the rear of the building, and the potential for our lease to be extended. The latter is of key importance, as it will allow us to secure funding for essential improvements to the gym and an expansion of our community reach.

The Armoury provides a valuable local service for local people, with 91% of members being Camden residents, and the vast majority living within one mile.

47% of all visits were by concessions, and there is a thriving range of classes for the over 60's, as well as an oversubscribed children's gymnastics programme.



## COLOMBO CENTRE

We were very pleased when the highly disruptive building works immediately next door to Colombo finally came to an end in October 2019 (after over 3 years!), and the road was re-opened.

We carried out our own range of improvements across the Centre, with the most significant being the replacement of the artificial turf pitches, completed in January, and which now look excellent!

Powerplay continue to be our most significant hirer of these, running weekday corporate football leagues on Hatfield's, and netball competitions on the courts at Paris Gardens.

Tennis has also proved popular, and a second tennis coach has now been added to ensure we can provide a continuous service.

We also upgraded the Centre's emergency lights and refurbished the office and conference spaces to enable them to be hired out, and attracted a new hirer – Exerceo – to offer electrical muscle stimulation training on the first floor.

An investment of £15k in gym equipment was used to create three new training zones in the gym, branded Punch, Power and Play. Punch is a newly formed group exercise space based on boxing with hanging punch bags and padded floors; Power is loosely based on cross fit with a sprint track and power lifting zones; and Play is a functional training rig with monkey bars and a reactive light system.

This redevelopment has now supported a second personal trainer, who will also bring new members.

The Coin Street Centre Trust continued to offer a wide range of community activities based at Colombo, and these included tea dances and exercise for older adults, teenage gym sessions, soccer tots and children's sports activity camps.

Our contract at the Colombo Centre has now been extended until March 2022. I would like to add my appreciation of the Coin Street Centre Trust and the support they have offered through a long standing partnership between our organisations.







## THE WESTMINSTER GYM

It has been a difficult year at the Westminster Gym, largely due to the overrunning major building works elsewhere on the Parliamentary Estate, and the enforced relocation of the gym (once again) in September.

This latest upheaval was because the House needed to 'stress-test' all of the systems and services in the Canon Row building and so our gym was moved back for three weeks to its previous temporary location in the basement of Richmond House.

Once returned to our 'proper home' the gym prospered, and by February 2020, we had 652 'live' members, the highest ever recorded!


This was partly thanks to the new Technogym equipment and layout, but also to the excellent service being provided by our experienced team.

One of the groups that we have been working with has been the Metropolitan Police firearms team within the estate, with a programme including seminars on exercise and nutrition that has signed up 25 new members, whilst all new Parliamentary staff now have an induction process that includes an introduction to our gym.

We have also been working with the House on expanding our GP referral programme, supporting the regular Health Awareness Days and exploring the Workplace Equality Networks (WEN) which support inclusion and equality of opportunity across Parliament, and raising awareness of issues around socio-economic inclusion.

In April 2020, we were delighted to have our management contract renewed, under more favourable terms, reflecting the great efforts that have been made over the last three years.



A photograph of three people (two women and one man) riding stationary bikes in a dimly lit gym. They are all looking forward with focus. The man in the center is wearing a green tank top and a black cap. The woman on the left is wearing a green sports bra and black leggings. The woman on the right has red hair and is wearing a dark top. The bikes are black with blue accents. The background is dark with some equipment visible.

### Mystery Shopping

We continued with our monthly Mystery Shopper programme through Pro-Insight, which entails a web enquiry, phone call and visit to each of our clubs.

The reports enable us to adapt and improve the service, but also to benchmark against the competition as Pro-Insight deliver a similar programme to most of the major leisure operators in the UK. We were delighted that we came 4th out of the 97 companies that they 'shop', which is a significant achievement, especially given the amount of detail we ask the staff to cover in each mystery shop.

### Environmental action plan

We made considerable progress during the year on our environmental agenda. Our landlords at Jubilee Hall were persuaded to introduce recycling to the building, and we installed more drinking water fountains at our sites and removed many single-use plastics.

We also purchased more than 100 new LED lamps to replace older bulbs, and we now have passive infra-red sensors for water flushing and lighting in many areas of our clubs.

### Digital Services

In August 2019, we re-launched the Jubilee Hall Trust app, after completely refreshing the imagery and functionality of the first edition.

It now has virtual workouts, prescribed workouts, direct feedback and better class-booking capabilities.

We continue to promote the Cycle to Work scheme to our staff, and two of them have used the scheme this year to buy bikes and start cycling in, and we have installed a new bike storage rack at Jubilee Hall.

There is much more to do on this in the future, but we have made a good start.



# Making staff proud



## Training and Development

We now have 10 e-learning modules and completion rates are tracked monthly. We added two new modules during the year on Mental Health Awareness and Fraud Prevention, and these were well-received.

We had 29 staff trained in First Aid and more staff were due to be qualified or renewed in March 2020, when lockdown occurred and training had to be postponed.

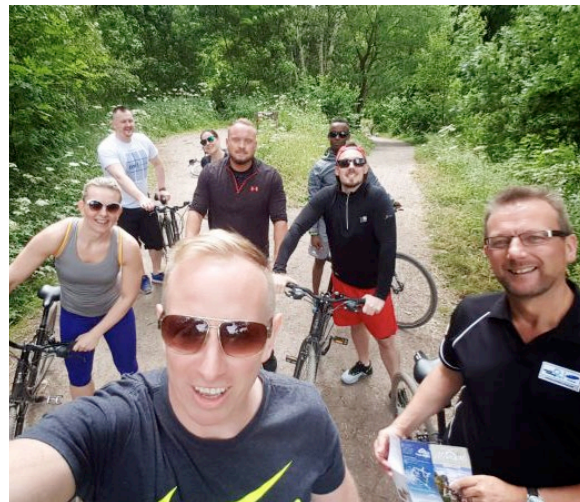
Further courses attended ranged from indoor cycling and Olympic weightlifting to social media training and becoming a mentor.

Other training included Making Every Contact Count by Active Westminster focussing on Exercise Referral, and the four Studio Co-ordinators all attended a 2-day certificated course in Group Fitness Management, where they came away with new class ideas and how to make the best of their studio timetables.

Four junior managers on the Aspiring Managers Programme were on course to complete it in June 2020, but this was suspended due to Covid-19.

With the launch of the new H&S STITCH system the H&S representatives and Club Managers spent a day learning how to use it. Seven staff attended a Management Skills workshop run by Westfield Health which covered - building resilient leaders, performing under pressure, mental resilience and high-energy teams, and the Westminster Gym manager attended a Presentation Skills course.

We have attended a number of conferences such as Active Uprising by ukactive, Active London by Sport England and the Elevate exhibition at London's Excel Centre. Two staff attended the Legend software conference and four others attended the SWEAT conference about the boutique fitness market.



## Staff Wellbeing

Usage of our staff benefits is increasing year on year, and two staff took advantage of the sports bursary, and usage of the Westfield Health Cash plan has gone from 37% to 63%.

A quarter of staff have now qualified for the maximum annual leave allowance for length of service, and we re-introduced our rewards programme where staff are issued points for exceptional customer service.

All staff all now have the option to have a Myzone heart-rate monitor to track their training, and we have monthly inclusive challenges to help motivate each other into a consistent exercise pattern.

## Great Place to Work (GPTW)

We went through the intensive assessment process for GPTW and, for the second year running, we were proud to be accredited in the Top 25 Great Places to Work in the UK. The scheme includes a range of assessment criteria, but we were especially delighted that 91% of staff agreed with the statement that: 'Taking everything into account I would say this is a great place to work'.

In addition, we 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.'*





## Health and Safety

A significant amount of training has taken place across the group over the course of the year, including First Aid training and training in the new STITCH system mentioned earlier.

All staff have also completed their 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 tests 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 and the Audit & Risk Committee. The A & R also reviewed and revised the Risk Register.

Our new Health & Safety auditors, Right Directions, completed their first club audits and reports in January 2020, and action plans were created for each club.

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



A photograph of a man and a woman clapping. The man, in the foreground, is wearing a blue t-shirt and a black watch, smiling broadly. The woman, slightly behind him, is also smiling. They appear to be in a gym or fitness center, with exercise equipment visible in the background.

## Building sustainable partnerships

### Contracts and leases

We have continued to work successfully with our partners at the Houses of Parliament for the Westminster Gym; the Coin Street Centre Trust for the Colombo Centre; the Royal Free Charity for The Armoury; and with Capital & Counties, our landlords at Jubilee Hall, to create projects and programmes which fill gaps in provision and provide tangible benefits to our local communities.

### Health & Fitness UK

We remain 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 across the UK, at no extra cost.

### Wider strategic partners

We also engage with a wide range of other 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), to promote joined-up working and avoid duplication of effort.



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

Jubilee Hall Trust Ltd.  
30 The Piazza, London WC2E 8BE

Registered in England and Wales.  
Registration no. 1310649

Registered as a charity, no. 273562