



TATIARA DISTRICT COUNCIL

CARAVAN PARK AND HAWKE HOUSE

ASSET MANAGEMENT PLAN

Context

Tatiara District Council (Council) is centred around the bustling commercial service hubs of Bordertown and Keith, the region takes in the prime cropping and sheep and cattle grazing areas around Willalooka, Mundulla and Wolseley and the wine growing region of Padthaway. Tatiara District Council is one of the largest local government areas in South Australia, a part of the Limestone Coast and borders with Victoria.

To ensure appropriate infrastructure and services are in place for current and future generations, Council is required to adopt an Asset Management Plan (AMP) to guide investment decisions.

Due to the unique nature and business of the Bordertown Caravan Park and Hawke House, Council has determined to develop a standalone AMP for these sites. They previously would have been captured within Council's Buildings Asset Management Plan therefore for a full understanding of the building's asset class works program this document should be consulted along with the Buildings Asset Management Plan.

Bordertown Caravan Park

Council took over management and administration of the Bordertown Caravan Park (BCP) in March 2020 from private lease that had held a 21-year lease of the site since 1st September 2009. There were three years remaining on the lease when Council took over the management.

The BCP is much more than just parking spaces; it has well-equipped facilities designed to offer comfort, convenience, and a sense of community to its guests. Typically, it features a variety of accommodations such as cabins that cater to a range of preferences and budgets. Additionally, a key aspect of the park is its provision of essential services and amenities, including electricity hookups, water supply, communal BBQ and laundry facilities, ensuring that travellers have access to home comforts while on the road.

In the Caravan and Camping Industry, Caravan Parks face unique challenges that require specialised solutions. Cash flow, staffing, shifting holiday trends, management systems and reports, digitalisation and succession planning all pose challenges for park owners, but also provide the opportunity to innovate and grow. With the caravanning and camping industry evolving into a form of holidaying that is gaining momentum across all generations, it's essential that the BCP is operated in line with current business trends to meet the needs of all our future visitors and tourists.

Council has also constructed two buildings for workers accommodation at BCP which has four rooms in each building. This measure was taken by Council to help relieve the housing shortage for workers in the Tatiara.

Hawke House

The purchase and restoration of Hawke House was facilitated by the Australian Government, with a grant provided for the project. The grant facilitated purchase, restoration and development of the historically significant iconic site, into an accommodation facility to be operated and maintained by the Tatiara District Council. The restoration works were completed in May 2024 and the site is opened for use shortly thereafter. Hawke House is managed by the staff of BCP and is also available through the same booking system.

The Purpose of the Asset Plan

The purpose of the AMP is to:

- Demonstrate the responsible management of assets (and services provided from assets),
- Compliance with regulatory requirements, and to
- Communicate the scale of infrastructure investment required to sustainably deliver affordable services for the community in the foreseeable future.



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The AMP provides a summary of the infrastructure assets, their performance and actions required to achieve the strategic objectives outlined in the [Tatiara District Council Strategic Plan 2024-2034](#). Council's [2024-2034 Strategic Plan](#), formed following extensive deliberative engagement, identified the community's aspirations for the future.

Any trade-offs on performance, cost, and risk will be reviewed as part of ongoing deliberative engagement with the community. Where risks are considered high, due assessment and control measures will be employed to ensure exposure is minimised as much as possible.

The Approach

Council's goal in managing infrastructure assets is to meet the required level of service in the most cost-effective manner.

The BCP and Hawke House AMP incorporates the asset management policy and strategy by incorporating a whole of lifecycle approach to forecast the outlays required to deliver the strategic objectives outlined in the [2024-2034 Strategic Plan](#).

Future operating, maintenance, and capital renewal outlays are based on sustaining current service levels. Meeting the demands of growth and changing circumstances are managed through the careful consideration of new projects and programs including the adoption of emerging technologies.

The combined lifecycle costs are balanced with the funds made available in the 10-year Long Term Financial Plan ensuring services are provided at an affordable level.

All dollar values in this document are presented in 'real terms' (i.e. net of inflation) as of 30 June 2025.

The Assets and Services we provide

Community values, stakeholder expectations and sustaining services at an affordable level are typically high on the agenda for Council, residents, visitors and South Australian State Government.

Council's BCP and Hawke House assets provide hospitality services in the form of accommodation and associated facilities or services. Therefore, BCP and Hawke House infrastructure and other assets incorporate rooms or cabins for overnight stays, ablution facilities and camping sites with power and water services. The workers accommodation at BCP offers longer term stays of no more than 12 months.

The Gross Replacement Cost of the depreciable assets supporting these services is estimated at \$4,048,557 depreciating at \$78,575 per year (based on current useful life assessments) resulting in a written down value of \$2,531,715 as at 30 June 2025.

All assets are provided with a baseline straight line useful life' value, used for purposes of life cycle cost planning and accounting for asset valuation and depreciation.

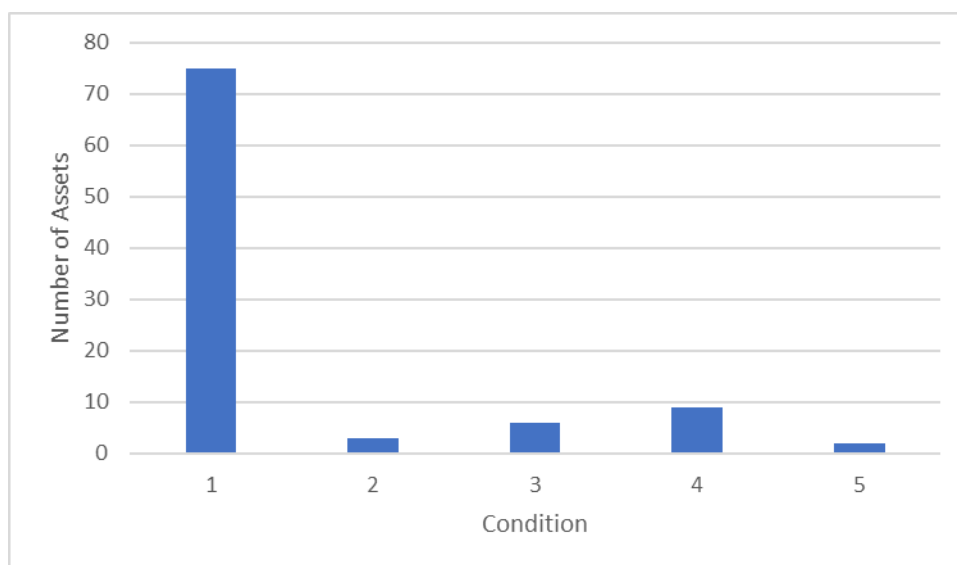
Infrastructure Asset Performance

BCP and Hawke House assets supporting these services are overall very good; with 79% of assets being in very good condition as shown below.

The asset condition profile for BCP and Hawke House shows that the majority of assets are in very good condition, with most being classified as 1 (Very Good). This indicates that these assets are generally well maintained. A much smaller number of assets fall in conditions 2 – 5, suggesting that only a few items may require attention or maintenance in the near future.

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Assets Condition Profile

The main service challenges anticipated in the short to medium term are detailed in Table 1.

Table 1 Main Service Challenges

Service Challenge	Description
<i>Asset ageing and Condition Decline</i>	While most assets are currently in good condition, ongoing exposure to weather and usage will lead to gradual deterioration, particularly for external structures such as cabins, barbeque shelters and ablution blocks. Delay in maintenance or renewal may affect service quality and user satisfaction.
<i>Increasing Visitor Demand and Capacity Limitations</i>	Growth in regional tourism may result in higher occupancy rates at both BCP and Hawke House, potentially exceeding the current capacity of available accommodation and shared facilities. This can lead to overcrowding, reduced amenity quality and pressure on services such as water supply and waste management.
<i>Compliance and Safety Standards</i>	Evolving regulatory requirements may require upgrades to ensure compliance with building codes, disability access standards and health and safety regulations.
<i>Limited Operational Resources</i>	Budget constraints, staffing availability and contractor capacity may limit Council's ability to carry out timely maintenance, asset renewals and service improvements. This potentially may impact the reliability and presentation of the facilities.

The primary focus is to ensure the ongoing provision of safe and fit for purpose infrastructure, access to essential services, timely response to defects and failures ensuring interruptions to services is kept to a minimum.

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Future Demand

The main demands for new and/or altered services are created by:

- Increase in maintenance and operational costs, particularly in relation to utilities, materials, and labour for the upkeep of the park's assets and facilities.
- Emerging technologies such as booking systems, smart energy management and enhanced customer service platforms, improving the visitor experience and operational efficiency.
- Changes in customer preferences and expectations including demand for more eco-friendly and accessible accommodation options, as well as modern amenities like high-speed internet and energy efficient appliances.
- Changes in environmental and sustainability regulations requiring upgrades to waste management, water conversion and energy usage to comply with evolving standards.
- Increase in tourism demand particularly during peak seasons, resulting in the need for additional accommodation and amenities.
- Demand for more versatile recreational and communal spaces, which may require expansion or enhancement of BBQ and picnic areas.

These will be managed through combination of applying non-asset solutions, managing existing assets and acquiring new ones.

What does it Cost?

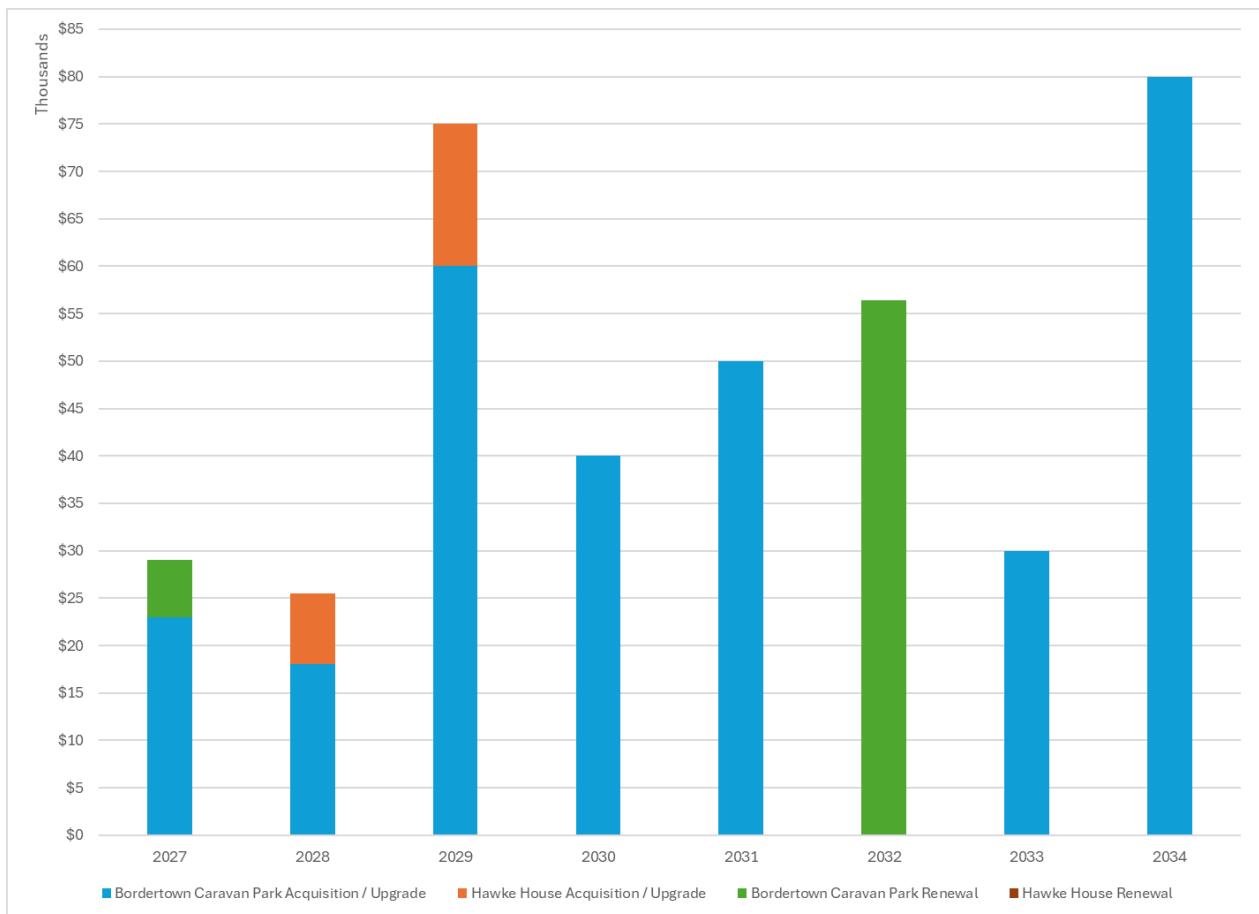
The forecast lifecycle outlays, capital and operational expenditure, required over the next 10-years to deliver on the strategic objectives is estimated to be \$1,162,927 on average per year (in real terms). In addition, the revenue generated from the BCP and Hawke House operations is expected to partially offset these costs contributing to the overall financial sustainability of the assets and services provided.

The forecast expenditure required over the next 10-years to deliver on strategic objectives is estimated to be \$38,590 on average per year (in real terms).

Maximising service delivery from BCP and Hawke House assets is the primary focus. Council utilises condition assessments, inspections and risk assessments to evaluate the performance and safety of assets such as cabins, ablution blocks, recreational facilities and park infrastructure. Regular inspections are conducted to ensure that each asset is meeting operational and safety standards. If any asset is found to be unsafe or unserviceable during these assessments, it will be addressed immediately through repairs, replacement or decommissioning. The useful life of each asset is considered as part of its lifecycle management. Assets are typically replaced at the end of their life or when usage thresholds are reached. A detailed condition assessment is conducted at the end of each asset's useful life to determine its suitability for service. This assessment evaluates factors like condition, ongoing maintenance costs, and the asset's role in delivering the services to ensure decisions are made based on both performance and need.

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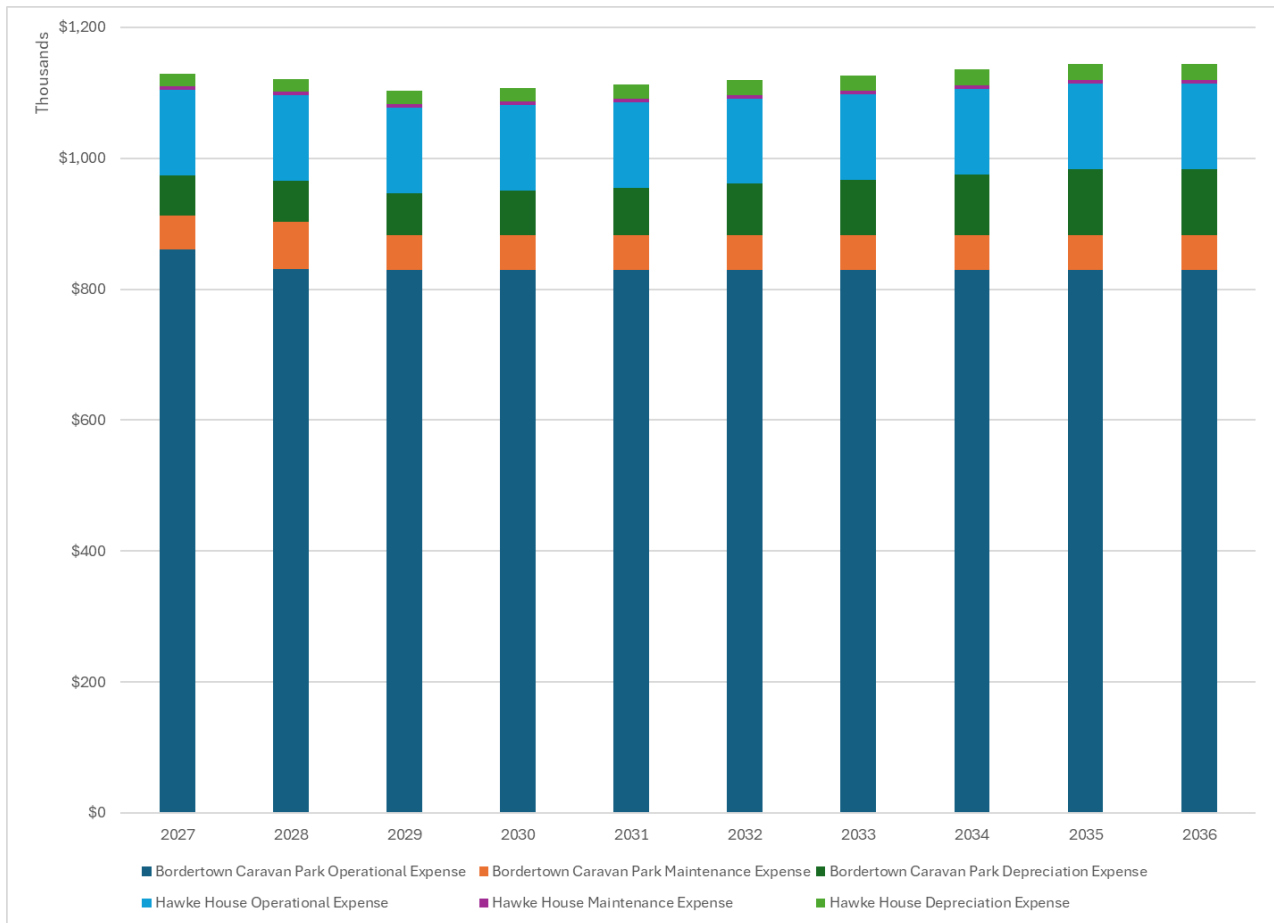


Forecast Capital Expenditure Caravan Park and Hawke House

The forecast operational expenditure required over the next 10-years to deliver on the services is estimated to be \$1,124,337 on average per year (in real terms).

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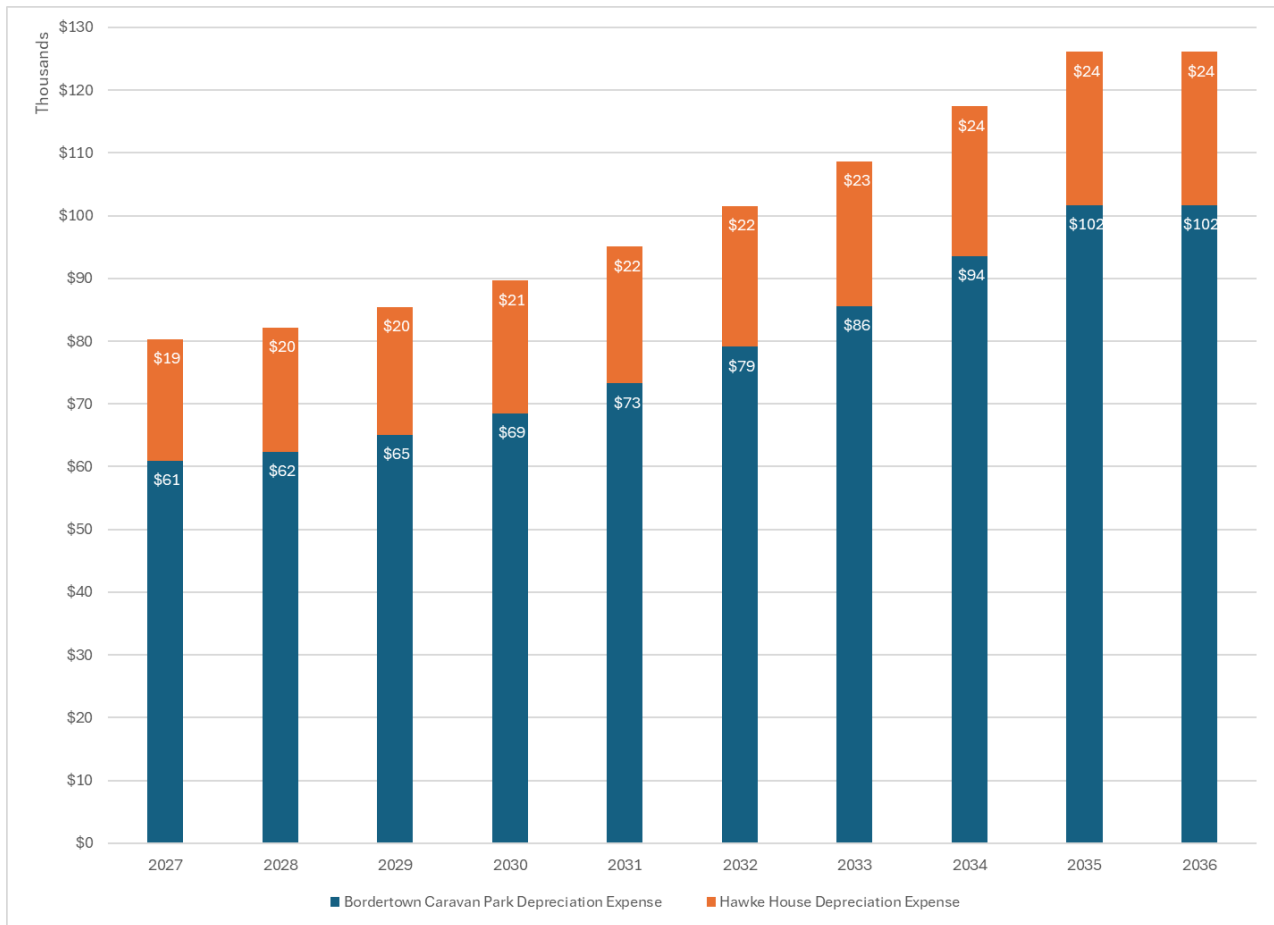


Forecast Operational Expenditure Caravan Park and Hawke House

The forecast depreciation expense over the next 10-years is estimated to be \$101,251 on average per year (in real terms).

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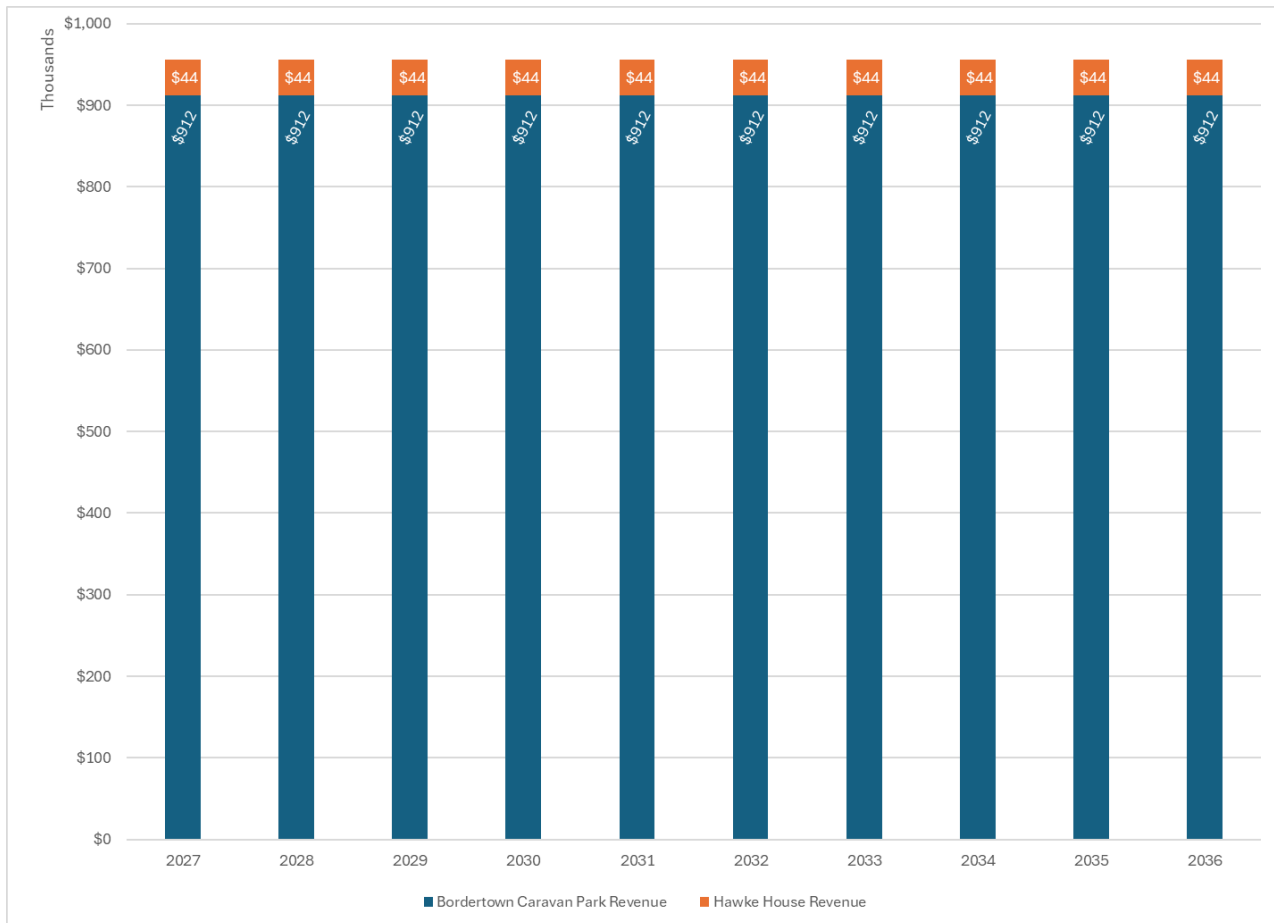


Forecast Depreciation Caravan Park and Hawke House

The forecast revenue over the next 10-years is estimated to be \$956,000 on average per year (in real terms).

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Forecast Revenue Caravan Park and Hawke House

What we will do

The available funding in Council's long-term financial plan (LTFP) for the same period is 100% of the cost to provide the service.

Deliberative engagement with community ensures that Council remains focused on delivering services that align with the needs and expectations of the community. To achieve this, Council will enhance efficiency by effectively operating, maintaining and upgrading the assets of the BCP and Hawke House, ensuring that service levels are met as outlined in the annual budget.

What we cannot do

Estimated available funding for the 10-year period of this plan is expected to be 90% - 110% of the cost to sustain the current level of service at the lowest lifecycle cost.

High value projects identified in this plan, which are discretionary in nature, will be considered individually each financial year and as such the future capital expenditure profile documented in the plan will change.

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Managing the Risks

There are risks associated with providing any service and Council have identified the major risk as to be the same as the anticipated service challenges. Council will endeavour to manage these risks within available finding limits. The risk register for BCP and Hawke House has been provided in Appendix 3.

Subject to outcomes of the above it may still be necessary to spend more on managing assets to maintain services in future. This will be closely monitored over time and outcomes will be reported in future plan updates

The Next Steps

The medium to long-term outlook suggests that priorities should remain focused on ensuring operations, maintenance and replacement of existing assets remain at sustainable levels whilst monitoring and responding to demand and growth challenges as they occur.

The main actions resulting from this AMP are:

- 5 Stage review of the BCP operations as a going concern and identify alternative options for business feasibility in the next 5 years with a key focus on the commercial viability of the BCP, by reviewing its unrealised, potential economic impact on the region.
 - Stage 1: Background and context
 - Stage 2: Current market analysis
 - Stage 3: Current financial performance
 - Stage 4: Strategies for the future
 - Stage 5: Master planning considerations
- Improve compliance through ensuring accessibility of all services in the BCP
- Review security of the sites to understand additional measures that can be undertaken to ensure the safety of staff and visitors
- Ensuring there are sufficient resources available to undertake all tasks required at BCP and Hawke House
- Implement projects as identified in this AMP

It is noted that the outcomes of the 5-stage review of the BCP may result in changes to this AMP through identification of additional projects such as the construction of additional workers accommodation or additional disability cabins which could bring in additional revenue.

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Appendix 1: Forecast Costings

Bordertown Caravan Park

Year	Acquisition / Upgrade	Renewal	Annual Capital Expenditure	Operational Expense	Maintenance Expense	Depreciation Expense	Annual Operational Expense	Revenue	Annual Operational Expense less Revenue	Capital + Operational Expenditure
2027	\$ 23,000	\$ 6,000	\$ 29,000	\$ 860,789	\$ 52,242	\$ 60,910	\$ 973,941	\$ 912,000	\$ 61,941	\$ 1,002,941
2028	\$ 18,000	\$ -	\$ 18,000	\$ 831,289	\$ 72,242	\$ 62,410	\$ 965,941	\$ 912,000	\$ 53,941	\$ 983,941
2029	\$ 60,000	\$ -	\$ 60,000	\$ 829,789	\$ 52,242	\$ 65,046	\$ 947,077	\$ 912,000	\$ 35,077	\$ 1,007,077
2030	\$ 40,000	\$ -	\$ 40,000	\$ 829,789	\$ 52,242	\$ 68,529	\$ 950,560	\$ 912,000	\$ 38,560	\$ 990,560
2031	\$ 50,000	\$ -	\$ 50,000	\$ 829,789	\$ 52,242	\$ 73,249	\$ 955,280	\$ 912,000	\$ 43,280	\$ 1,005,280
2032	\$ -	\$ 56,400	\$ 56,400	\$ 829,789	\$ 52,242	\$ 79,097	\$ 961,128	\$ 912,000	\$ 49,128	\$ 1,017,528
2033	\$ 30,000	\$ -	\$ 30,000	\$ 829,789	\$ 52,242	\$ 85,546	\$ 967,577	\$ 912,000	\$ 55,577	\$ 997,577
2034	\$ 80,000	\$ -	\$ 80,000	\$ 829,789	\$ 52,242	\$ 93,594	\$ 975,625	\$ 912,000	\$ 63,625	\$ 1,055,625
2035	\$ -	\$ -	\$ -	\$ 829,789	\$ 52,242	\$ 101,642	\$ 983,673	\$ 912,000	\$ 71,673	\$ 983,673
2036	\$ -	\$ -	\$ -	\$ 829,789	\$ 52,242	\$ 101,642	\$ 983,673	\$ 912,000	\$ 71,673	\$ 983,673
Total	\$ 301,000	\$ 62,400	\$ 363,400	\$ 8,330,390	\$ 542,420	\$ 791,666	\$ 9,664,476	\$ 9,120,000	\$ 544,476	\$ 10,027,876

Hawke House

Year	Acquisition / Upgrade	Renewal	Annual Capital Expenditure	Operational Expense	Maintenance Expense	Depreciation Expense	Annual Operational Expense	Revenue	Annual Operational Expense less Revenue	Capital + Operational Expenditure
2027	\$ -	\$ -	\$ -	\$ 130,305	\$ 5,500	\$ 19,384	\$ 155,189	\$ 44,000	\$ 111,189	\$ 155,189
2028	\$ 7,500	\$ -	\$ 7,500	\$ 130,305	\$ 5,500	\$ 19,759	\$ 155,564	\$ 44,000	\$ 111,564	\$ 163,064
2029	\$ 15,000	\$ -	\$ 15,000	\$ 130,305	\$ 5,500	\$ 20,434	\$ 156,239	\$ 44,000	\$ 112,239	\$ 171,239
2030	\$ -	\$ -	\$ -	\$ 130,305	\$ 5,500	\$ 21,109	\$ 156,914	\$ 44,000	\$ 112,914	\$ 156,914
2031	\$ -	\$ -	\$ -	\$ 130,305	\$ 5,500	\$ 21,784	\$ 157,589	\$ 44,000	\$ 113,589	\$ 157,589
2032	\$ -	\$ -	\$ -	\$ 130,305	\$ 5,500	\$ 22,459	\$ 158,264	\$ 44,000	\$ 114,264	\$ 158,264
2033	\$ -	\$ -	\$ -	\$ 130,305	\$ 5,500	\$ 23,134	\$ 158,939	\$ 44,000	\$ 114,939	\$ 158,939
2034	\$ -	\$ -	\$ -	\$ 130,305	\$ 5,500	\$ 23,809	\$ 159,614	\$ 44,000	\$ 115,614	\$ 159,614
2035	\$ -	\$ -	\$ -	\$ 130,305	\$ 5,500	\$ 24,484	\$ 160,289	\$ 44,000	\$ 116,289	\$ 160,289
2036	\$ -	\$ -	\$ -	\$ 130,305	\$ 5,500	\$ 24,484	\$ 160,289	\$ 44,000	\$ 116,289	\$ 160,289
Total	\$ 22,500	\$ -	\$ 22,500	\$ 1,303,050	\$ 55,000	\$ 220,844	\$ 1,578,894	\$ 440,000	\$ 1,138,894	\$ 1,601,394

Caravan Park & Hawke House

Year	Acquisition / Upgrade	Renewal	Annual Capital Expenditure	Operational Expense	Maintenance Expense	Depreciation Expense	Annual Operational Expense	Revenue	Annual Operational Expense less Revenue	Capital + Operational Expenditure
2027	\$ 23,000	\$ 6,000	\$ 29,000	\$ 991,094	\$ 57,742	\$ 80,295	\$ 1,129,131	\$ 956,000	\$ 173,131	\$ 1,158,131
2028	\$ 25,500	\$ -	\$ 25,500	\$ 961,594	\$ 77,742	\$ 82,170	\$ 1,121,506	\$ 956,000	\$ 165,506	\$ 1,147,006
2029	\$ 75,000	\$ -	\$ 75,000	\$ 960,094	\$ 57,742	\$ 85,481	\$ 1,103,317	\$ 956,000	\$ 147,317	\$ 1,178,317
2030	\$ 40,000	\$ -	\$ 40,000	\$ 960,094	\$ 57,742	\$ 89,639	\$ 1,107,475	\$ 956,000	\$ 151,475	\$ 1,147,475
2031	\$ 50,000	\$ -	\$ 50,000	\$ 960,094	\$ 57,742	\$ 95,034	\$ 1,112,870	\$ 956,000	\$ 156,870	\$ 1,162,870
2032	\$ -	\$ 56,400	\$ 56,400	\$ 960,094	\$ 57,742	\$ 101,557	\$ 1,119,393	\$ 956,000	\$ 163,393	\$ 1,175,793
2033	\$ 30,000	\$ -	\$ 30,000	\$ 960,094	\$ 57,742	\$ 108,680	\$ 1,126,516	\$ 956,000	\$ 170,516	\$ 1,156,516
2034	\$ 80,000	\$ -	\$ 80,000	\$ 960,094	\$ 57,742	\$ 117,403	\$ 1,135,239	\$ 956,000	\$ 179,239	\$ 1,215,239
2035	\$ -	\$ -	\$ -	\$ 960,094	\$ 57,742	\$ 126,126	\$ 1,143,962	\$ 956,000	\$ 187,962	\$ 1,143,962
2036	\$ -	\$ -	\$ -	\$ 960,094	\$ 57,742	\$ 126,126	\$ 1,143,962	\$ 956,000	\$ 187,962	\$ 1,143,962
Total	\$ 323,500	\$ 62,400	\$ 385,900	\$ 9,633,440	\$ 597,420	\$ 1,012,510	\$ 11,243,370	\$ 9,560,000	\$ 1,683,370	\$ 11,629,270

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Appendix 2: Proposed Works Program

2027	
Bordertown Caravan Park Signage for directions around park	\$3,000
Bordertown Caravan Park Construct/install pram ramps and footpaths from roads to access amenities	\$2,000
Bordertown Caravan Park Create a formalized car park for Cabin 11 - remove / move rock garden and build carpark on corner of road	\$2,500
Bordertown Caravan Park Formalize carparks for Cabins 13 & 14	\$3,500
Bordertown Caravan Park Extend the parking bays for Cabins 6 to 10	\$6,000
Bordertown Caravan Park Automatic sprinkler system	\$17,000
Bordertown Caravan Park Replanting of grass and backfilling of sites 1 to 8	\$20,000
2028	
Bordertown Caravan Park Painting internal walls for cabins 11, 4 and 5	\$20,000
Bordertown Caravan Park Reapply material on sites 12 to 26 where the existing material has deteriorated (~1080 m2)	\$1,500
Bordertown Caravan Park Automatic sprinkler system	\$18,000
Hawke House Converting the conference room in Hawke House to change it into a "family room"	\$7,500
2029	
Bordertown Caravan Park Add lean to onto BBQ shelter for camp kitchen to be created	\$30,000
Bordertown Caravan Park Create additional powered sites between Cabin 13 and site 33. Remove bark chips and loose stone. Install lawn and power pod.	\$15,000
Hawke House Installation of irrigation system	\$15,000
Bordertown Caravan Park Installation of RV Dump Point	\$15,000
2030	
Bordertown Caravan Park Convert existing camp kitchen into guest laundry	\$10,000
Bordertown Caravan Park Create guest laundry near workers accommodation	\$30,000
2031	
Bordertown Caravan Park Expand current office/reception - design and construct	\$50,000

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2032	
Bordertown Caravan Park Reseal and line marking of internal roads	\$56,400
2033	
Bordertown Caravan Park Extend fence that stops by Cabin 5 to connect up with fence by Cabin 10	\$30,000
2034	
Bordertown Caravan Park Construct new storage shed	\$80,000

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Appendix 3: Risk Register

STAKEHOLDER DRIVERS	HAZARD			INHERENT RISK			EXISTING CONTROLS	RESIDUAL RISK			RISK TREATMENT
Stakeholder	Hazardous Event & Source of Hazardous Event	Description of Risk	Risk Category / Driver	Consequence	Likelihood	Inherent Risk Rating		Consequence	Likelihood	Current Risk Rating	Further Treatment Plan (Additional Controls)
DCCS	Inability to operate Caravan Park appropriately due to loss of Managers	1. Illness 2. Dispute 3. Family responsibilities 4. Other employment opportunities 5. Lack of staff capable of Managing	Service Delivery	Major	Likely	High (H20)	1. Contract in place 2. Requirement to give a months notice 3. Meetings to identify and address potential issues	Major	Possible	High (H17)	Training of caravan park casuals and/or council staff to backfill vacancy
DCCS	Not having staff on site at all times to deal with issues/emergencies	1. Limited staff pool 2. No budget for additional on-call staff outside of contract managers 3. 24/7 responsibility of contract managers	Service Delivery	Moderate	Likely	High (H19)	1. After hours emergency numbers provided 2. Night caretakers reside onsite 3. Emergency and after-hours phone numbers on display on office door	Minor	Possible	Medium (M10)	
DCCS	Inability to recruit suitable employees resulting in reduced service levels	1. Lack of available budget 2. Lack of ability to guarantee regular hours 3. Currently only casual employment offered 4. Small town = small pool of potential employees 5. Staff inability to work as a team 6. Physical demanding work in all weather conditions	Service Delivery	Moderate	Possible	Medium (M11)	1. Budget reviews 2. Monthly staff meetings 3. Team building exercises 4. Advertising for more staff	Minor	Possible	Medium (M10)	
Park Manager, DCCS	Damage to facilities by guests	1. Size of sites/distribution of guests throughout park 2. Vandalism 3. Loss of income if cabin damaged 4. Inappropriate use of facilities 5. Limited cameras around park (monitor) 6. Cameras ineffective at night.	Financial/Infrastructure	Moderate	Possible	Medium (M11)	1. Signage/park rules 2. Visual presence of staff to deter vandalism 3. Camera around office	Minor	Possible	Medium (M10)	

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STAKEHOLDER DRIVERS	HAZARD			INHERENT RISK			EXISTING CONTROLS	RESIDUAL RISK			RISK TREATMENT
Stakeholder	Hazardous Event & Source of Hazardous Event	Description of Risk	Risk Category / Driver	Consequence	Likelihood	Inherent Risk Rating		Consequence	Likelihood	Current Risk Rating	Further Treatment Plan (Additional Controls)
Park Manager, DCCS	Damage to guests and staff personal property	1. Storm 2. Faulty electrical connections 3. Site size 4. Vandalism 5. Lack of attention/competence of guests when moving through park. 6. Falling tree branches. 7. No boom gates to enter park 8. Inadequate monitoring 9. Staff time is limited in office due to turn over of cabins 10. Limited cameras 11. Unauthorised persons in park	Financial/Infrastructure	Moderate	Possible	Medium (M11)	1. Cameras operating around office only 2. Visual presence of staff to deter vandalism 3. Signage/park rules 4. Instructions for operation of facilities 5. Guests asked to keep items within the boundaries of their site. 6. Parks and Gardens regularly inspecting trees when staff request	Minor	Possible	Medium (M10)	Investigate installation of boom gates and other security measures
Park Manager, DCCS	Risk of injury to guests/staff	1. Traffic movement within the park 2. Speeding and failing to give way 3. Lack of maintenance of grounds/facilities 4. Congestion in peak periods 5. Dog attack 6. Non-compliance with park rules/policies	People	Major	Possible	High (H17)	1. 10 km speed limit in park 2. Pedestrians have right away at all times. 3. Visitor's cars must be parked in the Visitor Car Park 4. Traffic management at entrance 5. Park Rules are in place 6. Inspection schedules and maintenance 7. Hazard reporting process in place 8. Pet policy in place	Moderate	Possible	Medium (M11)	Installation of speed humps to be considered.
Park Manager, DCCS	Lack of available assistance for staff and contractors working alone	1. Robbery 2. Aggressive customer 3. Accident 4. Medical Emergency 5. Isolated work 6. Inadequate communication protocols between staff and managers	People	Major	Possible	High (H17)	1. End of day process/lock up procedures for staff 2. Caretaker onsite 3. Staff training 4. Remote/Isolated Work Procedure 5. Remote/isolated Risk Assessment	Moderate	Unlikely	Medium (M8)	

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Stakeholder	Hazardous Event & Source of Hazardous Event	Description of Risk	Risk Category / Driver	Consequence	Likelihood	Inherent Risk Rating		Consequence	Likelihood	Current Risk Rating	Further Treatment Plan (Additional Controls)
Park Manager, DCCS	Loss of customers/income due to reputational damage and bad publicity	1. Failure of infrastructure, i.e. power, water, amenities, etc 2. Poor customer service 3. Poorly maintained facilities 4. Community actions 5. Far reaching audience of social media and websites	Reputation	Moderate	Possible	Medium (M11)	1. Inspection and maintenance schedules 2. Induction and Training of staff 3. Website for promotion and marketing of Park 4. Customer surveys 5. Onsite caretaker or manager contactable after hours 6. Customer feedback encouraged.	Minor	Unlikely	Low (L5)	
Park Manager, DCCS	Inability to meet budgeted targets	1. Unexpected expenditure 2. Low occupancy rate 3. Reputational damage reducing occupancy 4. Lack of return guests 5. Pandemic 6. Restrictions placed on park operations by external parties (e.g. SA Health) 7. The 6 original cabins requiring unexpected upgrades and repairs not budgeted for and inability to be booked.	Financial/Infrastructure	Moderate	Possible	Medium (M11)	1. Quarterly budget reviews 2. Marketing and promotional campaigns 3. Use of previous data to inform forward occupancy rates and budgets 4. Maintenance schedules 5. Plan to improve assets and facilities 6. Implementation of Asset Management Plan	Minor	Possible	Medium (M10)	
Park Manager, DCCS	Contractor's failing to meet expectations/deadlines	1. Unable to open cabins or Hawke House due to loss of facilities such as hot water, air conditioning/heating, power, gas, lack of linen, pest control 2. Illness and unable to provide service i.e. no linen or untidy grounds 3. Lower occupancy rate 4. Reputation Damage 5. Unable to find other contractors to provide service	Reputation	Major	Possible	High (H17)	1. Tenders in place 2. Communication with Contractors 3. Minor services agreements	Moderate	Possible	Medium (M11)	
Park Manager, DCCS	Manual handling sprinkler system	1. Staff unable to operate sprinkler system	People	Moderate	Likely	High (H19)	1. Induction and training of staff	Moderate	Possible	Medium (M11)	Works program to upgrade irrigation system to be more efficient in resources and costs

TATIARA DISTRICT COUNCIL

CARAVAN PARK AND HAWKE HOUSE ASSET MANGEMENT PLAN

STAKEHOLDER DRIVERS	HAZARD			INHERENT RISK			EXISTING CONTROLS	RESIDUAL RISK			RISK TREATMENT
Stakeholder	Hazardous Event & Source of Hazardous Event	Description of Risk	Risk Category / Driver	Consequence	Likelihood	Inherent Risk Rating		Consequence	Likelihood	Current Risk Rating	Further Treatment Plan (Additional Controls)
Park Manager, DCCS	No disability access to amenities	1. Visitors not able to access facilities	Reputation	Moderate	Likely	High (H19)		Moderate	Likely	High (H19)	Works program to include works to install pram ramps etc to make the whole park accessible
Park Manager, DCCS	Bore cutting out and not pumping water leading to poor irrigation	1. Grounds not able to be watered due to lack of water supply 2. Visitors' complaints due to dust	Reputation	Minor	Possible	Medium (M10)	1. Minor services agreements for required contractors 2. Alternative options available such as use of Council's water truck	Minor	Unlikely	Low (L5)	
Park Manager, DCCS	IP lids being too high becoming a tripping hazard	1. Injuries to visitors or staff 2. Damage to property of visitors e.g. vehicles or caravans or trailer or vans	People	Moderate	Possible	Medium (M11)	1. IP lids are clearly visible	Moderate	Unlikely	Medium (M8)	Works program to lower IP lids where possible
Park Manager, DCCS	Unable to retain staff due to irregular and unguaranteed working hours	1. Unable to open cabins or Hawke House due to lack staff or contractors to turn them over 2. Staff working several jobs and unavailable when required at park	Reputation	Moderate	Likely	High (H19)	1. Contract cleaners available to be used if necessary	Moderate	Unlikely	Medium (M8)	
Park Manager, DCCS	Injury to staff due to repetitive lifting, bending, twisting during bed making	1. Musculoskeletal disorders affecting lower back, shoulders and wrists, strains and sprains leading to time off work 2. Unable to turnover cabins leading to less occupancy/damage to reputation	People	Major	Likely	High (H20)	1. Induction and training of staff	Major	Possible	High (H17)	
Park Manager, DCCS	Inclement weather conditions	1. Cancellations of events causing cancellation of Hawke House, cabins and sites 2. Workers cancelling Hawke House, cabins and sites 3. Caravan sites unusable	Financial/Infrastructure	Minor	Possible	Medium (M10)		Minor	Possible	Medium (M10)	
Park Manager, DCCS	High level of traffic noise from the Dukes Hwy running along the boundary of the Bordertown Caravan Park	1. Visitors do not enjoy their stay and leave bad reviews or do not return to stay again 2. Visitors leave after checking in due to the noise	Reputation	Minor	Possible	Medium (M10)	1. Ear plugs are available for visitors from the Caravan Park office	Minor	Unlikely	Low (L5)	Investigate options that could be implemented to attenuate the noise from the Dukes Hwy
Park Manager, DCCS	Poor marketing / advertising results in reduced number of visitors	1. Caravan park and Hawke House miss out on business due to poor marketing / advertising as visitors do not find the accommodation options when searching	Financial/Infrastructure	Minor	Likely	Medium (M13)	1. Online booking system implemented for both sites 2. Website created for both sites	Minor	Possible	Medium (M10)	Investigate options that could be implemented to have a wider reach to potential visitors