



**GolfAustralia**

# **DISASTER EVENT TOOLKIT**

SEPTEMBER 2021



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# Introduction

Most golf club businesses will experience an event which disrupts the operation of the business at some stage. A disaster or business interruption can be any event such as fire, cyclone, flood, earthquake, computer virus, drought, pandemic, epidemic. Unfortunately, experience tells us that many businesses are not prepared for disaster events and may not have the resources to manage such events.

The key to preparing for, and managing, an event is making sure that your Committee/Board is well prepared and provided with the necessary tools and resources.

This Disaster Event Toolkit (DET) is designed to assist your golf club to prepare and manage an event.

## The Tool Kit Covers:

### 1. Being Prepared

- Evaluating the state of your business with your board/committee and implementing a pre-event plan.

### 2. Activating your plan

- What to do as an event is unfolding and immediately following an event.
- Working through your disaster event plan using a series of checklists and referencing support services.
- Assessing the cost for an event recovery.

### 3. Recovery and Operation

- Putting in place actions that will survive your club long-term.
- Re-opening your business and returning to play.

### 4. Support Resources

- Making sure that you have the necessary contacts and information when confronted by an event.





# Disaster Management Process

## PRE-DISASTER PLANNING - BE PREPARED

- Organise a Disaster Event Committee
- Review/Develop a Pre-event Disaster Plan

## ACTIVATING YOUR DISASTER PLAN

- Assess and engage your team
- Assess your facility and immediate financial position
- Assessing the cost of the event

## RECOVERY AND OPERATION

- Repairing your business
- Engage your community
- Re-opening business operations - returning to play

## DE-BRIEF AND BUSINESS PLAN

- Facilitate a team disaster debrief
- Engage your community
- Re-opening business operations - returning to play



# Pre-event Planning: Being Prepared

The purpose of Pre-Event Planning is to ensure that your club is ready, organized, and can access business information and resources prior to any event. Too often, time can be wasted, following a disaster trying to assemble your team or locate business documentation. The following template is aimed at providing guidance for your club.

It is important to recognize that an event that affects your business may have the same impact on other businesses that you rely on for your daily/weekly operations. It may be of benefit to assess the risks of losing the support of third-party businesses that are key to your operations. These may include, contractors and tradespeople, local council, utility providers, fuel stations and suppliers of critical resources for your golf course.

PRE-DISASTER TEMPLATE		
Items	Details	Checked
Disaster Management Sub-Committee	<ul style="list-style-type: none"> <li>Establish an 'Event Sub-Committee' comprising of your Manager (Disaster Coordinator), Course Manager, President, Secretary and Treasurer.</li> <li>Keep abreast of potential event risks based on your geographical location.</li> <li>Calendarize quarterly meetings that address your plan including your club's Work Health and Safety Plan.</li> </ul>	
Disaster Procedures	Establish a procedure for implementing your Disaster Event Plan including the appointment of an 'Event Coordinator'. This should form part of a management committee role.	
Business Records - Master Document Folder	<ul style="list-style-type: none"> <li>Create a secure hard copy and digital master file stored in a Fire-Proof and waterproof location which is accessible by the Golf Club Board/Committee at all times.</li> </ul> <p>Records to be accessible may include:</p> <ul style="list-style-type: none"> <li>- Business Plan and Annual Report</li> <li>- Asset Register</li> <li>- Creditor Contacts</li> <li>- Staff Contracts</li> <li>- Member Contacts</li> <li>- Local Council Contacts</li> <li>- Password File – IT, Sales, On-line Accounts</li> <li>- Leases</li> <li>- Constitutions and Bylaws</li> <li>- ATO MyGov Login</li> <li>- Bank details and login details</li> <li>- Insurance policy and contacts</li> <li>- Historical Management Committee Minutes</li> </ul>	
Assets Register	Check - ensure that your club has an Asset Register that includes the value of each asset.	
Work Health & Safety (WHS)	Check - ensure that your board/committee pro-actively manages a WHS Program including an 'Incident Prevention and Incident Reporting System.'	
Saving files / Cloud based / Hard Drive	Check - are your systems and files backed up daily on a 'cloud-based system' or independent 'off site' hard drive and are these accessible by more than one person.	
Insurance	Check - that your current insurance policy matches the needs of your business. This should be reviewed annually. *Do you understand your insurance policy?	
Taxation Office, State Revenue Authorities	Check - Do you have your records stored and can these be accessed easily?	
Finance	Check - that your accountant has copies of financial statements and tax returns for your business. *Have you assessed your financial position?	
Banks, Credit Unions and Building Societies	Check - that you have access to bank statements.	
Suppliers	Check - that you have access to supplier agreements and invoices.	

# Pre-event Planning: Being Prepared

OUR CLUB HAS STORED A HARD COPY OF OUR PRE-EVENT INFORMATION IN/AT:

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OUR CLUB HAS COMPLETED A PRE-EVENT PLANNING:

PRINT NAME

---

SIGNED

---

POSITION

---

DATE

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# Support Service Contacts

Populate the below support services contacts sheet with the contact details of each relative business.  
Use mobile phone numbers, where possible, for direct contact in disaster periods.

Contacts	Comments
INSURANCE CONTACT	
BANK OR FINANCE BROKER	
LOCAL COUNCIL - SPORT AND RECREATION OFFICER	
PLUMBER	
REFRIGERATION MECHANIC	
GAS FITTER	
ELECTRICIAN	
ACCOUNTANT	
SES	
UTILITY	
ENVIRONMENTAL DEPARTMENT	

# Resources

Populate the below resources contacts sheet with the contact details of your relevant state departments' details.

Contacts	Comments
<p>NATIONAL AND STATE GOLF CLUB AND FACILITY SUPPORT</p> <p><b>QLD/ VIC/ SA/ TAS/ NT</b> - clubsupport@golf.org.au</p> <p><b>NSW</b> - info@golfnsw.org.au</p> <p><b>WA</b> - garyt@golfwa.org.au</p>	
<p>STATE GOVERNMENT Disaster Management</p> <p><b>Federal/ NSW/ ACT</b> <a href="https://business.gov.au/risk-management/emergency-management/develop-an-emergency-management-plan">https://business.gov.au/risk-management/emergency-management/develop-an-emergency-management-plan</a></p> <p><b>QLD</b> <a href="https://www.getready.qld.gov.au/understand-your-risk/queensland-businesses">https://www.getready.qld.gov.au/understand-your-risk/queensland-businesses</a></p> <p><b>VIC</b> <a href="https://business.vic.gov.au/business-information/tourism-industry-resources/tourism-crisis-management-guide/plan/emergency-planning">https://business.vic.gov.au/business-information/tourism-industry-resources/tourism-crisis-management-guide/plan/emergency-planning</a></p> <p><b>SA</b> <a href="https://business.sa.gov.au/start-your-business/Tools-and-templates/Preparing-your-emergency-plan">https://business.sa.gov.au/start-your-business/Tools-and-templates/Preparing-your-emergency-plan</a></p> <p><b>TAS</b> <a href="https://www.business.tas.gov.au/manage_a_business/natural_disasters">https://www.business.tas.gov.au/manage_a_business/natural_disasters</a></p> <p><b>WA</b> <a href="https://www.wa.gov.au/government/publications/ict-disaster-recovery-business-continuity-policy">https://www.wa.gov.au/government/publications/ict-disaster-recovery-business-continuity-policy</a></p> <p><b>NT</b> <a href="https://health.nt.gov.au/governance-strategies-committees/about/health-disaster-management/business-continuity">https://health.nt.gov.au/governance-strategies-committees/about/health-disaster-management/business-continuity</a></p>	



# Resources

Populate the below resources contacts sheet with the contact details of your relevant state departments' details.

Contacts	Comments
<p>STATE GOVERNMENT Health Alerts and Information</p> <p><b>FEDERAL</b> - <a href="https://www.health.gov.au/">https://www.health.gov.au/</a></p> <p><b>QLD</b> - <a href="http://www.health.qld.gov.au">www.health.qld.gov.au</a></p> <p><b>VIC</b> - <a href="https://www.dhhs.vic.gov.au/">https://www.dhhs.vic.gov.au/</a></p> <p><b>NSW</b> - <a href="https://www.health.nsw.gov.au/">https://www.health.nsw.gov.au/</a></p> <p><b>SA</b> - <a href="https://www.sahealth.sa.gov.au/">https://www.sahealth.sa.gov.au/</a></p> <p><b>TAS</b> - <a href="https://www.health.tas.gov.au/">https://www.health.tas.gov.au/</a></p> <p><b>WA</b> - <a href="https://ww2.health.wa.gov.au/">https://ww2.health.wa.gov.au/</a></p> <p><b>NT</b> - <a href="https://health.nt.gov.au/">https://health.nt.gov.au/</a></p> <p><b>ACT</b> - <a href="https://health.act.gov.au/">https://health.act.gov.au/</a></p>	
<p>AUSTRALIAN SPORTS TURF MANAGERS ASSOCIATION</p> <p><b>PH:</b> (03) 9548 8600</p> <p><a href="http://www.agcsa.com.au">www.agcsa.com.au</a></p>	
<p>FAIR WORK - FEDERAL SERVICE</p> <p><b>PH:</b> 13 13 94</p> <p>Open 8am - 5.30pm Monday to Friday</p> <p><a href="http://www.fairwork.gov.au">www.fairwork.gov.au</a></p>	

# Activating your Event Plan

Although the first 24 hours following an event is the most important period, in many cases, events such as cyclones, fires or other forecast events will provide a period of time to begin to activate a Disaster Event Plan prior to an event impact.

The safety and protection of people, products, assets, and golf course greens are critical.

## The Immediate Priorities Should be to:

1. [Activate your Disaster Event Team](#) – initiated by your Manager or President.
2. [Assess your entire facility using the Disaster Event Templates](#)
  - It is critical that the golf course and greens are assessed, protected and recovered as soon as practical.
3. [Contact staff and Board/Committee to provide information and assess their availability, safety and situation.](#)
4. [Activate your recovery plan which should include assessing losses and seeking immediate recovery funding with the support of the Council, State Government and Golf Australia](#)
5. [Photographs](#)
  - Capturing photographs of everything
  - Do not clean or move anything at your facility until you have photographs.
  - Your insurer will most likely request photographs
  - Save the photographs onto your computer and a data stick



# Disaster Event Templates

The following templates are aimed at providing guidance for your club – you may use this information to customize your own pre-planning document.

People & Immediate Resources	Yes	Comments
<p><b>Assemble/Communicate with your Disaster Event Team and Staff</b></p> <p><b>Check-in with your team</b></p> <ul style="list-style-type: none"> <li>Have any of your committee, staff or volunteers been affected by the disaster?</li> <li>Contact key staff by text/phone and send group communication checking in and providing and update on disaster situation.</li> <li>Activate a Volunteer Roster if needed.</li> </ul> <p><b>Will your team be able to return to work? If so, when?</b></p> <ul style="list-style-type: none"> <li>Update your staff roster and availability.</li> </ul> <p><b>News and Information</b></p> <ul style="list-style-type: none"> <li>Check your business emails for information and up to date news and statutory directions.</li> <li>Check on-line for up-to-date news bulletins.</li> </ul> <p><b>Local Golf Clubs</b></p> <ul style="list-style-type: none"> <li>If your club has other golf clubs in your area, it is recommended that your club makes contact with another local club to discuss the event and provide support where needed.</li> </ul>		
<p><b>Payroll</b></p> <p>Ensure that your payroll records are accessible and up to date.</p> <ul style="list-style-type: none"> <li>Prepare for upcoming staff payroll</li> </ul>		
<p><b>Local Council</b></p> <p>It is recommended to log a call/email with your local council Sport and Recreational Officer to:</p> <ul style="list-style-type: none"> <li>Seek advice on community emergency funding.</li> <li>Seek advice on community risks and statutory directions</li> </ul>		
<p><b>Golf Australia Club and Facility Support</b></p> <p>It is recommended to log a call/email with Golf Australia Club Support to:</p> <ul style="list-style-type: none"> <li>Seek advice on managing and implementing a Disaster Event Plan</li> </ul>		
<p><b>Community Neighbours</b></p> <p>It recommended that you make contact with your neighbor's and tour the immediate perimeters of your facility and assess any related damage that may impact your facility.</p>		



Facility - Clubhouse & Surrounds	Yes	Comments
<b>Access</b> Are your administration areas accessible and operational? Is your clubhouse and main entrances accessible and operational? <ul style="list-style-type: none"> <li>• Conduct a complete facility inspection.</li> <li>• Check carpark entrances and exits.</li> <li>• Ensure that you take photographs of the damage including premises, equipment, stock etc.?</li> </ul>		
<b>Security</b> - Is the clubhouse secure? <ul style="list-style-type: none"> <li>• Ensure that the entire facility can be secured (Locked). Check doors, windows, main entrances.</li> <li>• Check that there are no roof water leaks across the facility.</li> <li>• Contact with your security monitoring business to ensure that the security monitoring is active.</li> </ul>		
<b>Power</b> - Do you have power across all aspects of your clubhouse? <ul style="list-style-type: none"> <li>• You may need to turn off the mains power switch for safety purposes.</li> <li>• Do you require a back-up generator to support the business? If so, order this immediately as the community demand on these resources will be increased.</li> </ul>		
<b>Water Supply</b> - Do you have potable hot and cold-water supply to your clubhouse – you may need to turn off water supply?		
<b>Gas</b> - Check that your gas supply is secure and safe. <ul style="list-style-type: none"> <li>• You may need to order gas immediately to ensure that you can operate your kitchen or remote BBQ's.</li> </ul>		
<b>Sewage</b> Are the toilet systems working and is your sewage system functional?		
<b>Communication Systems</b> <b>Phone</b> <ul style="list-style-type: none"> <li>• Is your phone system working? Has this been tested?</li> </ul> <b>IT</b> <ul style="list-style-type: none"> <li>• Is your IT and computer system fully operative (Including Cameras)?</li> <li>• Is the IT System Backed-up and can you access the complete system?</li> <li>• Check your access to files and data across each of your software programs.</li> <li>• Check that you can access third-party software – Golf and Accounting</li> </ul>		
<b>Fridges, Freezers &amp; Ice Machines</b> - Are fridges and freezers operational? <ul style="list-style-type: none"> <li>• Inspect each storage location and assess the temperatures and operation of each system.</li> <li>• Do you require a temporary cool room and generator? If so, order this immediately.</li> </ul>		
<b>Stock</b> - Have you checked that all perishable and non-perishable stock is secure and safe? <ul style="list-style-type: none"> <li>• Do you have a copy of your most recent stock take?</li> <li>• Can you recover any of your stock, supplies and/or equipment?</li> <li>• Create a list of your damaged and undamaged stock and assess bulk products for Use by dates.</li> <li>• You may need to contact your suppliers to cancel orders or return products?</li> </ul>		
<b>Communication &amp; Signage</b> - You will need to communicate with your members, public and staff as soon as practical. <ul style="list-style-type: none"> <li>• Prepare public signage for main entrances and facility entrances/exits.</li> <li>• Prepare communications for newsletter; social media and internal emails to be sent to all stakeholders and suppliers/creditors.</li> </ul>		

Insurance	Yes	Comments
<p>You will need to provide your insurer with preliminary damage assessment and sufficient information and photographs prior to any insurance claim.</p> <ul style="list-style-type: none"> <li>Be aware that your insurer may require an onsite inspection prior to collating or submitting an insurance claim.</li> </ul>		

Finance	Yes	Comments
<p><b>Cash Flow</b></p> <p>Have you assessed your business cash-flow position?</p> <ul style="list-style-type: none"> <li>Facilitate a meeting with your Treasurer and Bookkeeper to assess your cash-flow position projection.</li> <li>Assess your Aged Creditor Report and contact each of your suppliers to discuss terms for payment. This may include delaying any direct debits and suspending lease payments for an agreed period.</li> <li>You may need to login to your bank accounts to confirm account balances and available cash flow.</li> </ul>		
<p><b>Bank or Lending Institutions</b></p> <ul style="list-style-type: none"> <li>You may need to notify your bank of your situation?</li> <li>This may be important if you have repayments/installments due.</li> </ul>		

Golf Course	Yes	Comments
<p><b>Inspection</b></p> <p>Undertake an overall safety and course access assessment.</p> <p><b>Review and photograph:</b></p> <ul style="list-style-type: none"> <li>Greens, bunker and surrounds.</li> <li>Fairway access</li> <li>Tee Blocks</li> <li>Car Access and Parking</li> <li>Equipment damage</li> </ul>		
<p><b>Water Storage and Systems</b></p> <p>Is your course water supply viable?</p> <ul style="list-style-type: none"> <li>Do you have sufficient water for course recovery and management?</li> </ul> <p>Is your irrigation system operational?</p> <ul style="list-style-type: none"> <li>It is recommended that you run a test across the entire course.</li> </ul>		
<p><b>Power</b> - Do you have power across all aspects of your clubhouse?</p> <ul style="list-style-type: none"> <li>You may need to turn off the mains power switch for safety purposes.</li> <li>Do you require a back-up generator to support the business? If so, order this immediately as the community demand on these resources will be increased.</li> </ul>		
<p><b>Water Supply</b> - Do you have potable hot and cold-water supply to your clubhouse – you may need to turn off water supply?</p>		
<p><b>Chemicals</b></p> <p>Do you have sufficient chemicals to manage a course recovery?</p>		
<p><b>Recovery Program and Communication</b></p> <p>Establish a program and timeline to recover the course for play? (It may be necessary to temporarily modify the course to allow social golf access).</p>		
<p><b>Green and Surrounds</b></p> <p>Implement a plan to assess your greens and surrounds.</p> <ul style="list-style-type: none"> <li>Check your fertilizer and chemical needs immediately as your supplier stocks may be limited.</li> </ul>		

Facility - Golf Maintenance & Surrounds	Yes	Comments
<b>Machinery</b> Is your machinery operational? <ul style="list-style-type: none"> <li>Reference this against your asset register.</li> </ul> Do you need to borrow machinery/equipment to begin your course recovery work? Have you contacted your suppliers to notify them of damage equipment?		
<b>Fuel</b> Do you have sufficient fuel to support the recovery program?		
<b>Water Supply</b> Do you have a potable water supply?		
<b>Power</b> Do you have power across all aspects of your facility?		

Returning To Play	Yes	Comments
<b>External Factors and Statutory Directions</b> <ul style="list-style-type: none"> <li>Are there any factors that prevent your business from operating?</li> <li>These may include statutory directives that restrict business activity.</li> <li>Reference Local Council, State Government and Golf Australia.</li> </ul>		
<b>Competition</b> <ul style="list-style-type: none"> <li>Is the golf course accessible for competition?</li> <li>Do you need to temporarily modify your course to allow for club competition? (Modifications may affect your course rating)</li> </ul>		
<b>Social</b> <ul style="list-style-type: none"> <li>How soon can you open your course to community golf?</li> <li>You may choose to modify your course layout to provide early course access.</li> </ul>		
<b>Funding and Assistance Programs</b> <ul style="list-style-type: none"> <li>Contact Golf Australia Facility and Club Support - Refer to support services contacts page</li> </ul>		





Action Agenda Template - What Are Your Priorities	Who	Date
A.		
B.		
C.		
D.		
E.		
F.		
G.		
H.		
I.		
J.		
K.		
L.		
M.		
N.		
O.		
P.		

# Assessing Costs to Restart your Business

It is important to assess and outline the damage and associated costs of repair/replacement. This information will be critical for your insurer and disaster relief agencies and will allow your committee/ board to develop a short-term recovery plan.

As part of this toolkit, Golf Australia has developed a golf business cost recovery tool to help clubs and facilities identify the financial impact of a disaster event by itemizing costs. The recovery tool allows you to separate insured items against non-insured items and provide an estimated recovery cost.

The recovery tool covers:

- Golf Operations
- Clubhouse
- Course Maintenance Facility
- Golf Course & Surrounds

**Download a copy of the golf business cost recovery tool:**

<https://www.golf.org.au/clubsupport>



# Golf Course & Surrounds

Estimated <u>Uninsured</u> Cost	\$
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Estimated <u>Uninsured</u> Cost	\$
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Item/Description	Insured? Yes/No	Amount Insured	
Green repair	<input type="checkbox"/> Tick for Yes		
Green waste removal	<input type="checkbox"/> Tick for Yes		
Fairway repair	<input type="checkbox"/> Tick for Yes		
Fencing repair	<input type="checkbox"/> Tick for Yes		
Bunker repair	<input type="checkbox"/> Tick for Yes		
Water storage repair	<input type="checkbox"/> Tick for Yes		
Earthworks	<input type="checkbox"/> Tick for Yes		
Pump equipment	<input type="checkbox"/> Tick for Yes		
Electrical switchboard	<input type="checkbox"/> Tick for Yes		
Car park repair	<input type="checkbox"/> Tick for Yes		
Signage	<input type="checkbox"/> Tick for Yes		
Electrical	<input type="checkbox"/> Tick for Yes		
Irrigation	<input type="checkbox"/> Tick for Yes		
	<input type="checkbox"/> Tick for Yes		
	<input type="checkbox"/> Tick for Yes		
	<input type="checkbox"/> Tick for Yes		
	<input type="checkbox"/> Tick for Yes		
	<input type="checkbox"/> Tick for Yes		
	<input type="checkbox"/> Tick for Yes		
	<input type="checkbox"/> Tick for Yes		
	<input type="checkbox"/> Tick for Yes		



# Action Plan to Restart your Business

What items, actions or other activities do you need to re-start the business?

The following template is aimed at providing guidance for your club – you may use this information to customize your own document.

Equipment / Operational Procedure / Communication	Action	Timeline	Comments
Damage cost and Insurance Assessment	Refer to the cost assessment spreadsheet.	Immediate	
Develop a priority project and funding plan	Establish a list of urgent costed projects – ensure that you attached estimated costs.		
Local / State Government Liaison	Schedule a meeting either remote or face to face with statutory authorities to seek funding opportunities and take directions.		
Financial Assessment and forecast Cash Flow			
INSERT HERE			
INSERT HERE			
INSERT HERE			
INSERT HERE			
INSERT HERE			

# Action Plan to Restart your Business

What items, actions or other activities do you need to re-start the business?

Equipment / Operational Procedure / Communication	Action	Timeline	Comments
INSERT HERE			
INSERT HERE			
INSERT HERE			
INSERT HERE			
INSERT HERE			
INSERT HERE			
INSERT HERE			
INSERT HERE			
INSERT HERE			

# Post Disaster Recovery Debrief

Once your club has set in place a recovery plan and has begun operating, it is recommended that you establish a disaster event debrief with your board/committee and senior team. The purpose of this is to highlight opportunities to improve your disaster response and improve aspects of your business in line with your business plan.

Lessons Learnt	Comments
Have you documented lessons learnt from your business recovery?	
Have you put in place a business continuity plan to help you in case you go through another disaster?	This will involve reviewing of you pre-event planning process and document planning.
Have you reviewed your insurance policies to see whether they are adequate and whether there are any gaps in your insurance coverage?	

Record Keeping	Comments
Have you considered what accounting system you are going to use or continue to use to keep your financial records up to date?	
Are there any improvements you can make to your record-keeping system, such as maintaining backups of your financial system offsite, or using cloud-based services?	



# DISASTER EVENT TOOLKIT



## Clubs and Facilities Support

Golf Australia would like to thank Townsville Golf Club and the facilities of North Queensland for their contributions to this toolkit.

For further information, please email: [clubsupport@golf.org.au](mailto:clubsupport@golf.org.au)

Ph: (03) 9626 5050 | Email: [info@golf.org.au](mailto:info@golf.org.au)  
[www.golf.org.au](http://www.golf.org.au)