



THE STAR

MOD14 Loading Dock Management Plan

02 March 2017

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Executive summary

This Loading Dock Management Plan (LDMP) supports The Star Entertainment Group Limited (SEGL) submission for the proposed Modification 14 (MP 08_0098) upgrades to The Star Casino complex. It provides additional clarification relating to loading dock management aspects of the proposal, as requested by City of Sydney and Transport for NSW in their responses to the proposal. It was initially used as the basis for discussions with CBD Coordination Office (CCO) in January 2017, and following revisions, now forms part of the final 'Response to Stakeholder Comments on Transport Issues' document.

SEGL is embarking on a five-year redevelopment journey to improve the landmark, exemplar integrated resort.

The following loading docks currently service The Star complex:

1. The Star Loading Dock (Jones Bay Road)
2. The Darling Loading Dock (Edward Street)
3. SEGL Events Centre Loading Dock (Service Road)

With reference to the site's primary loading dock 'The Star Loading Dock' located at Jones Bay Road the following findings have been made.

In June 2016, SEGL engaged Carinya Group to undertake a logistics audit of the main Star Loading Dock. The audit identified the following:

- On a typical weekday, the loading dock processes up to 20-25 pallets per hour (80% of estimated capacity) during the AM peak hour (0700-0800). This is despite allocating two of the six available loading bays to construction deliveries associated with D2015/1515.
- Seasonal peaks associated with Easter and Christmas can increase deliveries by as much as 30%. During peaks, the number/frequency of trucks does not usually increase, instead, the volume of each load increases to compensate for the increased site demands.
- Whilst there are multiple docks and unloading areas, capacity of the main dock is being constrained by inadequate staging and sorting areas that can only manage a single truckload (8 pallets) at a time.
- Deliveries are heaviest on Tuesday, Wednesday and Friday and peak at 90-100 pallets per day.

A review of delivery data from March 2016 also revealed that construction accounted for up to the 8% of the average weekday delivery movements through the dock and 20% of the average weekend delivery movements

To ameliorate the potential impacts on loading dock operations generated by Modification 14 and other future Star expansion projects, Modification 14 now includes an upgrade to the loading dock to increase storage and sorting areas, thereby resolving the current bottleneck restraining cross-docking processes.

The Star will also reclaim loading bays 5 and 6 at the completion of Modification 14 construction works, which will increase available loading bays by 33%.

It is the conclusion of this report that The Star loading dock will have sufficient capacity to process the additional loading/logistics demands proposed in Modification 14.

1 Introduction

1.1 Context

This Loading Dock Management Plan (LDMP) supports The Star Entertainment Group Limited (SEGL) submission for the proposed Modification 14 (MP 08_0098) upgrades to The Star Casino complex. It provides additional clarification relating to loading dock management aspects of the proposal, as requested by City of Sydney and Transport for NSW in their responses to the proposal. It was initially used as the basis for discussions with CBD Coordination Office (CCO) in January 2017, and following revisions, now forms part of the final 'Response to Stakeholder Comments on Transport Issues' document.

1.2 Star Entertainment Group Limited (SEGL)

Star Entertainment Group Limited (SEGL) is a leading operator of integrated resorts catering to both local and international visitors and is the operator of The Star Casino complex.

The Star is one of the most important tourist destinations in Australia attracting over 10 million visitors to the property every year. After an \$870 million redevelopment in 2011, SEGL has been transformed into Sydney's multi-award winning entertainment destination. The Star offers award winning chefs and restaurant's, five-star accommodation across three hotel towers including the luxuriously boutique hotel, The Darling Hotel, indulgent experiences at The Darling Spa, a luxury retail collection, and a world class casino.

SEGL is embarking on a five-year redevelopment journey to create a landmark, exemplar integrated resort within the City of Sydney. This proposed redevelopment will occur through the lodgement of S75W applications with the Department of Planning and Environment, Modification 14 is the first of these.

2 Star Loading Facilities

The following loading docks currently service The Star complex:

1. The Star Loading Dock (Jones Bay Road)
2. The Darling Loading Dock (Edward Street)
3. The Star Events Centre Loading Dock (Service Road)

2.1 The Star Loading Dock (Jones Bay Road)

The Star Loading Dock is the main loading dock for The Star complex. It is staffed by a warehouse manager, supervisor, 12 store persons and 2 administrative staff. A food safety inspector is also permanently stationed at the dock.

Current loading dock operating hours are:

- 0700 to 1800 Monday to Friday
- 0700 to 1330 Saturday
- 0700 to 1100 Sunday

The clearance height of The Star Loading Dock door is 3.2m.

It receives deliveries of fresh produce and non-perishables and beverages for outlets, general items such as stationary, mail, promotional items, computers, gaming equipment, as well as being the entry point for deliveries such as cards, maintenance supplies for in-house facilities and contractors, laundry and housekeeping items (including uniforms) gas and cooking oils.

The Star Loading Dock staging area constrains the throughput of stock across the dock. Whilst there are multiple docks (6) and unloading areas there is only one staging and sorting area that can manage only one full truckload of eight pallets at one time.

2.2 Darling Loading Dock (Edwards Street)

The Darling Loading dock is principally a service dock used to receive retail and restaurant tenant's stock deliveries. Whilst SEGL monitors all deliveries, the individual tenants are responsible for their own logistics services. Contractors (couriers) delivering to outlets in the Retail Arcade do so into those outlets own storage adjacent to the dock. Two store persons staff the dock. A security guard has recently been added to monitor/enforce tenant compliance with agreed loading dock management practices.

The Darling loading dock is also used for managing waste removal from The Star. Recycling bins, compactors, glass bins are stored in, and collected from, the dock. Stewarding remove full waste bins to the compactor area at the dock, replacing them with clean empty bins at the point of use.

Normal loading dock operating hours are:

- 0700 to 1500 Monday to Friday
- 0700 to 1200 Saturday
- Closed Sunday and Public Holidays

Outside these times, access to the loading dock is provided by appointment with Star security.

The height of the Darling Loading dock door is 4.2m.

2.3 The Star Events Loading Dock (Service Road)

The Star Events Centre loading dock is located within the northern part of the Light Rail terminal and is accessible via a one-way service road from Pirrama Road. This loading dock is primarily used to unload and reload goods and production equipment used for stage plays, concerts, private functions and special events (e.g. Aria awards).

This loading dock operates 24 hours per day 365 days per year. It has a freight elevator and raised loading dock platform that accommodates rear loading of a 19m semi-trailer. The raised dock platform can cater to loading or unloading two vehicles at a time, as two opposite bays. Vehicle heights cannot exceed 4.3m.

The demand for this loading dock will not be impacted by the works proposed in Modification 14. The freight elevator only provides access to The Star Events back-of-house zone. Stairs physically prevent transfer of loads to other parts of the building such as Sovereign or Astral and Darling hotels.

Two (2) security officers man the dock on a rotating roster.

Outside of special events, normal loading dock operating hours are:

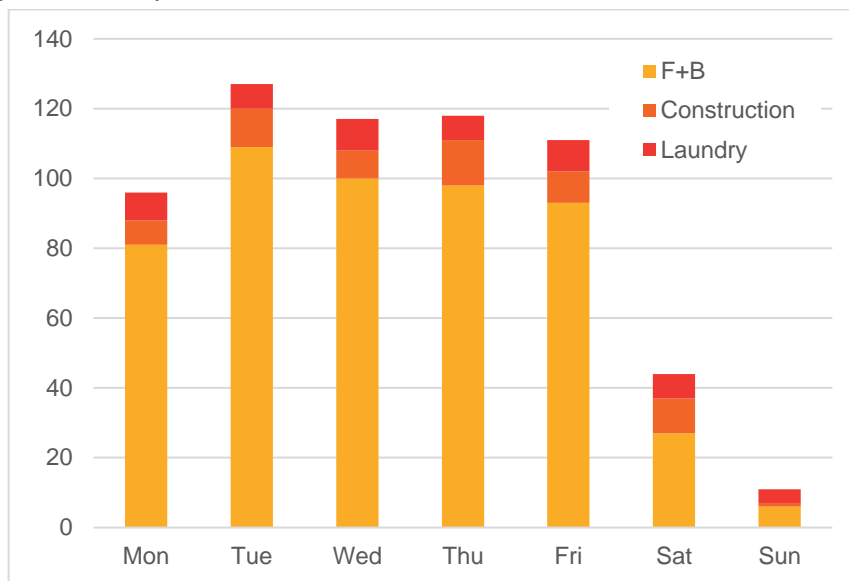
- 0600 to 1800 Monday to Friday
- 0600 to 1800 Saturday
- Closed on Sundays and Public Holidays

2.4 Main Users of The Star Loading Docks

The three loading docks discussed above, support the following Star business units:

- Food and beverage is the largest user of logistics services at The Star, based on daily deliveries of fresh produce and perishable foodstuffs, as well as bulk packaged beer, wines, spirits and packaged water. Food and beverage deliveries account for up to 85% of deliveries on weekdays and 60% of deliveries on weekends.
- Hotels are a low/moderate user of logistics services at The Star, based on deliveries and pick-up via the docks for linen services by contracted providers, delivery of Hotel consumables and limited storage of wines and beverages to support room services.
- Gaming is a low/moderate user of logistics services at The Star, based on deliveries and pick-up via the docks for uniform laundering services provided by contracted providers. Gaming also use the docks for delivery and pick-up of gaming equipment.
- Facilities and Properties are a low volume user of logistics services at The Star, based on deliveries and pick-up via the docks.
- Cage/Finance. Activities around cash transfers and delivery of gaming equipment (e.g. cards and dice) are limited to 1-hour delivery per week under full security and are of a confidential nature.
- Events are a low volume user of logistics services at The Star, based on deliveries and pickup of Event materials via the docks.
- Retail tenants are low volume users of logistics services at The Star, based on deliveries and pickup via the docks. SEGL only monitors Tennant deliveries to the loading docks and is not responsible for their logistic services.

Figure 1: Sample of Daily Deliveries to The Star's Main Loading Dock on Jones Bay Road (March, 2016)



Source: SEGL, 2016

3 Supply Strategy

The current supply strategy for The Star's main loading dock, located on Jones Bay Road, splits the supply of fresh produce from beverages and dry goods. Fresh food is delivered daily (except Sundays when only fresh bread is received) and sorted to outlet and staged in corridors awaiting pick up by outlet. Beverages and dry goods are purchased approximately weekly to replenish central stock holding areas. The unloaded goods travel from the loading dock on pallets, down a lift, to the warehouse facility.

Table 1: SEGL Loading Dock Delivery Schedules

Delivery Time	Suppliers	Indicative hourly volume (pallets)
0700-0800	Fuel bakery, Pamalat (milk), The Grumpy baker, Tip Top, Pace Farm, Rich Products, Continental Patisserie, Brasserie bread, Hong Australia, M&G, Australia Convenience, Bidvest	25
0800-0900	Australia on a plate, Matt Browns, Hong Australia, PFD, Simon Johnson, Game Farm, Primo (P&M), Havericks	10
0900-1000	Top Cut, Deshel, Nicholson & Saville, Andrews Meat Industries, M&J	10
1000-1100	B&E Poultry, Andrews Meat Industries, Vic's, T&F	5
1100-1200	Simon George and Sons	8
1200-1800	ALM, Bidvest Hospitality, Foster's, BUNZL, Coca-Cola, De Costi, Joto	5

Source: Carinya Group, July 2016

4 The Star Loading Dock Capacity

In June 2016, Star engaged Carinya Group to undertake a logistics audit of the main Star Loading Dock located on Jones Bay Road. The audit identified the following:

- On a typical weekday the loading dock processes up to 20-25 pallets per hour (80% of estimated capacity) during the AM peak hour (0700-0800). This is despite allocating two of the six available loading bays to construction deliveries associated with D2015/1515.
- Seasonal peaks associated with Easter and Christmas can increase deliveries by as much as 30%. During peaks, the number/frequency of trucks does not usually increase, instead, the volume of each load increases to compensate for the increased site demands.
- Whilst there are multiple docks and unloading areas, capacity of the dock is being constrained by inadequate staging and sorting areas that can only manage a single truckload (8 pallets) at a time
- Deliveries are heaviest on Tuesday, Wednesday and Friday and peak at 90-100 pallets per day.

A review of delivery data from March 2016 also revealed that construction accounted for up to 8% of the average weekday delivery movements through the dock and 20% of the average weekend delivery movements.

5 Loading Dock Management Plan

5.1 Impact of Modification 14

The Modification 14 proposal will have the following impacts on site GFA. Most of the proposed GFA increases will expand existing land uses that are traditionally low to moderate users of The Star's main loading dock.

Table 2: Proposed Modification 14 GFA Upgrades

Existing Uses	Loading Dock Usage	Main Entry Point	GFA Increase (sqm)	GFA Increase %
Gaming	Low/moderate	Jones Bay Road	5290	18%
Pre-function	Moderate/high	Jones Bay Road	765	9%
Hotel	Low/Moderate	Jones Bay Road	308	1%
Retail	Low	Edward Street	226	14%
TOTAL			6589	5%

5.2 Proposed Improvements

To ameliorate the potential impacts on loading dock operations generated by Modification 14 and other future Star expansion projects, the Modification 14 proposal now includes an upgrade to the Jones Bay Road loading dock to increase storage and sorting areas, thereby resolving the current bottleneck restraining cross-docking processes. A sketch of the planned dock upgrades is presented in Figure 3.

These upgrades would include:

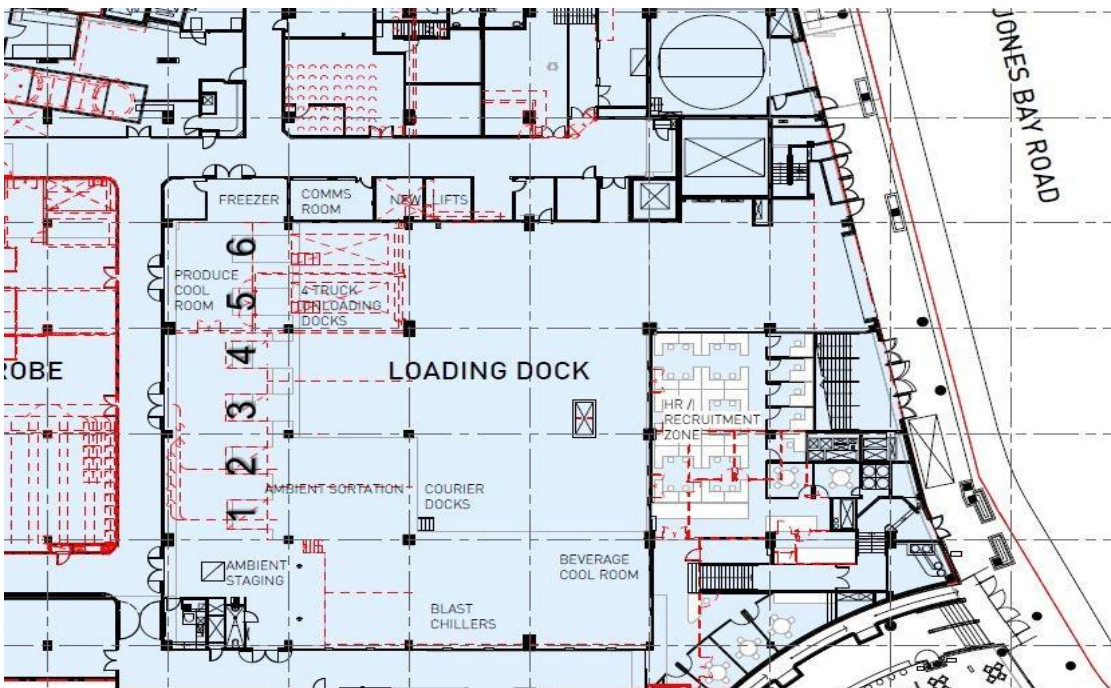
- Fill in Dock 1 to extend sorting and staging area
- Construct new dock offices and remove existing offices
- Extend the dock platform from where the offices are to the Jones Bay Road wall of the dock, relocating the CO₂ gas cylinders and plumbing
- Install the beverage reserve cool room and blast chillers.
- Extend docks 5 and 6 and install fresh produce cool room, freezer and waste collection area

These upgrades are expected to increase loading dock capacity by up to 45 pallettes per hour.

Figure 2: Existing Jones Bay Road Loading Dock Arrangement



Figure 3: Proposed Jones Bay Road Loading Dock Upgrades



6 Conclusion

The main conclusions from the review of loading operations are:

- The Star's main loading dock on Jones Bay Road is operating at 80% capacity despite allocating 2 loading bays to construction deliveries. This loading dock can comfortably process current delivery demands of the site
- SEGL is now proposing several capacity upgrades to the loading dock, as part of modification 14 to provide for the future growth of The Star Casino Complex beyond Modification 14
- SEGL will also reclaim loading bays 5 and 6 at the completion of Modification 14 construction works, which will increase available loading bays by 33%

It is the conclusion of this report that The Star loading dock will have sufficient capacity to process the additional loading/logistics demands proposed in Modification 14.

