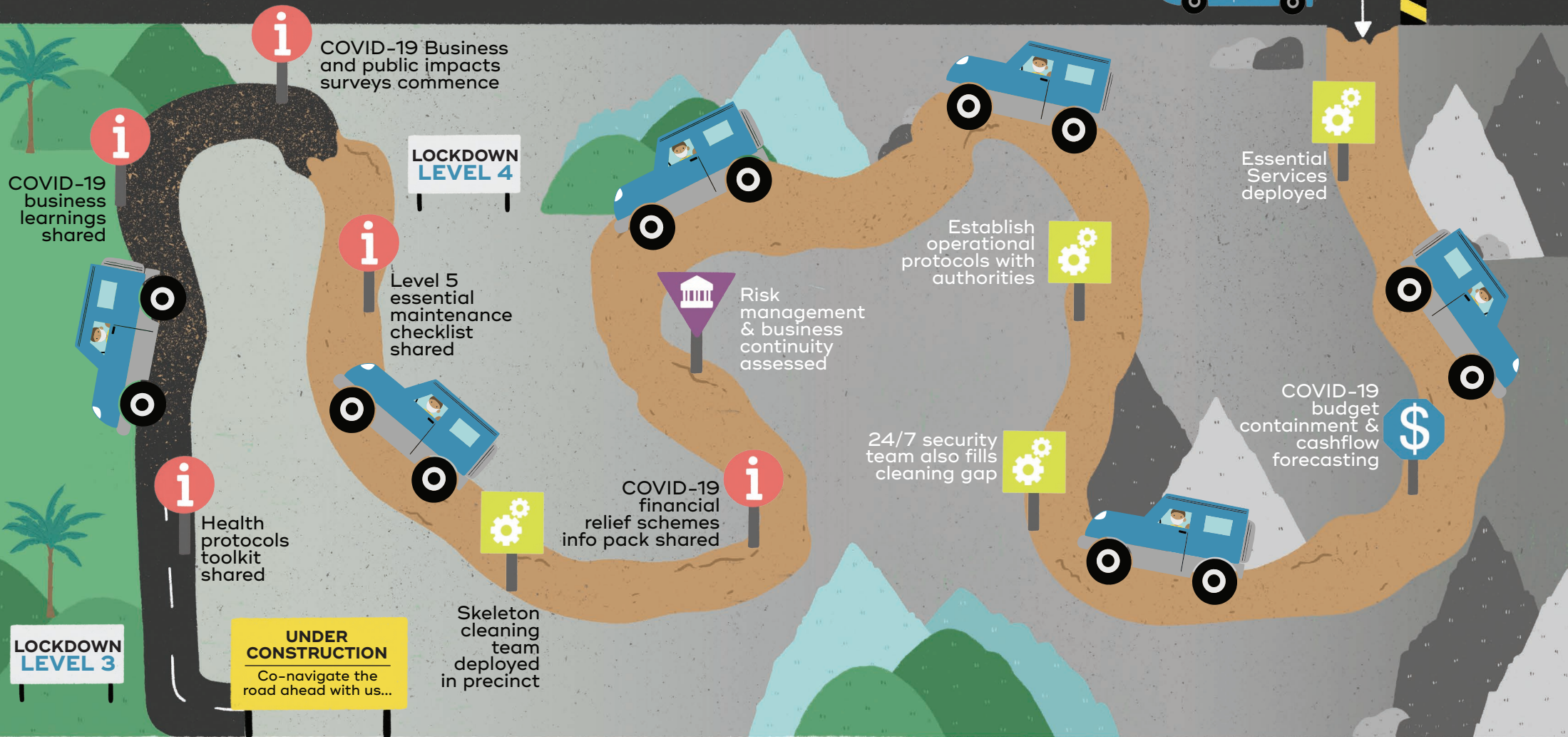


COVID-19: Navigating a pandemic

**LOCKDOWN
26 MARCH
LEVEL 5**



INFOGRAPHIC LEGEND

- Operations
- Finance
- Communications
- Governance

THE JOURNEY AHEAD

Cashflow management?
Exploring precinct COVID-19 testing?
Survey outcomes – how can the precinct assist?
Risk matrix review?

Establishment of business associations?
Board assessment of management team performance during a crisis?
Precinct recovery marketing strategy?
Consider insurance implications?



OPERATIONS: Getting the Inside Track

- Registration, preparation and placement of precinct management teams as essential service providers
- Establishing operational protocols with the Municipality and SAPS
- Ongoing discussions and meetings with chairmen and directors to ensure informed decision making
- Bi-weekly report back to precinct boards
- Daily internal meetings on the security and general services status of precincts to which chairmen were invited
- Ensuring emergency repairs to public realm infrastructure was speedily completed
- Ongoing fault reporting to the municipality and follow up
- Cleaning & greening:
 - Optimising operational routines & responsibilities of a much reduced cleaning and greening staffing compliment
 - Security staff assisting with cleaning duties when cleaners aren't present
- Security:
 - 24/7 security acting as the eyes and ears for precinct members
- Ensuring a healthy precinct
 - Precinct sanitisation initiatives – infrared scanners, public space sanitising and perspex screens
 - Operational staff equipped with required PPE
 - Public space sanitisation of benches, bus stops and ablution facilities conducted.



GOVERNANCE: Ensuring Business as usual

- Enhancing communications with the Board – assisting the Board to 'take the lead'
- Considering the potential impact on the organisation's ability to function and providing mitigation recommendations
- Review of Risk Management Framework and devising a precinct and recovery plan
- Assessing key areas where there is additional risk and probabilities for their occurrence



FINANCE: Proactive budgeting for business continuity

- Drove a proactive COVID budget containment process with the precinct board, including scenario planning, levy arrears recovery forecasting; cost containment which required review of service scope and level, implementation of associated savings interventions and associated negotiations with service providers.
- Maintaining monthly creditor payments and weekly debtor tracking
- Updating of monthly cashflow analysis to ensure business continuity
- Drafting of MA levy relief policy options and repayment structures



COMMUNICATIONS: Supporting members with useful information & keeping them informed

- The three primary communications themes are:
 - Your property and / or business is safe and being protected
 - The precinct is being well managed and cared for
 - The precinct is ready and willing to make up lost economic ground post recovery
- Weekly newsletters to keep stakeholders informed
- Meaningful stories & info
 - Private & public sector COVID-19 relief info pack collated to assist members and businesses in the precinct
 - Business maintenance essential service check list which could be done during the lockdown, thus saving downtime once back in business
 - Compiled a suggested workplace health protocols guide with useful templates to save business time and expense
 - Provided a PPE supplier listing for getting back to business
 - Shared COVID-19 business learnings which was intended to assist businesses with similar internal processes
- Consistent on the ground reporting to reassure members
- Supported community building initiatives
- Ensured regular discussions and updates with key property owners and businesses to reassure them the precinct is in good hands