



STRATEGIC PLAN

BRINGING COMMUNITY TOGETHER

October 2019

By

Ruth Hockman

Summary

Following a number of recent visits to JW3 over the last 3 months and considerable feedback from community members over the last 6 years - it is clear that JW3 is in need of some critical repair. I believe this is due to the fact that the message of being an inclusive “open to all” Community Centre is not ‘out there’. Therefore, JW3 is dramatically limiting its audience.

Dame Vivien Duffield and the teams at JCC for London and JCC Ventures all shared the same vision. To create a recreational, non denominational space in London. I was a key part of that small, creative and dynamic team who delivered a state of the art 35,000 square foot community building in the heart of North West London. It is a gift to the Jewish and wider London community and it’s time to celebrate it and turn the true vision into reality.

This Strategic Plan sets out how the vision for an all inclusive Jewish Community Centre can be achieved. It must be opened up to generate footfall and revenue. It requires utilising all the fantastic space, increasing brand awareness through noise from guests and visitors, high energy events, implementing innovative community fundraising schemes, engaging with the disengaged, maximising relationships with existing partners and bringing in new partners. Addressing security and building issues, sustainability and identifying the multitude of other areas for growth.

JW3 needs heart, soul, new passion, undying energy and a big injection of colour and fun.

Based on the solutions detailed below - an additional estimated £1.15m revenue in the 12 months following initial set up, will generate 20.4% net profit before tax.

C reate
c OLOUR
war M th

M eet

f U n

challe N nge

h I gh energy

mo T ivate

friendl Y

C onnect

fe E l good

i N spire

educa T e

st R engthen

r E lax



How Do You Build A House?

How do you build a house?

Start with the materials, the plot, the plan.
Start with bricks and mortar; wood and glass; earth; a pen and paper.

No. Start with the dream.
Why a house? For whom a house? For what – and when?

Start with the dream.
People – and ideas – and ideals. How will we live in it? Will we play, be serious, love, share, hide, sleep, shelter, expand, grow, (grow old), laugh, shout, cry – live?

How do you build a house?

What does it look like? What does it feel like?
What does it sound like, smell like, taste like?

How do you build a house?

Where to dig and mix and stack and stick.
Drill holes, hammer nails, lay floors, plaster walls, paint ceilings, close doors... Or open them.

The house invites, includes, welcomes, beckons.
Clinking glasses, tinkling voices, murmurs and whispers;
the haunting strings of the cello, a child's laugh, a cough.

How do you build a house?

Squares and circles and black ink.
Copiers whirring, contracts signing, funds transferring,
diggers digging, polishers polishing, doors slamming...SHUT!

How do you build a house?

You build it how you like.

But you build it.

Nick Viner, Chief Executive, JCC for London, 2008-2013



COMMUNITY

"Alone we can do so little; together we can do so much" - Helen Keller

2020 MISSION STATEMENT:

JW3, Jewish Community Centre London is an all inclusive commercial community centre. We are the feel good home for delivering a hub of diverse activity that promotes culture, well-being and education. We also like to eat.

Look and Feel and Tone of Voice

A place of vibrant colour that permeates kindness, warmth, and positivity.

Community is about creating that sticky factor which brings people together to feel connected and a part of something. We want to make people feel good about themselves by producing a diverse and dynamic programme of activity for everyone to enjoy. JW3 is a fantastic facility which I believe can be the leading community destination venue in London. It needs heart and soul mixed with passion and an abundance of energy with the message of inclusivity at its core.

It is important that we understand who we are, our values, who we serve and what their values are. Throughout all our messaging - and across all our 'customer touch points' - we must ensure that our voice is clear, engaging, welcoming, stimulating and consistent.

The building states that it is 'open to all' however the current tag line suggests that it is just for the Jewish community.

JW3 Jewish Community Centre London - The Postcode for Jewish Life

Does the word Jewish need to be used twice in the tag line? Let's open it up! It needs to be more inviting and available to the wider community. ***How about?***

JW3 Jewish Community Centre London - The Postcode For Community Life

JW3 Jewish Community Centre London - A Welcoming Home For Everyone

JW3 Jewish Community Centre London - Inspiring Inclusivity



YALLAYALLA THE PEOPLE'S CAFE

INCREASE REVENUE AND FOOTFALL:

The building needs to generate revenue and whilst ticket sales for events, courses, Zest, the nursery, office tenants and venue hire does this - we need to look at the spaces within the building to deliver continuous revenue streams which also builds community. I suggest 4 spaces to become permanent fixtures within the building which will not only increase visitor numbers but will also drive consistent revenue.

SPACES TO BECOME PERMANENT FIXTURES:

1. Resource Centre / Front Lobby Area: Shop & Gallery @ JW3

Inspiring community to donate unwanted items to fund maintenance and activity @ JW3

Turn into a boutique charity shop and art gallery. Think [Mary's Living and Giving](#) for Save The Children combined with the business model of [The Art Room NW6](#)

"Our boutique shops are a fantastic place to visit and volunteer. Mary's Living and Giving shops were set up with retail expert Mary Portas, and every item donated helps children around the world survive and thrive." Mary's Living & Giving

Visitors to the building donate good quality second hand clothes, handbags, shoes, jewellery and other unwanted items. The shop is stylishly curated and revenue generated goes back into building maintenance and activities. The shop will also sell modern judaica, branded merchandise which relates to items you may need whilst visiting the building. E.g t-shirts, caps, reusable water bottles etc.

The Gallery will be a rotating pop-up space for emerging artists enabling an accessible outlet to exhibit and sell affordable work in a relaxed and community driven environment. The work will hang in the windows of the resource centre and will be seen from those at Zest, from the Piazza and Pedestrian Bridge. 30% of art sales will go back to JW3.



" I WANTED TO CREATE
A PLACE FOR
PEOPLE TO
COLLABORATE,
SHARE, AND COMMUNE
WITH ENERGY,
KINDNESS
AND LOVE. I WANTED
US TO THINK
ABOUT HOW
WE LIVE AND
HOW WE GIVE BACK."
MARY PORTAS



"Art washes away from the soul the dust of everyday life" Pablo Picasso

2. 1st Floor Demo Kitchen: Come Dine With... @ JW3
Bringing community together through culinary adventure

A chef's tasting table specialising in vegan and vegetarian cuisine from around the globe

A chef from a well known restaurant comes in for a limited pop up to curate a unique and intimate dining experience. It will draw in culinary adventurers from the local community who may never have heard of JW3. Initial focus would be to tap into the Israeli and Middle Eastern restaurants in both London and Israel and branch out as and when time / resource permits.

A great opportunity for chefs and restaurants to gain exposure and also for them to market JW3 as a dining destination. An incentive to engage with the local Israeli community - **#yallaletsgo @jw3london**

Initial plan would be to choose a chef to pilot a soft launch for their recommended time / availability. JW3 would operate 5 weekly sittings of 15 covers per sitting. on Wednesday (2), Thursday (2) and Sunday (1). Two weeks per month. 25 weeks per annum. Lunch (£50p/h) and dinner (£65p/h) with wine pairings

Think Nitai Shevach @ [Coal Office](#), Eran Tibi @ [Bala Baya](#), Helen Graham @ [Bubala](#), Amy Beilin @ Abie, Tel Aviv.
 Work alongside leading restaurant consultant Nick Lander and Davina Sasha for advice on delivery.



“Food choices matter because they are the most consistent ethical decision we make throughout our day”
Rabbi Shmuly Yankiowitz



“An empty stomach is not a good political adviser”
Albert Einstein

“To know a community is to know its food”
Gil Marks

“Do not offer your food to one who has no appetite for it!”
Mivchar Hapeninim

3. Learning Room 1 or 2: The Growth Hub @ JW3

A coworking serviced business hub for freelancers to collaborate, connect and create.

There are tons of freelancers working from coffee shops within the local vicinity. The Growth Hub will provide a relaxed and informal space for this important community. The membership price will include weekly / monthly talks and (donated) meeting time with key mentors, coffee and discounted food from Zest, basic office facilities (printing), end of week social or activity such as [Ed Sumner Painting Club](#) (Thursday 17:00-18:30 drinks and snacks provided by Zest) and a limited number of comp cinema tickets and fitness classes. Learning Room 2 can easily and affordably be transformed into an inspiring work hub zone that promotes and encourages entrepreneurship.

“The only way to do great work is to love what you do” Steve Jobs

Initial plan would be to partner with an existing coworking provider such as Work.Life, WeWork or TOG (The Office Group), so that they pay rent, kit out a basic facility and provide a staff member who liaises with JW3 staff and members of the The Growth Hub. This should appeal to a co-working provider as there are no spaces like this available in the local vicinity. Suggested rent: £2,500 per month plus percentage of member monthly takings.

Should this not be a viable option JW3 can look to deliver it themselves. It’s worth being mindful of the many creative private members clubs in London who provide a similar offering. Therefore - initial charges must be kept to a minimum for it to be accessible and a success. The location of JW3 is ideal for this demographic and should be explored.

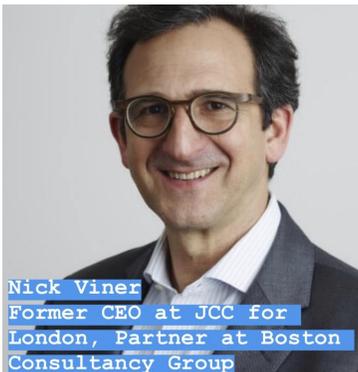


Suggested Opening hours & prices
Sunday to Thursday 07:00 - 23:00
Friday 07:00-14:00
Annual price - £1,700
Monthly price - £175.00
Weekly price - £50.00
Daily - £15.00

“The secret of getting ahead is getting started”

Mark Twain

Potential Speakers and Mentors



4. 1st Floor Dance Studio: Health & Fitness @JW3: Ride And Raise
Bringing community together through sport and good causes

Ride And Raise

Real People. Having Fun. Making Change.

[Ride And Raise](#) is an exciting social enterprise community business. They run fitness events (spinathons) and are a fundraising vehicle encouraging people to raise money for a number of charities whilst also getting fit and having fun! JW3 would make a natural permanent home for Ride And Raise and would be transformative for both organisations.

The proposal would be to turn the current Dance Studio into a state of the art spin (indoor cycling) studio with 20-25 bikes. Ride And Raise will deliver a high energy commercial spin programme with London's leading instructors. They will generate revenue for the building whilst spin goers have fun and build community. This will fall under JW3's **Health & Fitness** umbrella.

*"Those who spin together,
 drink gin together"*

*Rena
 Ride And Raise Participant*

This will operate on a non membership basis. Individual classes and packs will be available to book online. Currently, none of the major gyms in the area (Virgin Active, Studio-Society, UCS, The Gym Group, The Armoury) offer a permanent 'drop in' class option so this would be a huge plus in driving numbers to JW3. It will also appeal to those passing through town and local tourists. Ride And Raise will also run their seasonal public and private corporate fundraising events here and will increase footfall to the building through their own built up local following.

The teenage initiative will allow a limited number of free rides / classes to 12-19 year olds. Following a settling in period they will then launch an instructor academy as part of **#thefutureones @JW3london**



In 17 months, together we have:

- Increased practical, emotional and financial support for the victims of Grenfell
 - Simply Open
 - Building stronger families
 - Grenfell
- Funded over a day of Brain Tumour Research
 - Brain Tumour Research
- Provided retreat support for families who have suffered the loss of a baby
 - teddy's
- Contributed to expert treatment for teenagers with cancer
 - TEENAGE CANCER TRUST
- Tackled knife crime by increasing reach for The Choices and Consequences 5 room interactive exhibition for
 - THE BEN KINSELLA TRUST
- Contributed to over half the cost of a new lifeboat
 - ATLANTIC PACIFIC
 - LIFEBOATS WHERE THERE ARE NONE



INCREASE WEEKEND FOOTFALL - SUNDAY FUNDAY @ JW3:

“Community is about doing something together that makes belonging matter” Brian Solis

Due to shabbat, weekend footfall is going to be down. Efforts must be maximised on a Sunday to deliver something for everyone which will drive both visitors and revenue.

1st Floor - Kids and Family Zone:

Deliver all existing Sunday family activities and programming on the 1st floor. Create a soft seating area consisting of bean bags outside learning room 3 with a basic mobile refreshment trolley and 1-2 Zest staff members. Utilise the existing big plasma in the building by working alongside existing partner UKJF to programme a ‘Kids Movie Morning’. Provide a Sunday Creche - £15 (up to 2 hours per child). **#sundaysecret @jw3london**

Ground Floor / Zest: (adults only except for the early family film in the cinema)

Cinema programme to run as usual. Bottomless brunch and roast at Zest for a set menu rate for both. £20 brunch (10:00 -14:30) / £29 roast (12:00-22:00) (1.5 hours: Mimosa, Prosecco, Bloody Marys by the glass).

Piazza and MPH: Sunday Market 10:00-16:00 (To fit in and around existing programming and performances):

This will be for new brands wanting to gain exposure. A minimum daily rent of (£15-20) will be charged per stallholder - book online or in person on the day (subject to availability). Basic amenities such as tables and chairs will be provided. Think [Cultural Traffic](#) Arts Fair. Stallholders can include clothing, art, books, vegan food snack brands, flower operators, local service providers, a charity and a (free) open mic busking corner for up and coming talented musicians and artists. Think about partnering with and hosting [Sessions58](#) on a weekly / monthly Sunday evening free of charge to bring in a young eclectic crowd all wanting to hear great live music from new talent.



PERMANENT ART INSTALLATION: Love Wall in Piazza: *marketing*

Encourage interactive engagement among guests and visitors through social media by commissioning a vibrant, colourful “Love Wall” by artist [James Goldcrown](#). This would become a central focal point among guests and visitors. To be sponsored by a major donor or corporate partner.



...BUT FIRST COFFEE @ JW3 (MONDAY TO FRIDAY 07:00-09:00)

Mornings are an important time to drive footfall and revenue by providing a range of exercise classes, great coffee, juices, protein shakes and a small breakfast menu. Tap into the already existing footfall of nursery parents - target locals and local businesses by delivering a strong, steady and enticing promotional social media campaign.

- A mixture of Health, Fitness & Wellness classes
- Coffee, juices and protein shakes by Zest.
- Incorporate a daily offer for £3
- Offer a weekly conversational hebrew session with [Citizen Cafe TLV](#) at an affordable monthly rate tbd.
- Host monthly [Creative Mornings](#) and [BNI](#) breakfast meets.
- Local Business & Community Breakfast Meets.
- Offer a variety of charities complimentary weekly / monthly available space for their breakfast meets. Zest to cater at a discounted rate.



HEALTH AND FITNESS - WELLNESS PROGRAMME

Whilst a weekly (Thursday am) Pilates session is currently scheduled into the programme - there's room for much more.

A Wellness Programme consisting of regular Pilates, Yoga and Meditation classes will run alongside the Ride And Raise timetable as part of **JW3s Health & Fitness Programme**. Mix and match class packs will be available to purchase online and can be incorporated with existing Krav Maga sessions.

Similarly to Ride And Raise and at a later date - a 'JW3 Wellness Instructor Adcademy' can be introduced as a training platform for **#thefutureones**.

Leading instructors will be sourced who will bring with them an existing following and or have a strong social media presence. Assisting with digital marketing efforts is essential for both instructors and JW3.

The 'drop in' class element will also attract local tourists who are passing through town, Israelis visiting friends and family who would like to maintain their exercise regime whilst traveling. Partner with, [Air BnB](#), [Secret Tel Aviv](#), and small local hotels without gym facilities. List our services with [Class Pass](#) and [MindBody](#) to extend reach.

Suggested Health & Fitness Timetable:

Class Time	Monday to Thursday	Friday	Sunday
07:15 - 08:00	Ride And Raise	Ride And Raise	
07:15 - 08:15	Yoga / Pilates / Meditation	Yoga / Pilates / Meditation	
09:30 - 10:15	Ride And Raise	Ride And Raise	Ride And Raise
09:30 - 10:30	Yoga / Pilates / Meditation	Yoga / Pilates / Meditation	Yoga / Pilates / Meditation
12:30 - 13:15	Ride And Raise		Ride And Raise
12:30 - 13:30	Yoga / Pilates / Meditation		Yoga / Pilates / Meditation
18:15 - 19:00	Ride And Raise		Ride And Raise
18:15 - 19:15	Yoga / Pilates / Meditation		Yoga / Pilates / Meditation
19:15 - 20:00	Ride And Raise		Ride And Raise
19:15 - 20:15	Yoga / Pilates / Meditation		Yoga / Pilates / Meditation

Suggested Pricing Health & Fitness Class Packs:

Drop in single class

Drop in lunch time class only (subject to availability)

Pack of 10 @ £9.00 per class

Pack of 20 @ £8.50 per class

Pack of 40 @ £7.50 per class

Instructor Academy (to be introduced at a later date)

£9.50

£7.00

£90.00

£170.00

£300.00

Tbd



AFTER SCHOOL HOMEWORK CLUB @ JW3 16:00-18:00 (SUNDAY TO THURSDAY)

(the current [Gateways \(p16\)](#) programme offers something similar - this makes it widely available to local 11-16yr olds).

- Providing a space where 11-16 year olds can complete homework in a supportive environment away from the classroom and home. Provide leading, responsible DBS checked senior sixth formers as mentors / tutors to students and light snacks (fruit / energy bars).
- Partner with local schools to get the word out there and offer to host some of their own after school clubs as another way to bring teenagers into the building.
- The weekly price will include an activity from JW3's Health & Fitness or Arts & Culture Programme plus a weekly social **#breakthroughbagels** Incentivise to bring a friend to weekly social.
- Suggested price @£20 per week or £50 per month.



"A genius is a talented person who does the homework"

Thomas Edison

FUNDRAISING INITIATIVES:

Given the nature of JW3 - fundraising is always going to be a challenge. Therefore it needs modernising; break down what funds are being used for, identify key donors and the areas they are likely to give and incorporate fundraising into 'everyday' life at the building. Existing donation requests on the website must also be addressed and I strongly recommend removing the enormous donation box inside the entrance to the building. In addition to funds - valuing people's time is also essential and whilst some may not be able to give funds, their time is just as important.

#yourtimematters @JW3london



- Highlight Event Sponsorship (corporate companies, local businesses)
- Arts and Culture Programme Sponsorship (partner organisations, families, individuals)
- Health & Fitness Sponsorship (partner organisations, large brands, local businesses)
- Education Funding
- Kids and Families
- High Holy Day Appeals (everyone) - look to [92Y](#) to see what they do
- Social Enterprise Sponsorship (local businesses, individuals)
- 'Your Time Matters' initiative
- Building Maintenance - The Shop @ JW3

OTHER SPACES AND IDEAS:

Cinema

The cinema programming is excellent. Let's drive numbers further by extending the Tuesday £5 ticket offer on all showings Monday - Friday 10:00-18:00. This will be the cheapest venue in town to see a movie during the day and will become a not-so-secret cinema destination. A great winter warmer offer for January and February. Digitally market and create a promotional buzz through social media. Work with existing partner UKJFF to engage with a new demographic.



MPH / Alan Howard Hall

Host quarterly Give Blood sessions. The NHS are always looking for community venues to set up temporary units. This will increase footfall, revenue on F&B as well as expose our regular activities to a wider network. The NHS will then also be marketing JW3 as a venue. Potential maximum footfall increase of c.400 per session.



Introduce indoor basketball / netball

Piazza

Ice Skating and The Beach are great but there's room for fresh elements.

Run a matkot tournament in the evening on the beach for adults. **#soundsoftelaviv @jw3london**

Summer - Outdoor screen to include showings of big sporting events such as Wimbledon, Olympics and the World Cup. To be sponsored by a corporate partner. Revenue will be generated through increase of visitors and F&B purchases.



Water Fountains similar to those at Granary Square, Kings Cross. These fountains are packed on hot summer days. Footfall and revenue would dramatically increase if these were installed.



Sukkot Dinner & Music Under The Stars - Offer an enticing set menu of food, live music and exciting guest speakers for lunch and dinner sittings in the JW3 sukkah. Aim at delivering for all age demographics and pair music and speakers accordingly. To be delivered inside MPH if necessary.



OTHER ELEMENTS TO ADDRESS:

Advisory Board	Create an advisory board of key people who can assist and offer advice on various activities and strategies. I have a reliable and varied network at my fingertips.
British Jewry	Given our unsettling political climate - JW3 has the ability to stand up against anti semitism by not being afraid to become an inclusive home for everyone. JW3 wants to spread positivity through a diverse programme of activity whilst remaining true to its Jewish roots and values.
Building Issues	The broken front door appears to be a longstanding ongoing issue - is there a resolution for this? There are a number of 'out of order' toilets - are these being addressed?
Celebrate World and National Days	Incorporate these into daily life of the building and create a programme around them or use them to generate social media content and raise awareness. These are great ideas for delivering community incentives. Eg, National Fitness Day - 25th September, Poetry Day - 3rd October Men Make Dinner Day - November 1st, Go to an Art Museum Day - November 9th, World Kindness Day - November 13th, Philanthropy Day / Recycling Day - November 15th,
Child & Adolescent Psychotherapy Sessions	To run in alignment with onsite private GP clinic (details below). GF to advise.
Creative Partners	Explore new partnership opportunities with Bridge Theatre, The Royal Albert Hall and Soho's latest opening Boulevard Theatre. I have key contacts with all.
Dogs	Dogs are a big part of many people's lives. I think there's a discussion to be had about whether dogs can come in to the building. This may not be possible due to children and allergies, however footfall could dramatically increase if a dog walking group was incorporated between 07:00-09:00 Mon-Fri as part of ...but First Coffee
Existing Partners	Build upon existing relationships with UKJF by extending programming to reach a wider audience, team up with Mitzvah Day to produce a high energy community event in association with Ride And Raise and identify other areas of growth with all existing partners.
Highlight Events	Look to deliver 3 to 4 seasonal highlight events per year which brings community together. Examples include: <ul style="list-style-type: none">• Chunukah Light Projection by The Waldorf Project (<i>to be sponsored</i>)• Netta Barzilai (2018 Eurovision Winner, Israel) - LIVE - Piazza - Celebrating Pride (<i>to be sponsored</i>) suggested quote £25k)
High Holy Day Services /Activity Programme	For those who want an alternative to synagogue - look to partner with Liberal Judaism to create a varied and meaningful programme of activity / services around these days. Both JCC Manhattan and 92Y deliver this. Inclusivity being at the helm. Sukkot Dinner & Music Under The Stars. Possibly partner with Wet Fish Cafe .
Insurance	Understand what insurance cover is already in place in the building and what additional cover we would need going forward.
International JCC's	JCC Manhattan and 92Y in New York are both leading pioneers in creating an inclusive Jewish Community Centre. JW3 needs to look, partner and learn from them. Their use of language is engaging, their programming is fun, dynamic, varied and their social media is spot on. What they offer is interesting, exciting and reaches me and my demographic.

Israel	Look to partner with exciting education, art and social platforms such as Citizen Cafe TLV , ArtPort , Secret Tel Aviv , White City Shabbat . JW3 can become a leading platform for exposing Israeli art, food, music and fashion. I'm fully aware of the difficulties that Israeli artists and creatives face in order to gain international recognition and representation. JW3 is the natural home to showcase the wealth of talent coming from Israel.
Jewish Penicillin	During cold and flu season (October - February) JW3 could run a community incentive where we reach out and feature chicken soup recipes and the stories behind them. Zest must make chicken soup available to the community and for it to become the 'go to' place to get it from. In addition, this could also lead to commercial success by packaging it up and selling to supermarkets. Grandma's Chicken Soup by Zest at JW3
Local community & Schools	West Hampstead, Hampstead, Belsize Park and Queens Park are all affluent local hot spots that have a real sense of community. People know and engage with one another. I'm a very active community member in West Hampstead and have cultivated relationships with local businesses to bring into the fold and work alongside. It's important to build relationships with local schools and explore partnership opportunities. A physical presence is needed at local community seasonal festivals such as Jester, Hampstead Xmas Fair and Summer Festival and Queens Park Festival.
Looking after people	This is essential when creating a community space. Whether you're a donor, potential donor, corporate sponsor, an ex employee, volunteer, a regular visitor or parent of a child at the nursery - JW3 wants to get to know you and for you to feel a valued part of it. Thanking people through small complementary gestures (coffee / glass of wine) goes a long way. They must be highlighted on the CRM system with PWK (People We Know).
Membership Programme	Needs addressing and improving.
Opening Hours	The building is currently open from 0900 / 0930 - 2300. The nursery is open from 0730. I'm sure there are a multitude of reasons why this has been changed from the original timings. Mornings are an important time to drive footfall and revenue by providing exercise classes, great coffee, juices, protein shakes and a small breakfast menu. This can be promoted through a very simple and cost effective social media campaign.
Onsite Private GP	A Private GP clinic x3 per week by a local (Camden registered) doctor. "Free Neurosis"
Over 60's (Olives)	Offer tech and social media courses to our senior visitors. They want to keep up! Engage initiative with leading 'guru' sixth formers as tutors. Look to reinstate the 'Olive' Programming.
Photoshoots	Offer hourly / daily rates for film, video and photo shoots and list with relevant providers.
Security	As someone who was across the build of JW3 I understand the imperative need for security however it needs softening and this must be addressed. A more subtle approach which creates welcoming vibes must be implemented whilst remaining a deterrent to potential threats. I have key contacts who can assist with strategy and protocol delivery.
Signage	Messaging and signage throughout the building should be engaging, consistent, quirky and fun. It needs to be welcoming and set the tone for how we want people to feel when they come in. The current signage and messaging needs improving - remove the laminated pieces of paper saying "do not enter" and "thank you for helping our bank balance". Wall vinyls and neons are a cost effective way to deliver going forward. Seek advice from Jo Bird Illustrator . Think about a community driven children's art platform lead by artist Shelly Pamensky to deliver and produce new signage.

Social Action	Good to see partnership in place with The Bike Project - I know the team and they do great work. An area to explore further.
Social Media	<p>We are a generation of scrollers and social media is the largest free marketing platform. Every single product, service, activity, offering should be marketed daily across all platforms (including SnapChat) with stories and a minimum of two posts per day. The last five @jw3london instagram posts were on 1st November, 29th September (erev Rosh Hashana), 16th August, 12th July, 28th June. A high performing strategy must be devised and implemented. It is essential that all activities and services are being promoted through every digital channel to reach a wider audience. Visitors should be encouraged and incentivised to engage and assist with our messaging. #communitydestination @jw3london</p> <p>This will require a talented and dedicated social media member of staff who understands the vision. Social media needs to become constant in life at JW3.</p> <p>As it stands the social media figures are: Instagram followers = c.1671 - (aim to attain minimum 10,000 followers end of year 2020) Facebook = 10,000 likes (aim to attain minimum 20,000 followers end of year 2020)</p>
Staff & Team	To implement much of the above - I'm confident that everything can be delivered with a skeletal and driven team of people who share and fully understand the vision.
Sustainability	Address savings on energy bills and look at how to be more efficient.
Tackling Times of Day	<p>Focus on target digital marketing to local new Mums and lycra clad pre and post gym goers between 09:00 - 13:00. Lunch time trade 12:00-14:30 with local businesses in Hampstead and West Hampstead. Same goes for after school clubs 16:00-18:00 with local kids whilst also addressing the over 60's demographic by offering a 'tech course'. All led by charismatic and responsible sixth formers.</p> <p>Introduce an Afterwork Cocktail & Movie offer (Mon-Thurs 17:00-19:00). Use the weather for drinks incentives. All of this can be marketed with a strong content driven social media campaign.</p>
Teenagers	Look at ways to engage with teenagers. The cost of our 'Homework Club' will incorporate a JW3 activity such as Health & Fitness, Arts & Culture, a movie, a show, ice skating. Introduce volunteering at The Shop & Gallery or busk at our open mic corner on a Sunday or join the H&F Instructor Academy.
Website	Booking system needs addressing urgently - it's clunky and shouldn't be. The website donation request must be softened - it comes across as lazy and presumptuous.

CLOSING WORDS:

Following a visit to Jewish Community Centres across North America in 2002 with Baroness Julia Neuberger, Dame Vivien Duffield was inspired to create a recreational, non denominational space in London.

Given that JW3 was originally modelled on a number of JCC's in America - it should be embracing London's unique cultural and vibrant diversity. The JCC Manhattan have achieved an inclusive and accommodating environment for people of different backgrounds and abilities with opportunities for growth and connection. 92Y are delivering a cutting edge variety of activities and programming which is reaching my demographic. They complement each other greatly and JW3 is crying out for that very mix.

JW3 must be opened up to the wider community whilst remaining true to its Jewish values. Let's create a leading beacon for a new generation - dedicated to encouraging our community to reach their full potential. It can be done.

Potential New Partners (Creative, Corporate, Local, International, Jewish Community)



92Y

אָרט פּאָרט
ARTPORT
אָרט פּאָרט

liberal judaism 
The dynamic, cutting edge of modern Judaism

THE
AVIARY 

 Investec

Ride And Raise

CITIZEN CAFÉ TEL-AVIV


Royal Albert Hall

marlene
meyerson jcc
manhattan EVERYDAY EXTRAORDINARY

Cutting Edge Group

#SESSIONS50 

CULTURAL
TRAFFIC
ARTS
FAIR

 DUTCH & DUTCH

SECRET TEL AVIV

James Wigg Practice  

WORK.LIFE


BALA
BAYA

Tikkun Olam - The Repair of the World

“If you see what needs to be repaired and how to repair it, then you have found a piece of the world that God has left for you to complete. But if you only see what is wrong and ugly in the world, then it is you yourself that needs repair.”

Menachem Mendel Schneerson

APPENDIX 1: Annual Sales Revenue & Costs Explained (notes correspond to attached spreadsheet)

Element	Sales Revenue	Costs	Prediction
Resource Centre - Shop & Gallery £240,000	Shop: 10 people visiting 6 days per week spending £50.00 each over 50 weeks per year. Gallery: 1 person visiting 6 days per week spending £300.00 each over 50 weeks.	Costs include an initial basic fit out and staff. Gallery artist repayment of 70% of art sales.	Achievable
1st Floor Demo Kitchen Come Dine With... £107,812	5 sittings per week Wednesday (2), Thursday (2) and Sunday (1) for 25 weeks per year. x15 per sitting spending an average of £57.50 per head.	Costs include chef at 10% of revenue (£10,780). Food at 50% of revenue will cost us 15% of revenue at (£8,000) and drink at 50% of revenue will cost us 30% (16,000) and additional staff.	Soft launch and pilot is essential to get right - advice required
1st Floor Dance Studio: Ride And Raise £87,360	26 classes per week at half capacity (12 people) for 40 weeks of the year at £7.00 per class.	Cap ex costs are high as studio must be sound proofed, bikes purchased and lighting. Other costs include instructors and maintenance.	Very achievable and remaining modest given high cap ex costs - soundproofing is essential
Wellness Programme (Health & Fitness @ JW3) £87,360	26 classes per week at half capacity (12 people) for 40 weeks of the year @ £7.00 per class.	Costs include basic equipment, instructors and marketing spend	Very Achievable
1st Floor - Learning Room 1 or 2: The Growth Hub £30,000	Based on service provider paying £2,500 per month rent for 12 months	Costs include fit out costs and marketing. Tea, coffee and extra bills for direct costs	minimum - require advice on rent and or member prices
Sunday Funday - Bottomless Brunch / Roast £156,000	1 day (all day Sunday) for 40 weeks of the year at 50% restaurant capacity (30 people) for x5 sittings each spending an average of £26 per head.	50% of revenue is £78,000 25% of this will be food costing (£19,500). 30% of this will be drink costing (£23,400). Therefore direct costs are £42,900	Very achievable if marketed correctly
Sunday Funday - Market £8,400	1 day (Sunday) for 40 weeks per year. 14 stall traders paying £15.00 per day.	Costs include marketing and one additional staff member	Very achievable
Sunday Funday - 1st Floor Creche £18,000	1 day (Sunday) for 40 weeks per year. 30 kids each paying £15.00	Costs include staff and storable equipment	Achievable. Market as best Sunday Secret

...but First Coffee (Monday to Friday 07:00 - 09:00) £30,000	5 days (Mon to Fri) for 40 weeks per year. 50 people per day spending £3.00 per head on just f&b	Cost of raw materials = 20% of revenue (£30,000) = £6,000	Achievable
Homework Club £17,500	5 days (Sun to Thurs) per week for 35 weeks per year. 5 students paying £20.00 per week	Costs include 3 student tutors at £3,500 = £10,500 per annum. Direct costs 5% of revenue for bagels	Very achievable
Cinema promotion (Monday to Friday 10:00 - 18:00) £105,000	14 shows per week for 50 weeks per year @ 50% capacity. 30 people per show spending £5	No additional costs. Make use of free digital marketing - it's essential	Very achievable
Summer Outdoor Screen £72,000	10 week run across 6 days per week for 12 hours per day. Assume 20 people per hour spending £5.00 per head on f&b.	Costs include licensing fee to show public screenings of sporting events and films	Achievable
'Free Neurosis' Private GP Clinic £39,600	£55.00 per session for 15 minutes is £220.00 per hour. 12 hours per week for 50 weeks per year at 30% capacity.	Dr Claire Agathou charging £150 per hour	Achievable

Wednesday 28th August 2019 @ 15:30 (visit)

I popped in to pick up a programme and take a few photos. The building was very quiet. The entrance / reception area needs to be made a lot more welcoming and inviting. This can be achieved very cost effectively.

Camden - Swiss Cottage
28 August 15:31 [Edit](#)



Tuesday 3rd September @ 12:30 (visit)

Building was incredibly quiet. The first floor learning rooms and spaces were all empty and had no activity taking place. The cafe was fairly busy with NCT groups and there was no one in the restaurant. The beach was being dismantled in the Piazza. I bumped into RS.



Tuesday 10th September @18:30 (visit)

Busy and energetic Krav Maga class taking place in the drama studio. The rest of the building was very quiet. No one was in the restaurant. It had been a very pleasant and warm day.

Camden - Swiss Cottage
10 September 18:21 [Edit](#)



Thursday 12th September @20:00 (visit)

I counted c.25 people in the building. 4 people in the restaurant, 7 in the cafe and a class of 10 in learning room 3. I got told not to take photos on the mezzanine for security reasons. I found this strange - it would be good to understand what the security issues are.

Camden - Swiss Cottage
12 September 20:08 [Edit](#)



Sunday 15th September (feedback)

Pocket Sized literature - an all day event taking place at JW3. There is no promotion on Instagram and very little on Facebook. I didn't go into the building but I drove past it. A few photos were posted on Mekella Broomberg's facebook page but nothing to JW3 page.

Tuesday 17th September @18:00 (visit)

My friend, Linda, programmer for UKJF was introducing and running a Q&A with film Director of 'The Last', Jeff Lipsky. I went to support her. Cinema was fairly busy with a senior crowd. The cafe was fairly busy before the start of the film. The film didn't start on time and there was no sound for the first 2-3 minutes.



Friday 20th September (email / feedback from a 70+ user of the building)

An email exchange between two local residents.

“Next week (anonymous) and I have been asked to a meeting at JW3 to discuss ways of raising income. JW3 must survive so we have to give them some ideas.”

I have 1 million ways they can make more money -but I wouldn't give them the satisfaction of my advice ..the first thing I would do is get rid of Raymond
When they do that I will give them all the time and advice they want

Sent from my iPhone

next week [redacted] and I have been asked to a meeting at JW3 to discuss ways of raising income.
I know how you feel about the present management but when all is said and done JW3 must survive so we have to give them some ideas.
Want to make any suggestions through me ??

Tuesday 24th September @16:15 (visit)

It was a miserable rainy day however at the time of visit - it was dry and bright. There were two staff members having one to one meetings in learning rooms 2&3. No one was in the cafe. I counted a total of 5 visitors. Mekella and I had a brief conversation. It was soulless.

(This is prime time for freelancers, kids coming for after school activities and over 60's for tech courses). Given that Rosh Hashana is in a few days - it would have been good to see some pre festive activity or a community fundraising initiative to mark the upcoming new year. A handful of greeting cards pushed to one side at the box office is not enough. Think [92Y](#)

A paid for by JW3 promotion was launched to publicise the upcoming event on the 2nd October “The Future of Jewish Life in the UK” with Jonathon Boyd and RS.



Sunday 29th September @13:45 (visit)

JW3 is 6 years young today on Erev Rosh Hashana. There was no sign or marking of any birthday or New Year activity. A families craft workshop had taken place earlier that day - this appears to be a regular Sunday activity. The building felt soulless and dark. There were no lights on in the front box office area and there needed to be given the greyness outside. I counted c.20 people (15 in the cafe and 5 upstairs outside learning room 3). Absolutely not good enough on what should be a very special day for JW3 and the community. JW3 could have maximised the timely opportunity of bringing the community together to celebrate both its birthday and the New Year. A few balloons and a giant Birthday Honey Cake would have been affordable for JW3 and made a really nice touch for visitors. The building was due to close at 15:00 to the public for Rosh Hashana. RS posted about JW3s birthday on his personal page at 15:35 with pictures from the launch 6 years ago and tagged the building and various staff and board members but nothing to JW3's page which seemed a little strange. It would have been lovely to have seen pictures from today and a double celebration. Preparations for a private event were taking place in the restaurant and hall for an event later that evening.



Thursday 3rd October @15:45 (visit)

A dry and fairly bright day outside. I visited with T who is 18, lives locally to JW3 and is familiar with the building but not a user. T's impressions without any prompting were "the vibe is off", "what a waste of space" and "there's so much potential". We sat in the cafe with a cup of tea - there were a total of 11 people. We went upstairs and there were c.8 parents outside learning room 3 presumably waiting for children to finish an activity taking place in learning room 2. The rest of the building was empty and no other activities were taking place. An HR meeting had taken place earlier that day in the demonstration kitchen - seemed a bit of a strange place for an HR meeting but OK. Krav Maga sessions were scheduled to go ahead later in the day / evening. As I left, I noticed that Mekella was holding a staff meeting with c. 5 people in the resource centre. Today is National Poetry Day - JW3 could have taken the opportunity to mark this by holding a poetry recital, writing activity and having a few quirky poems around the building.



Friday 4th October (feedback from JW3 current staff member)

A text message from a friend and former JCC colleague of mine had received feedback from a current JW3 member of staff who is very disgruntled and not enjoying her job.

“Met my friend today who works at JW3 and hates it. Says Rachel, the head of programming is out of her depth. Systems and processes are clunky and time consuming. The HR woman is a bitch. They are struggling with recruitment and retention across the board. Currently no production manager as he left suddenly with no explanation - they’ve been told they all have to pitch in. Raymond is out of his depth and he treats his staff like shit. No one feels valued or stays. Without the LJCC program it would all be over. She predicts that if it continues like this it will be closed in 10 years. No one is prepared to work Sundays so all the worst staff are there on the ‘busiest’ day. And this was ‘x’ trying to be diplomatic.”

Friday 20:24

Met today with my friend who has been [redacted] since [redacted] hates it. Says Rachel the head of programming is out of her depth. Systems and processes are clunky and time consuming. The hr woman is a bitch. They are struggling with recruitment and retention across the board. Currently no production manager as he left suddenly and with no explanation- they’ve been told they all have to pitch in. Raymond is out of his depth. Without the LJCC program it would all be over. [redacted] predicts that if it continues like this it will be closed in 10 years.

No one is prepared to work Sundays so all the worst staff are there on the busiest day

And this was [redacted] trying to be diplomatic

And he treats his staff like shit. No one feels valued or stays

Sunday 6th October @12:50 (visit)

This was the busiest day that I’ve seen the building since starting this piece of work. It was a dry and bright day. The restaurant had c. 10 people dining (3 tables). The cafe had 16 people (mainly seniors) most of whom were going to the 1pm cinema showing of Pavarotti. The first floor had Krav Maga sessions for women which looked lively - c.12 people. Learning Room 2 looked like a private hire for a kids birthday party and learning room 3 was due to have a family Crafternoon session at 2pm. It was good to some variety however there’s room for so much more! There were a number of plasma screens and stacked tables outside learning room 3 which looked a little untidy however I appreciate this is temporary. Ping Pong tables had been brought out into the Piazza. I noticed a lot of staff.

The Piazza and MPH are both perfect for a Sunday market and a small brunch menu would make a great accompaniment.



Monday 7th October (feedback from a friend at the gym and local Jewish West Hampstead resident)

"Today was my first time to JW3. I went with my friend who has a child at the nursery. I thought I needed a pass to get in and past security. I was shocked at how unwelcoming, soulless and miserable it is"

Tuesday 8th October @ 12:00 (visit)

I popped in to pick up a salad for pre Yom Kippur family dinner. I asked the security detail on Lymington Road if I could come in the side entrance as it was raining. He asked me "what are you here for and where are you going"? I said, "to the cafe to pick up a salad for dinner this evening." He responded - "we are closing at 1pm". I said, "OK, thank you."

There were a total of 4 people in the cafe - one on her laptop and the others appeared to be students as they were wearing student lanyards. I didn't go anywhere else in the building. My visit was c.7 minutes. I then left via the Piazza side gate to Lymington Road.

Given that today is erev Yom Kippur - a 'caffeine detox' offering decaf hot drink alternatives such as charcoal lattes and fresh juices would have made a nice touch in the lead up to Yom Kippur. JW3 could have taken the opportunity to increase awareness both online and inside the building about the preparations one can do to make a meaningful and easy fast on our holiest day of the year.

Thursday 10th October @19:20 (visit)

It was great to see so many taking part in Krav Maga classes on the first floor. The performance of The Karl Hocker Album was about to begin - the c. 30 pre theatre audience were mainly in the cafe and a few in the restaurant. The sukkah had been erected in time for Sukkot. I asked a member of staff at Zest whether anything special was going on inside the Sukkah but he hadn't been told of anything specific and wasn't really sure. There were a number of soft play items stacked outside the demo kitchen.

