



Plan of Management

McDonald's Operation

2 Vuko Place, Warriewood
NSW 2102

PREPARED FOR:
MCDONALDS AUSTRALIA LIMITED
September 2025





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Plan of Management

Final

Prepared for McDonald's Australia Limited, Warriewood Operation | September 2025

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1 Introduction

1.1 Purpose of Plan of Management

This Plan of Management (PoM) has been prepared for the McDonald's operation at 2 Vuko Place, Warriewood NSW 2102 (Lot 5, DP737137), in association with an application to seek an additional hour of trade from midnight to 1am on Fridays and Saturdays (drive-thru and delivery only).

McDonald's Australia Limited (McDonald's) recognises the need to ensure the safety and security of customers, staff, workers, residents and the greater community in which the McDonald's operation resides. The safety and security issues have been considered carefully to ensure the utmost safety of staff and patrons.

A Risk Assessment has also been included in this PoM to identify, understand, communicate and mitigate security related risks and threats associated with the McDonald's operation and specifically, the late-night trading hours proposed.

The PoM is consistent with the principles of *Crime Prevention through Environmental Design* (CPTED) as described in the Crime Prevention and the assessment of development applications guideline prepared by the former Department of Urban Affairs and Planning (now NSW Department of Planning, Housing and Infrastructure).

CPTED aims to create the reality (or perception) that the costs of committing crime are greater than the likely benefits. This is achieved by creating environmental and social conditions that:

- + Maximise risks to offenders (increasing the likelihood of detection, challenge and apprehension);
- + Maximise the effort required to commit crime (increasing the time, energy and resources required to commit crime);
- + Minimise the actual and perceived benefits of crime (removing, minimising or concealing crime attractors and rewards); and
- + Minimise excuse making opportunities (removing conditions that encourage/facilitate rationalisation of inappropriate behaviour).

The policies and procedures outlined in this PoM will make the premises a safe, efficient and pleasant environment in which to work and visit. Additionally, the safety and security issues addressed, and mitigation measures proposed in this PoM have been devised to ensure the amenity of the area is maintained at **all** times during the operation of the premises.

All staff at the Warriewood McDonald's will be required to be familiar with this Management Plan.



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2 Risk Assessment

The provision of a safe environment is critical for the long-term success of any operation and presents an essential aspect of the duty of care that must be demonstrated by the various stakeholders.

While identifying and mitigating existing safety issues is important, so too is safety planning, ensuring the systems and processes are in place to identify and deal with safety issues as they arise. Effective safety planning also limits the consequences that can arise from poor safety procedures.

The following sections of this report detail the various threats and security issues associated with the proposal and where necessary, mitigation measures to minimize opportunities for crime and manage crime risk are presented.



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3 The Operation

The site is located at the intersection of Pittwater Road, Warriewood Road and Vuko Place, within the suburb of Warriewood. The site is legally identified as Lot 5, DP737137, and generally known as 2 Vuko Place, Warriewood NSW 2102.

3.1 Other Surrounding Late-Night Trading Premises

The site is located within a well-established area and is surrounded by other businesses that currently trade late night. Late night trading businesses within the vicinity of the site include:

- + Woolworths Supermarket, at 12 Jacksons Rd, Warriewood, operates 7am-10pm Monday to Sunday
- + Shell Service Station, at 1418 Pittwater Rd, North Narrabeen, operates 5am-11pm Monday to Friday, 6am-10pm Saturday to Sunday
- + Domino's Pizza, 9d Waratah St, Mona Vale, operates 11am-10pm Sunday-Monday, 11am-11pm Tuesday-Thursday, 11am-1am Friday-Saturday.

3.2 Operating Hours

The operating hours of the premises are as follows:

- Dine-in:
 - 5am to 12am, 7 days a week.
- Drive-thru and food delivery service providers:
 - 5am-1am, Sunday to Thursday.
 - 24 hours, Friday and Saturday.

3.3 Site Capacity

The proposed changes to the McDonald's operating hours propose no alterations to seating or car parking capacity currently approved under the existing development approval. Furthermore, the extended additional hour of trade proposed will be for drive-thru and food delivery service providers only.



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4 Security and Safety

Security and safety area essential components of creating and maintaining a safe environment for staff, patrons and other key stakeholders, which also encompasses protection of the physical assets and infrastructure.

4.1 Surveillance

4.1.1 CCTV Camera Systems

CCTV surveillance cameras are installed in and around the premises in strategic places including (but not limited to) the drive-thru facility and cashiers' / service areas. This system has automated recording technology, long video storage capacity, video motion detection and advanced camera technology allowing clear video resolution and coverage.

All cameras will operate 24 hours a day. The surveillance tapes / videos will be kept for at least 1 month for viewing by the Police as required. The quality of the images filmed will satisfy Police requirements. Management will be trained to view and burn CCTV at the request of Police.

TV monitors are located within the premises and allow staff to monitor the activities on the camera.

Management will ensure the system is maintained in good working order. Management will also ensure that the coverage will be operated with due regard to the privacy and civil liberties of all persons within the development. If it is discovered at any time that the equipment is not in full operating order all reasonable steps must be taken to repair the system as soon as practicable. Where the system will not be functioning in full operating order for a period of longer than 24 hours the manager/licensee is to notify the relevant Local Area Commander of the NSW Police.

McDonald's employees will be encouraged to assist with passive surveillance of all areas of the development and in particular the car park, by providing efficient reporting systems for any security or safety concerns on a 24-hour basis.

4.1.2 Lighting

Lighting is provided within the premises to enable clear vision and has been designed in such a manner so as to prevent concealment and shadowing. The standard of lighting is designed to not only reduce the fear of crime in accordance with Australian lighting standards, but also serves to provide clear identification of activity using the high technology CCTV cameras proposed.

Broken light fixtures and bulbs within the premises will be replaced within 24 hours.

4.1.3 Clear Sight Lines/ visibility

The McDonald's operation was designed to take into account the need to maximise clear sight lines. The building incorporates the maximum use of natural surveillance and minimises potential obstructions such as physical barriers to ensure these clear sight lines.

Good visibility to the interior of the premises is provided and will be maintained. No blinds, curtains, signage, displays, or internal fittings will obscure the front windows and doors of the premises.

4.1.4 Crowd Control (Internal and External)

The McDonald's operation will take all reasonable steps to control and manage crowds within the premises and outside of the premises. To affect this, the licensee shall assign staff to the entrance of the site and outdoor seating areas to act as a crowd control if required. The assigned staff shall manage patrons entering the site in accordance with the maximum capacity of the premises. Additionally, the assigned staff will keep note of any incidents that occur within the premises and outside of the premises to add to the incident register kept on-site.

Similar crowd control methods will apply during peak trading periods. Additional staff will be allocated to the dining and server areas to monitor and assist with patron movements through the store. These staff will be appropriately trained in managing crowds during peak periods.



4.2 Access Control

4.2.1 High Risk Areas

The McDonald's operation has been designed so as not to create a hostile environment. Access is restricted particularly in relation to nominated "secure areas" such as the kitchen / back of house areas, delivery areas exits and the loading area. The achievement of which is maintained by the installation of movement detectors and security hardware (locks, etc.).

4.2.2 Signage

Clearly identifiable signage has been installed in and around the building to indicate which areas are open to customers and members of the public and which areas are restricted.

Signage and clear sight lines assists with the anticipated pedestrian flows within the associated car park and McDonald's.

Warning signs, at strategic locations are placed around the premises, at entry / exits to warn people of security measures. Signage has also been installed around the premises to advise customers against antisocial behavior and to respect the amenity of surrounding residents. Refer to Figure 1, which depicts one of the signs at the Warriewood store.

Figure 1 – Signage at Warriewood McDonald's



A sign at the entry of the premises advising residents to forward any complaints regarding the operation of the premises to the Duty Manager is provided. The sign includes a phone number and state that complaints can be made 24 hours a day / 7 days per week. All reasonable endeavours are used to answer the telephone.

4.2.3 Security

High quality door and window locks are fitted to all openings. The locks comply with the BCA.



No fewer than three (3) staff members will be working at the premises at any one time.

4.3 Space Management

4.3.1 Seating Design

The McDonald's operation takes into account the need to provide seating and other comforts for persons visiting without interfering or disrupting pedestrian flows. This philosophy is designed to encourage increased use of the common areas to reduce the potential for security breaches by natural surveillance.

4.3.2 Toilets

Public toilets will be clearly signposted. The toilets are located in areas which maximise sight lines, are well lit and are in areas which engender an overall sense of safety to the user, particularly females, children and elderly.

4.3.3 Landscaping

Landscaping is to be maintained regularly with the trees and shrubs trimmed away from doors and windows (as relevant).

4.4 Ejection of Patrons

The following procedure will apply to all staff and security personnel (if applicable) that are involved in the removal of a person from the premises who is intoxicated, drunk or disorderly:

- + Verbal communication with the customer(s) will occur;
- + The Duty Manager will be instructed to contact Police for assistance in removing any customer who exhibits anti-social or violent behaviour;
- + An Incident Report will be completed following an altercation and/or disturbance stating all the relevant information for reference purposes; and
- + The use of exclusion notices under the NSW Enclosed Lands Act is available if required to exclude people.

4.5 Hold Up Procedure

4.5.1 In the Event of an Armed Robbery

The primary advice to staff is to remain as calm as possible. Other advice is as follows:

- + Try to remain calm and assess the situation;
- + Unless otherwise ordered, "continually observe the bandit making a mental note of the bandits appearance";
- + Pay particular attention to scars, tattoos, firearm or weapon, plus any unusual or prominent features (e.g. any distinguishing features, a weapon if used, any language, accent, nicknames or speech peculiarities);
- + Note his / her conversations including any indecent language, accent, nicknames or speech peculiarities;
- + Look to see if a motor vehicle is being used and note any occupants;
- + Obey the instructions of the bandit, do not be over co-operative;
- + Move slowly. Only do this with safety. Advise of any sudden movements you have to make;
- + Do not put up a fight;
- + Do not discuss the incident with anyone other than the Police and Senior Management; and
- + Observe the direction taken after the bandit leaves the premises.
- + Provide access to McDonald's Counselling support agency as soon as possible after the incident.



4.6 Money Handling

An independent security company is employed to undertake all movement of cash to and from the premises. There will be no cash movements from the premises by the staff at any stage. There will be no movement of monies from the premises by Security Personnel at night. All appropriate safety alarms will be installed at the building.

4.7 Theft

In the event that theft occurs involving a customer, every effort must be made to assist the customer in any way possible, i.e. forms, police report, telephone calls. All personal information must be recorded on the Incident Report Form in case any items are recovered at a future time.

Incidents involving staff members must also be documented on the Incident Report Form and any necessary policy reports must be completed. A list of all items missing must be recorded.

The theft of any property on the premises must be reported to the police for insurance purposes. All thefts must be documented clearly and concisely on an Incident Report Form.

4.8 Weapons

Weapons of any type, i.e. knives, firearms, etc., will not be permitted at any time, unless in the hands of authorised personnel or Police.



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5 Operational Procedures

5.1 Communication and training

Staff training days will be held on a regular basis to reinforce safety and security procedures for the operation. Employees will be encouraged to report any suspicious activity or persons in and around the area to the Duty Manager and / or Local Police.

5.2 Incident Report

McDonald's uses Donesafe, an online Incident and Hazard Log Reporting system, to record details of incidents that occur in McDonalds Operations. Shift managers have been trained in usage of this system and are trained to "take control" when an incident occurs. The Shift Manager will ensure that an Incident Report is to be completed for all incidents that necessitate action by emergency services such as Police, Ambulance or Fire Brigade.

All incidents including vandalism and graffiti will be photographed and recorded, together with the response time taken to repair or remove the property affected or offending material. The frequency of incidents together with the respective response will be included in the regular site performance reviews to ensure the maintenance of acceptable standards.

Managers have been trained to call "000" immediately to report a serious crime or incident occurring in the McDonalds Operation that requires and immediate response from Police and other Emergency Services.

The NSW Police Assistance Line (131 444) will be used to report minor incidents of crime.

5.2.1 Acts of Violence

Immediately after the duty manager becomes aware of an incident involving an act of violence causing an injury to a person on the premises they will:

- + Provide First Aid to any injured person;
- + Call '000' for assistance;
- + Take all practical steps to preserve and keep intact the area where the act of violence occurred, retain all material and implements associated with the act of violence in accordance with the Crime Scene Preservation Guidelines issued by the NSW Police;
- + Make direct and personal contact with the Local Area Commander and advise the commander of the incident;
- + Comply with any directions given by the Commander to preserve or keep intact the area where the violence occurred; and
- + Secure and produce a copy of all CCTV footage upon request of any Police Officer.

5.3 Telephones

Telephones are to be pre-programmed with the emergency number '000'. Telephone lines are to be secured with an approved lock to avoid unlawful tampering.

5.4 Public Transport Awareness

Staff members that are working in the store during its operation are to be aware and be able to provide information to visitors of the store, of the public transport facilities that are within the area, at all times of the day or night.

5.5 Registering of Complaints

Any complaints received will be documented in a register and followed up by the Duty Manager. The register will include details of the complainant's name, the date the problem occurred, the nature of the complaint and outcome of the complaint.



5.6 Unloading/loading of Service and Delivery Vehicles

The loading and unloading of service and delivery vehicles will occur within the dual purpose loading area/drive-thru lane
1. Loading and unloading times will be restricted to the approved hours and occur during off peak times.

5.7 Noise Management

The Duty Manager will closely monitor the following noise management procedures:

- + The premises will comply with the relevant acoustics requirements in relation to noise emanating from the premises;
- + The Duty Manager will ensure that customers keep noise to an appropriate level upon entering and leaving the premises and site. The Duty Manager will ask customers making any noise to leave quietly and quickly and ask any customers loitering to move on;
- + Signs will be placed at the points of exit requesting customers leave quietly and in a prompt manner so as not to cause any disturbance to the surrounding neighbourhood; and
- + Reports of all noise complaints received by the Duty Manager will be documented in a register.

Particular attention will be made to cars which enter the site and either park or enter the drive-thru facility where noise from these vehicles (including noise generated from any car stereo) exceed acceptable noise levels. Should this occur, the owners of such vehicles will be instructed to reduce noise levels or move on. McDonald's will not provide a service to customers or vehicles in the drive-thru facility who refuse to comply.

5.8 Cleaning of Surrounding Public Domain

The Duty Manager will ensure that the footpath, gutter, building entry and surrounds are kept clean and clear of litter at all times.

Bins are located through-out the premises. This will help mitigate the potential litter impact upon the surrounding environment. Standard litter patrols will be undertaken during the week with additional litter patrols carried out on Saturday and Sunday mornings.

A litter patrol area will be determined. At a minimum, McDonald's staff will perform litter patrols at the following times:

- + After the breakfast period (approximately 11am)
- + After the lunch period (approximately 3pm)
- + Before Sunset

Additional litter patrols will be carried out on Saturday and Sunday mornings. The litter patrol path for Warriewood McDonald's is found at Figure 2.



Figure 2 – Warriewood McDonald's Littler Patrol Path



Vandalism and graffiti will be removed (where possible) within 24 hours.

5.9 Waste Management

Waste generated on site primarily consists of general waste (food wastes and miscellaneous customer waste) and paper and cardboard.

The site contains a number of disposal areas comprising general waste bins throughout the store and two (2) skip bins, one (1) for general waste and one (1) for recycling. Waste shall be collected by a recognized private contractor in accordance with the approved Site Waste Management Plan.



6 Consultation

McDonald's are committed to ongoing consultation with Police, Council and other relevant parties to ensure the safety and security issues associated with late night trading hours are relevant and up to date with current standards.