

## Business Continuity Plan

Covid-19 has introduced many new challenges, some that will continue to impact golf long term. While the future is uncertain, a business continuity plan can help to ensure your facility and operations are in the best possible position as you move out of lock-down. Below is a step by step process and some considerations to support the building of that plan.

### What is a Business Continuity Plan?

A business continuity plan prioritises what is critical in order to operate your golf club and facility. It then identifies potential risks to your operation and provides procedures to get the club back up and running as quick and easily as possible.

### How to do Business Continuity Planning:

#### STEP 1: Identify key products or services

For golf clubs and facilities this is a straightforward task. Offering a course and facility for members and guests to enjoy is the key component of your operation. Some clubs and facilities may also have a café/bar or function centre as key services.

Identification of the largest risks to the most profitable part of your golf club and facility, and what can be done to reduce these risks, is the next step. Consider - can your club or facility get by without the full suite of products or services?

One final thing to consider regarding your multiple revenue streams - what is the least profitable part of your business and can you either pause or stop this until the club or facility gets back on its feet.

## STEP 2: Identify key internal people

Identify all staff and volunteers and what duties each person has. Work out if your business can continue without some or all your workforce.

Consider - does your club or facility rely heavily on one person? If so, what would happen if that person is not able to work? Do you have a suitable replacement option?

When your club is heading towards opening can you get temporary staff on short notice?

Retaining and communicating with your workforce will be important also. Consider - what types of support can the club offer staff/volunteers and their families? Open communication around the current and future situation the club is facing may be enough for the time being. Ensuring the club is taking full advantage of the available government subsidies is a great place to start.

Please [click here](#) for info on available the government subsidies for workforce.

## STEP 3: Identify key connections

The goal is to understand who supports your essential operations. Consider suppliers, service providers, members, sponsors, and other regular customers.

How robust is the supply chain? Connecting with your suppliers and understanding how this situation may disrupt your supply of essential products or services will mean no surprises when your club re-opens. You may need to be creative in your solutions. Suppliers may let you pick up from them or if you are sourcing product from other areas in the country you may need to secure the same or similar products, locally.

Consider - Once you are moving towards opening, who will be key in supporting you to get back up and running? What type of relationship do you have with your bank or creditors and can you talk to them to relieve some of the immediate financial burden?

## STEP 4: Identify essential equipment and supplies

Consider - what equipment will be necessary to get your course back up to a playable standard. Not necessarily a perfect standard but to a standard where play will not be adversely affected by the course. Does the club have access to the equipment that it needs and if it does not can the club borrow or rent the equipment it requires?

Looking for more guidance – New Zealand Sports Turf Institute are delivering webinars that may be useful. Please visit <https://www.nzsti.org.nz>

For staff/volunteers that can work from home, do they have the correct devices to be productive if they do not have access to the work computer, and is there a way the club may be able to help those who will work from home with internet options.

## STEP 5: Consider insurance options

Talk with your insurance broker around your current insurance cover. Is there something that could be added onto the current cover to help in the future if another lock-down occurs or for damage that may occur to the course due to an extended period of lack of maintenance. If you are part of the NZ Golf/APEX insurance partnership, please visit the APEX website: <https://apexinsurance.co.nz>

## STEP 6: Identify who can run your business in your absence

If something takes you or another important member of staff or key volunteer away from the business who can take over the important tasks and what would this person need to know? Another thing to consider is what role each workforce member will have to get the facility back up and running.

## STEP 7: Keep contact details handy

It is useful to have a list of all the important contact details for your club or facility. This could include staff, emergency services, members, and suppliers. Consider also, insurance details, the security company, and neighboring business or homeowners to add to the list. Keeping this list current and accessible to your organisations leaders ensures that time to contact people is greatly reduced.

## STEP 8: Back up important data

Deciding what data is important to your business is the key here as well as considering what sensitive information is the key here. If the club is not backing up its current information, it could be a good time to start doing it.

## STEP 9: Put it into practice

The business continuity plan should be tested with the relevant staff yearly. Some places suggest running a 20-minute stress test where staff are given a scenario to plan for. Instead of focusing on the cause of the disruption the focus should be on how to manage the consequences.

No two crises are the same which means your plan will always be changing as the club and facility evolves. The plan can change after the debrief after each test.

Staff and volunteers need to know what to do even if you are not available so make sure the plan is easily accessible.

For Business Continuity Plan templates and resources go to  
[www.golf.co.nz/clubresources](http://www.golf.co.nz/clubresources)