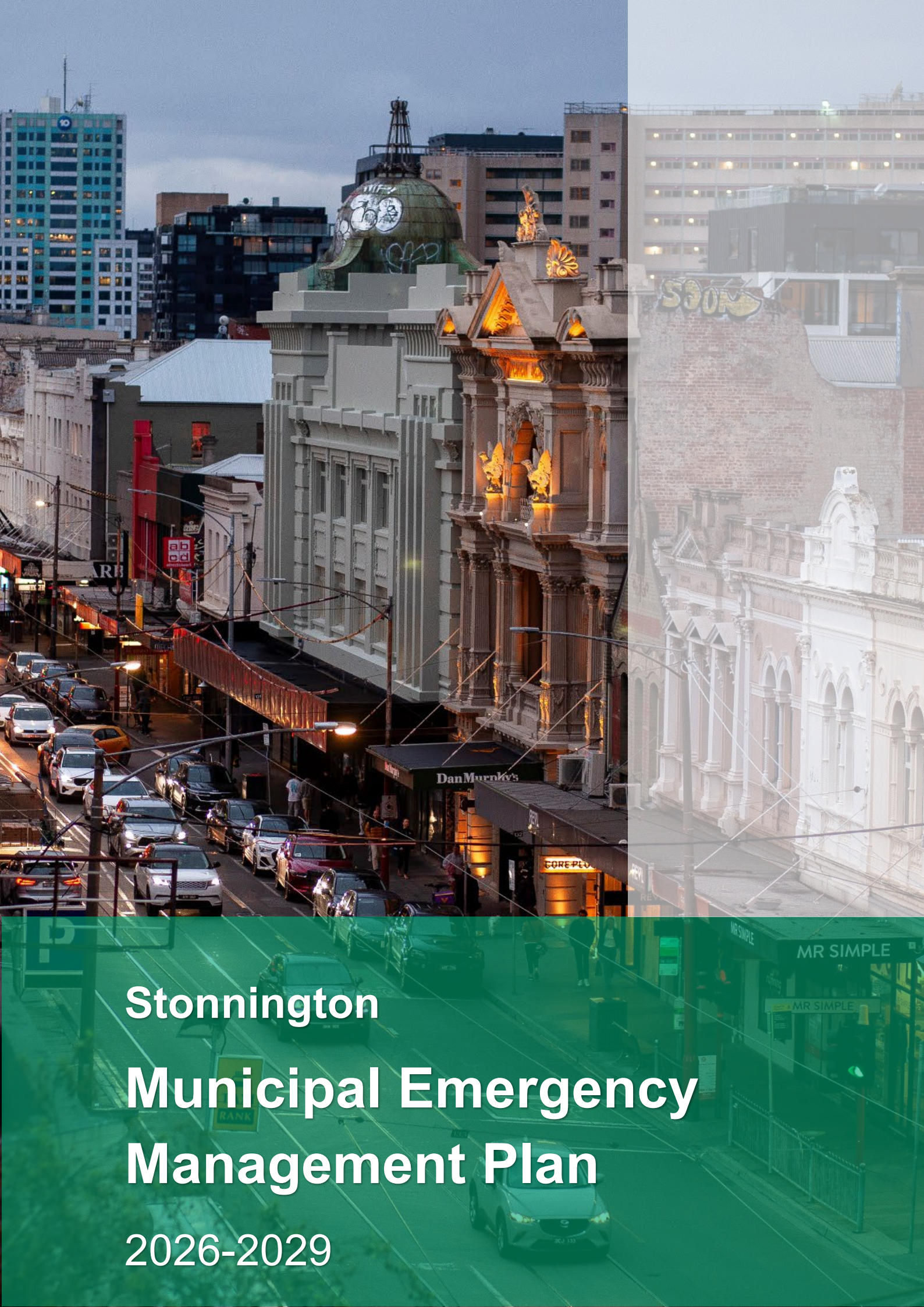


Stonnington

Municipal Emergency Management Plan

2026-2029



Community Emergency Information

Life Threatening Emergency	Triple Zero (000)
Translation & Interpreting Services	13 14 50

Emergency Warnings & Updates

VicEmergency App / Website	https://emergency.vic.gov.au/
VicEmergency Hotline	1800 226 226
Flood & Storm Emergencies	132 500
National Relay Service (hearing impaired)	1800 555 677
Bureau of Meteorology	1300 659 210 - bom.gov.au
Traffic Updates	https://traffic.transport.vic.gov.au/
Electricity Distributor Updates	https://www.energy.vic.gov.au/households/find-your-energy-distributor
ABC Local & Community Radio	AM 774 - Tune in for live updates

Planning & Preparing for an Emergency

Developing Home Emergency Plans	https://www.ses.vic.gov.au/plan-and-stay-safe	**Pet Management During Emergencies**	https://kb.rspca.org.au/categories/companion-animals/pet-ownership/what-preparations-should-i-make-for-my-pets-in-case-of-an-emergency
Preparing Your Business for Emergencies	https://business.gov.au/planning/business-plans/develop-an-emergency-management-plan	**Preparing for Power Outages**	https://em-public-web-prod.public.em.vic.gov.au/prepare-and-get-ready/outages-and-disruptions/power-outages
Staying Connected During Emergencies	https://www.telstra.com.au/exchange/how-to-prepare-and-stay-connected-during-natural-disaster	**Staying Cool in Stonnington**	https://www.stonnington.vic.gov.au/Community/Community-health-and-wellbeing/Heatwaves-and-climate-change

During & After an Emergency

Family Violence Support	1800 737 732 – 1800RESPECT	**St Kilda Crisis Centre**	1800 626 727
Lifeline	131 114 - SMS: 0477 131 114	**NBN**	1800 687 626 - nbnco.com.au
Kids Helpline	1300 651 251	**Electrical Faults**	13 20 99
Suicide Helpline Victoria	1800 55 1800	**Virtual Emergency Department**	vved.org.au
Headspace	03 9076 7500	**Youth Services – Salvation Army**	salvationarmy.org.au
Stonnington Youth Services	03 8290 7020	**Insurance Support**	vic.gov.au/stakeholder-resources
Nurse on Call	1300 60 60 24	**Business Support**	business.gov.au

Acknowledgement of Country

The Stonnington Municipal Emergency Management Planning Committee respectfully acknowledge the Traditional Lands of the Wurundjeri Woi Wurrung and Bunurong peoples of the East Kulin Nations and pay our respect to their Elders past and present.

We extend that respect to all Aboriginal and Torres Strait Islander peoples. We acknowledge their living connection to the Country, their relationship with the land and all living things extending back tens of thousands of years.

To find out more visit: https://www.stonnington.vic.gov.au/Community/Access-and-inclusion/First-Peoples-reconciliation

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Foreword

On behalf of the Municipal Emergency Management Planning Committee (MEMPC), I am pleased to present this Municipal Emergency Management Plan (MEMP).

This Plan represents the collective commitment of our member agencies, stakeholders and community partners to work together in preparing for, responding to and recovering from emergencies that may impact our municipality. It provides a coordinated framework to support effective emergency management arrangements, ensuring that roles, responsibilities and relationships are clearly understood across all phases of emergency management.

Emergencies are becoming increasingly complex and can have significant impacts on our community, infrastructure, economy and environment. Through strong partnerships, shared responsibility and continuous improvement, we aim to strengthen the resilience of our municipality and support our community before, during and after emergencies occur.

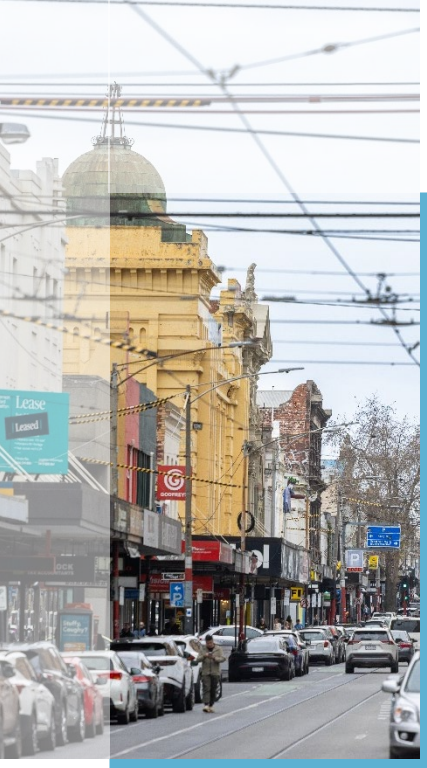
The development of this Plan has been informed through collaboration with emergency services, government agencies, community organisations and council departments. I would like to acknowledge and thank all those who contributed their expertise, experience and time to the preparation and review of this document.

This Plan is not intended to remain static. It will continue to evolve through ongoing review, lessons identified from incidents and exercises, and feedback from our community and partner agencies. Maintaining contemporary and effective emergency management arrangements is a shared responsibility and a critical part of supporting community safety and resilience.



Steph Kleman

Chair, Stonnington Municipal Emergency Management Planning Committee







Section 1:

Introduction

1. Introduction

The Stonnington Municipal Emergency Management Plan (The Plan) establishes the frameworks, processes, and arrangements necessary to reduce the likelihood of emergencies and minimise their effect on the community. It positions Stonnington as a resilient municipality, one that is informed, supported, and empowered to prepare for, respond to, and recover from emergencies effectively.

This is achieved through risk minimisation, community education and engagement, and clear operational arrangements that ensure an appropriate and efficient response across all phases of emergency management.

1.1 Plan Assurance and Approval

1.1.1 Assurance

A Statement of Assurance (including a checklist and certificate) has been prepared and submitted to the Southern Metropolitan Regional Emergency Management Planning Committee (REMPC) pursuant to the Emergency Management Act 2013 (S60AG).

1.1.2 Approval

The Stonnington Municipal Emergency Management Plan (MEMP) has been prepared by the Stonnington Municipal Emergency Management Planning Committee (the Committee) and was approved by the Southern Metropolitan Regional Emergency Management Planning Committee in August 2026.

1.1.3 Plan Review

To ensure a current integrated approach and remain effective, this Plan is reviewed at least every three years, or sooner where circumstances require, such as

- annually in full or in part at each Committee meeting
- after each major event where the plan has been activated
- where the Plan has been exercised

This complies with Section 60AN, section 6.1 of the Emergency Management Act 2013 (EM Act 2013).

Urgent updates of this Plan are permitted if there is significant risk that life or property will be endangered if the Plan is not updated (*EM Act 2013* section 60AM). Updates take effect when published on the Stonnington website and remain in force for a maximum of three (3) months.

This Plan will be reviewed not later than August 2029. It is current at the time of publication and remains in effect until modified, superseded or withdrawn.

1.2 Planning Context

1.2.1 Municipal Emergency Management Functions

The *Emergency Management Legislation Amendment Act 2018* amended the *Emergency Management Act 2013* ('the *Act*') to provide for new integrated arrangements for emergency management planning in Victoria at the State, Regional and Municipal levels, starting in December 2020. The updated legislation transferred the responsibility for municipal emergency management planning from local government to the reformed, multi-agency Municipal Emergency Management Planning Committee.

These changes fundamentally shift how emergency management planning is owned and delivered in Stonnington. The Municipal Emergency Management Plan and its subplans are no longer solely Council documents, they are jointly owned and maintained by all member agencies of the Committee. Emergency management planning is now an integrated, collaborative, multi-agency function, reflecting the shared responsibility all agencies hold for community safety and resilience.

In establishing this Plan, the Committee plays a role in enabling community participation in emergency preparedness, including mitigation, response, and recovery activities (*Emergency Management Act 2013* section 59F(b)).

A summary of the planning reform can be found at the Emergency Management Victoria website.

1.3 This Plan

Victoria's emergency management arrangements are built on collaboration across agencies, levels of government, the community, and industry. This Plan supports that approach, ensuring Stonnington's preparedness, response, and recovery arrangements are consistent, holistic, and grounded in a clear understanding of local risk.

In developing this Plan, the Committee has reviewed and sought to align with existing legislation, frameworks and procedures, including the:

- Guidelines for preparing State, Regional and Municipal Emergency Management Plans
- Victorian Preparedness Framework
- Community Resilience Framework for Emergency Management
- Assurance Framework for Emergency Management
- National Emergency Risk Management Guidelines
- Community Emergency Risk Assessment (CERA)
- The Plan is risk-based, recognising that Stonnington's social, natural, built, and economic environments are interconnected and that disruption to one can quickly affect others, as well as enhance or dimmish community resilience.

The Committee has undertaken a robust process to understand the municipality's vulnerabilities and identify the actions needed to strengthen resilience across all of these environments.

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1.4 Aim and Purpose

1.4.1 Aim

The aim of this Plan is to establish the agreed arrangements that guide how Stonnington's agencies, organisations, and community work together across the full emergency management cycle. This Plan is designed to:

- minimise the impact of emergencies on our community
- coordinate an effective and timely response when they occur
- and ensure people and places can recover well in their aftermath

1.4.2 Purpose

The purpose of this Plan is to support the safety and wellbeing of everyone in the Stonnington municipality, including the local community, workers and visitors alike. The preservation of human life is our first priority. Every arrangement in this Plan, and the broader emergency management framework it sits within, has been developed with one goal in mind: a community that is prepared, supported, and able to recover when the worst happens.

1.4.3 Objectives

The broad objectives of this Plan are to:

- implement measures to prevent or reduce the causes or effects of emergencies to our community
- develop and administer support to reduce the community's vulnerability to emergencies and increase its capacity for resilience and self-reliance
- manage arrangements for the utilisation and implementation of municipal resources in response, community support and recovery activities for emergencies
- manage support that may be provided to or from adjoining municipalities
- support the affected community to recover following an emergency
- complement other local, regional and state emergency management planning arrangements

1.4.4 Planning Principles

The Stonnington Municipal Emergency Management Planning Committee has adopted the following principles to guide municipal emergency management planning:

Strong interagency collaboration:

Municipal agencies and partner organisations jointly develop and implement coordinated emergency management plans, sharing resources and responsibilities to reduce risk across the community.

Unified strategic direction

A shared operational picture aligns the decisions and actions of all participating agencies and community stakeholders under a common emergency management framework.

Governance and accountability

Clear lines of responsibility ensure committee decisions are enacted effectively, with ongoing review, performance monitoring, and transparent reporting to support continuous improvement.

Community-centred resilience

Emergency management planning prioritises community outcomes and actively engages residents in preparedness processes, building local capacity to withstand and recover from emergencies.



1.5 Our Planning Focus 2026-2029

The Committee has committed to focusing its collective efforts for the next three years towards the following:

- Strengthen MEMPC Governance & Operations
- Building Recovery Capability & Operational Readiness
- Deepen Community Engagement & Build Resilience
- Mobilise Resources, Funding & External Partnerships

Under each theme sits an overarching goal and a number of high-level actions. The accountability and timeframes for the actions are further explored in the separate Stonnington Municipal Emergency Management Planning Committee Action Plan, which is maintained, updated and reported against regularly.

The Committee will establish Action Stream Leads to support delivery of the priorities outlined in this Plan. These Leads will be nominated from within the Committee member agencies and will provide coordination and oversight for agreed actions under each focus area. The governance arrangements, roles and responsibilities of Action Streams Leads will be further detailed in the MEMPC Terms of Reference.

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1.5.1 Strengthen MEMPC Governance & Operations

Goal

Establish the foundational governance systems, roles and operating model that will enable the Committee to function effectively and distribute work equitably across its membership.

Challenge/Opportunity

Strengthening governance is both a prerequisite for effective emergency management planning and an opportunity to build a more durable and productive planning committee.

Actions

1. Establish a Governance framework to consider the following:
    - review and update the MEMPC Terms of Reference to reflect current membership, operating environment, Action Stream Leads, and the committee's relationship to the Southern Metropolitan REMPC.
    - move to a task based governance model and establish work streams and responsibilities across the Committee membership
    - produce an annual MEMPC Action Plan that maps committee activities, reviews, exercises and community engagement against the calendar, with accountability reported at each meeting.
    - develop a structured induction process for new members and a knowledge-transfer protocol to retain institutional knowledge when members depart or change roles.
    - select, agree and implement a shared platform for committee communication, document sharing and coordination between meetings.





1.5.2 Build Recovery Capability & Operational Readiness

Goal

Address the high-level, cross-cutting priorities identified across Stonnington's principal hazards, ensuring that the MEMP and sub-plans reflect the specific risk profile and built environment of the municipality.

Challenge/Opportunity

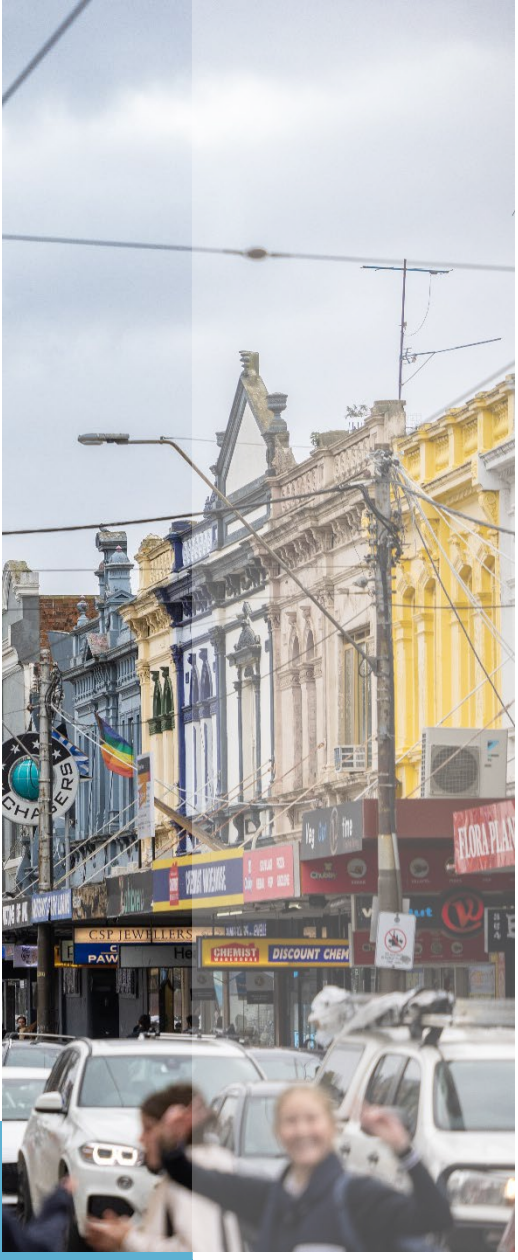
Building operational readiness requires investment in staffing capacity, cross-agency training and proactive MEMP maintenance. The committee is well-positioned to use its collective membership to develop shared training resources, a maintained resource register and a more systematic approach to risk treatment and mitigation.

Stonnington's inner-urban density, ageing residential stock, diverse community and reliance on shared infrastructure create specific hazard-management challenges that differ markedly from rural or peri-urban municipalities. The Committee has identified the following actions to address these priorities in a planned, systematic way.

Actions

1. Establish an Action Stream Lead to:
    a) explore the development of a Municipal Relief and Recovery Plan
    b) use the MEMPC Action Plan to systematically review and update the MEMP and sub-plans, and identify proactive mitigation activities that member agencies can lead
    c) develop and maintain a central register of resources available across hazards and member agencies, including specialist contractors, equipment, facilities and after-hours contacts
    d) develop an annual exercising schedule that tests emergency management arrangements such as relief centre activation, recovery coordination, communication failure and vulnerable population support, with structured debrief and after-action review processes linked to the MEMPC Action Plan
2. Review and update sub-plans to ensure they are fit for municipal context, considering relevant and emerging risks.

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1.5.3 Deepen Community Engagement & Build Resilience

Goal

Use the Committee’s collective strength and local knowledge to better understand the community, reach vulnerable populations, and build a more resilient Stonnington.

Challenge/Opportunity

Stonnington's inner-urban density, diverse population cohorts and concentration of vulnerable residents, including older people, CALD communities, residents in high-density buildings and people experiencing disadvantage, present specific preparedness challenges. The diversity of the MEMPC's membership provides a genuine opportunity to reach different community segments through trusted channels, moving toward a maturing engagement model that progressively builds community resilience across the MEMP cycle.

Actions

1. Nominate an Action Stream Lead to:

a) work with local community groups to promote community-level emergency preparedness plans and create a network of trusted community contacts that can support information-sharing and preparedness

b) identify and map the municipality's most vulnerable population groups and consider targeted preparedness information and support, engaging aged care services, schools and community health centres as key partners

1.5.4 Mobilise Resources, Funding & External Partnerships

Goal

Leverage the collective strength and networks of the Committee to address resourcing constraints, access external funding, and build partnerships that extend the committee's reach and capability.

Challenge/Opportunity

Resourcing constraints, including the limited capacity of individual member agencies and the concentration of emergency management expertise in a small number of people, represent a significant vulnerability for Stonnington's emergency management capability. The committee has historically operated within the bounds of existing agency budgets without actively pursuing external funding or formalising private and community sector partnerships.

Actions

1. Nominate an Action Stream Lead to:
   a) identify priority funding gaps across the Committee and advocate collectively for government funding, developing a grants calendar with assigned responsibility for the active pursuit of opportunities
   b) identify private sector organisations, not-for-profits and community organisations that could play a formal role in emergency management







Section 2: Municipal District Characteristics

2. Municipal District Characteristics

2.1 Community Profile

The Stonnington municipality, located roughly 5 kilometres south-east of the Melbourne CBD, is a highly urbanised and well-connected municipality characterised by established neighbourhoods and major activity centres. The municipality covers 25.62 square kilometres across the suburbs of Armadale, Toorak, Kooyong, Prahran, Malvern, and Malvern East, as well as parts of South Yarra, Windsor, and Glen Iris. The municipality is bounded by the Yarra River and Gardiners Creek to the north, Punt Road to the west, Warrigal Road to the east, and Dandenong Road and the Princes Highway to the south. Neighbouring municipalities include the cities of Yarra, Boroondara, Melbourne, Monash, Port Phillip, and Glen Eira (City of Stonnington, 2025).

Stonnington is a dynamic and diverse municipality characterised by a highly transient population, a comparatively young median age, highly mobile demographics, and elevated rates of private rental occupancy. As of 2024, the resident population stands at approximately 114,038 and is projected to grow by 23% over the next two decades, placing increasing demand on local services, infrastructure, and emergency management capabilities. Approximately 32% of residents are aged 18–34, yet the population is simultaneously ageing, with around 21% now over 60. Like many inner-city municipalities, Stonnington has a high proportion of renters, with 40.5% of residents in private rental, a pattern associated with residential mobility and, for some, housing insecurity. Households within the municipality are diverse in structure, with approximately 24% comprising couples with children or single-parent families, 25.3% consisting of couples without children, and around 37% made up of single-person households (City of Stonnington, 2025). That last figure is significant for emergency management, as single-person households are more likely to experience social isolation, less likely to have immediate support networks at home, and harder to reach and check on during emergencies.

Its population profile reflects both affluence and complexity: while Stonnington is considered one of Victoria's more advantaged communities, it also includes residents experiencing disability, rental stress and homelessness. These intersecting factors shape how people prepare for, respond to and recover from emergencies.





Figure 1: Stonnington municipality

The communities in Stonnington are diverse, with key differences between the western, central and eastern suburbs.

Table 1: Stonnington Suburbs (Profile id (informed decisions); Stonnington analysis)

Western Suburbs	Central Suburbs	Eastern Suburbs
South Yarra, Prahran, and Windsor	**Toorak, Armadale, Kooyong, and Malvern**	**East Malvern and Glen Iris**
• More people living there per hectare • More living in medium or high-density housing • Fewer people with private back gardens • More residents aged under 35 and fewer households with children • More people born overseas • More people who live with a chronic illness • More households without a car • More people who walk, cycle or use public transport to get to work	• More residents aged over 60 • A higher median age of residents • More people who live alone • Nearly one third of households with children living at home • More households without a car • More people who work in professions where working from home is likely • A lower index of socio-economic disadvantage	• A lower population density • Fewer people living in medium to high density housing • More people who need assistance due to disability • More people who speak another language other than English at home • Fewer people who work in a profession where working from home is likely • Fewer people using public or active transport to get to work • More households with children





2.1.1 Vulnerable Communities

Not everyone in Stonnington experiences emergencies in the same way. Age, disability, language, housing insecurity, social isolation, and economic disadvantage can all amplify the impact of an emergency, which can make it harder to receive warnings, access support, or recover in the aftermath. Some community members face multiple intersecting vulnerabilities that further compound their risk. Recognising and planning for this diversity is essential to ensuring emergency management arrangements are inclusive, effective, and responsive to community needs.

Table 2 identifies Stonnington's priority communities, those whose circumstances may result in greater impacts during and after an emergency, and those who require specific consideration in our planning and response arrangements (Australian Bureau of Statistics, 2021).

2.1.2 Mental Health Challenges

Mental health is a significant factor influencing vulnerability within the Stonnington community. Nearly 28.8% of residents have a long-term health condition; mental health conditions are among the most common, and 37.3% of households are single-person, a pattern closely linked to social isolation and reduced capacity to seek help in an emergency. Residents experiencing housing insecurity face further elevated rates of psychological distress, compounded by discrimination and limited access to services.

Alcohol and substance use can also create challenges in the community. Stonnington has the second-highest lifetime risk of alcohol-related harm in Victoria, with ambulance attendances and hospital admissions running 30–35% above the Melbourne average. Two in five residents are at risk of short-term harm from alcohol in any given month, and in 2017/18 alone, alcohol was linked to 15 deaths, 788 assaults, and 318 family violence incidents locally. Illicit drug use is also elevated among younger residents.

Emergencies intensify these pressures. The Committee recognises that psychosocial support, including counselling, outreach, and mental health referral, is an essential part of both response and recovery, not an afterthought, and must be planned in advance and delivered through trusted community channels.

Table 2: Stonnington Priority Communities

Priority Communities	Sensitivity to emergencies	
Older populations *22% of residents are aged 60 years or older.*	• Increased dependence on carers and increased social isolation • Possible difficulty finding and accessing services	• Possible unwillingness to turn on the heater/air conditioner due to financial concerns • May be asset-rich but income-poor
First Nations people *0.3% of residents are Aboriginal and Torres Strait Islander*	• Experience a high degree of socio-economic marginalisation • May experience intergenerational trauma	• May feel culturally unsafe with authorities, services and systems
Those experiencing housing insecurity *3.2% of residents live in social housing and 649 individuals are homeless.*	• More likely to live in low quality housing • Fewer financial resources so less likely to use heating or air conditioning	• More reliant on social support services • Less able to change their circumstances or improve their housing situation
Those with pre-existing health conditions *28.8% of residents reported having at least one long-term health condition.*	• Higher need for assistance and dependency on medication • Higher level of chronic health conditions	• More likely to have lower income and inadequate housing • More likely to be socially isolated
Those with disabilities *28.8% of residents need help in their day-to-day lives due to disability.*	• More vulnerable to exploitation and abuse • May be at risk of being stranded at home, through less mobility and carer dependence	• May be separated from assistive devices or medications • Women with disabilities are at greater risk of sexual and gender-based violence
LGBITQA+ communities *7.8% of residents in Stonnington identify as LGBTIQ+, including 2.8% of same-sex couples.*	• Pre-existing discrimination and marginalisation • May face harassment, violence or exclusion inside ERCs	• Potential barriers to safe and appropriate services, facilities and support • Specific needs are often overlooked
Young people *14% of residents are under 18 years of age*	• Dependence on adults • Disruption to education and development • Increased risk of abuse	• Limited voice in decision-making • More vulnerable to emotional and psychological trauma
Culturally and linguistically diverse communities *22.2% of residents speak a language other than English at home.*	• Possible limited understanding of English and available services • Cultural sensitivities • Possible lack of close support networks	• Unfamiliar with local risk and weather • Potential low levels of trust • Potential high disengagement



2.1.3 Cultural and historical landscapes

For tens of thousands of years, the Wurundjeri Woi Wurrung and Bunurong peoples of the East Kulin Nations have lived on, cared for, and celebrated the land that is now the Stonnington municipality. Before the colonial era, the area was richly resourced and varied, consisting of reed filled swamps, wattle scrub and large trees which provided bark for huts. European settlement from 1835, and the rapid population growth that followed the agricultural boom and gold rush, brought devastating dispossession. Aboriginal people were forcibly removed from their lands, their communities fractured, and their connection to country disrupted in ways whose impacts continue to be felt today (Clark & Kostanski, 2006).

Eleven Indigenous history markers are located across the municipality, in areas such as Kooyong, Prahran, South Yarra, and Windsor. Four of which are situated along the Yarra Trail, recognising the river's central significance to the Traditional Owners of this country (City of Stonnington, 2023). The Committee acknowledges that any emergency affecting these sites or the communities connected to them requires culturally informed and respectful engagement with Traditional Owners.

2.1.4 Diversity in Stonnington

Stonnington's diversity is one of its greatest strengths and a key consideration for emergency management. The municipality is home to over 70 established community groups, from faith-based organisations to sporting clubs to environmental groups, that hold deep local knowledge, maintain trusted relationships with hard-to-reach residents, and can mobilise quickly in a crisis. Maintaining strong connections with this network is a priority for the Committee.

This diversity spans culture, language, faith, and identity. Residents represent 120 countries and speak more than 90 languages; 31% were born overseas, and 22.2% speak a language other than English at home, with 2,797 reporting difficulty speaking English. Faith communities are equally varied, including Jewish (4.3–7.3% by ward), Christian (38%), Baha'i, and many other traditions. Stonnington also has one of Victoria's largest LGBTIQA+ communities, with 7.8% of adults identifying as LGBTIQA+, above the state average.

Each of these communities presents distinct emergency management considerations. Multilingual information and interpreter services must be activated during emergencies, not just in routine Council operations. Faith leaders are trusted messengers who can reach residents unlikely to engage with official channels, and their involvement in preparedness and recovery should be strengthened and incorporated into preparedness and recovery planning. LGBTIQA+ residents, despite their numbers, are less likely to seek help from neighbours or feel connected to community networks, making inclusive and safe relief and recovery services an operational necessity, not just an equity consideration.

2.2 Economic Environment

Stonnington has a dynamic and diverse local economy supported by a strong business base, cultural activity and a network of well-established activity centres. Cultural and creative industries play a key role in precinct activation, visitor attraction and local employment. Stonnington's economic profile reflects both prosperity and disparity, with high-income households living alongside residents experiencing significant disadvantage. Employment levels are comparatively strong, with 95.9% of the labour force employed and 4.1% unemployed, outperforming Greater Melbourne's employment profile (Australian Bureau of Statistics, 2021).

Stonnington is home to more than 19,000 businesses creating nearly 75,000 local jobs. The biggest industries are healthcare and social assistance, and retail trade, which add $11.64 billion gross regional product to the (City of Stonnington, 2025). As part of the Inner Melbourne Region, Stonnington benefits from a strong tourism sector driven by shopping, dining, entertainment, arts, culture and heritage assets. Rising land values have displaced most manufacturing and production-based industries, with only small pockets of industrial activity and increasing reliance on service-based employment. These shifts, combined with income disparity and cost-of-living pressures, present ongoing challenges for equitable access to economic opportunity and community participation (City of Stonnington, 2025).

2.2.1 Activity Centres

Stonnington has a well-connected network of activity centres of varying scale, from major regional destinations to local neighbourhood strips, that form the social and economic backbone of the municipality. At the larger end, Chapel Street, Chadstone, Glenferrie Road, and High Street Armadale serve broad sub-regional catchments, drawing significant numbers of visitors, workers, and shoppers from well beyond the municipality's boundaries. Toorak Village and Hawksburn Village function as substantial neighbourhood centres, providing a comprehensive mix of retail, office, and community services to surrounding residents. Smaller strips and local precincts complement these, meeting day-to-day needs and contributing to the distinctive character and liveability that residents and visitors value highly (City of Stonnington, 2025).

For emergency management, this network presents a specific set of challenges. Major precincts such as Chadstone, one of Australia's largest shopping centres, and the Chapel Street entertainment corridor generate very high volumes of people, including visitors who are unfamiliar with the area and may not know local evacuation routes or emergency procedures. Crowd management, public communication, and access for emergency services during peak trading periods or major events require careful pre-planning and strong relationships with precinct managers and leaders.



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2.3 Built Environment

Stonnington has a distinct character shaped by its well-defined boundaries, a grid of major arterial roads, including Chapel Street, Toorak Road, Malvern Road, the Monash Freeway, and Waverley Road, and a pattern of vibrant commercial strips surrounded by established residential neighbourhoods. Its location, accessibility, and mix of retail, entertainment, and cultural assets make it one of Melbourne's most active and investment-intensive inner municipalities.

2.3.1 Transportation Networks

Stonnington has an extensive and well-connected transport network, with almost all residents living within 400 metres of public transport. The municipality is served by five train lines across 15 stations, nine tram routes and 24 bus routes, providing strong north-south and east-west connections. Despite this coverage, service frequency and transport choice tend to diminish from west to east, contributing to lower car ownership and higher sustainable transport uptake in the western suburbs, while the eastern suburbs remain more car-dependent (City of Stonnington, 2020). The City of Stonnington manages approximately 331 kilometres of roads within its municipal boundaries. The breakdown of the city's overall transport network includes 260 municipal/local roads maintained by the City of Stonnington, 123 km of state arterial roads managed by VicRoads, 81 km of laneways and pathways, and 529 km of footpaths.

Key corridors such as Dandenong Road/Princes Highway, Toorak Road, Malvern Road, High Street, Wattletree Road, Waverley Road and Chapel Street form the backbone of the road network, while Punt Road and Warrigal Road mark the western and eastern municipal boundaries (City of Stonnington, 2020). The municipality’s extensive public transport network provides a significant advantage during emergencies, enabling the movement of large numbers of residents without reliance on private vehicles and supporting access to relief services. However, the reliability of the network may be reduced during emergencies due to ageing infrastructure and service disruptions.



Figure 2: Key Transportation Routes in Stonnington (provided by City of Stonnington)



2.3.2 Essential Infrastructure

Critical infrastructure underpins daily life in Stonnington, providing essential services such as energy, water, transport, communications, health, food supply and financial systems, and any disruption can have significant consequences for businesses, government and the community. Within the municipality, the Waverley Road power substation along with 31.9 km of major electricity transmission lines and 6.9 km of high pressurised gas pipelines are considered high-risk (Southern Metro REMPC, 2020). Chadstone Shopping Centre, although not classified as critical, is recognised as a high-risk facility due to its scale and regional role.

The emergency management implications of infrastructure disruption in Stonnington are acute, especially given the reliance of electricity. The Committee acknowledges the community's strong reliance on essential infrastructure and emphasises the importance of protecting and strengthening these systems, as well as building community resilience and redundancy for times of disruption. Further details on essential infrastructure in Stonnington are available in the Southern Metro Region Environmental Scan Report.

2.3.3 Housing Development

Stonnington is predominantly residential, complemented by commercial, industrial, office, and institutional land uses spread across its activity centres and corridors. With a population density approximately eight times that of Greater Melbourne, it is one of Victoria's most compact municipalities and it is still growing (City of Stonnington, 2025). The population is projected to increase by 23% over the two decades to 2045, requiring the need for an additional 12,950 dwellings to meet the population demand. This will continued pressure on housing, infrastructure, open space, and services (City of Stonnington, 2025).

The nature of that density matters for emergency management. More than 74% of dwellings in Stonnington are medium or high density, compared to 35% across Greater Melbourne, meaning the majority of residents live in apartments, townhouses, and multi-unit developments rather than detached homes (Australian Bureau of Statistics, 2021). This concentration of people in high-density buildings presents particular complexity, as residents may be unknown to their neighbours, building managers may not be reachable after hours, and the physical logistics of evacuating large numbers of people from upper floors, particularly those with mobility limitations, require pre-planning that goes well beyond standard suburban arrangements. As the municipality continues to densify, these challenges will likely increase, and emergency management planning arrangements will need to keep pace with the changing built environment.

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2.4 Natural Environment

Stonnington's natural environment is characterised by gently rolling terrain that slopes toward the Yarra River (Birrarung) and Gardiners Creek (KooyongKoot), the municipality's primary natural drainage and green space corridors. Higher ground around Malvern gives way to lower-lying areas in Glen Iris and along the waterways, where the underlying geology of sands over clay has historically created swampy floodplain conditions, underground channels, and springs. Several locations near Gardiners Creek (KooyongKoot) remain at ongoing risk of flooding, and combined with an increase in impermeable surface area resulting from urban development over time, this natural drainage pattern shapes the municipality's exposure to both riverine and flash flooding events.

Despite its urban density, Stonnington maintains a network of parks, gardens, tree-lined boulevards, and biodiversity-rich green corridors along the Yarra River (Birrarung) and Gardiners Creek (KooyongKoot), including Victoria Gardens, Central Park, Hedgeley Dene Gardens, Glen Iris Wetlands, and the Malvern Urban Forest. However, the 2026 analysis identified 101 publicly accessible open spaces across the municipality, totalling approximately 130 hectares, or just over 5% of the municipality’s land area. This analysis excludes restricted-access areas, such as Malvern Valley Golf Course, and highlights the challenge of maintaining green space in one of Victoria’s most densely developed and growing municipalities. OBJ

2.4.1 Urban Heat Island Effect

The limited availability of vegetated green space, combined with high urban density, an ageing tree stock, and gaps in the canopy, means the Stonnington community is increasingly exposed to the urban heat island effect. Hard surfaces, dense building stock, and reduced vegetation cause urban areas to absorb and retain heat, resulting in temperatures that can significantly exceed those of surrounding areas during extreme heat events. During these events, the absence of natural cooling, shade, and accessible green refuge areas places additional pressure on residents, particularly older people, those without air conditioning, and those in high-density housing, and on the emergency and health services responding to heat-related illness. This vulnerability is most acute in the inner western suburbs, where vegetation, canopy and open space are both scarcer and less diverse than in the east.



The January 2009 and 2014 Victorian heatwaves demonstrated the scale of this risk in concrete terms: in 2009 alone, there were an estimated 374 excess deaths across metropolitan Melbourne, a 34-fold increase in heat-related ambulance callouts, and a 12% overall increase in emergency department presentations. As Stonnington's population grows, its tree canopy will continue to age, and green space may become more scarce. With climate change driving higher average temperatures and lmore intense heat events, the urban heat island effect will become an increasingly significant driver of emergency demand.

2.4.2 Climate Change Projections

Climate change presents a growing challenge for communities across Victoria and is recognised as one of the greatest threats to public health and wellbeing. Stonnington, which shares Central Melbourne's climate of around 200 mm of annual rainfall, summer temperatures ranging from the mid-20s to the high 40s, and rapidly shifting weather patterns driven by winds from the west, south and north, is already experiencing the impacts of a warming climate. These include reduced rainfall, rising average daytime temperatures, more intense storms and flooding, and longer periods of severe heat, all of which are projected to intensify over the coming decades.

Looking ahead, Stonnington's physical environment will become more dynamic and less predictable as extreme weather events increase in frequency and severity. These changes will influence how people live, work and move through the city, with implications for public spaces, infrastructure performance, service delivery, supply chain resilience, and community wellbeing. Climate change is also expected to exacerbate social and economic inequality, disproportionately affecting vulnerable residents and placing additional pressure on essential services, emergency responders and the infrastructure that supports daily life. As the city continues to grow, Council is committed to future-proofing Stonnington by understanding emerging risks and vulnerabilities, adapting our assets and infrastructure, and strengthening resilience by supporting our community to thrive in a climate-changed future. More information on climate projections for Greater Melbourne can be found in Victoria's Climate Science Report 2024.

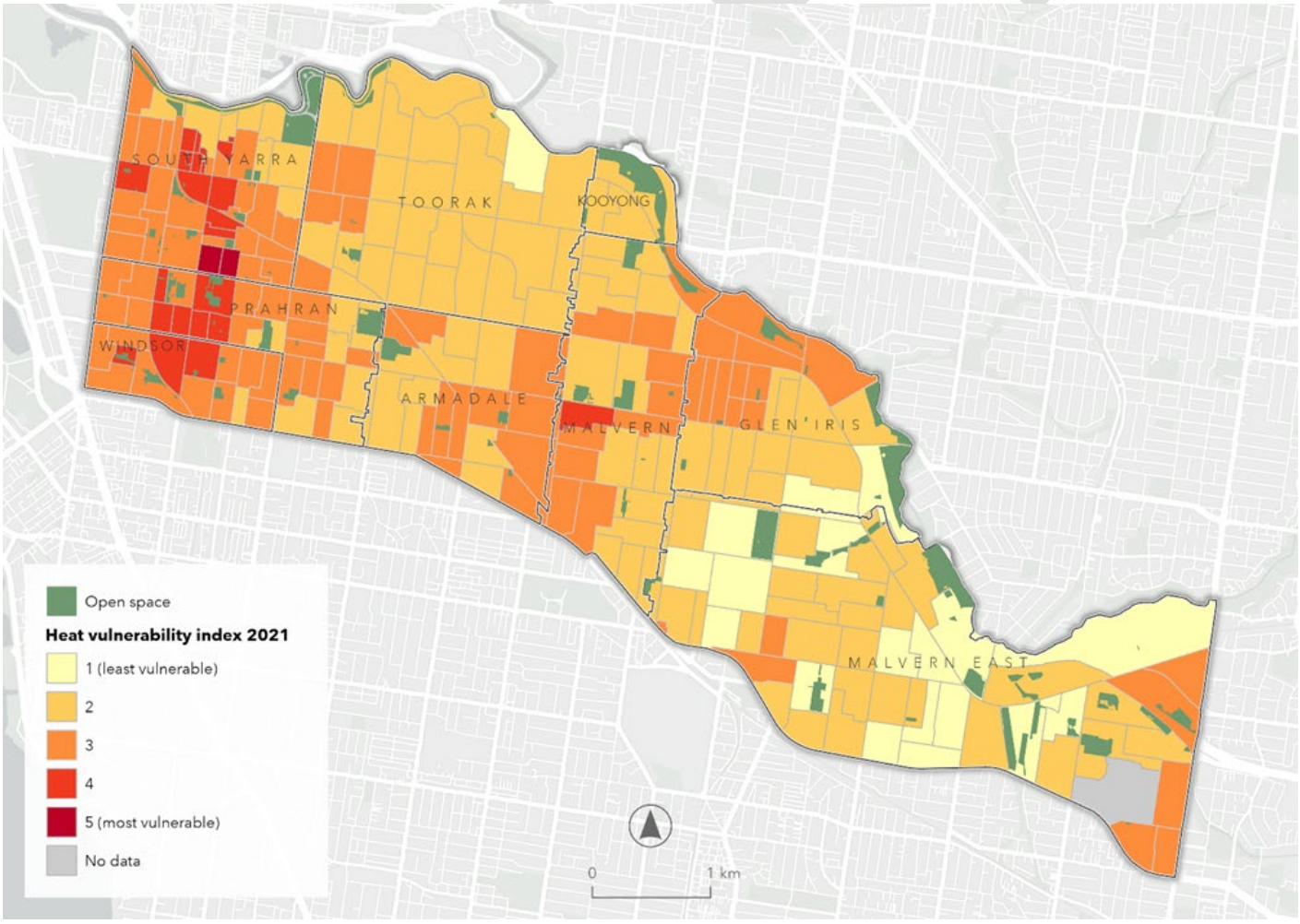


Figure 3: Heat vulnerability in Stonnington (provided by City of Stonnington)



2.5 History of Major Emergencies

The City of Stonnington was formed in 1994 through the amalgamation of the City of Prahran (established 1855) and the City of Malvern (established 1856). Below is a chronological list of significant emergency events spanning that full history. This list does not detail a single scale whereby emergency services activated the Municipal Emergency Management Officer and Municipal Recovery Manager. These events are considered 'business as usual' for the Committee's agencies.

Flooding

The Great Flood of 1891: The Yarra River rose 14 metres above its normal level in some areas, flooding many riverside suburbs, including Prahran, and causing extensive damage. This remains the most significant flood in Melbourne's recorded history.

1934 Yarra River Flooding: There was also extensive flooding along the Yarra River in 1934. Since that era, significant remediation work, including widening and redirecting the lower Yarra has substantially reduced riverine flood risk in the municipality.

February 2011 Flooding: The last major flooding within the Stonnington municipality occurred in February 2011, when large areas were affected. The storm caused significant basement flooding with some evacuations of residential and commercial property and also affected public areas and infrastructure.

Pandemics & Public Health Emergencies

1918–19 Spanish Influenza (Pneumonic Influenza): Deaths from pneumonic influenza occurred in Prahran during the 1918–19 epidemic, mirroring the catastrophic toll felt across inner Melbourne. Melbourne public hospital statistics for a fortnight in mid-April showed hospitals treated 3,444 cases of influenza with 142 deaths, with the disease spreading rapidly in overcrowded inner-city suburbs.

COVID-19 Pandemic (2020–2022): The pandemic had a major and sustained impact on Stonnington, which has a high concentration of hospitality, retail, and arts businesses along Chapel Street, South Yarra, and surrounds. In response to COVID-19 impacts, the City of Stonnington provided all ratepayers with a 2% rate waiver/concession in the 2020–21 financial year, and projected ongoing revenue losses of a further $13.20 million over the following four years. A Community Recovery Committee was established to meet with the community, understand how they had been affected, and collaboratively respond. The City of Stonnington provided emergency relief throughout this period, including food and material aid, as well as extensive support to public housing estates seven days a week.

Extreme Heat Events

January–February 2009 Heatwave: Victoria experienced the most extreme temperatures on record over five days from 27–31 January 2009, with maximum temperatures 12–15°C above normal across much of the State, peaking at 45.1°C. The Chief Health Officer reported an estimated 374 excess deaths in Victoria during this heatwave. Inner-urban, high-density areas like Stonnington, with significant elderly and apartment-dwelling populations, were particularly exposed.

January 2014 Heatwave: The Chief Health Officer reported an estimated 167 excess deaths in Victoria. Victoria experienced the hottest 4-day period on record, with Melbourne recording temperatures in excess of 41°C each day between 14 and 17 January 2014.

Severe Storms

December 2003 Severe Thunderstorm: The December 2003 thunderstorm was considered Melbourne's worst storm since 1972, with the Australian Bureau of Meteorology calling it a "one-in-50-year to one-in-100-year event." The storms also brought large hail, with some accounts describing hailstones as large as golf balls. The municipality experienced significant damage.

November 2016 Thunderstorm Asthma Event: On 21 November 2016, the Emergency Services Telecommunications Authority, Ambulance Victoria, and hospital emergency departments across Melbourne experienced an unprecedented surge in people with asthma and respiratory distress. 12,723 patients presented at emergency departments across Victoria, 44% more than usual, with emergency departments seeing a 672% increase in respiratory-related presentations within a 30-hour period. 3,841 more people than usual were admitted to the hospital, and 10 people died as a result.

2019-20 Smoke & Air Quality Events: While the fires were not local, smoke from the catastrophic 2019–20 Black Summer bushfires blanketed Melbourne for extended periods. Stonnington's Mayor cited "major storms, poor air quality and contaminated rain" as climate-driven extreme weather events that had a significant local impact on the environment, local economy, and human health. In February 2020, City of Stonnington Councillors voted to declare a climate emergency, noting that 2019 was the hottest and driest year on record in Australia and that 2010–2019 was the hottest decade on record worldwide.

Other

Apartment Fires: A residential fire in November 2024 displaced residents across eight apartment units, required immediate assistance. In May 2025, another residential fire displaced resident across 12 units. As a result, Council coordinated emergency accommodation for all affected residents.

2024 Lux Nightclub Fire: In November 2024, a deliberately lit fire destroyed the Lux Nightclub, Chapel Street, South Yarra. Approximately 50 firefighters and 15 fire trucks attended the scene. The fire, which was quickly deemed suspicious and later confirmed as arson, gutted the first-floor venue and caused significant damage to adjoining tenancies. No injuries were reported as the venue was unoccupied at the time. The incident resulted in a prolonged closure of Chapel Street for three weeks, with significant impacts on local traders and on pedestrian and vehicular access throughout the precinct.

2024 Traffic Incident: In July 2024, a truck carrying livestock crashed into a bridge in South Yarra during peak hour. The top deck of the trailer was crushed in the impact, with many of the cattle injured and at least one animal seen jumping from the trailer. There were also reports of at least two cattle wandering through the streets. The Municipal Emergency Management Officer provided coordination support to attending agencies, including sourcing veterinary contacts to assist with the welfare of livestock on board and facilitating access to structural engineering resources to assess the bridge.

2026 Operation Eclipse: In 2026, Operation Eclipse was established as a Victoria Police-led, multi-agency response to a series of coordinated arson and related offending across metropolitan Melbourne, primarily targeting licensed venues. The operation followed a sustained pattern of organised offending involving repeated overnight incidents, the use of stolen vehicles, youth offenders, and reconnaissance activity.

The operation involved Victoria Police specialist units, Fire Rescue Victoria, Ambulance Victoria, and affected councils including Stonnington, Port Phillip, Melbourne and Yarra. It focused on disrupting offending networks, strengthening intelligence sharing, and coordinating preparedness activities, including Fire Rescue Victoria audits of Emergency Safety Measures (ESM), increased Municipal Building Surveyor (MBS) inspections, municipal CCTV support, and economic and business support measures for impacted precincts. Councils were also advised to prepare for potential Emergency Relief Centre (ERC) activation.

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Section 3:

Planning Arrangements

3. Planning Arrangements

3.1 Victoria's Emergency Management Planning Framework

This Plan supports holistic and coordinated emergency management arrangements within the region. It is consistent, contextualises and should be read in conjunction with the State Emergency Management Plan and Southern Metropolitan Regional Emergency Management Plan. This Plan does not conflict with or duplicate other in-force emergency management plans that exist.

Planning arrangements make available the ability for communities to undertake their own localised planning and connect their plans into the Victoria's emergency management planning framework.

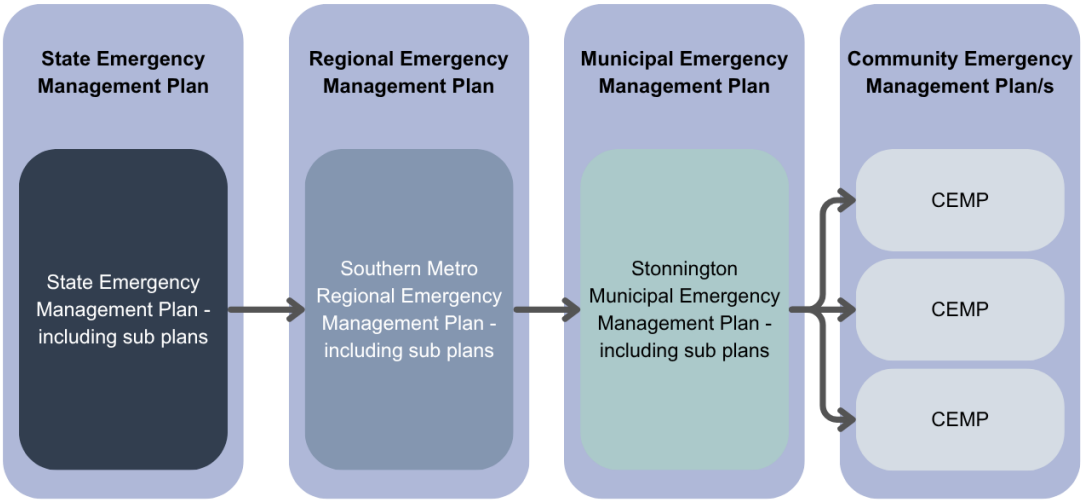


Figure 4 Plan Hierarchy.

3.2 The Municipal Emergency Management Planning Committee

The Committee has been established under Sections 59 and 59F of the *The Act*. It functions as a multi-agency collaboration group comprising members with diverse organisational, industrial and personal expertise. The primary goal is to create a comprehensive emergency management plan for the municipality.

The Committee promotes shared responsibility through the participation of relevant agencies in the planning process and directly reports to the Southern Metropolitan Regional Emergency Management Planning Committee. It has the power to include additional representatives in accordance with its Terms of Reference and the Act. The Committee is authorised to form working groups and sub-committees to support plan development or engage in activities aligned with the plan's objectives.

Appendix H contains further information on the MEMPC Terms of Reference.

3.3 Social Demographics Considerations in Municipal Emergency Management Planning

Effective emergency management planning must account for the diverse social demographics of the community, including age, culture, and gender. These factors shape how individuals and communities experience, respond to, and recover from emergencies, and must be meaningfully integrated throughout all stages of planning.

To strengthen municipal emergency management planning, the Committee has considered the demographics and characteristics of local communities and engaged community leaders to represent a diverse range of groups. Throughout the planning process, the Committee has proactively sought opportunities to include individuals of diverse gender and sexual identities to ensure equitable participation.

Age

Communities span a wide range of ages, each with distinct vulnerabilities and capabilities during emergencies. Children, older adults, and people with age-related conditions may require tailored support, communication, and evacuation assistance, making age a critical consideration in all stages of emergency planning and response.

Culture

Cultural backgrounds and language proficiency significantly affect how individuals access information, seek assistance, and engage with emergency services. Planning must account for cultural diversity to ensure warnings, communications, and support services are accessible, trusted, and effective across all community groups.



Socioeconomic Status

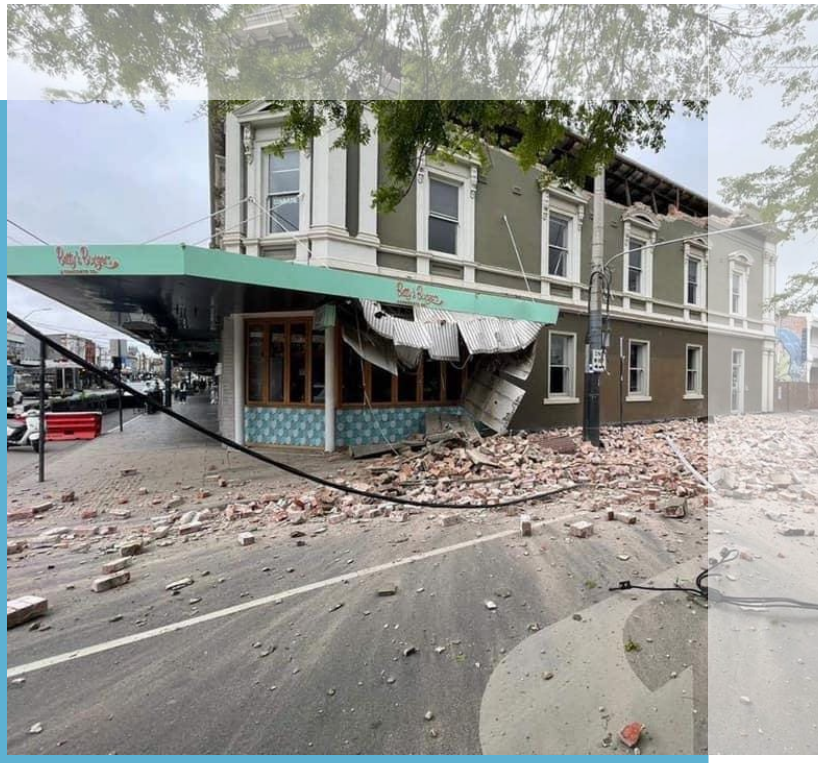
Individuals experiencing financial hardship, housing insecurity, or unemployment often have fewer resources to prepare for, respond to, and recover from emergencies. Planning should account for these vulnerabilities and ensure equitable access to support and recovery services.

Gender

Gender significantly influences the roles and experiences of communities in emergency preparedness, planning, response, and recovery. Gender roles are often more stereotypical in the aftermath of an emergency and often revert to traditional roles. This can be limiting and harmful for people of all genders and reduce capacity for community response and recovery.

To consider this in the Plan, the City of Stonnington, as Chair of the Committee, has undertaken a Gender Impact Assessment (GIA) as part of the 2026 review and update. More information on the National Gender and Emergency Management Guidelines can be found here.







Section 4:

Risk Management

4. Risk Management

The established international and Australian risk management standard *AS ISO 31000:2018 Risk management - Guidelines (ISO 31000:2018),* supported by a range of supplementary materials (including the National Emergency Risk Assessment Guidelines (NERAG) 2020), provide risk managers with principles and general guidance to be considered when developing risk management frameworks and programs. The risk management process underpins all emergency management planning, including this Plan.

The Committee follows the following process in managing its risk:

- establishing the scope, context and criteria
- risk assessment
    - risk identification
    - risk analysis
    - risk evaluation
- risk treatment
- monitoring and review
- communication and consultation
- recording and reporting.

4.1 Hazard, Exposure, Vulnerability and Resilience

The Committee, in conducting its emergency risk management process, has considered:

- a broad range of hazards from across the municipal district
- the exposure of these hazards to people, property, systems, or other elements that are subject to potential losses
- the vulnerability of the characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of the hazard
- the level of resilience which can be defined as the capacity of individuals, communities, institutions, businesses and systems to survive, adapt and thrive no matter what kind of chronic stress and acute shocks they experience

4.2 Risk Assessment

The Committee recognises it has a key role in undertaking a risk assessment process through identifying potential hazards and their associated risks, including current and future treatments that reduce the risk or minimise the effects of emergencies.

The Community Emergency Risk Assessment (CERA) process:

- identifies risks that pose the most significant threat to community
- assist in identifying, describing and understanding the exposure and vulnerability of key community assets, values and functions essential to the normal functioning of the community
- supports discussion and understanding the consequences and likelihood, causes and impacts for each risk
- identifies opportunities for improvement to prevention, control, mitigation measures and collaboration
- informs emergency management planning

The Community Emergency Risk Assessment process was enhanced through a series of risk assessment workshops undertaken by the Committee in August 2024, based on the National Emergency Risk Assessment Guidelines (NERAG) 2020. The outcome of the workshops was the identification of a list of prioritised risks, relevant to Stonnington, as described in the Risk Summary Table (Table 3). The risk rating is relevant to the municipality in line with the mitigation activities in place. The Committee also undertook an additional review of risks during the preparation of this Plan.

Table 3: Risk Summary Table from CERA

Emergency Risk	Risk Rating	Control Agency
Extreme Temperature	High	Emergency Management Commissioner
Human Disease (Pandemic)	High	Department of Health
Essential Service Disruption	Medium	DEECA
Fire – Structural / Residential	Medium	Fire Rescue Victoria
Flood	Medium	State Emergency Service
Storm	Medium	State Emergency Service

4.3 Principal Emergency Risks

This section describes the principal emergency risks identified through the Stonnington Community Emergency Risk Assessment (CERA) process and MEMP review. During this review a separate multi-agency workshop analysis was undertaken by the MEMPC in 2026; while this workshop did not inform the previous CERA, it is anticipated to contribute to the CERA 2027 review. Each risk is described in the context of Stonnington's unique characteristics as a high-density, inner-urban municipality with a diverse and vulnerable community.

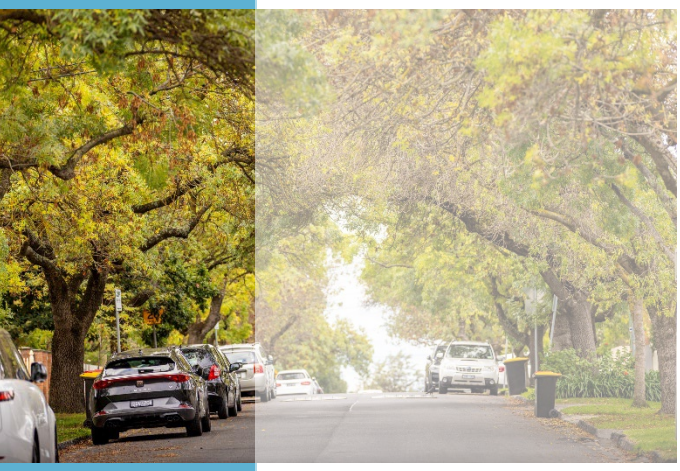
Risk ratings reflect residual risk, that is, the level of risk remaining after accounting for existing agency and government treatments, controls and mitigation measures. They do not represent inherent or worst-case risk without controls.

Climate Change as a Risk Multiplier

Climate change is a key risk multiplier across the municipality's emergency management landscape. While not treated as a standalone hazard in this Plan, it is recognised as significantly increasing the frequency, severity and compounding nature of existing risks. More frequent and intense heatwaves, storms and rainfall events are expected to place greater pressure on infrastructure, health outcomes and vulnerable communities.

For Stonnington, this includes increased urban heat impacts, greater strain on drainage systems, and a higher likelihood of cascading or concurrent emergencies, such as heat-related power outages or storm-related disruptions. These changes also heighten vulnerability for priority populations and may compound broader pressures on emergency management systems, supply chains and community resilience over time.

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4.3.1 Extreme Temperatures

Extreme heat events and heatwaves pose a serious and growing risk to Stonnington's community. The municipality's urban heat island effect, amplified by extensive hard surfaces, limited tree canopy and the second least open space of any Victorian municipality, means temperatures can be significantly higher than surrounding areas. The combination of an ageing population, high-rise apartment living, older housing stock without effective insulation, and a large renter population unable to make building modifications creates acute vulnerability.

Risk Rating
High
Control Agency
Emergency Management Commissioner

Consequences

- Excess deaths, particularly among older residents, people with disability, and those living alone
- Significant increase in hospital presentations and ambulance callouts
- Pressure on emergency departments and health services
- Power load-shedding and brownouts increase the risk of cooling system failure
- Compounding bushfire risk during extreme heat periods
- Mental health impacts from prolonged heat stress, particularly for socially isolated residents
- Acute impacts on people experiencing homelessness without access to shelter or cooling
- Disruption to transport services in extreme heat conditions

Stonnington Challenges

- Pronounced urban heat island effect with limited green and blue space for relief
- Very limited open space, second least of all Victorian municipalities
- High concentration of older residents in apartments without access to cooling
- A large proportion of renters are unable to make significant building modifications for heat resilience
- Intersectional vulnerability, disability, age, low income and heat risk compounding
- Power demand-related load-shedding undermines access to air conditioning
- People experiencing homelessness with no access to shelter or cooling
- Unclear responsibility for identifying and checking on at-risk residents during events

What is being done	• State Government heat health warning system notifying Council and health services • Heat Health Plan for Victoria and Extreme Heat Sub-Plan Stonnington Extreme Weather Policy • Option to extended library hours and discount pool entry on extreme heat days • Cool Places program providing access to air-conditioned venues • Green corridors project to increase canopy and reduce urban heat • Climate Vulnerability Assessment identifying highest-risk populations and locations • The Adaptation Game community engagement program • BOM extreme weather alerts and public communication channels
What community can do	• Know the signs of heat-related illness, seek medical help if symptoms appear • Check on elderly or vulnerable neighbours during heatwaves • Access cool public spaces, Council libraries, pools, and Chadstone Shopping Centre • Prepare your home before summer, install external blinds, check air conditioning • Avoid strenuous outdoor activity during the hottest part of the day • Keep cool water available and drink regularly • Know your personal emergency plan, especially if you have a medical condition worsened by heat

4.3.2 Human Disease (Pandemic)

A pandemic involves the widespread transmission of infectious disease, with COVID-19 being the most recent large-scale example. Stonnington's high population density, diverse community including large culturally and linguistically diverse populations, significant aged care presence, and the challenges of isolation and quarantine in high-rise buildings all shape the municipality's exposure and vulnerability to pandemic events.



Risk Rating
High
Control Agency
Department of Health

Consequences

- Illness and excess deaths, particularly among older residents and people with underlying conditions
- Staff absence across all agencies is significantly reducing response and service capacity
- Disruption to essential services including health, education and aged care
- Social isolation, family violence increase and mental health deterioration
- Community backlash, compliance fatigue and non-compliance with public health directions
- Economic disruption, including business closures and job losses
- Complex challenges for high-rise residents with limited outdoor or communal access
- Compounding impacts on people experiencing homelessness and those without stable housing

Stonnington Challenges

- High-density living significantly complicates isolation, quarantine and ventilation
- Large aged care residential population in multiple facilities across the municipality
- Significant CALD communities requiring multilingual, culturally appropriate health communications
- People experiencing homelessness without a fixed address for welfare checks or isolation
- Perception that COVID-19 represents the worst-case scenario, creating complacency for future events
- Misinformation spreading rapidly through social media communities
- Staff depletion affecting Council service delivery, emergency management and community support
- High-rise residents with limited outdoor space during extended lockdown periods
- Coordination challenges across Council departments, health services and community organisations

What is being done	• State Government pandemic planning and Chief Health Officer public health directions • Localised pandemic plans for schools, early years services and health facilities • Victorian public health unit coordinating local response • Financial support programs for residents and businesses • Multilingual public health communications • Community health organisations providing outreach and support
What community can do	• Practice good hygiene, regular handwashing and respiratory etiquette • Stay home when unwell and get tested • Follow public health directions from the Chief Health Officer • Stay connected to community, check on isolated or vulnerable neighbours • Seek trusted information through official government sources • Support local businesses and community services during disruptions • Seek mental health support early, contact your GP or Beyond Blue • Prepare a personal emergency plan including supplies for extended isolation

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4.3.3 Essential Service Disruption

A sustained disruption to electricity, gas, water or telecommunications services can have severe and cascading consequences in Stonnington's densely populated urban environment. Such disruptions may be triggered by extreme weather, infrastructure failure, cyber incidents or supply chain breakdowns. High-rise residents and those dependent on powered medical equipment are particularly exposed. The ability to stand up emergency relief centres may itself be affected if generator capability is unavailable.

Risk Rating
Medium
Control Agency
Department of Energy, Environment and Climate Action

Consequences

- Risk to life for residents dependent on powered medical equipment (oxygen, dialysis, refrigerated medications)
- Disruption to health services and aged care facilities
- Food safety risks from refrigeration failure in homes, businesses and food relief services
- Loss of heating and cooling during extreme temperature events
- Communication blackout when both power and mobile networks fail
- Social isolation, particularly for older and vulnerable residents
- Transport disruption including traffic signal failure

Stonnington Challenges

- High proportion of residents in apartments with no backup power, water storage or alternate cooking
- No generator capability at some potential emergency relief centres
- People dependent on powered medical equipment at life-threatening risk during outages
- Compounding impact when essential services disruption co-occurs with extreme heat or flood
- Older residents unfamiliar with alternative communication methods (battery radio)
- Limited community awareness about individual preparedness for extended outages

.

What is being done	• Energy provider critical client registers for life-support equipment users • Food Act enforcement and food safety advice during outages • Star Savers program offering discounted home battery storage • Health service and aged care business continuity planning • Food rescue programs and community food relief networks • ABC emergency broadcast for public information during outages (non-internet dependent) • Sector business continuity planning across community service organisations
What community can do	• Register with your energy provider if you rely on powered life-support equipment • Have a battery-powered or hand-crank radio for emergency information when power and internet are out • Charge devices and power banks before predicted severe weather • Maintain non-perishable food and bottled water supplies for at least 3–5 days • Know your neighbours and establish a plan for checking on each other during extended outages • Know the location of Council's nearest cool spaces • Understand food safety, when in doubt about refrigerated food safety after an outage, throw it out • Consider a home battery or solar system to reduce dependence on grid power

4.3.4 Fire – Residential and Industrial

Structural fires in residential buildings (including high-rise apartments), commercial premises, and industrial sites present an ongoing risk in Stonnington. The municipality's dense built environment, high proportion of older and heritage buildings, narrow streets, and rapidly growing high-rise residential sector create particular challenges for fire prevention and emergency response. Emerging technology risks, particularly lithium-ion battery fires from electric vehicles, e-scooters and home storage, are an increasing concern.



Risk Rating
Medium
Control Agency
Fire Rescue Victoria

Consequences

- Loss of life and serious injury
- Displacement of residents from short periods to months, generating demand for relief services
- Damage to neighbouring properties in densely built areas
- Complex body corporate and owners corporation response to challenges
- Public health and environmental impacts from smoke and chemical releases
- Significant loss of business premises and economic disruption
- Burden on relief services managing displaced residents, including pets, medications and documentation

Stonnington Challenges

- High-density apartment buildings with complex fire evacuation requirements and diverse residents
- Narrow streets and carparks limit access for emergency vehicles
- Heritage and older buildings with limited fire compliance
- Cladding risks on a number of buildings across the municipality
- Growing lithium-ion battery fire risk from EVs, e-scooters and home battery storage
- Residents not responding to building alarms due to frequent false alarms
- People with disability requiring assisted evacuation are not systematically planned for in many buildings
- Body corporate governance gaps and lack of current contact lists within Council systems

What is being done	• FRV community education, prevention and assistance programs • FRV targeted assistance for older residents and people with disability (smoke alarm installation) • Cladding awareness and removal program (ESV / Consumer Affairs Victoria) • ESV and FRV lithium-ion battery safety campaign • Personal Hardship Assistance Program administered by DFFH • Fire education programs in schools and community settings • Preventive building safety inspections and compliance monitoring • Council emergency management planning for displaced residents
What community can do	• Install and regularly test working smoke alarms in your home • Know your building's fire evacuation plan, participate in fire drills • Charge devices and e-scooters in safe, supervised locations, not overnight or in exit paths • Report concerns about unsafe buildings or cladding to Consumer Affairs Victoria • Know how to safely report a fire in your building, call 000 • If you or someone you know needs assistance to evacuate, inform your building manager • Have a personal household emergency plan including a meeting point and essential documents • Contact FRV for a free home fire safety visit if you are older or have a disability

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4.3.5 Flood & Storm

Flooding and storms are closely linked hazards in Stonnington, often occurring together and compounding each other's impacts. Flooding occurs primarily from intense rainfall overwhelming the urban stormwater network, generating overland flow along established paths. Storms, including windstorms, severe thunderstorms, hail, lightning and heavy rain, rapidly cause fallen trees, surface water flooding, damage to older buildings and serious disruption across the transport network. Key areas of concern include the Gardiners Creek corridor, low-lying areas in Prahran and Windsor, and basements in high-density residential developments.

Risk Rating
Medium
Control Agency
Victoria State Emergency Service

Consequences

- Injury and death from fast-moving floodwater, falling trees, debris and lightning
- Property inundation, particularly in low-lying areas, building basements and older housing stock
- Contamination of water supply and public health risks
- Loss of power and telecommunications for extended periods
- Disruption to tram, train and road networks across the municipality
- Increased crime and property security risks during and after events
- Impacts on rough sleepers and people experiencing homelessness with no shelter

Stonnington Challenges

- High-density apartment buildings with complex evacuation requirements and diverse residents
- Narrow streets and carparks limiting emergency vehicle access
- Ageing housing stock and older infrastructure with limited storm and flood resilience
- Aged drainage infrastructure and system capacity under pressure from increased and less predictable rainfall intensity
- Very limited open space reducing natural stormwater absorption
- Communication blackouts when power and mobile networks fail simultaneously
- Loss of knowledge and succession planning for flood and storm response within agencies

What is being done	• Stonnington Flood Risk Management Plan and Council Road Management Plan • Council drain maintenance, cleaning, street wash and passive irrigation projects • Melbourne Water flood modelling and updated flood mapping • Climate Vulnerability Assessment, Climate Energy Action Plan and Adaptation Plan • SES local flood guides, community education programs and public preparedness campaigns • Council Scenery Management program for trees adjacent to roads and infrastructure
What community can do	• Register for VicEmergency alerts and monitor Bureau of Meteorology forecasts • Know whether your property is in a flood-prone area — check Council's flood mapping • Never drive through flooded roads or near downed powerlines, even shallow water can be dangerous • Prepare a household emergency plan including an evacuation route • Secure outdoor furniture, umbrellas and loose items before predicted storms • Clean gutters, downpipes and drains around your property regularly • Park vehicles undercover and away from trees before storms • Have emergency supplies for at least 3–5 days including food, water, medications and a battery-powered radio • Know your neighbours and check on elderly or vulnerable people nearby after events • Report blocked drains or drainage concerns to Council promptly







Section 5:

Mitigation Arrangements

5. Mitigation Arrangements

5.1 Introduction

Mitigation activities, taken in advance of a disaster, aim to decrease or eliminate the disaster's impact on society and the environment (National Emergency Risk Assessment Guidelines (NERAG) 2020).

This Plan recognises that mitigation activities occur across a broad range of organisations, including business and industry. Government & non-government organisations, commercial enterprises and community members are all expected to maintain mitigation measures within their areas of responsibility.

Some examples, include:

- private businesses prepare business continuity and emergency management plans
- aged care and health facilities have emergency management plans
- the City of Stonnington implements relevant planning, prevention and mitigation measures within its authority, responsibility and policies
- community members have personal emergency plans
- businesses and individuals have appropriate levels of insurance

5.2 Risk Treatment Plans

Proactive risk treatment plans and actions help reduce risk, creating safer and more resilient communities. Whilst many treatment plans are developed at the National, State and Regional levels, this Plan highlights those that are significant at the municipal and local community levels.

5.2.1 Sub-Plans

The Committee has the capacity to establish sub-committees to develop multi-agency sub-plans where the potential consequences of an emergency are likely to be significant. Hazard-specific sub-plans have been developed to outline mitigation, response and recovery arrangements tailored to the relevant emergency risk.

More information on the Stonnington's Sub Plans can be found in Appendix C.

5.2.2 Complementary Plans

Complementary plans are prepared by industry/sectors or agencies for emergencies. They are often prepared under other legislation, governance or statutory requirements for a specific purpose. These plans are often developed and informed by the member agencies of the Committee; however, complementary plans do not form part of this Plan and are not subject to approval, consultation and other requirements under the *Emergency Management Act 2013.*

A list of complementary plans that have significance in Stonnington is included in Appendix D.

5.3 Community-Level Treatments

In addition, individual agencies play a critical role in implementing mitigation measures relevant to their respective emergency risks and areas of responsibility. A list of work that is being undertaken by agencies can be found for each principal emergency risk in Section 4.3. Principal Emergency Risks.

5.4 Community Planning and Resilience

There is a limit to the capacity of agencies and emergency planning to fully mitigate all risk. It is therefore important that everyone who lives, works and spends time in Stonnington consider these risks and actively contribute to building resilience.

Community understanding of individual, family and neighbourhood risks, and participation in risk management is integral. Resilient communities have high levels of social cohesion and social capital founded on core characteristics. Our experience has shown that embedding outcomes linked to these characteristics supports communities to have strong coping capacity to prepare for and bounce back from disasters.

Communities know their challenges better than anyone. By helping them access the right skills, connections, resources and support, they have the greatest chance at withstanding and adapting to disruptions like natural hazards and societal stresses over the long term.

More resilient communities:

- are mindful of the risks that may impact them, and their vulnerabilities
- use their abilities, experience and resources to prepare for, and manage the consequences of emergencies
- work together to support emergency service organisations before, during and after emergencies

The Committee's role is to support communities in building individual and collective capacity and resilience. In developing this Plan, the Committee has been cognisant of ensuring that communities can access relevant information to assist in building knowledge and, therefore, help inform their own planning and preparation. This Plan recognises that the pre-existing social, economic, and political inequalities can increase the risk for certain groups and is actively working to reduce those inequalities as part of mitigation efforts. Special consideration has been given to women, people of diverse gender identities and vulnerable population groups, who may have less access to resources and support systems.

The Committee includes a permanent community representative to support a community-focused perspective. Additional community representatives have also contributed to the development of this Plan, providing input from community groups through workshops held in collaboration with the Committee.



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Section 6:

Response Arrangements

6. Response Arrangements

6.1 Introduction

The following section outlines the arrangements in place for the activation and implementation of response activities for emergency events impacting Stonnington, including regional collaborative arrangements to facilitate an effective response to emergency events that impact an area larger than the municipality.

6.2 Command, Control, Coordination

Command, Control and Coordination are traditional mechanisms in emergency and incident management in Victoria, and emergency management systems have been built on these over the past several years. The response arrangements (including relief) for this Plan are focused on these and other mechanisms.

Victoria Police is responsible for the coordination function at the Regional and Municipal Tiers, whilst the Emergency Management Commissioner is responsible for response coordination at the State Tier for Class 1 and 2 supported by the Senior Police Liaison Officer.

6.3 Local Response Arrangements and Responsible Agencies

This section details emergency management agency roles and responsibilities for mitigation, response, and recovery that are relevant for municipal-level planning. It also maps agency roles to core capabilities and critical tasks under the Victorian Preparedness Framework for managing major emergencies.

Municipal-level roles and responsibilities are outlined in the State Emergency Management Plan (SEMP):

- SEMP Table 8 lists mitigation activities and agencies for managing Victoria's significant emergency risks, by emergency.
- SEMP Table 9 lists response control agencies. The control agency is the primary agency responsible for responding to the specified emergency. Where multiple control agencies are listed for the same emergency type in the table, the control agency responsibility is delineated through legislation or administrative arrangements.
- SEMP Table 10 lists response support agencies by functional area.

The roles and responsibilities outlined in this plan are contained in either the State Emergency Management Plan and/or the Southern Metropolitan Regional Emergency Management Plan. **As such, no additional Roles and Responsibilities have been identified at a municipal level.**

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6.3.1 Public Awareness, Information and Warnings

Public information and warnings should be a focus where community action is necessary, primarily to protect lives and to protect property and the environment.

The Control Agency has the responsibility to issue warnings to potentially affected communities, and other agencies.

Information will be disseminated using a range of mechanisms including:

- Vic Emergency website, App, information line and social media channels
- Emergency broadcasters (Particularly ABC 774 and local providers)
- Television news and media outlets
- City of Stonnington website and social media channels

Communications during emergencies will be tailored to ensure information is accessible and relevant to people of all genders, backgrounds and identities, considering different literacy levels, access to technology, cultural expectations, and caregiving roles. Special considerations will be given to warn persons with a disability and/or non-English speaking groups. In the case where information or communication is required with persons unable to speak English, an interpreter service such as the Telephone Interpreter Service may be able to assist.

6.4 Municipal Emergency Coordination

Incident management and control within the Stonnington will be set up and activated by the control agency at a pre-determined Incident Control Centre. In some cases, it may be initially set up from a police station or predetermined municipal facility.

The Emergency Management Team communicates through this Incident Control Centre when an alert is issued. The team comprises the Municipal Emergency Response Coordinator, Control Agencies, and the Municipal Emergency Management Officer. The main role and function of the team is to assess agency readiness, which includes their capacity for deployment and determine the extent of resources available locally.

The nearest Incident Control Centre for Stonnington is located at the branch of Fire Rescue Victoria, located at 450 Burnley Street, Richmond 3121

6.4.1 Municipal Emergency Coordination Centre

The City of Stonnington will operate a Municipal Emergency Control Centre for large scale emergencies that involve a broad cross section of Stonnington Council departments. The Municipal Emergency Coordination Centre is established by the City of Stonnington's Municipal Emergency Management Officer in the response phase of an emergency. Its main function is to coordinate municipal resources in response to the emergency event.

The City of Stonnington's Municipal Emergency Coordination Centre location is at Stonnington Depot, Tooronga. The choice of which Municipal Emergency Coordination Centre to use will be made by the Municipal Emergency Management Officer. The Municipal Emergency Coordination Centre can operate in either a virtual or physical state.

6.5 Information Sharing Protocols

During an emergency response, the Committee's approach to information sharing would draw on the committee's established strength in multi-agency collaboration and strong inter-agency relationships. The *Privacy and Data Sharing Act 2014* and the *Victorian Data Sharing Act 2017* facilitate safe, whole-of-government information sharing during crises.

6.6 Financial Considerations

As described in the State Emergency Management Plan, all agencies are responsible for all costs incurred in fulfilling their role and responsibilities.

The use of municipal resources must be authorised by the Municipal Emergency Management Officer or the Municipal Recovery Manager and be in accordance with the normal financial arrangements of the City of Stonnington.

In instances where certain financial thresholds are met the State and Commonwealth Governments will make funding available through the Disaster Recovery Funding Arrangements to cover costs for response (inc. relief) and recovery activities. These schemes are administered by Emergency Management Victoria on behalf of the Department of Justice and Community Safety.

6.7 Cross-Boundary Response and Planning

Emergency events often extend beyond municipal boundaries, requiring coordinated response, relief, and recovery activities across multiple local government areas. In these situations, the Regional Emergency Response Coordinator is responsible for ensuring a unified and effective operational response. This includes coordinating resource allocation and support between councils. All requests for assistance must be channelled through the Regional Emergency Response Coordinator to maintain clear oversight, prioritisation, and efficient deployment.

Planning for emergencies at the regional level is undertaken by the Southern Metropolitan Regional Emergency Management Planning Committee, The City of Stonnington is also part of the Southern Metro Region Municipal Emergency Management Enhancement Group (SMR MEMEG), which consists of the following ten councils:

Table 4: Members of the Southern Metropolitan Region Emergency Management Collaboration

Southern Metropolitan Region Emergency Management Collaboration	
Bayside Cardinia Casey Frankston Glen Eira	Greater Dandenong Kingston Mornington Peninsula Port Phillip Stonnington

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6.8 Resource Sharing Protocols

The Municipal Association of Victoria (MAV) sets out an agreed position between councils regarding the provision of resources to assist other municipalities with response and recovery tasks during and after emergencies. The City of Stonnington is a signatory to the Municipal Association of Victoria Protocol for Inter-Council Emergency Management Resource Sharing.

The protocol is consistent with the concepts and policy guidelines articulated in the *Emergency Management Act 2013* and the State Emergency Management Plan. Further information on the protocol for inter-council resource sharing can be found on MAV's website. Version 3 of the protocol came into effect in October 2023.

Assistance may be sought from other councils through the Collaboration's MOU.

6.9 Escalation and Capacity

Where the scale, complexity, or duration of an emergency exceeds the available resources or operational capacity of any agency with a role under this Plan, this will be communicated to the Municipal Emergency Response Coordinator. Under the State Emergency Management Plan, Victoria Police holds responsibility for the effective coordination of emergency response within municipal areas for all emergencies, including coordinating arrangements where an agency is unable to fulfil its emergency management function.

Where Council's resources are insufficient to meet response demands, the MERC will typically direct Council to first seek assistance through the Municipal Association of Victoria (MAV) Inter-Council Resource Sharing Protocol before escalating further.

If the provision of relief services exceeds the capacity of the municipality, support will be sought through the MERC and Incident Controller, who will escalate to the regional and or state level. For recovery, where capacity is exceeded, the Municipal Recovery Manager will escalate through regional recovery coordination arrangements in accordance with the State Emergency Management Plan.

6.10 Spontaneous Volunteer Management

While spontaneous volunteers present a unique opportunity to support response efforts, they can also introduce significant risks. Accordingly, it is the Committee's policy not to accept spontaneous volunteers. Any volunteers required will be sourced through recognised community organisations.



6.11 Debriefing Arrangements

Following an emergency, debriefing occurs at both operational and organisational levels, reflecting different purposes and audiences.

Operational Debrief

Under the State Emergency Management Plan, the control agency is responsible for conducting an operational debrief, with Victoria Police, through the Municipal Emergency Response Coordinator, responsible for ensuring the control agency organises this debrief with support agencies as soon as practicable after response activities conclude. These debriefs focus on multi-agency operational coordination, key decisions, and issues arising during the incident, and are generally limited to agencies directly involved in the response.

Municipal Planning Debrief

Council coordinates a municipal-level debrief to consider actions across mitigation, response, relief, and recovery activities. This debrief is led through the municipal emergency management function and includes relevant Council staff and key partner agency representatives, with a focus on municipal roles, coordination arrangements, and service delivery.

Where recovery activities warrant additional reflection, a separate recovery debrief may be undertaken, convened by the Municipal Recovery Manager and involving relevant recovery stakeholder at an appropriate time during or post recovery.

Independence in Review

Effective debriefing and assurance requires that those responsible for leading activities are not the sole reviewers of their own performance. Decisions made under pressure and at pace are best examined with the benefit of independent perspective without it, there is a risk that systemic issues go unidentified and that the same gaps recur in future emergencies.

To support this, Council's municipal debrief will include representation from partner agencies who can provide an external view of Council's performance, and debrief findings will be reported to the Committee. As the body responsible for overseeing the Plan, the MEMPC provides an important layer of independent oversight, its multi-agency membership means that no single agency reviews its own performance in isolation.

For emergencies of significant scale or complexity, or where serious concerns about performance are identified, consideration should be given to commissioning an independent review facilitated by Emergency Management Victoria or another appropriate body outside the agencies involved.

Findings and Plan improvement

Debrief findings should be documented and provided to the Committee for consideration as part of the Plan's ongoing review cycle. Where debriefs identify issues with the Plan's arrangements, roles, or resources, the Committee will determine whether amendments are required and will ensure these are progressed in accordance with the Plan's review obligations under the Emergency Management Act 2013

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6.12 Transition to Recovery

Transition is the process that recognises the shift from response (including relief) to recovery coordination. It enables appropriate recovery supports to be put in place, including information sharing, governance arrangements, planning, and community engagement. For the purposes of this section, recovery coordination is consistent with the definition of response coordination.

Transition occurs in all emergencies. While response coordination is continuously active (including in low-level incidents such as single property fires), recovery coordination is also always required. In most non-major emergencies, transition occurs naturally as part of routine operations and does not require formal documentation. The principles that underpin formal transition, proactive engagement, information sharing, and articulation of risk and consequences, are still applied, but at a smaller scale and lower level of complexity.

Formal transition planning is required where response and/or recovery coordination is complex. Indicators that a **Transition to Recovery Plan** may be required include:

- multiple agencies are involved
- response requirements exceed local capacity and require external support
- response activities are likely to impact longer-term community recovery
- recovery needs cannot be met through business-as-usual arrangements
- residual risks and consequences remain
- the Recovery Coordinator anticipates the need for multi-agency coordination to meet community recovery needs

Transition planning should be undertaken in accordance with the Transition to Recovery Guidance Note and documented using the Transition to Recovery Plan Template where formal transition arrangements are required.

Transition refers to the transfer of coordination functions, not command and control or agency responsibilities. Agencies retain their roles, responsibilities, and accountabilities throughout the transition process, including financial responsibilities.







Section 7:
Relief & Recovery Arrangements

7. Relief & Recovery Arrangements

7.1 Introduction

The City of Stonnington is the lead agency responsible for coordinating local emergency relief and recovery activities. Relief and recovery arrangements at the state and regional levels are outlined in the State Emergency Relief and Recovery Plan and the Southern Metropolitan Regional Emergency Management Plan. This section should be read in conjunction with these documents to ensure alignment across all levels of emergency management.

Relief operations and recovery planning begin as soon as an emergency occurs, with response, relief, and recovery activities frequently running concurrently. Council's relief and recovery arrangements are designed to activate quickly, scale to the needs of the event, and integrate with state and regional coordination structures from the outset.

Stonnington's high-density urban environment and diverse community including residents with significant vulnerabilities shape how relief and recovery services are planned and delivered locally. Council's arrangements account for the range of needs likely to emerge across the community, including those of people who may experience emergencies differently based on age, ability, cultural background, faith, gender, or other factors.

7.2 Local Relief Arrangements

The principles and scope of emergency relief are established in the State Emergency Management Plan. Council's role is to give effect to those arrangements at the local level, in coordination with relief agencies operating within Stonnington.

The Municipal Recovery Manager is responsible for coordinating Council's relief functions in accordance with the State Emergency Management Plan. The Municipal Recovery Manager will liaise with the Municipal Emergency Response Coordinator and relevant control and support agencies to ensure Council's relief activities are integrated within the broader response and recovery structure.

7.2.1 Emergency Relief Centres

The City of Stonnington maintains a suite of predetermined Council facilities that may be activated as Emergency Relief Centres (ERCs) to provide immediate support to community members affected by an emergency.

The Incident Controller determines whether an Emergency Relief Centre is required. In consultation with the Municipal Recovery Manager, the Incident Controller will confirm the appropriate facility for activation based on the nature, scale, and location of the emergency.

The City of Stonnington has developed an ERC Operating Manual to guide the establishment and management of Emergency Relief Centres. The Manual provides detailed operational guidance for Council staff, including set-up procedures, service delivery arrangements, and interface with relief agencies. Predetermined Emergency Relief Centre locations are listed in the ERC Operating Manual. This is not publicly distributed as sites may not be deemed safe or appropriate given the extent of the event. Community members will be directed to the activated Emergency Relief Centre through official public information channels during an emergency.

Stonnington's Emergency Relief Centre arrangements recognise that community members may experience emergencies differently depending on their gender, age, cultural background, faith, ability, and other factors. The ERC Operating Manual incorporates guidance to ensure facilities and services are accessible and responsive to the full diversity of the Stonnington community.

7.3 Local Recovery Arrangements

The principles and scope of emergency recovery are established in the State Emergency Management Plan and the State Emergency Relief and Recovery Plan, and recovery at all levels of government is implemented in alignment with nationally recognised disaster recovery principles. This section should be read in conjunction with those documents.

7.3.1 Role of the Municipal Recovery Manager

The Municipal Recovery Manager is Council's lead recovery role and is responsible for activating, coordinating, and overseeing Council's recovery functions from the earliest stages of an emergency. The Municipal Recovery Manager works in close liaison with the Incident Controller and Municipal Emergency Response Coordinator during the response phase to ensure recovery planning begins concurrently with response operations and that transition to recovery is managed effectively.

The Municipal Recovery Manager is responsible for coordinating recovery activity across the four recovery environments:



Social environment - the emotional, social, spiritual, financial, and physical wellbeing of affected individuals and communities



Built environment - the restoration of essential and community infrastructure



Economic environment - the revitalisation of the affected local economy



Natural environment - the rehabilitation of the affected natural environment

Aboriginal Culture and Healing is recognised as a consideration across all four recovery environments, consistent with the Victorian Recovery Outcomes Framework.

Recovery activities may address one or more of these environments simultaneously, and the Municipal Recovery Manager's coordination role spans all four. In Stonnington's inner-urban context, social and built environment recovery are likely to be the dominant early priorities given the municipality's population density, reliance on shared infrastructure, and the prevalence of residents with limited capacity to self-recover.

7.3.2 Recovery Governance Structure

The Municipal Recovery Manager is responsible for establishing a recovery governance structure proportionate to the scale, nature, and duration of the emergency. This structure should be flexible and scalable, expanding or contracting as recovery needs evolve.

For significant emergencies, the Municipal Recovery Manager will establish a Municipal Recovery Committee and a Municipal Recovery Coordination Group to provide oversight and bring together internal functions of Council, the agencies, services, and community voices required to coordinate an effective recovery. This group provides the operational coordination mechanism through which the Municipal Recovery Manager oversees service delivery across the recovery environments.

Where community need and the scale of impact warrant it, the Municipal Recovery Manager will convene a Community Recovery Committee to provide community-centred governance of the recovery process. The Community Recovery Committee is a key mechanism for embedding community-led approaches into recovery and ensuring that the voices of affected

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residents, including those from vulnerable cohorts, shape how recovery services are planned and delivered.

Membership of the Community Recovery Committee will be determined by the nature of the emergency and the profile of affected communities, and will typically include representation from:

- City of Stonnington (Municipal Recovery Manager as convenor)
- Department of Families, Fairness and Housing
- Department of Health
- Emergency Management Victoria
- Australian Red Cross
- Victorian Council of Churches Emergencies Ministry
- Local community organisations and service providers
- Representatives of directly affected community members, including those with specific needs related to age, ability, cultural background, or other factors

The Municipal Recovery Manager should seek to include community representation that reflects the diversity of the Stonnington community, with particular attention to the needs of residents who may face greater barriers to recovery.

Not every emergency will require a full Community Recovery Committee. The Municipal Recovery Manager will use their judgement, informed by impact assessment data and community need, to determine the appropriate governance structure for each event. For smaller or more contained emergencies, informal coordination through existing agency relationships may be sufficient.

7.4 Impact Assessment

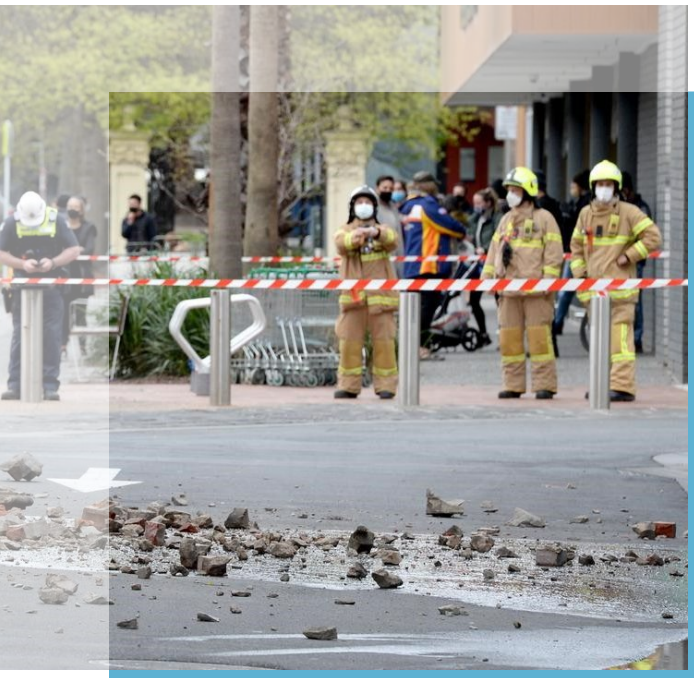
Council will support the conduct of impact assessments in accordance with the Victorian Impact Assessment Guidelines and in partnership with EMV and relevant Victorian Government departments. The Municipal Recovery Manager will liaise with the Regional Recovery Coordinator to ensure early impact data informs initial recovery planning. Detailed impact assessment arrangements are established in the State Emergency Management Plan, Impact Assessment Guidelines and the Regional Recovery Toolkit.

7.5 Government Assistance Measures

Government assistance is sometimes available through agencies such as Services Australia. Eligibility criteria may apply. It is important to note that the scope of support provided by these agencies varies significantly. Furthermore, the availability of government funding programs is event-dependent and is not guaranteed following every emergency, activation is subject to a formal assessment of the event's scale and impact.

Individuals and families seeking government assistance should contact the Municipal Recovery Manager or visit the Relief Centre for referral and guidance. In addition to government programs, a range of local community services operate within the City of Stonnington and may provide immediate or ongoing support following an emergency. These include:

- **Housing support** — services supporting residents at risk of or experiencing homelessness following displacement
- **Food relief** — local food banks and community pantries providing emergency food assistance
- **Financial counselling** — services assisting residents and small businesses to navigate financial hardship
- **Mental health and wellbeing support** — community-based services providing counselling and psychological first aid







Section 8:

Roles and Responsibilities

8. Roles and Responsibilities

Emergency management roles and responsibilities within this Municipal Emergency Management Plan are guided by the State Emergency Management Plan, relevant legislation and established emergency management arrangements.

This Plan identifies the municipal arrangements, coordination structures and agency responsibilities that support the management of emergencies within the municipality. Where municipal-specific arrangements differ from, or supplement, the State Emergency Management Plan, these are identified throughout the Plan and associated Sub Plans.

All agencies and organisations with responsibilities under this Plan are expected to work collaboratively and maintain the capability and capacity to fulfil their emergency management functions across prevention, preparedness, response, relief and recovery.

Detailed operational responsibilities, control arrangements and support agency functions are outlined within the State Emergency Management Plan, relevant hazard-specific plans and supporting municipal Sub Plans.

Table 5: Agency Roles & Responsibilities Links

Agency Roles and Responsibilities Detailed in the SEMP	
Ambulance Victoria	Fire Rescue Victoria
Australian Red Cross	Municipal Councils
Department of Energy, Environment, and Climate Action	Salvation Army – Victorian Emergency Service
Department of Families, Fairness and Housing	Services Australia
Department of Health	St John Ambulance
Department of Jobs, Precincts and Regions (DJPR)	Victoria Police
Department of Transport and Planning	Victoria State Emergency Services
Emergency Management Victoria	Victorian Council of Churches – Emergencies Ministry







Section 9:

Monitoring and Review

9. Monitoring and Review

A critical factor component in emergency management is establishing and maintaining ongoing and robust processes for monitoring and review across all emergency management systems and processes.

The Committee regularly undertakes a structured review process encompassing risk assessments, analysis of lessons learned from events, changes to community exposure and vulnerability, and changes in the nature, frequency, and severity of hazardous events. The Committee is committed to an annual multi-agency exercise program designed to test and strengthen collective capability. Exercises will include a range of scenarios, including complex, compounding, and unexpected events that challenge coordination, communication, decision-making, and operational capability.

Exercises will be planned to progressively increase in complexity and scale, ensuring that participating agencies are regularly challenged beyond familiar conditions. After each exercise, a formal After Action Review will be conducted to capture lessons, assign actions, and track their resolution through the Lessons Management Framework.

Appendix E: Multi-Agency Exercises provides a table of exercises undertaken by the Committee, supported by input and participation from subject matter experts and other key stakeholders.

Emergency management plans and subplans, including this Plan, will be reviewed at least every three years or as required, including:

- annually, in full or in part, at Committee meetings
- after each major event where the Plan has been activated
- following each exercise where the Plan has been tested

All reviews will be documented, with any amendments noted in the version history of the Plan.

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Appendices

Appendices

Appendix A: Acronyms & Definitions

Whilst the Committee aims to minimise the number of acronyms used within this plan, the following terms and definitions are used extensively within the Emergency Management sector.

Term	Definition
AAR	After Action Review
CERA	Community Emergency Risk Assessment
City of Stonnington	Local Council
DEECA	Department of Energy, Environment and Climate Action
DET	Department of Education and Training
DFFH	Department of Families, Fairness and Housing
DJSIR	Department of Jobs, Skills, Industries and Regions
DTP	Department of Transport and Planning
DTF	Department of Treasury and Finance
EM ACT 2013	Emergency Management Act 2013
EMCG	Emergency Management Coordination Group
EMT	Emergency Management Team
EMV	Emergency Management Victoria
ERC	Emergency Relief Centre
FRV	Fire Rescue Victoria
IAP	Incident Action Plan
ICC	Incident Control Centre
IEMT	Incident Emergency Management Team
MAV	Municipal Association of Victoria
MECC	Municipal Emergency Coordination Centre
MEMO	Municipal Emergency Management Officer
MEMP	Municipal Emergency Management Plan
MEMPC	Municipal Emergency Management Planning Committee
MERC	Municipal Emergency Response Coordinator
MRM	Municipal Recovery Manager
NERAG	National Emergency Risk Assessment Guidelines
REMP	Regional Emergency Management Plan
REMPC	Regional Emergency Management Planning Committee
RERC	Regional Emergency Response Coordinator
SEMP	State Emergency Management Plan
Stonnington	Municipal Area
VIC POL	Victoria Police
VIC SES	Victoria State Emergency Service

Appendix B: References

Australian Bureau of Statistics. (2021). *2021 Stonnington, Census All Persons*. Retrieved from ABS Census Data: https://abs.gov.au/census/find-census-data/quickstats/2021/LGA26350

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City of Stonnington. (2025). *Stonnington Tomorrow: Council Plan 2025-29.*

Clark, I. D., & Kostanski, L. M. (2006). *Stonnington's Indigenous History.*

Southern Metro REMPC. (2020). *Southern Metro Region: Environmental Scan Report.*

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Appendix C: Useful Support Materials

Support Material	Link
Other Emergency Management Plans	
Southern Metropolitan Regional Emergency Management Plan	https://www.emv.vic.gov.au/southern-metro-regional-emergency-management-plan
Southern Metropolitan Region Environmental Scan	https://www.emv.vic.gov.au/regional-environmental-scans
State Emergency Management Plan	https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp
Legislation	
Emergency Management Legislation Amendment Act 2018	https://www.legislation.vic.gov.au/as-made/acts/emergency-management-legislation-amendment-act-2018
Emergency Management Act 2013	https://www.legislation.vic.gov.au/in-force/acts/emergency-management-act-2013/023
Guidelines & Frameworks	
National Emergency Risk Assessment Guidelines	https://www.aidr.org.au/media/7600/aidr_handbookcollection_nerag_2020-02-05_v10.pdf
AS ISO 31000:2018 Risk management - Guidelines (ISO 31000:2018),	https://www.iso.org/iso-31000-risk-management.html
Guidelines for preparing State, Regional and Municipal Emergency Management Plans	https://www.emv.vic.gov.au/responsibilities/emergency-management-planning/emergency-management-planning-resource-library-0/resources-for-all-levels-state-regional-and-municipal/guidelines-for-preparing-state-regional-and
Victorian Preparedness Framework	https://www.emv.vic.gov.au/how-we-help/emergency-management-capability-in-victoria/victorian-preparedness-framework-0
Community Resilience Framework for Emergency Management	https://www.emv.vic.gov.au/how-we-help/resilience/community-resilience-framework-for-emergency-management
Emergency Managements Roles & Responsibilities (SEMP)	https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp/roles-and-responsibilities
Assurance Framework for Emergency Management	https://www.igem.vic.gov.au/our-work/assurance-framework-for-emergency-management
Community Emergency Risk Assessment	https://www.ses.vic.gov.au/about-us/emergency-management-training/community-emergency-risk-assessment-cera
Disaster Recovery Funding Arrangements	Disaster Recovery Funding Arrangements | vic.gov.au

Resilient Recovery Strategy (2018)	https://www.emv.vic.gov.au/how-we-help/resilient-recovery-strategy
Lessons Management Framework	https://www.emv.vic.gov.au/how-we-help/reviews-and-lessons-management/lessons-management-framework-em-learn
Emergency Recovery Framework	https://www.vic.gov.au/emergency-recovery-framework/recovery-phases
Community Emergency Information	
VIC SES – Stonnington Flood Guides	https://www.ses.vic.gov.au/plan-and-stay-safe/flood-guides/stonnington-city-council
Vic Emergency site	https://www.emergency.vic.gov.au/respond/
Other Useful Websites (agency only login)	
EM-COP	https://cop.em.vic.gov.au/sadisplay/nicslogin.seam
DELWP FloodZoom	https://www.floodzoom.vic.gov.au/FIP.Site/Identity/Login
eMAP	https://emap.ffm.vic.gov.au/emapLauncher/index.html
Emergency Management Victoria Website	https://www.emv.vic.gov.au/
Municipal Association of Victoria – Resource Sharing Protocol	https://www.mav.asn.au/what-we-do/policy-advocacy/emergency-management/protocol-for-inter-council-resource-sharing

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Appendix D: Special Plans

Sub-Plans

The following is a list of sub-plans to the Stonnington Municipal Emergency Management Plan, developed by the committee to guide arrangements associated with the municipality's highest risks:

- Storm and Flood Plan (available via VIC SES website)
- Extreme Temperature (Heatwave) Plan
- Human Disease (Pandemic) Plan

Some sub-plans are not available to the public due to having personal and/or sensitive information.

Complementary Plans

Complementary plans support the Stonnington Municipal Emergency Management Plan and are not publicly available, as they may contain personal or sensitive information. These arrangements are also maintained by individual agencies, which hold their own internal plans and procedures relevant to their respective roles and responsibilities

Appendix E: Multi Agency Exercises

Date	Exercise	Type
11 August 2025	Exercise Cold Call	Desktop Exercise
24 October 2024	Exercise Pane	Desktop Exercise
23 November 2023	Exercise Kiln	Desktop Exercise
26 September 2022	Exercise Lithium	Desktop Exercise
24 June 2021	COVID Response Capability	Online Exercise
8 November 2019	Exercise Cato	Onsite Exercise
6 September 2019	Exercise Jupiter	ERC Exercise
15 September 2017	Exercise Horace	Desktop Exercise
16 September 2016	Pandemic	Desktop Exercise
8 September 2015	Heatwave	Desktop Exercise
18 June 2014	MECC Kit Test	Desktop Exercise
16 October 2012	Power Out	Desktop Exercise
30 March 2012	Simmons Relief	Desktop Exercise

Appendix F: Gender Impact Assessment

The Gender Impact Assessment contains restricted information and as such is available to agencies only. To access, please contact the MEMPC Chair at the City of Stonnington.

Appendix G: Contact Directory

The Contact Directory contains restricted information and as such is available to agencies only. To access, please contact the MEMPC Chair at the City of Stonnington.

Appendix H: MEMPC Terms of Reference

The *Committee Terms of Reference* contains restricted information and as such is available to agencies only. To access this document, please contact the MEMPC Chair at the City of Stonnington.