
ADVERSE EVENTS AND EMERGENCY MANAGEMENT PLAN



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EXECUTIVE SUMMARY

The Flinders Ranges Council (the Council) is well known for its broad Flinders Ranges landscapes on the edge of the great Australian outback (Figure 1). Its small population is sustained by a strong tourism sector and agriculture producing grains, meat and fibre products, and services to its community. Its position in the landscape makes it particularly susceptible to extended periods of drought.

Council has recently released its **Our Flinders Ranges – Community Plan 2019–2028**¹. This plan in association with its financial and asset management plans are the key documents forming Council's strategic planning.

The Plan is framed around four pillars with supporting objectives, several of which are relevant to emergency management and community safety. The four pillars are:

- 1 Lead** – Demonstrate leadership and engage with our community
- 2 Protect** – Protect our environment for current and future generations
- 3 Service** – Provide quality services and infrastructure whilst demonstrating fiscal responsibility in our decision making
- 4 Enhance** – Encourage economic development & a growing population

Implementing actions associated with the objectives identified in the Community and Strategic Plans will make Council, and the community, more capable when emergencies occur. Alternatively, should Council and the community be unprepared for emergency incidents these may disrupt the achievement of these objectives.

Emergencies can occur at any time and with little warning, rapidly spread over boundaries and cause diverse and widespread impacts across communities, assets, infrastructure, and the environment – many of which are highly valued by the community. The Flinders Ranges community has experienced emergencies in the past and anticipates new threats will emerge in response to changing social, environmental, and economic conditions.

Council works in strong partnership with the community, businesses, and industry in its daily business. During emergencies, these partnerships continue to contribute to the safety and wellbeing of local communities.

The State Emergency Management Plan (SEMP)² articulates the roles and responsibilities that Local Government may play in local emergency management. As well as the legislative and administrative roles under the SEMP, the Local Government Emergency Management Framework (LGEMF)³ 2019 sets out roles for Councils in the areas of disaster risk reduction, incident operations and recovery.

Council has brought these together in its Emergency Management Policy 2021.

This Adverse Events and Emergency Management Plan is an implementation document that exists to translate Council's Emergency Management Policy into emergency management priorities and clearly defines actions with responsibility and resources allocated to disaster risk reduction, incident operations and recovery.

Subsequently the emergency management objectives have been identified on the following page.

¹ https://www.frc.sa.gov.au/__data/assets/pdf_file/0024/256380/7.3.1-z-Draft-SMP-1-May-V5.pdf

² <https://www.dpc.sa.gov.au/responsibilities/security-and-emergency-management/state-emergency-management-plan>

³ https://www.lga.sa.gov.au/__data/assets/pdf_file/0032/472568/ECM_672733_v18_Local-Government-Emergency-Management-Framework-2019-update.pdf

Emergency management objectives

- 1 Protect the health, well-being, and safety of the community members
- 2 Reduce the risk of emergency incidents to places and things that are important to us
- 3 Build the resilience of infrastructure, businesses, and the economy to overcome emergency incidents
- 4 Be a leader and advocate for a resilient community

To achieve this the strategies established for this plan are:

- **Disaster risk reduction**

- » Build a resilient community
- » Council actively planning and implementing activities that mitigate emergency risk
- » Council acting as an informed advocate for a safer community

- **Incident operations**

- » Maintain and develop Council's capacity and capability to support emergency operations in response and recovery

- **Recovery**

- » Support the local community in recovery

This document forms part of the Council's commitment to emergency management and ensures that Council has a coordinated and planned approach to managing the consequences of emergencies.

The Flinders Ranges Council acknowledges the assistance of the LGA Council Ready Program in the development of this Adverse Events and Emergency Management Plan.

1 INTRODUCTION

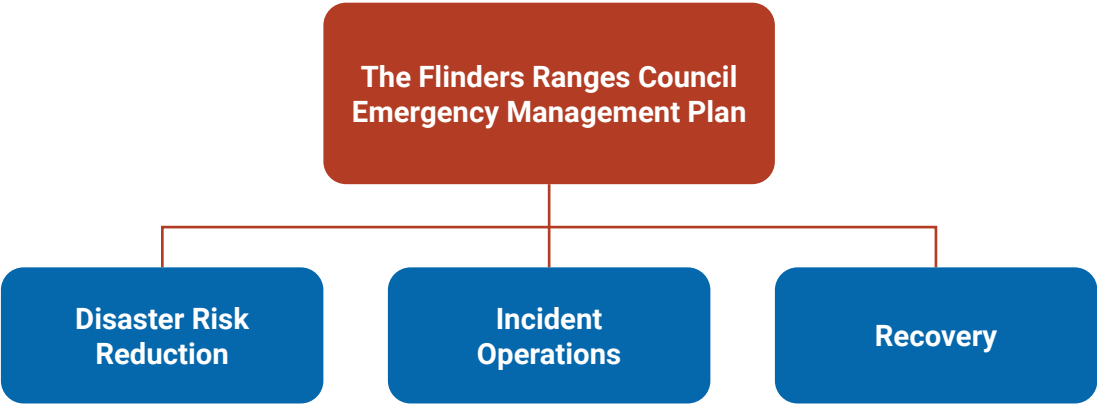
1.1 Purpose

The Emergency Management Plan (“the plan”), reflects Council’s Emergency Management Policy (2021) by establishing strategic direction for emergency management and describing the actions that Council will take to reduce disaster risk, maintain incident operational capability and prepare for recovery.

The plan identifies responsibilities and resources to achieve broad strategies and is not for use in incident response or recovery operations.

The plan:

- Describes the context for the plan in terms of Council and community values, related plans, the local emergency management arrangements, and Council’s partners in emergency management
- Establishes linkages between the plan and other relevant Council or regional strategies and plans that contribute to management of emergency risk
- Identifies emergency risks in the Council area, and their possible impacts on Council and community values
- Identifies the strategies Council has or will adopt to manage emergency risks
- Describes how the strategies will be acted on by describing specific tasks and allocating accountability, resources, and timeframes
- Identifies the monitoring and improvement processes associated with the plan



1.2 Link to related Council plans

The plan is linked to, and underpinned by, other Council plans and strategies.

Council's Emergency Management Plan has links to a range of strategic internal and external documents of The Flinders Ranges Council, including:

- Internal:
 - » Our Flinders Ranges – Community Plan 2019–2028
 - » Long Term Financial Plan 2020–2030
 - » Community Wastewater Management Systems, Infrastructure and Asset Management Plan (2018)
 - » Infrastructure (Transport) Infrastructure and Asset Management Plan (2018)
 - » Community Wellbeing and Regional Public Health Plan (2015)
 - » Community Emergency Risk Management Plan (2014)
 - » Business Continuity Plan (2018)
- External:
 - » Key Hazards & Risks Summary, Emergency Management Plan Far North Zone
 - » Flinders, Mid-North, Yorke Bushfire management area plan
 - » Revised Planning and Design Code SA Plan
 - » Far North and Outback SA Climate Change Adaptation Plan (2016)
 - » Flinders Ranges Economic Growth & Investment Strategy (2016)

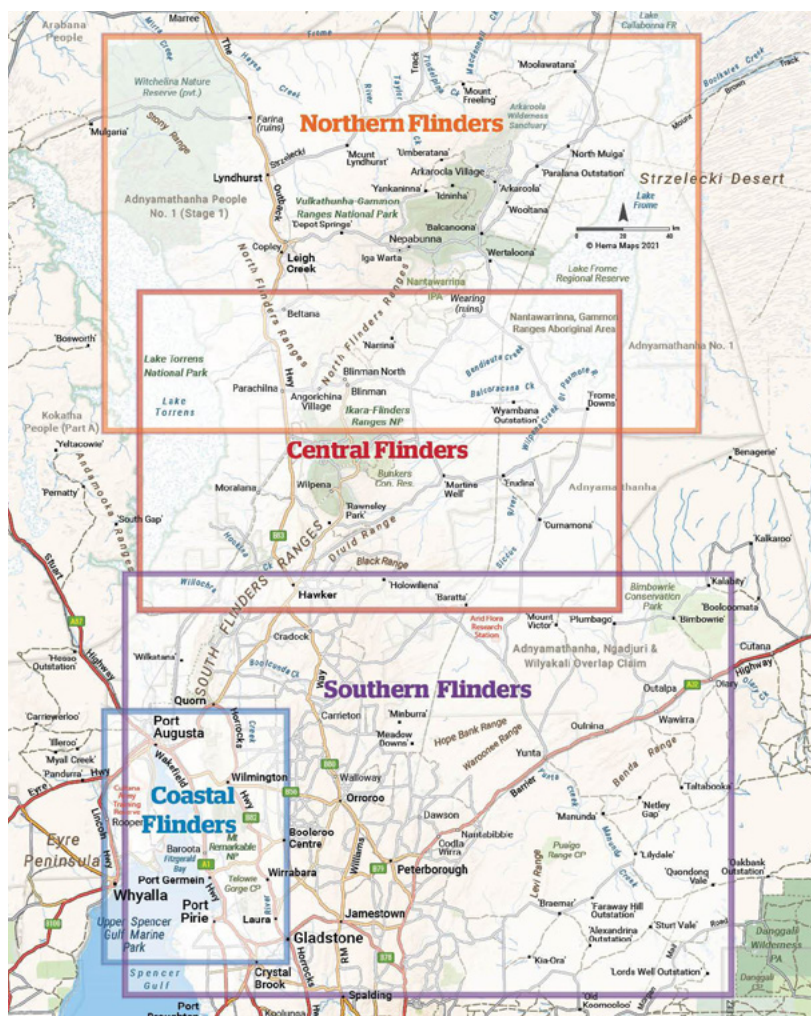


Figure 1: The Flinders Ranges Council area

Source: Hema Maps

⁴ https://www.frc.sa.gov.au/_data/assets/pdf_file/0034/256867/FRC-CERM-PLAN-v1.3.pdf

1.3 Plan development

This plan has been prepared in a modified form, but consistent with the South Australian Emergency Risk Management Guide. The plan builds on the Flinders Ranges Council Community Risk Assessment from 2014⁴. Plan development actions are described in Table 1.

Table 1: Emergency Management Plan development

Chapter	Phase	Activity
Part 2 – Community context	Establish the context	Stakeholders agreed on the overall objectives and the context within which operate. Defined the community environment and any potential issues that may affect the emergency risk management process
Part 3 – Risk assessment	Risk identification	Based on interactive workshops with Council staff and existing emergency risk assessments, stakeholders identified and described the nature of the hazards, the vulnerabilities of the community and identified the potential risks the community is facing. A total of 28 risk statements were identified
	Risk analysis	Based on interactive workshops with Council staff, current control effectiveness is identified for each hazard in the local LGA. Risk statements are assessed for: <ul style="list-style-type: none">• Knowledge and evidence to inform the risk• How well the risk consequence would be tolerated by the community• How well do we believe the risk is managed?
	Risk evaluation	Poorly understood risk statements are referred for further investigation Low tolerance risks are a priority for further action Poorly managed risks are a priority for further action
Part 4 – Strategies and actions	Risk treatment	Selects and implements appropriate treatments and control improvements to deal with risks

2 CONTEXT: THE COMMUNITY AND ITS VALUES

2.1 Vision and values

Council and community values are drivers for why Council is involved in emergency management, particularly as the potential consequences of an emergency incident is a major disruption to the community's needs, aspirations and quality of life. Council has recently identified with its community its vision, values and aspirations through its strategic plan Our Flinders Ranges. Community Plan 2019–2028⁵.

Within the Community Plan, Council identifies its mission as:

To support the on-going development of The Flinders Ranges as a secure, sustainable and vibrant community by:

- *Demonstrating leadership while consulting with our community*
- *Advocating for the retention and enhancement of essential services*
- *Acting for the preservation of the unique and natural state of The Flinders Ranges for current and future generations*
- *Providing quality services and infrastructure whilst demonstrating fiscal responsibility in our decision making*
- *Pursue opportunities for social inclusion and enhancing community wellbeing*
- *Encouraging sustainable economic development and tourism in support of attracting a growing population and provide opportunities for all*

The Strategic and Community Plan in association with Council's financial and asset management plans, are the key documents forming Council's strategic planning.

2.2 The Community

The Flinders Ranges Council

The Flinders Ranges Council is in South Australia's Northern Flinders Ranges region, approximately 350 kilometres north of Adelaide by road. The town of Quorn is the main administrative centre of the 4,070 square kilometre district. Hawker, 66 kms further north, services the popular Flinders Ranges with its National Parks and the famous Wilpena Pound (Figure 1).

Who we are?

In 2016 there were 1,643 residents spread across the Flinders Ranges Council area. Population centres are at Quorn, Hawker and Cradock. Many people live and work on rural properties. The median age of people was 50 years. Children aged 0–14 years made up 15.2% of the population and people aged 65 years and over made up 24.2% of the population. Just over 13% of residents identify as indigenous, with the Adnyamathanha language spoken by 1.6% of the population⁶.

In 2016, 6.3% of the population reported needing help in their day-to-day lives due to disability, as compared to 6.2% for regional SA⁷. This means there is approximately 104 people who may need extra assistance to prepare for, respond to and recover from emergency incidents when they occur.

⁵ https://www.frc.sa.gov.au/__data/assets/pdf_file/0024/256380/7.3.1-z-Draft-SMP-1-May-V5.pdf

⁶ https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA41830

⁷ 2016 Census of Population and Housing General Community Profile

Figure 2: 1.6% of the community speak Andyamathanha language

Source: mobilelanguageteam

DISCLAIMER: The map is based upon the Horton Indigenous Map of Australia © Aboriginal Studies Press, AIATSIS, and Auslig/Sinclair, Knight, Merz, 1996. The full map is available on the AIATSIS website.

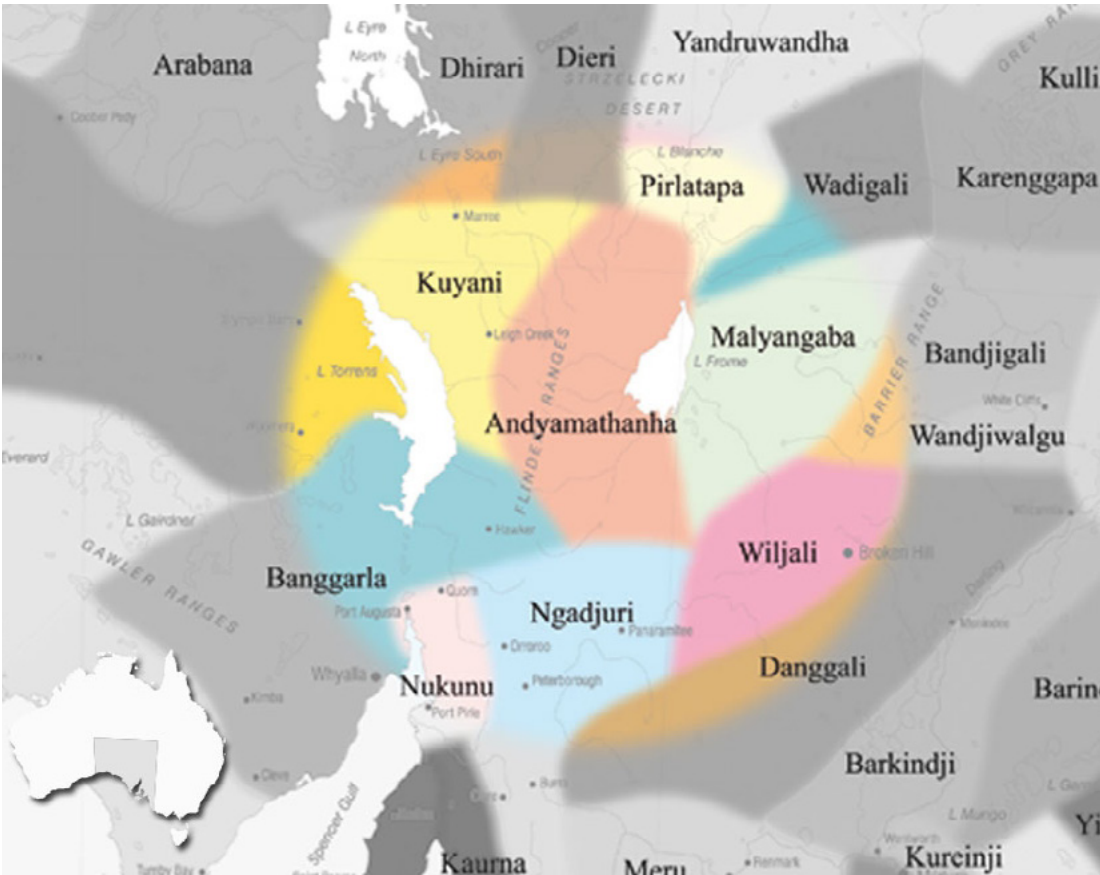
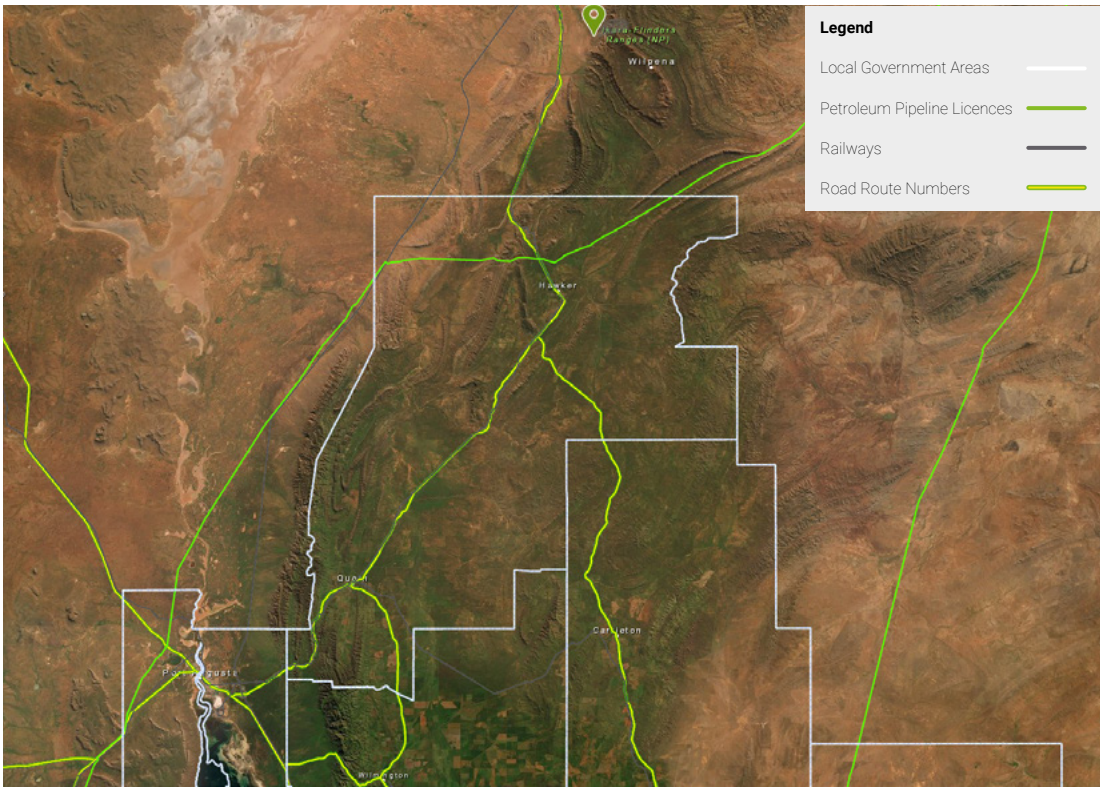


Figure 3: Infrastructure in the Flinders Ranges Council

Source: Location SA



What drives our economy?

Agriculture is a traditional mainstay of region's economy, which is based on sheep, grains and beef cattle production and this remains the largest sector of economic activity in the Council area. Tourism is the region's second primary economic driver, accounting for the largest share of the region's industry output, jobs and exports (Figure 4). The Gross Regional Product (GRP) of The Flinders Ranges Council Region is estimated at \$64.9 million, which is 2% of the wider Far North Region's GRP and approximately 0.06% of South Australia's Gross State Product (GSP)⁸.

⁸ Flinders Ranges Economic Growth & Investment Strategy 2019

⁹ Flinders Ranges Economic Growth & Investment Strategy 2019

¹⁰ Flinders Ranges Economic Growth & Investment Strategy 2019

Employment in The Flinders Ranges Council region is concentrated in agriculture (21%), tourism (19%) and other service sectors, namely health care and social assistance (15%) and education and training (9%). Council and the community are seeking to further diversify the economy including the development of a bush foods industry⁹.

Tourism employs local residents across a diversity of sectors including accommodation and food services, arts and recreation services, retail and transport. Importantly, the tourism industry has strong linkages to other industries in the local economy. The sector's historical significance is also a feature of the Flinders Ranges' tourism offer, with a number of old pastoral homesteads dotted around the region's arid landscape providing points of interest for the many visitors who either pass through or stay in the region to explore¹⁰.

Important infrastructure supports the local and state economies. In The Flinders Ranges Council this includes power, gas, water and roadways (Figure 3). This is listed below:

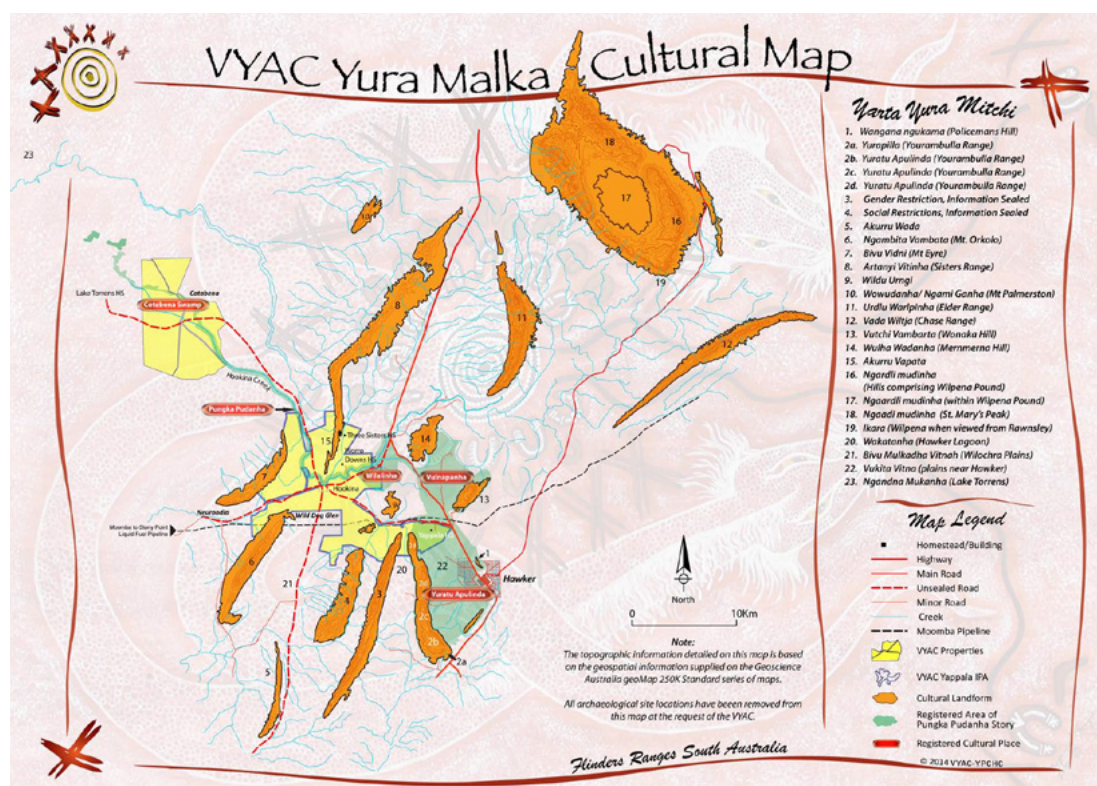
- The power supply network for the community including the soon to be constructed Yadlamalka Power and Storage facility
- The Hawker water supply including desalination plant and iron extraction plant
- A series of production wells (TWS 2, 3, 5 and 6) from fractured rock aquifers near Quorn, extracting groundwater for the Quorn town water supply
- The road network including the important tourist access road to the Flinders Ranges
- The Pichi Richi Railway Preservation Society – Tourist Railway
- The Moomba to Point Bonython gas pipeline
- Communications and NBN networks



Figure 4: Tourism is an important driver of the Flinders Ranges economy

Figure 5:
Cultural heritage mapping

Source: Scribe Archaeology 2015



Our environment, culture and heritage

The Flinders Ranges Council contains broad mountain ranges and agricultural and pastoral landscapes. The region has several important conservation reserves including Dutchman's Stern Conservation Park and Mount Brown Conservation Park which protect areas of significant conservation value. Council has recently leased Warren Gorge as a camping area. The gorge includes an important colony of "vulnerable" Yellow Footed Rock Wallaby.

The area is important for its flora and fauna values. Vegetation mapping is available for the Hawker area only. Extensive natural, cultural and heritage values are further held on private property and roadsides. Roadsides are often the last refuges for a range of important flora and fauna populations.

The Horton indigenous map of Australia identifies the Council area as including the languages of Ngadjuri, Nukunu, Bangarla and Adnyamathanha. Significantly a project for the Cultural Landscape Mapping of the Villiwarina Yura Aboriginal Corporation (VYAC) Yappala Group of Properties occurred in 2015, to the north and west of Hawker. This project has mapped the cultural landforms associated with registered cultural places and Pungka Pudanha Story¹¹. This is but one sample of the complex of cultural values in the area. Cultural sites, artefacts and objects may be listed on the Register of Aboriginal Sites and it is highly likely that more are present than those listed. Information about Aboriginal heritage can be extremely sensitive, and there are legislative and cultural restrictions related to whether, and how, this information is shared. Cultural restrictions may be related to gender, age, or cultural status.

Twenty-eight relics and artifacts are listed on the State Heritage Register. These relics and artifacts are associated with buildings in the town of Hawker or Quorn, railways and the Kanyaka Station ruins and are listed in Appendix 2.

¹¹ VYAC Yura Malka Cultural Landscape Mapping of the VYAC Yappala Group of Properties Scribe Archaeology 2015



Figure 6: Warren Gorge and Quorn Bush Tucker Trial Community Planting Day

Source: The FRC Facebook

Figure 7: Community events are held at the Quorn swimming pool

Source: The FRC Facebook

What makes our community liveable?

The Flinders Ranges Council has two towns, Quorn and Hawker and the location of Cradock, as the primary places of residence and employment in the district. To enable people to maintain and improve wellbeing, a number of community resources and services have been developed by Council and the community (Figure 7).

These include:

- Sporting facilities, including sporting grounds, golf course, tennis courts, stockyard arena, pistol range and swimming pools
- Parks and reserves including Quorn Railway Precinct and the Hawker War memorial precinct
- Health services provided by the Flinders and Upper North Health Network include in hospital care, outpatients, and aged care beds and an aged care facility at the Hawker and Quorn Hospitals
- Education facilities at the R-12 Quorn Area School and the Hawker Area School
- Emergency services including SA Police, CFS brigades at Quorn and Hawker, SES at Quorn and SAAS at Quorn
- Extensive road network, power supply and water supply
- Retail, café, and dining opportunities
- Regular community events across the Council area and annual events like the Pichi Richi marathon, NAIDOC week, Quorn Agricultural Show, Quorn Markets and ANZAC day services
- Council waste, wastewater, environmental health, library, cemetery, newspaper, Justice of the Peace, planning, animal management, fire prevention services

What are our community connections?

Like many regional and rural communities, the Flinders Ranges Council has a range of networks and groups that keep the community connected (Figure 8). The longstanding presence of many residences and their families means relationships are well entrenched. These connections are strengthened by community relationships that include:

- School and parents
- Sporting clubs, including the Quorn Community sporting association
- Faith-based groups and churches
- Events such as Nunga Screen 2020
- Native title groups
- Volunteer emergency services and auxiliaries including Hospital Auxiliaries
- Service clubs including Lions, Probus, Men's Shed and Women's Fellowship
- Special interest groups including Pichi Richi Railway, Friends of the Flinders Ranges, walkers group, the Quilters and Craft group and Sing Australia, Mothers and Babies group
- Flinders Ranges Visitor Information Centre
- Council staff and elected members

Figure 8: Working bee at the Powell Gardens builds community connections

Source: The FRC Facebook



How resilient are we?

South Australia's Disaster Resilience Strategy¹² identifies disaster resilience as, “the ability to survive, adapt and grow, no matter what happens”, whilst the National Strategy for Disaster Resilience¹³ describes a resilient community as:

“One that works together to understand and manage the risk that it confronts. Disaster resilience is the collective responsibility of all sectors of society, including all levels of government, business, the nongovernment sector and individuals”.

To support this thinking a national index was developed that aggregates information that helps us to understand our current resilience and elements that sustain that and the potential barriers to a more resilient community.

The Australian Disaster Resilience Index rating for the Flinders Ranges Council footprint is included within the data for Flinders Ranges SA2 statistical area¹⁴. Noting that this statistical area is large and includes 75% in “unincorporated SA”, (Figure 9) The Flinders Ranges SA2 is assessed as having a moderate capacity for disaster resilience. This is derived from a moderate coping capacity and low adaptive capacity ratings. Communities with moderate resilience capacity are described as:

“Communities in areas of moderate disaster resilience have some capacity to use available resources to cope with adverse events, and some capacity to adjust to change through learning, adaptation and transformation. Moderate disaster resilience is generally contributed by moderate levels of coping and adaptive capacity, which in turn are associated with moderate levels of economic capital, moderate provision of and access to services, moderate community cohesion and variable encouragement for adaptive learning and problem solving”¹⁵.

The index identifies aspects that build strengths in a community and aspects that are barriers to a community's resilience (Table 2). Descriptions for which are provided in Appendix 1. Knowledge of local strengths and barriers provides an opportunity to increase strengths, while reducing or removing barriers.

¹² <https://safecom-files-v8.s3.amazonaws.com/current/docs/SA%27s%20Disaster%20Strategy%20FINAL%20CABINET%20VERSION.pdf>

¹³ Council of Australian Governments (COAG), National Strategy for Disaster Resilience, 2011, p v

¹⁴ <https://adri.bnhrc.com.au/#/maps>

¹⁵ <https://adri.bnhrc.com.au/#/maps>

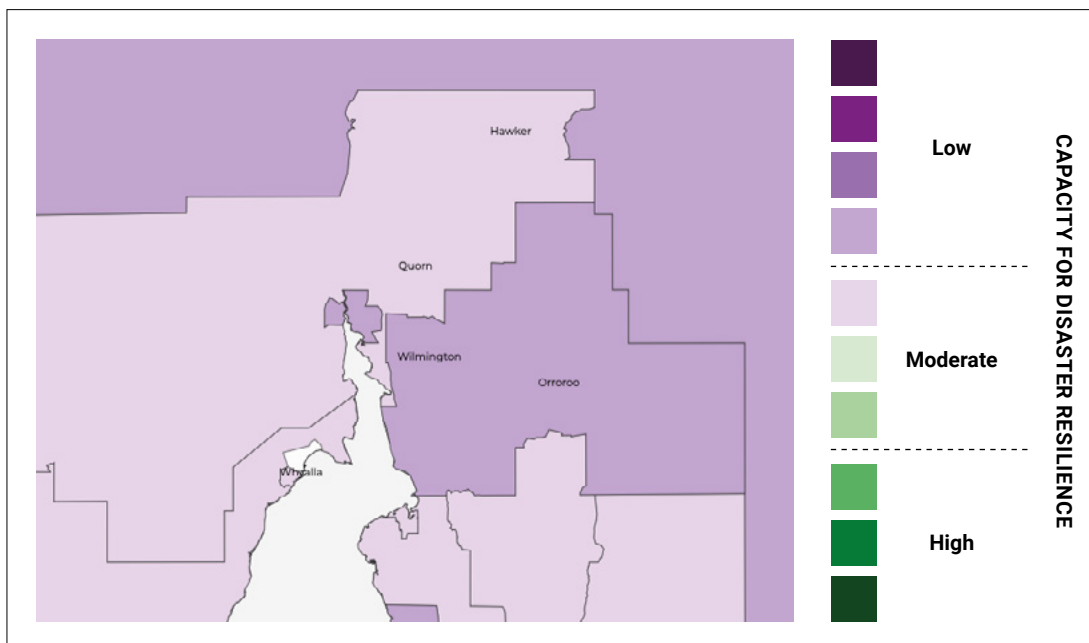


Figure 9: Capacity for disaster resilience in Flinders Ranges SA2 is moderate

Source:
<https://www.adri.bnhrc.com.au/#/maps>

Table 2: Strengths and barriers to disaster resilience in the Flinders Ranges SA2

Disaster resilience strengths	Disaster resilience barriers
Social character	Economic capital
Community capital	Planning and built environment
Social and community engagement	Emergency services
	Information access
	Governance and leadership

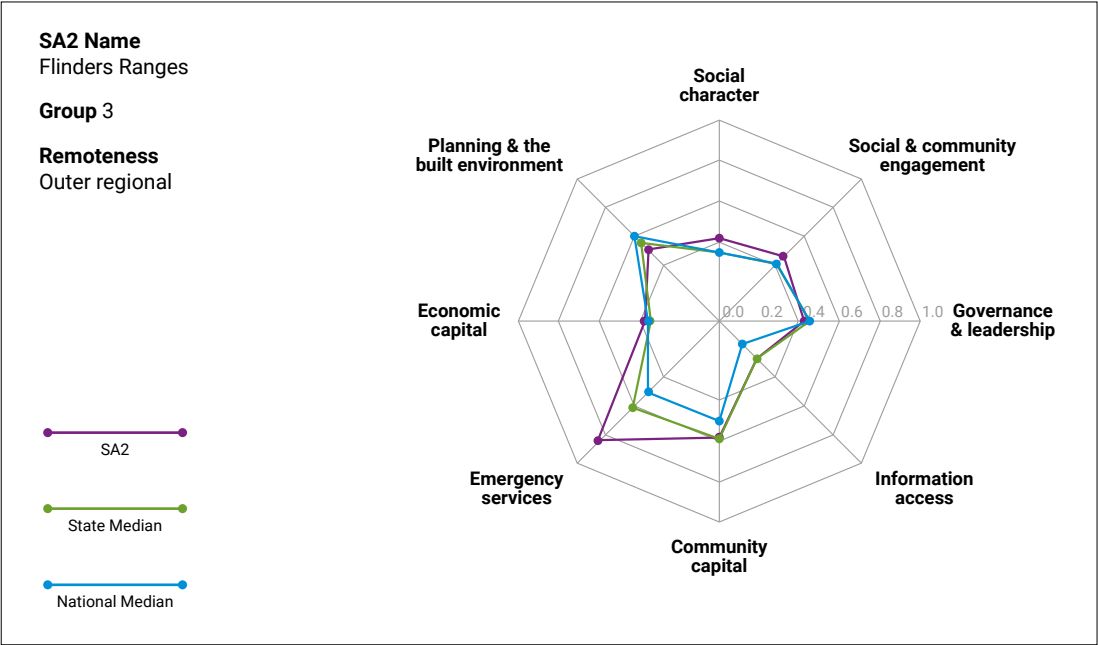
The radar chart below compares the local (SA2), state and national medians for similar groups of SA2's across the eight disaster resilience elements (Figure 10). There are five groups to describe the disaster resilience types. Flinders Ranges SA2 falls into Group 3 which are generally regional and remote locations covering 96% of the Australian landmass.

This chart clearly identifies that the communities of Flinders Ranges, as compared to other Group 3 communities have:

- **Disaster resilience strengths** that:
 - » exceed the national and state medians for **Social and Community Engagement**, and **Social Character**
 - » exceed the national and equal with state median for its **Community Capital**
- **Disaster resilience barriers** that:
 - » are above the national median and equal with the state median for **Information Access**
 - » are equal with the national and state medians for **Economic Capital**
 - » are above the national median and the state median for **Emergency Services**
 - » are below the national and state medians for **Planning and the Built Environment**, and **Governance and Leadership**

Figure 10: Radar chart of local disaster resilience attributes compared with State and National medians (within Group 3)

Source: AIDR



2.3 Partners in emergency management

Council acknowledges that emergency management is a shared responsibility, and that Council has roles in the emergency management plans of its partners. The emergency management arrangements in the Council area are principally resourced by local volunteers, which as a group are becoming consistently more difficult to recruit, support and sustain.

Council is active in the local emergency management arrangements and works with its key partners to manage emergency risk, provide support during emergency incidents and support community recovery.

These partners include:

- Local emergency services:
 - » Quorn – SAPOL, CFS, SES, SA Ambulance
 - » Hawker – SAPOL, CFS, SES, SA Ambulance
- Community and service groups including charitable and not-for-profit organisations
- Other State Government Agencies
- Local businesses

Council participates in regional emergency management planning through:

- Far North Zone Emergency Management Committee
- Flinders Mid North and Yorke Bushfire Management Area Committee¹⁶

¹⁶ <https://cfs.geohub.sa.gov.au/portal/sharing/rest/content/items/fa5d16abd2d743b2a70d106601458fde/data>

As an expression of these partnerships “Bushfire safer places” are identified in the streets of Quorn and Hawker (Figure 11).

In addition, Council is a participant in the Local Government Functional Support Group (LGFSG). The LGFSG has the responsibility of “Coordinating response from local government during an emergency” in accordance with Section 2.2, of Part Two, of the State Emergency Management Plan.

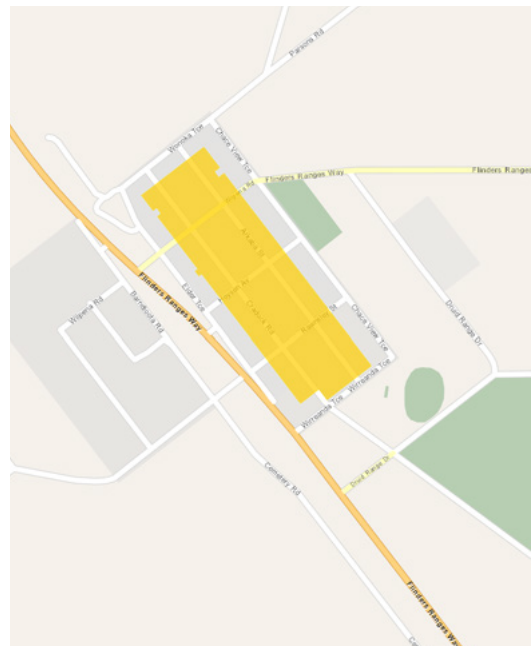
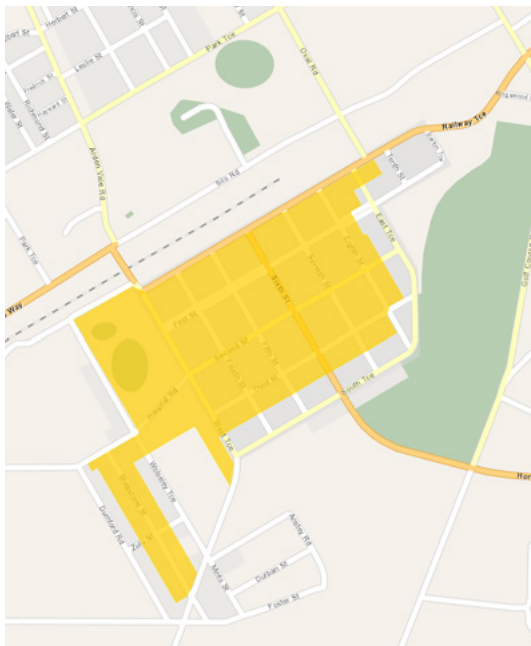


Figure 11: Quorn and Hawker “bushfire safer places” are marked in yellow

Source: Location SA

REPRESENTING OUR COMMUNITY IN DROUGHT

The Flinders Ranges Council like many agricultural communities on the east and south coast of Australia has suffered an extended drought from 2017–2020. It is anticipated that drought recovery could take up to six years. Any additional drought years has the potential to undo current and future recovery works. Recent South Australian Government climate projections (Nov 2020) consistently identify reduced rainfall, and increased return periods for drought in the South Australian Arid Landscape Region¹⁷.

¹⁷ <https://data.environment.sa.gov.au/Content/Publications/Guide%20to%20climate%20change%20projections%20for%20risk%20assmt%20and%20planning%20in%20SA.pdf>

As an agricultural and pastoral community, the consequences of drought spread beyond the social and economic impacts felt at the farm gate, and have direct and indirect consequences on:

- the community's small business and tourism economies
- individuals, families and the community's physical and mental health
- community cohesion, activity, and community wellbeing
- the environment, on which provides income, sustenance and a sense of place
- the security of services, on which the community rely, in particular water

The severity and consequences of the last drought have been a catalyst for change across all levels of Government, the community and business. With a focus on how to be better prepared for and more resilient to future drought events. With support from the local community, Rural Aid, Regional Development Australia, State and Federal Governments, Council has led, participated in and supported initiatives which enable drought recovery and enhance community resilience (Table 1).

Table 1: Drought response strategies and actions

Target	Actions and activities
Environmental and NRM strategies	
<ul style="list-style-type: none"> • Landscape approach • Partner with relevant agencies and landholders for the control of established pest plants and best practice land and watercourse management • Advocate to relevant agencies for resourcing of prevention activities • Sustainable tourism development which compliments the landscape character 	<ul style="list-style-type: none"> • Annual bushfire prevention activities, including trail management, property inspections, Council firebreak program, and readiness preparations • Communities combatting pest weeds for increased productivity 2021–22 • Improved water management practices, including reduced use of ground water by improving water management practises (plant selection, smart metering etc) • Control of abundant species in road corridors and public land through the Implementation of the Little Corella Control Management Plan • Engagement with Emergency Management Services in relation to emergency water resources and aerodrome development

Target	Actions and activities
Economic strategies <ul style="list-style-type: none"> • Develop an appealing, accessible and vibrant Main Street • Encourage and support sustainability, new economic activity and job opportunity • Prioritise infrastructure needs in transport, water security and energy • Leverage Council's ownership of land to facilitate development 	<ul style="list-style-type: none"> • Drought Communities Programme Projects; 2019 Round 1 and 2020 Round 2, National Radioactive Waste Facility Community Benefit Funding, Local Government, Roads and Community Infrastructure Funding (Round 1 and 2) • Bush Food Strategy Implementation • Main street rejuvenation • Feasibility of industrial/commercial precinct • Investment in energy solutions • Tourism infrastructure and product development: RV Parking, camping and trails • Advocacy for local delivery and support of business and industry development in the region • Seek additional funding for priority regional development, economic stimulus and other interventions to support retention of people and skills in the Council area • Regular communication with business and farming sector
Community resilience strategies <ul style="list-style-type: none"> • Maintain infrastructure to meet needs now and in future • Recognise, protect and promote local heritage • Pursue opportunities to enhance community wellbeing and social inclusion 	<ul style="list-style-type: none"> • Advocate regional access to increased services for wellbeing and mental health • Representation at groups addressing priority issues e.g., suicide prevention, domestic violence, school supports, mental health, financial management • Advocacy, support and leadership for community events to support community wellbeing and resilience • Implementation of Streetscape Master Plan, including greening strategy to provide for a cooler more welcoming streetscape
Communication and coordination strategies <ul style="list-style-type: none"> • Maintain honest, open and accountable communication with the community • Invest in workforce development and internal capacity • Lead and support those matters most important to the community 	<ul style="list-style-type: none"> • Promotion of all levels of government programs and resources through social media, printed and public forums • Advocacy for regionally centred hub for Drought Resilience Adoption and Innovation Hubs • Collaboration with stakeholders, government and industry • Regular updates to community to showcase good news stories • Regular communication of events and activities in region to show region is resilient

To deliver the drought economic stimulus strategy Council has endorsed the following projects under the Drought Communities Programme (round 2):

Project Title	Project Summary	Funding
Drought Communities Program Round 2	Streetscape Works	\$186,802
	Grants and Publicity Officer	\$30,000
	Hawker Dog Park	\$44,000
	Hawker Gym	\$51,598
	Solar Energy Review (Council Facilities)	\$66,000
	Catalogue Management System Court House Museum	\$49,000
	Quorn Community Hall Upgrades (Inc Power Supply)	\$397,100
	Bronco Branding National Championships	\$26,500
	Upgrades to facilities at Stockyard Arena	\$99,000
	Transfer Station Fire water supply	\$50,000

A further \$1.183 million has been secured through the National Radioactive Waste Facility Community Benefit Programme. The projects that were successful are largely focused on economic development opportunities and streetscape improvements. All items that will build economic resilience by assisting the tourism industry which is seen as a hedge against climate uncertainty in the agricultural sector.

Project Title	Project Summary	Funding
Feasibility Study – Hawker Geotourism and Visitor Centre	Implementation of a comprehensive feasibility study, conducted by a suitably credentialed consultant, to determine optimum business plan, location, design and resources needed to establish a high-quality tourism business hub in the Flinders Ranges' town of Hawker. The study will also assess the economic impact of operating the proposed centre.	\$100,000
Flinders Ranges tourist trail	Development of a 290km self-drive / ride tourist trail in the Flinders Ranges by placing interpretive signs at points of interest along the route accompanied by a descriptive map available as a brochure and online.	\$187,110
Drought, Grants and Publicity Support Officer	Engagement of Drought, Grants and Publicity Support Officer, to facilitate promotion and communications to ensure that Council and the community have opportunity and capacity to access available funding and support programs.	\$82,259
The Flinders Ranges Council Streetscapes Masterplan – Stage 1	Installation of Hawker entryway signage, as Stage 1 of the 10-year Streetscapes Masterplan. Large and distinctive entry signage on Wilpena Pound Road and Flinders Ranges Way, will improve the aesthetic and appeal of the town entry for tourists and residents (existing and new). Activities also include greening and landscaping, in Bush Food Capital theming.	\$265,000
Quorn Lions Park Agricultural Museum	Major restoration of the Quorn Lions Park Agricultural Museum, to preserve its nationally significant and extensive collection of agricultural machinery and increase the appeal of and visitation to the park. Project elements include: formalised vehicle access and entry with signage, new shelter with paving and picnic setting, landscaping with native plantings, sealed circuit pathway through the path, machinery collection positioned on display pods with signage and historical information, and a pedestrian connection to provide safe access to the park and access to the Heysen Trail and the Bush Tucker Trail (under construction).	\$349,040
Flinders Ranges Council Main Streets Facelift	An incentive scheme delivered by The Flinders Ranges Council, to provide for buildings in the main streets of Hawker, Quorn and Cradock to receive a 'facelift'. Matched funding will be made available to owners of properties in need of maintenance along key high traffic areas, and to paint building facades using heritage or other colours appropriate to the area. The project will provide a significant visual lift to the streetscapes in the towns, enhancing the region's tourism and residential appeal.	\$200,000
TOTAL		\$1,183,409

3 EMERGENCY RISK ASSESSMENT

This plan has been informed by an emergency risk assessment for the Council area. An emergency risk assessment considers the interaction of three key elements (Figure 12).

- *Hazard – What are the probable hazards i.e. natural, man-made, technological*
- *Exposure – How and what might they impact*
- *Vulnerability – How vulnerable/resilient is the exposed element to the impact*



Figure 12: Hazard, exposure and vulnerability relationships

3.1 Risk identification

A review of the 2014 Flinders Ranges Community Emergency Risk Management Plan identified several hazards and their controls that had evolved since that time. This review, with a working group of Council, identified that currently seven hazards were of concern to The Flinders Ranges Council:

- **Drought**, where multi-year below average rains lead to water shortages, sand drifts/loss of topsoil and seedbanks, limited or no grazing for stock and low crop productivity
- **Flood/Storms**, where storm induced flash flooding, threaten lives and damages or destroys homes and infrastructure
- **Transport incident**, where crashes of vehicles/ trains/ planes cause multiple deaths and injuries or hazardous material contaminations
- **Bushfire**, which impact homes, infrastructure, assets and farming land causing damage and loss of life
- **Biosecurity incidents**, where overabundance of native or pest animals cause damage to assets (both man made and environmental including crops, produce, built environs etc) and impact on local amenity, impacting community wellbeing
- **Heatwaves**, that are severe or extreme that impact vulnerable persons
- **Human disease**, including pandemics, that cause illness or death particularly to the young and vulnerable

When these hazards occur in the Council area, they may impact the things that are important to us.

- They may impact people's health and lead to severe injuries, illnesses and even deaths
- They may disrupt the economy, leading to employment losses, business downturn and financial losses or financial unsustainability of Council
- They may disrupt the community sense of connection, well-being, relationships or community events
- They may damage the environment or heritage places
- They may disrupt the delivery of essential local government or other services such as power, water, and waste

The consequences for each hazard have much in common, but the manifestation of each risk is unique, dependent on the intensity/extent of the emergency incident, what is exposed/impacted by the incident and how resilient or vulnerable it is to that incident. The potential impacts of each hazard in the community are discussed.

People

The Flinders Ranges area has been identified as having moderate inherent resilience to natural disasters. Flinders Ranges resilience strengths are its Social and Community Engagement, Social Character and Community Capital.

The residents of the area are dispersed across the landscape, Children aged 0–14 years make up 15.2% of the population and people aged 65 years and over made up 24.2% of the population. Just over 13% identify as indigenous with 6.3% of the population needing assistance with their day-to-day activities. A large portion of this group are aged 55 to 75 years and reside in the community or in supported residences. In 2020, 112 young people attended the Quorn school.

Eight risks were identified as having a potential for severe injury/illness, or even death, to members of the community. These potential consequences are not tolerable to the Council, or community, and are a priority for action. Sources of harm considered are those posed by:

- Drought induced suicide, where isolated farmers take their lives due to pressures associated with farming in drought impacted landscapes
- Human diseases, including pandemic, that strike at the vulnerable in the community, particularly young children, the elderly, and those with underlying health conditions
- Heatwaves, that harm the young, elderly, and those with an underlying health condition
- Bushfires in higher vegetated landscapes, impacting those who require assistance in their day-to-day lives, the young or travellers on roadways
- Floods / flash floods, particularly from washing vehicles from floodways or people into nearby creeks
- Multiple or aggregated deaths on tourist railways, sight-seeing aircraft, roadways/farms from vehicle/machinery accidents

Economy

The economy of the Flinders Ranges area is directly associated with the success of the tourism and agriculture sector, and services to the community. Tourism is strongly associated with “outback experiences”, including those associated with the Flinders Ranges and Lake Eyre. The agriculture sector produces grain, meat and wool and its operators are experienced in managing the land for sustainable production. This has been enhanced in recent decades by the development of genetics and farming techniques that has extended the opportunities for grain production beyond Goyder’s Line. Grain production is particularly reliant on regular, predictable rainfall patterns. Recently the sector has been subject to a three-year drought that has led to low crop yields, soil loss, destocking, and erosion of financial resources. It is anticipated that recovery may take up to six years and will require a stable weather pattern. The agriculture sector would be vulnerable to any further drought events in that recovery period.

Eight risks were identified as having potential for economic impacts. Potential consequences that may significantly disrupt the sector are not tolerable to the Council, or community, and are a priority for action.

Sources of harm considered are those posed by:

- A drought, or new type of bio-hazard incident, that disrupts agricultural recovery, reduces crop productivity, hay production, or stocking rates, resulting in unsustainable economic losses and/or the availability of productive land, may result in people moving away from the area

- A tourism transport incident involving the Pichi Richi railway, vehicles in floodways or a sightseeing aircraft. Incidents such as these would impact the sustainability of important tourism attractions and the safe image of the region
- Human disease such as the COVID-19 pandemic may heavily affect the local economy if they impact the community, agriculture sector, or the health sector. Outbreaks in the tourism and transport services sector, would lead to travel restrictions that would cause economic losses, business closures and employment reduction. The tourism sector builds economic resilience and adds diversity to the agricultural industry
- Emergency incident including storms or flash flooding that damages road infrastructure, businesses, commercial buildings and infrastructure, contents and/or services, result in financial losses and disruption to businesses
- A widespread bushfire that entraps people, impacts stock and crops and agricultural infrastructure or valuable pedigree/ genetic lines
- An emergency event/s that damages Councils uninsured infrastructure or redirect funds to recovery activities

Social setting

In the Flinders Ranges Council area inherent resilience to disasters is considered moderate. This was challenged by the recent drought event (2017–2020). However, the relative strengths of the Flinders Ranges community, which are its Community Capacity, Social Character and Social and Community Engagement, served it well. The Community Capacity strengths are maintained through community connections, family ties and the structures and forums provided for by the Council, workplaces, schools, special interest groups and service and sporting clubs (Figure 13). Social character is enhanced through its economic diversification and institutions have shown themselves to be engaging and adaptive.

Six risks were identified as having a potential for disruption to the community. Where consequences overwhelm the support systems of the region, and significantly disrupt the wellbeing of the community, these are considered a priority for action.

Sources of harm relate to:

- A further drought event, resulting in loss of community identity and wellbeing. Also, people moving away from the area for an extended period, disrupting community connections
- A bushfire event that impacts a large part of the community resulting in loss of community identity and wellbeing
- A flood, fire or storm event that damages or destroys residential dwellings resulting in people moving away from the area for an extended period thereby disrupting community connections
- Transport accident, human disease/ pandemic/ bushfire that impacts within or outside the Council area causing death or serious injury impacting the wellbeing of the community
- An emergency event causing significant damage/failure to infrastructure and loss of services and potential impacting community connectedness

Figure 13: Community connections are strengthened through community events

Source: FRC



Figure 14: Council looks to reduce disaster risk through infrastructure investments

Source: The FRC Facebook



Public administration

Council has recently released its Strategic Plan and Asset Management Plan in which it outlines its directions for the next ten years. A number of actions relate to Council reducing disaster risk to the community (Figure 14). Three risks were identified as having a potential for disruption to essential local services. Potential consequences that overwhelm the essential services to the community are a priority for action. Sources of harm considered are those posed by:

- Extreme weather, where either a heatwave or storm event impact power, communications or roads making them impassable for an extended period
- Bushfires that redirect Council resources to support the emergency services
- Any emergency incident where recovery, rehabilitation, or restitution costs impact the ability of Council to maintain core services

Environment

Five risks were identified as having a potential impact on the environment. The potential environmental consequences are not tolerable to the Council or community and are a priority for action.

Sources of harm relate to:

- Droughts or fire causing loss of wildlife, endangered species of flora or fauna and natural vegetation
- Overabundance of animals damaging assets, feed, habitat and introducing disease

From this risk identification process 28 risk statements were generated for further analysis.

3.2 Risk analysis

Of the twenty-eight risk statements assessed, five were identified as “not well understood” (Table 3). These risks require further investigation to gather evidence of the hazard, exposure, vulnerability relationship.

Risk statement	Hazard	Domain
There is a risk a bushfire event will impact endangered species of flora and/or fauna in the district	Bushfire	Environment
There is a risk a drought event will cause deaths in the local community	Drought	People
There is a risk a drought event will impact endangered species of flora and/or fauna in the district	Drought	Environment
There is a risk an extreme heat wave event will cause deaths of the elderly, very young and those with underlying health issues in the local or visiting community	Heatwave	People
There is a risk a human disease/pandemic event will cause death or serious injury/illness, impacting the wellbeing of the community	Human Disease	Social setting

Table 3: Five risks were not well understood and require further investigation

Of the twenty-eight risk statements:

- Ten were identified as having a low tolerance level of 2. (Risk tolerable only if cost is grossly disproportional to gain achieved) to the consequence occurring. Eight of these were associated with death or harm to people in the community, and the other two associated with a major transport accident (Pichi Richi or aircraft)
- More than half (17) were identified as not being well managed and having opportunities for improvements
- A further seven, whilst considered well managed, still presented opportunities for improvement

3.3 Risk evaluation

The potential impacts of each hazard and priority for action are highlighted in Table 4.

Table 4: Potential impacts and priority for action

					Low	Moderate	Medium	High
Table 4: Potential impacts and priority for action								
Hazards	Impact on environment	Impact on people	Impact on economy	Impact on social settings	Impact on public administration			
Drought	Wild-life loss	Mental health	Loss of business income	Collective trauma and loss of wellbeing	Reduction in Council rates			
	Water quality / availability decline	Death (including suicide)	Product deterioration	People leave area	Redirection of funds			
	Vegetation deterioration	Loss of employment	Supply chain interruptions	Heritage cultural assets lost	Poorer roads due to water shortage			
	Increase salinity risk	Financial stress		Businesses close				
Flood/ storm	Vegetation destroyed	Death, injury (drowning in flooded streams)	Supply chain interruption	Short term separation	Delayed services			
	Erosion / Silt sediment		Uninsured losses	Road and infrastructure damage	Reduction in Council rates			
	Natural levies destroyed	Access to services limited	Replacement cost of infrastructure		Redirection of funds			
	Contaminant/fill natural water supplies	Water borne diseases			Demand on resources			
Transport Disaster	Soil /air/water contamination	Lives lost/injury in accident	Supply chain interruption	Collective trauma and loss of wellbeing	Delayed services			
			Loss of regional attraction/reputation					
Bushfire	Wildlife impacts	Lives lost/injury in homes and on roads	Loss of business income	Collective trauma and loss of wellbeing	Delayed services			
	Loss of species		Product deterioration	People leave area	Reduction in Council rates			
	Introduction of plant disease	Financial stress	Supply chain interruptions	Heritage cultural assets lost	Redirection of funds			
		Mental health and personal wellbeing		Businesses close	Demand on resources			
Over-abundance animals (mice, kangaroos, locusts)	Wildlife impacts	Personal trauma	Loss of business income	Collective stress	Demand on resources			
	Loss of species	Stress	Increased cost of business (livestock feed)	Need for collective management				
	Introduction disease	Financial Stress						
			Product deterioration					

Hazards	Impact on environment	Impact on people	Impact on economy	Impact on social settings	Impact on public administration
Heatwave	Parks and gardens effected	Possible lives lost, particularly of old or infirm Wellbeing Health	Product deterioration – Ag Sector Loss of business income	Collective trauma and loss of wellbeing Increased risk of fire	Delayed services Road damage
Pandemic*		Possible lives lost, particularly of old or infirm Long term health impacts Wellbeing	Loss of business income Product deterioration Supply chain interruptions	Collective trauma and loss of wellbeing Decline in social connections	Demand on resources

* It was observed that the national and state control to the COVID-19 pandemic had been particularly effective, resulting in little negative impact on the communities of the Flinders Ranges. In some instances, the focus on local tourism enhanced the Flinders Ranges economy. Should a change in national strategy, or a new strain of virus occur, this may change the current situation rapidly, potentially leading to an extreme risk.

3.4 Risk management

The risk generated by these emergency events are mostly understood and managed through a range of activities such as procedures, programs, insurance, building standards, community education, regulation and emergency service responses and may only need to maintain the current activities that are in place. Occasionally these risks are not fully understood or not managed in line with Council or community expectations, and additional actions are needed to better understand these risks or to make the risk as low as reasonably possible. Emergency management objectives, priorities and actions to achieve these objectives have been identified in part four of this plan.

4 EMERGENCY MANAGEMENT PLAN

4.1 Council's emergency management objectives

Based upon the community profile (Section 2.1), the Council and community values (Section 2.2), and community resilience profile (Section 2.3.) Council's emergency management objectives are:

- 1 Protect the health, wellbeing, and safety of the community members*
- 2 Reduce the risk of drought and emergency incidents to places and things that are important to us*
- 3 Build the resilience of infrastructure, the businesses, and the economy to overcome drought and emergency incidents*
- 4 Be a leader and advocate for a resilient community*



Figure 15: Quorn Bush Tucker Trial Community Planting Day group photo

Source: The FRC Facebook

4.2 Council emergency management priorities and actions

Based on the emergency risk assessment outcomes (Section 3.0), Council's emergency management strategies and identified actions are:

Disaster risk reduction

Strategy 1 – Build a resilient community

Action	Delivery	Lead	Objectives
Advocate for ongoing drought support and partner with community to build on community strengths and maintain community connections through community drought events program	Ongoing	DGSO, CEO	4
Partner with the RDA, Tourism SA, Flinders Ranges Tourism Operator's Association to build resilience of tourism businesses and industry to potential disasters through development of business continuity plans	Ongoing	CEO	3, 4
Advocate with the Flinders and Upper North Health Network and Wellbeing SA to develop and deliver mental health resilience programs	Ongoing	CEO	1, 4
Maintain and enhance parks and playgrounds as green and welcoming spaces, including continuation and extension of the Council green program	Ongoing	DOW, TLPGF	1,2
Support, encourage and develop community current and future leaders across the spectrum of the community	Ongoing	SLT	4
Pursue diversification into bush foods as an alternative to extensive grazing	Ongoing	CEO	3
Develop a strategic plan for the rebranding of Quorn as the Bush Food Capital of Australia	Year 1	CEO	3, 4
Complete the bush food garden project	Year 1	DOW	1, 3
Deliver streetscape/greening works in accordance with the current Streetscape Master Plan for Quorn, Hawker and Cradock to further improve community spaces	Year 1	DOW	1, 3
Deliver the economic development opportunities grant funded by the National Radioactive Waste Facility grant program outlined in Appendix 3	Year 2	DOW, SLT	3
Continue to build opportunities in the community for volunteerism and social interaction e.g. Men's Shed, QPMS, Bush Food Volunteer group etc	Ongoing	SLT	1, 4
Continue to deliver the community grant funding program to provide opportunities for funding for community programs	Ongoing	CEO	1, 2, 3, 4
Continue the implementation of Council's Disability Access and Inclusion Plan	Ongoing	SLT	1, 4

Strategy 2 –

Council actively planning and implementing activities that mitigate emergency risk

Action	Delivery	Lead	Objectives
Partner with the Country Fire Service to ensure bushfire risks are identified and Council actions are implemented in the Flinders Yorke and Mid North Bushfire Management Area Plan	Ongoing	DOW, FPO	1, 2, 4
Continue to develop the existing fire trail program	Ongoing	DOW, FPO	1, 2
Supplement Council's Asset Management Plan to include identification and management of floodways and roads subject to inundation	Year 2	DOW, DFA	3
Advocate for better floodway design standards and seek funding to improve floodway safety for residents and visitors	Year 1 and ongoing	CEO, DOW, DGSO	1, 2, 4
Maintain a regular photographic condition record of vulnerable uninsured assets	Year 3	DOW, DFA	3
Update Council's Asset Management Plan (stormwater and transport) to make assets and infrastructure more resilient to natural hazards, now and in the future	Year 3	DOW, DFA	3
In partnership with tourism operators and the RFDS seek funding to seal Quorn airstrip and reseal Hawker airstrip	Year 1 and ongoing	DGSO	2, 3
Actively monitor conditions applied to community event permits, particularly for heatwave	Ongoing	EHO	1
Ensure Council's tree management, recreation and sport, play-space plans mitigate exposure to adverse weather events	Ongoing	TLPGF	1,3, 4
Ensure Council contracted services and supply arrangements include emergency contingency considerations	Ongoing	SLT	2
Work with the CFS, SES and National Parks to educate visitors on bushfire and storm / flash flood safety	Ongoing	SLT	1
Seek funding to prepare a heatwave plan using the LGA heatwave planning guide	Year 4	SLT	1
Undertake a natural and cultural values assessment for the Council area to identify values at risk from disaster events	Year 4	SLT	1
Support the Pichi Richi Railway to implement recommendations of the EY report	Ongoing	CEO	1,3, 4
Support projects that build resilience of the natural environment to disaster events	Ongoing	SLT	2
Maintain appropriate insurances	Ongoing	DFA	2
Maintain a rolling bank of shovel ready projects that will stimulate the local economy	Ongoing	CEO	3

Strategy 3 – Council acting as an informed advocate for a safer community

Action	Delivery	Lead	Objectives
Actively participate in Far North Zone Emergency Management Planning Committee and activities	Ongoing	CEO, DOW	4
Actively participate in Flinders Mid-North Yorke Bushfire Management Area Planning Committee and activities	Ongoing	DOW, FPO	4
Advocate with authorities and suppliers for reliable mobile coverage and internet access	Ongoing	SLT	2, 4
Engage with community on public safety matters through Council's communication channels, web, and social media	Ongoing	SLT, GO	4
Advocate for improved reliability of power supply to Quorn and Hawker	Ongoing	SLT, CEO	2, 4
Advocate for funding to support of State listed heritage buildings being storm and fire resilient	Ongoing	SLT, CEO	4
Advocate for a regional approach to COVID-19 pandemic recovery	Ongoing	CEO	4
Advocate with the agriculture business sector and tourism business sector, State Government Depts (e.g. PIRSA, DIT, Planning), Federal Government Depts (e.g. Agriculture, Regional Development Australia), neighbouring Councils and locally relevant networks such as the Landscape Board and Heath Network to maintain their support through the drought recovery process	Ongoing	SLT, CEO	2,3,4

Incident operations

Strategy 4 – Maintain and develop Council's capacity and capability to support emergency operations

Action	Delivery	Lead	Objectives
Develop and maintain incident operations arrangements that support the existing Council Business Continuity Plan and local emergency response arrangements with emergency services	Ongoing	SLT	1, 4
Participate in local emergency exercises as appropriate	Ongoing	SLT	2
Maintain capability of any Council owned relief centres, sandbag sites, safer places or places of last resort (as listed in the incident operations arrangements)	Ongoing	SLT	1,2
Maintain adequate local stock of essential consumable personal protection supplies for known hazards	Ongoing	SLT	1,2
Ensure Council workforce is appropriately trained through the LGA i-Responda program	Ongoing	DOW	1,4

Recovery

Strategy 5 – Support the local community in recovery

Action	Delivery	Lead	Objectives
Based on photographic / condition records seek grants and support to fund restitution of uninsured assets	Ongoing	DOW	2
Identify opportunities to "build back better", assets, infrastructure, plans and procedures to be more resilient to future events	Ongoing	DOW	3
Support the local recovery	Ongoing	SLT	2,3, 4
Adapt Council services to support community recovery as required	Ongoing	SLT	1
Review existing Business Continuity Plan to build on the learnings from the COVID pandemic	Year 1	SLT	1

Key	
CEO	Chief Executive Officer
DFA	Director of Finance and Administration
DOW	Director of Works
GO	Governance Officer
SLT	Senior Leadership Team
FPO	Fire Prevention Officer
DGSO	Drought and Grant Support Officer
TLW	Team Leader – Works
TLPGF	Team Leader – Parks, Gardens and Facilities
EHO	Environmental Health Officer

5 IMPLEMENTATION ARRANGEMENTS

5.1 Actions to deliver on priorities

Council will undertake short and longer-term actions to address the priorities for emergency management. These actions will strengthen resilience and better prepare Council and community for future emergencies.

5.2 Resourcing this Plan

All actions will be included as part of the normal budgetary cycle and a responsible unit of Council nominated to manage that action. Where required, funding opportunities will be sought as they become available.

Several projects have identified key partners who will need to be engaged in the delivery.

5.3 Monitoring and improvement

This plan will be reviewed every 4 years.

The Council Senior Leadership Team will monitor the actions as part of the Council's business planning and delivery system.

APPENDIX 1

DISASTER RESILIENCE FACTORS REPORT

Disaster resilience definitions

Social character

The social and demographic characteristics of the community. Factors such as household and family composition, age, sex, education, employment, disability, language, and length of residence have well-known influences on capacity to prepare for, respond to and recover from natural hazards.

Economic capital

The economic characteristics of the community. Economic capital can contribute to the reduction of losses from natural hazard events through improved mitigation and risk management, individual flexibility and adaptation, enhanced recovery, market continuity and business continuity.

Emergency services

The presence and resourcing of emergency services. Emergency management is a core government service and is integral to natural hazard preparation, response and recovery. Emergency services undertake a range of activities to assist communities before, during and after natural hazards.

Planning and the built environment

The presence of legislation, plans, structures or codes to protect communities and their built environment. Land use planning articulates and regulates relationships between development and hazards. Planning reduces current and future risk and enhances the readiness and capacity of organisations to respond to events.

Community capital

The cohesion and connectedness of the community. Social capital is a resource that facilitates collective action for mutual benefit. Sense of community fosters participation, community competency, pro-social behaviour and preparedness through working with others to solve shared local problems.

Information access

The potential for communities to engage with natural hazard information. Telecommunication and internet access is vital to information sharing before, during and after natural hazard events. Community engagement activities benefit communities through capacity building, social connectedness, self-reliance, training, awareness of risk and psycho-social preparation.

Governance and leadership

The capacity within communities to adaptively learn and transform in the face of complex change. Adaptive communities have support and resources to manage complex change and to renew for mutual benefit. Characteristics of adaptive communities include social engagement, trust, cooperation, learning and wellbeing.

Social and community engagement

The capacity within organisations to adaptively learn, review and adjust policies and procedures or to transform organisational practices. Adaptive institutions have conditions suited to the development of the skills, knowledge and culture for managing complex change. They have flexibility and can learn from experience, innovate and adjust.

APPENDIX 2

STATE HERITAGE REGISTER LISTING FOR FRC

Click Heritage No	Address	LGA	Details	Class	State Heritage Place No
16353	Main Street CRADOCK	Flinders Ranges	Former St Gabriel's Catholic Church	State	10840
16347	20 Cradock Road HAWKER	Flinders Ranges	St Philip and St James Catholic Church	State	14759
16363	Hawker-Wilpena Road HAWKER	Flinders Ranges	Mount Desire Dyke (designated place of geological significance)	State	14805
16354	Wonoka-Hawker Road HAWKER	Flinders Ranges	Hawker Railway Station Complex – Goods Shed, Wool Platform and Crane	State	10998
21016	Wonoka-Hawker Road HAWKER	Flinders Ranges	Hawker Railway Station Complex – Station Building	State	25055
21017	Wonoka-hawker Road HAWKER	Flinders Ranges	Hawker Railway Station Complex – Water Tank and Water Column	State	25056
16356	HAWKER	Flinders Ranges	Wirreanda Creek Railway Bridge (Metal Girder)	State	12623
16364	HAWKER	Flinders Ranges	1885 Hawker Dam	State	16261
16357	Arden Vale Road QUORN	Flinders Ranges	Mount Arden Station Homestead	State	13839
16343	37 First Street QUORN	Flinders Ranges	Savings Bank of South Australia Quorn Branch	State	12563
16355	45–47 First Street QUORN	Flinders Ranges	Foster's Store	State	12589
16351	Quorn-Hawker Road QUORN	Flinders Ranges	Kanyaka Station Main Ruins, nearby Woolshed and Cemetery, and Stone Walling on other side of the Hawker Road	State	10192
16352	Railway Terrace QUORN	Flinders Ranges	Quorn Railway Station & Yard, including the Goods Shed, Carriage Shed and the Barracks	State	10196
16360	Railway Terrace QUORN	Flinders Ranges	Catholic Church of the Immaculate Conception	State	14761

Click Heritage No	Address	LGA	Details	Class	State Heritage Place No
16359	20 (Rear) Railway Terrace QUORN	Flinders Ranges	Quorn Institute	State	14760
16338	2 Railway Terrace QUORN	Flinders Ranges	Flinders Ranges Motel (former Dunn's Flour Mill)	State	10195
16341	6 Railway Terrace QUORN	Flinders Ranges	Dwelling (former Bank of Adelaide Quorn Branch)	State	12561
16342	11 Railway Terrace QUORN	Flinders Ranges	National Bank Quorn Branch	State	12562
16340	14–15 Railway Terrace QUORN	Flinders Ranges	Transcontinental Hotel	State	12373
16346	16 Railway Terrace QUORN	Flinders Ranges	Austral Hotel	State	12567
16345	17 Railway Terrace QUORN	Flinders Ranges	Quornucopia Shop (former Bruse's Hall)	State	12566
16349	18 Railway Terrace QUORN	Flinders Ranges	Criterion Hotel	State	12565
16339	19 Railway Terrace QUORN	Flinders Ranges	Quorn Courthouse	State	11749
16348	20 Railway Terrace QUORN	Flinders Ranges	Quorn Town Hall	State	18209
16344	25 Railway Terrace QUORN	Flinders Ranges	The Quorn Hotel (formerly Grand Junction Hotel)	State	12564
16361	15 Seventh Street QUORN	Flinders Ranges	St Matthew's Anglican Church	State	14762
16350	Saltia Creek, Pichi Richi Pass Via STIRLING NORTH	Flinders Ranges	Saltia Creek Elatina Formation (designated place of geological significance)	State	14818
16358	Near WOOLSHED FLAT VIA PORT AUGUSTA	Flinders Ranges	Woolshed Flat Railway Bridge	State	14609

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**The Flinders
Ranges Council**