



Plan of Management

McDonald's Operation

37 Roseberry Street

Balgowlah NSW 2093

PREPARED FOR:
MCDONALDS AUSTRALIA LIMITED
5th December 2024





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1.0 Introduction

1.1 Purpose of the Plan of Management

This Plan of Management (PoM) has been prepared for the proposed use of a 24-hour McDonald's operation located at 37 Roseberry Street, Balgowlah.

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 proposed McDonald's operation will reside. 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 Department of Planning and Environment).

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 help 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 Roseberry Street McDonald's will be required to be familiar with this Management Plan.

2.0 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 known 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 proposed McDonald's operation and where necessary, mitigation measures to minimize the opportunities for crime and manage crime risk are presented.

3.0 Security and Safety

The security and safety of employees and the general public are highly valued by the management of the premises.

3.1 Surveillance

3.1.1 CCTV Camera Systems

CCTV surveillance cameras will be installed in and around the premises in strategic places including (but not limited to) the drive-thru facility and cashiers' / service areas. This system used will have 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, 7 days a week. 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 will be located within the premises and allow staff to monitor the activities caught on 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 regular basis.

3.1.2 Lighting

Perimeter lighting will be provided around the premises and car park to enable clear vision and will be designed in such a manner so as to prevent concealment and shadowing. The standard of lighting will 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 24-48 hours.

3.1.3 Sight Lines and Visibility

The operation has been designed to maximise clear sight lines, particularly at entry points. The building incorporates the maximum use of natural surveillance and minimises potential obstructions such as physical barriers to ensure these clear sight lines are achieved.

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

3.2 Access Control

The McDonald's operation will utilise CCTV systems to monitor access within the site.

3.2.1 High Risk Areas

The development has been designed so as not to create a hostile environment. Access within the building will be restricted particularly in relation to nominated "secure areas" such as the kitchen / back of house areas, exits, corral and the loading bay. This will be achieved by the installation of movement detectors and security hardware (locks, etc.).

The PlayPlace will be installed with child proof gate locks. Surveillance of the PlayPlace will be undertaken on a regular basis by staff on duty but the welfare of the child will ultimately be the parents/carers responsibility.

3.2.2 Signage

Clearly identifiable signage will be 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 will assist with the anticipated pedestrian flows within the associated car park and McDonald's store.

Warning signs, at strategic locations are to be placed around the premises, at entry / exits to warn people of security measures.

A sign at the entry of the premises advising residents to forward any complaints regarding the operation of the premises to the Duty Manager will be provided. The sign will include a phone number and state that complaints can be made 24 hours a day / 7 days per week.

3.2.3 Security

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

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

No external seating is provided which minimises risk, particularly late at night.

3.3 Space Management

3.3.1 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.

3.3.2 Toilets

Public toilets within the building will be clearly signposted. The toilets are located in an area which maximize sight lines, is well lit and is in an area which engenders an overall sense of safety to the user, particularly females, children and elderly.

3.3.3 Landscaping

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

3.4 Ejection of Patrons

The following procedure will apply to all staff 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.

3.5 Hold Up Procedure

3.5.1 In the Event of an Armed Robbery

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

- Contact 000 as soon as possible after incident;
- Staff are instructed to comply with the demands of the offender's;
- Assess the situation and remain calm;
- Focus on the offender/s making mental notes of their "appearance" with particular attention to;
 - Any distinguishing features such as clothing, scars, tattoos;
 - Weapon if used, such as firearm, bladed weapon; and,
 - Any language, accent, nicknames or speech peculiarities;
- Move slowly. Only do this with safety. Advise of any sudden movements you have to make;
- Observe the direction taken after the bandit leaves the premises;
- Look to see if a motor vehicle is being used and note any occupants; and
- Separate staff involved to ensure they do not discuss the incident with anyone other than the Police and Senior Management.

Access will be provided to McDonald's Counselling support agency as soon as possible after the incident.

3.6 Money Handling

An independent security company will be 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.

3.7 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.

3.8 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.

4.0 Operational Procedures

The proposed premises will operate on a 24/7 basis. All procedures detailed below will be adhered to by staff, as required, during the 24/7 operation.

4.1 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 Command.

Staff working during the night time period will be trained to respond to intoxicated and aggressive behaviour via McDonald's internal training programs delivered by a Registered Training Organisation.

4.2 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 McDonald's 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.

4.2.1 Acts of Violence

When an incident involving an act of violence resulting in an injury to any person occurs on the premises, the duty manager will immediately, if safe to do so:

- Provide First Aid to any injured person;
- Contact "000" for assistance;
- Follow the NSW Police Crime Scene Preservation Guidelines by;
 - taking all practical steps to preserve and keep intact the area where the act of violence occurred;
 - isolate and retain all material and any weapons or implements associated with the act of violence;
 - provide information to the investigating Police as to the cause and circumstances of the incident;
 - Comply with any directions given by the senior Police Officer in attendance; and
 - Secure and produce a copy of all CCTV footage of the incident as required by the investigating Police Officer.

4.3 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.

4.4 Public Transport Awareness

Staff members on duty 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.

4.5 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.

4.6 Noise Management

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

- 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 inappropriate noise to leave quietly and quickly and ask any customers loitering to move on; 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.

4.7 Cleaning of the Surrounding Public Domain

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

Bins are located through-out the premises which will help mitigate the potential litter impact upon the surrounding environment.

A litter patrol area will be determined prior to occupation. McDonald's operations generally instruct litter patrols at the following times:

- After Sunrise;
- Midday; and
- Before Sunset.

Additional litter patrols may be carried out on Saturday and Sunday mornings, subject to litter generation.

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

4.8 Waste Management

Waste generated on site primarily consists of general waste (food wastes and miscellaneous customer waste) and paper and cardboard as well as used cooking oils.

The site will contain a number of disposal areas comprising general waste bins throughout the store and one (1) 3,000L skip bin for general waste. Recycling will be picked up directly from the recycling baler machine. Waste will be collected by a recognized private contractor in accordance with the approved Waste Management Plan.

5.0 Consultation and Assessment

McDonald's are committed to ongoing consultation with adjoining property owners, Police, and Council to foster a better understanding of the relevant safety and security issues as they may arise at the Flinders Street site.