

THE STAR ENTERTAINMENT GROUP LIMITED

Modification 14 Planning Submission

CONSTRUCTION MANAGEMENT PLAN

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ABBREVIATIONS

CEMP	Construction Environmental Management Plan
CMP	Construction Management Plan
CPTMP	Construction Pedestrian and Traffic Management Plan
EIS	Environmental Impact Statement
EMP	Environmental Management Plan
HSE	Health Safety and Environment
PEP	Project Execution Plan
PC	Practical Completion
PM	Project Manager
QMP	Quality Management Plan
SEGL	The Star Entertainment Group Limited
WSP PB	WSP Parsons Brinckerhoff

EXECUTIVE SUMMARY

The Star Entertainment Group (SEGL) is a leading operator of integrated resorts catering to both local and international visitors and is the operator of The Star Sydney (The Star). Consistent with its vision to operate the site to an international standard, SEGL is proposing to advance a revitalisation of the existing complex.

The Star 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. All works pertaining to Modification 14 are detailed in this document. This investment is estimated to contribute over \$377 million to the NSW economy from FY2016 to FY2030 (in real, present value terms) and contribute 915 construction jobs.

Modification 14 was placed on public exhibition, and the issue of a Construction Management Plan (CMP) is in response to questions pertaining to the impact of construction on pedestrians and traffic by Transport for NSW. This document has been prepared in response to those questions. It has been informed by discussions, and produced in collaboration with Mott MacDonald, who have produced both a Traffic Impact Assessment Report and the Construction Pedestrian and Traffic Management Plan.

The Environmental Assessment Report (EAR) has been prepared on behalf of The Star Entertainment Group Limited (SEGL). It accompanies a proposal to modify the existing Part 3A Project Approval (MP08_0098) for The Star under section 75W of the Environmental Planning and Assessment Act 1979 (EP&A Act).

SEGL is proposing to attain the highest standard of built form outcomes for the site through the proposed redevelopment by encouraging innovation and best practice approaches in order to achieve an environmentally sustainable development that positively contributes to the overall architecture of both Pyrmont and the City of Sydney. This will be done through the implementation of advanced ESD initiatives, improved people and movement connections, upgrades to the external appearance and presentation of the facility and improved integration with the adjacent urban fabric.

The Main Contractor will need to ensure that proposed disruption to the existing facility is kept to a minimum and controlled in a safe and orderly fashion as outlined in this Construction Management Plan.

Business continuity is of utmost importance and services upgrades in particular, must limit interruptions that will have a significant impact on The Star's operations.

The key success factor of this CMP, is to ensure the Main Contractor to manage the works so they are incident and injury free, completed efficiently, to a high quality standard, on time and within the budget.

1 MODIFICATION 14 PROPOSED WORKS

Modification 14 includes the following proposed works:

1. Level B4 - Infrastructure Upgrades

Upgrades to existing generators, existing harbour heat rejection system, natural gas system, existing domestic cold water system and an additional sewer connection.

2. Level 00 – Porte Cochere and Astral Lobby Upgrade

Realignment of Porte Cochere to accommodate expanded and upgraded Astral Lobby, upgraded Astral Lobby Bar and retail expansion and upgrades of the Main Casino Entry, including valet improvements to the Porte Cochere.

3. Level 00 - Back of House Upgrades

Internal upgrades and improvements to multiple aspects of the back of house space at Level 00.

4. Level 00 - Astral Luxury Retail Zone

New luxury retail zone connecting from Astral Hotel Lobby out to Jones Bay Road. Change of use from office / back of house to retail.

5. Level 00 - SELS Building Minor Works

Refurbishment of existing SELS Level 00 toilets at southern end of building to allow for adjacent lift lobby circulation areas; and demolition of existing retail tenancy fitout at northern end of SELS building along Jones Bay Road.

6. Level 00 - SELS Lighting

External lighting of the SELS building along Pyrmont Street to celebrate the heritage elements of the building.

7. Level 00 – Darling Cafe

New café within existing Darling Hotel Lobby at Level 00.

8. Level 00 to 01 - G-Star Raw Escalators

Replace existing G-Star Raw retail shop at Level 00 with new escalators providing access from Level 00 to Main Gaming Floor at Level 01. Includes new arrival bar adjacent to escalators at Level 01.

9. Level 01 - Main Gaming Floor Slab Infill

Slab expansion off the Main gaming Floor at Level 01 over the existing main entry foyer facing Pirrama Road. No facade works are proposed.

10. Level 02 – Oasis Gaming Area

Minor external alterations to the Oasis unenclosed gaming area at Level 02.

11. Level 03 - Sovereign Expansion

Expansion to the existing Sovereign Room at Level 03. This includes refurbishment of existing food, beverage and gaming locations, expansion of food and beverage opportunities and VIP gaming and unenclosed gaming areas.

12. Level 03 - Event Centre Pre-function Space

New pre-function space adjacent to the MUEF at Level 03, to allow for circulation changes from the level 03 expansion.

13. Vertical Transportation Drum

New escalators as part of a vertical transport arrival strategy from Level 00 to Level 05.

14. Level 04 – The Star Administrative Offices

Fitout of existing administrative offices within Astral Residences tower. Internal improvements only.

15. Level 05 – VIP Lobby & Check-In

Conversion of existing pool plant space and enclosed pool deck at Level 05 to a lobby for the VIP hotel guest lounge.

16. Level 05 - Astral Hotel Room Conversion

Change of use conversion of the approved Business Centre to eight (8) hotel rooms.

17. Northern Porte Cochere Canopy

Removal of a section of the current glazing (retaining the canopy structure) of the current Porte Cochere canopy and include a new ceiling at a lower height over a section of the new slab (NW Gaming slab infill).

2 PURPOSE OF THE CONSTRUCTION MANAGEMENT PLAN

2.1 Purpose of this Document

This CMP has been prepared by WSP | Parsons Brinckerhoff on behalf of SEGL. This CMP supports the Modification 14 S75 submission for The Star, Major Project Approval MP 08_0098.

The CMP has been documented to describe how SEGL shall implement and conduct its allocated site management responsibilities during the construction phase of the works. A fundamental aim of this document is to ensure all construction is properly facilitated, integrated and coordinated so as to deliver certainty to the objectives of the project.

The purpose of this document is to provide a reference for the execution of the project in a manner that minimises disturbance and its impact of the construction activities on the surrounding environment, operation of The Star, its facilities and access and use by its patrons and guests.

This CMP is intended to:

- Define the project phases/staging;
- Define the scope of construction major works;
- Identify any works associated with heritage items;
- Define the guidelines of the construction methodology;
- Establish clear communication guidelines;
- Define the guidelines for a site management plan;
- Define the guidelines for a site safety management plan to include public amenity, safety and pedestrian management;
- Outline waste management initiatives as suggested in the Modification 14 Sustainability Report; and
- Define the noise and vibration mitigation approach during construction.

SEGL and the appointed Contractor will be committed to engaging with the local community, the Department of Planning and Environment, the City of Sydney, Government Agencies and stakeholders as they plan and deliver works pertaining to Modification 14.

Consultation will continue to be a key priority throughout the construction process to ensure the community and stakeholders receive regular updates and have the opportunity to provide feedback.

The intent of this document is to ensure all construction is properly facilitated, integrated and coordinated thus guaranteeing the project's objectives are met.

This CMP is a live document that will be monitored and reviewed to ensure that its operation and objectives are carried out by the Main Contractor in its obligation to construct the works in accordance with the intent of this CMP.

Items contained in the CMP include:

- Outline of major works;
- Public amenity, safety, and pedestrian management;
- Materials handling;
- Traffic management including construction pedestrian;
- Environmental Management; and
- Impact on adjoining and surrounding properties.

The proposed works support the realisation of SEGL's aspiration to redevelop the existing site to continue to provide a world class entertainment facility in Sydney. The project importantly will boost tourism and entertainment facilities to reinforce Sydney as Australia's pre-eminent tourist destination.

The project scope is to upgrade, refurbish and revitalise parts of the existing facility whilst maintaining the operation of the facility. The appointed Contractor will prepare a comprehensive Construction Environmental Management Plan (CEMP) for approval prior to undertaking any work on the site. Staging will be developed in consultation with SEGL and a construction programme prepared by the Contractor, to mitigate any impact on operational facilities and on the adjoining neighbourhood.

2.2 Supporting Project Documents

This document to be read in conjunction with the documents below:

- Modification 14 Construction Pedestrian and Traffic Management Plan;
- Modification 14 Loading Dock Management Plan;
- Modification 14 Supplementary Acoustic Report (construction and noise vibration).

3 DESCRIPTION OF PROJECT & WORKS

3.1 Background

- The casino was opened in 1997, with a major overhaul completed in 2011.
- SEGL's vision is to redevelop the existing site to continue to provide a world class entertainment facility in Sydney.
- Business continuity is important to The Star and interruptions in operation can have a significant financial impact on The Star's operations.

3.2 Project Works Elements

The main project elements as detailed in Chapter 1 that require construction works are the following:

- Level B4 - Infrastructure Upgrades;
- Level 00 – Porte Cochere and Astral Lobby Upgrade;
- Level 00 - Back of House Upgrades;
- Level 00 - Astral Luxury Retail Zone;
- Level 00 - SELS Building Minor Works;
- Level 00 - SELS Lighting;
- Level 00 – Darling Café;
- Level 00 to 01 - G-Star Raw Escalators;
- Level 01 - Main Gaming Floor Slab Infill;
- Level 02 – Oasis Gaming Area;
- Level 03 - Sovereign Expansion;
- Level 03 - Event Centre Pre-function Space;
- Vertical Transportation Drum;
- Level 04 – The Star Administrative Offices;
- Level 05 – VIP Lobby & Check-In;
- Level 05 - Astral Hotel - Conversion of Business Centre to Eight Hotel Rooms; and
- Northern Porte Cochere Canopy.

3.3 Project Location

The project address is at 80 Pyrmont Street, Pyrmont, Sydney NSW 2009, Australia.

IMAGE 1 – AERIAL PHOTOGRAPH

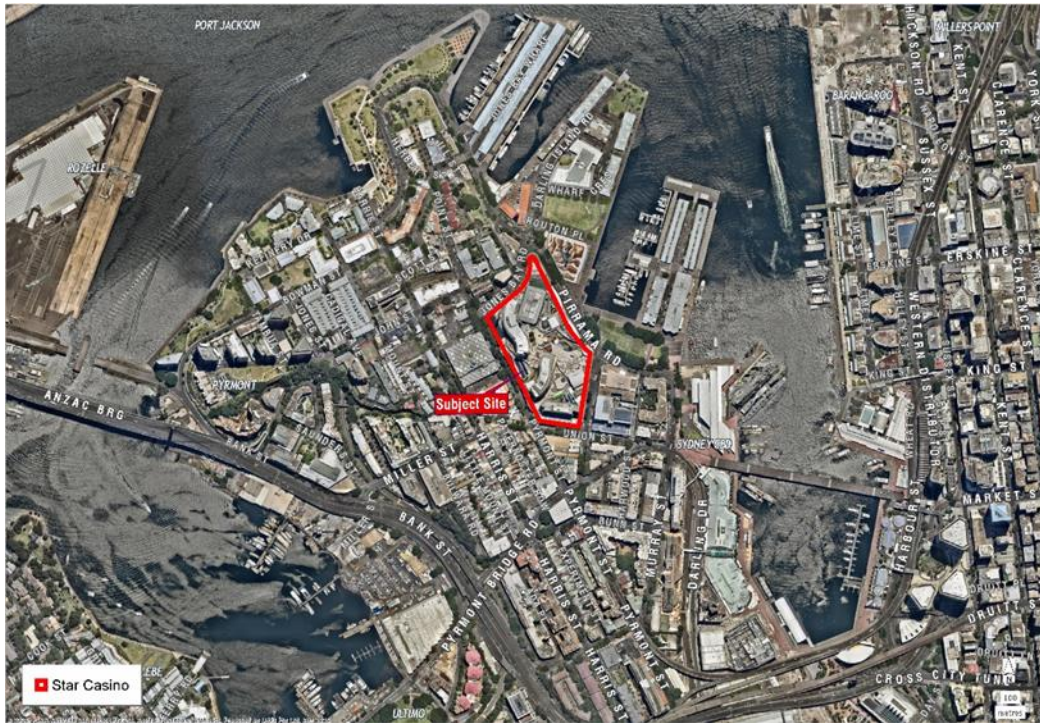


IMAGE 2 – LOCATION PLAN



4 SCOPE OF CONSTRUCTION WORKS

4.1 Scope of Construction Works

The Modification 14 works are scheduled to commence in October 2017 and take 2-years to complete (October 2019).

As part of the Modification 14 application, is a proposal that internal, non-noise generating or limited noise generating works will be able to be undertaken, internal to the building on a 24-7 basis in the same way that DA 12 and other recent City of Sydney DAs have been delivered.

The following areas will be utilised during the construction activities phase:

- Use of loading bays 5 and 6, in the Jones Bay Road loading dock, for construction deliveries;
- Use of the existing crane mounted on the roof at the north-western end of the site; and
- Use of the existing Loading Zone along the eastern kerb of Pyrmont Street (Between Jones Bay Road and Edward Street).

The following is a brief description of the construction scope of works to be performed in each building space/area.

4.1.1 B4 – Infrastructure Upgrades

B4 Infrastructure upgrade works includes:

- A change in the operation of the harbour heat rejection system will be introduced to provide space cooling to the new areas. There are no modifications proposed to the system beyond the boundary of The Star's internal basement plant room. The harbour heat rejection system and pipework reticulation to the plant room will remain unchanged from the current arrangement.

A marine study including modelling has been carried out, to determine if there are any effects the upgrade may have on the harbour, which has indicated there will be no impact.

- Installation of new natural gas service to supply the northern section of the property. This provision of a natural gas system to the generators, is for the shortfall in available power from Ausgrid;
- Reconfiguration of the domestic cold water system, to be an internal ring main with zone isolation to allow sections to be isolated; and
- An additional sewer and water connection.

All areas that will be upgraded will be isolated from the operational areas of the carpark, by physical barriers or appropriate hoardings to safeguard the general public and vehicles from the construction activities.

4.1.2 Level 00 – Porte Cochere and Astral Lobby Upgrade

Level 00 Porte Cochere and Astral Lobby upgrade works include:

- Upgrade of the main entry to create a guest 'sense of arrival';
- Demolition of the existing valet;
- Realignment of Porte Cochere to accommodate expanded and upgraded Astral Hotel Lobby;
- New over-head lighting, to the ceiling of the Porte Cochere;
- Upgraded Astral Hotel lobby with new lighting sculpture and new lounge bar;
- Introduction of high-end retail outlets with display window vitrines;

- New VIP lobby with direct lift access from the Astral Hotel Tower lift lobby to the Porte Cochere; and
- VIP lounge (external works only).

All areas that will be upgraded will be isolated from the operational and public areas of the Porte Cochere and main casino entry, by physical barriers or appropriate hoardings to safeguard the general public and vehicles from the construction activities, whilst still maintaining public access by guests and vehicles.

4.1.3 Level 00 - Back of House Upgrades

Level 00 Back of House upgrade works include:

- Upgrade and increase in the capacity of the employee dining room;
- A new employee internet hub;
- Expansion and upgrade of the production / commissary kitchen / centralised ice storage room;
- Improvements to the warehouse and loading dock;
- Upgrade to the existing wardrobe, to make the existing wardrobe footprint more efficient;
- Upgrade to all the change / shower rooms and toilet facilities;
- Relocation and consolidation of all office staff in back of house areas;
- Provision of a new staff gym; and
- Installation of new wayfinding.

In order for the above works to be undertaken, all office / desk bound staff will need to be relocated from back of house areas to dedicated office environments. Initial accommodation requirements will focus on relocating all office staff to Level 4 Astral Residence Tower or Level 3, 60 Union Street.

All areas that will be upgraded are in operation 24 hours a day/7 days a week. Consideration must be had to the staging of these works and the safe isolation of these works from staff conducting their day-to-day working duties. This includes the installation of physical barriers, or appropriate hoardings to safeguard the staff from the construction activities, including noise and dust management as a priority.

4.1.4 Level 00 - Astral Luxury Retail Zone

Level 00 Astral luxury retail zone upgrade works include:

- Introduction of a high-end luxury retail zone and outlets connecting from Astral Hotel Lobby out to Jones Bay Road; and
- Change of use from office / back of house to retail.

All front of house areas that will be upgraded are in operation 24 hours a day/7 days a week. This area is the main entry to The Star and requires due consideration during construction.

Consideration must be had to the staging of these works and the safe isolation of these works from the guests and public access. This includes the installation of physical barriers, or appropriate hoardings to safeguard the public from the construction activities, including noise and dust management as a priority.

4.1.5 Level 00 - SELS Building Minor Works

Level 00 SELS Building works include:

- Refurbishment of existing SELS Level 00 toilets at southern end of building to allow for adjacent lift lobby circulation areas; and
- Demolition of existing retail tenancy fitout at northern end of SELS building along Jones Bay Road.

- No external changes to SELS are proposed, internal alterations only.

All areas that will be upgraded will need to be isolated by physical barriers or appropriate hoardings to safeguard the general public and staff, whilst still maintaining access. No external changes are proposed to the SELS building, only internal alterations.

4.1.6 Level 00 - SELS Lighting

Level 00 SELS Lighting works include:

- External lighting of the SELS building along Pyrmont Street to celebrate the heritage elements of the building.

All external areas that will be upgraded along the façade of the SELS building will need to be isolated from the operational and public access areas, by physical barriers or appropriate hoardings to safeguard the general public and vehicles from the construction activities, whilst still maintaining public access by guests and vehicles.

4.1.7 Level 00 – Darling Café

Level 00 Darling Café includes:

- New café within existing Darling Hotel Lobby at Level 00.

4.1.8 Level 00 to 01 - G-Star Raw Escalators

Level 00 to 01 G-Star Raw escalator works include:

- Replace existing G-Star Raw retail shop at Level 00 with new escalators providing access from Level 00 to Main Gaming Floor at Level 01; and
- New arrival bar adjacent to escalators at Level 01.

Consideration must be had to the staging of these works and the safe isolation of these works from guests and public access, whilst still maintaining access to Level 01. This includes the installation of physical barriers, or appropriate hoardings to safeguard the public from the construction activities, including noise and dust management as a priority.

4.1.9 Level 01 - Main Gaming Floor Slab Infill

Level 01 Main Gaming Floor slab infill works include:

- Slab expansion off the Main Gaming Floor at Level 01 over the existing main entry foyer facing Pirrama Road.

These works involve the slab infill of the main gaming floor Level 01. The works will be carried out in such a manner as to allow gaming to remain operational. These works will be made safe by full height hoarding to separate construction work areas to the public areas. No facade works are proposed.

4.1.10 Level 02 – Oasis Gaming Area Smoking Terrace

Level 02 Oasis Gaming Area works includes:

- Minor external alterations to the Oasis unenclosed gaming area at Level 02 to create a new smoking terrace on top of the existing stair.

The works will be carried out in such a manner as to allow gaming to remain operational. These works will be made safe by full height hoarding to separate construction work areas to the public areas.

4.1.11 Level 03 - Sovereign Expansion

Level 03 Sovereign Expansion works include:

- Expansion to the existing Sovereign Room at Level 03;
- Refurbishment of existing food, beverage and gaming locations;
- Expansion of food and beverage opportunities; and
- VIP gaming and unenclosed gaming areas.

These works involve the refurbishment of the main casino floor Level 03. Slab extensions and plant relocations form a major component of the works. These works will be staged into smaller packages to allow select areas of Level 03 to be made safe by full height hoarding to separate construction work areas to the public areas.

4.1.12 Level 03 - Event Centre Pre-function Space

Level 03 event centre pre-function space works include:

- New pre-function space adjacent to the MUEF at Level 03, to allow for circulation changes from the Level 03 expansion.

These works involve the creation of a new pre-function space adjacent to the MUEF on Level 03. The works will be carried out in parts that will allow full access to the MUEF, which has events almost daily. These works will be made safe by full height hoarding to separate construction work areas to public areas.

4.1.13 Vertical Transportation Drum

Vertical transportation drum works includes:

- New escalators as part of the vertical transport arrival strategy from Level 00 to Level 05.

These works are part of a site wide modernisation and/or replacement of all outdated lift and escalator installations. Due to the nature of the site and the critical requirement for vertical transportation, complex sequences of upgrade and new installation works will need to occur in the shortest time frames possible to minimise down time and impact to front and any back of house operations.

The Contractor must survey the site prior to the commencement of works, to ensure that equipment hoisting and removal, existing building constraints, and existing services have been taken into consideration.

Works being undertaken are to be done behind protective hoarding.

4.1.14 Level 04 – The Star Administrative Offices

Level 04 Star Administrative Offices works include:

- Fitout of existing administrative offices within Astral Residences Tower to accommodate departments moving in; and
- Relocation of Star HR, Scheduling, WHS from Level 00 to Level 04 Astral Residences.

In order for the back of house works to be undertaken, all office / desk bound staff will need to be relocated from the back of house areas to dedicated office environments. Initial accommodation requirements will focus on relocating all office staff to Level 4 Astral Residence Tower or Level 3, 60 Union Street.

Consideration must be had to the staging of these works and the safe isolation of these works from staff conducting their day-to-day working duties. This includes the installation of physical barriers, or appropriate

hoardings to safeguard the staff from the construction activities, including noise and dust management as a priority. These works are internal improvements only.

4.1.15 Level 05 – VIP Lobby & Check In

Level 05 VIP Lobby & Check In includes:

- Conversion of existing pool plant space and enclosed pool deck at Level 05 to a lobby for the VIP hotel guest lounge.

4.1.16 Level 05 Astral Hotel - Conversion of Business Centre to Eight Hotel Rooms

Level 05 Astral Hotel works include:

- This involves the conversion of the Business Centre into eight (8) hotel rooms; and
- Installation of new concrete inaccessible slab, to be a green roof.

4.1.17 Northern Porte Cochere Canopy

Northern Porte Cochere Canopy works include:

- A new ceiling at a lower height over a section of the new slab (North West Gaming slab infill).

All of the canopy works must be isolated from the operational and public areas of the Porte Cochere and main casino entry, by physical barriers or appropriate hoardings to safeguard the general public and vehicles from the construction activities, whilst still maintaining public access by guests and vehicles.

Careful consideration must be given to the safe removal and disposal of the glass panels.

5 PRELIMINARY CONSTRUCTION METHODOLOGY

5.1 Project Objectives

The main objective for this project is to deliver the highest standard of finished product, meeting or exceeding SEGL's expectation, within the constraints of the Contractor's program and budget.

The major external constraints on the project are:

- Maintaining smooth traffic and internal and external pedestrians flow with minimal disruptions to the surrounding areas and streets;
- Undertaking works with minimal impact on neighbours;
- Ensuring any existing bus stops are collaboratively relocated or maintained with the Sydney City Council (if applicable); and
- Ensuring access to Pirrama and Jones Bay Roads are unaffected.

5.2 Project Strategy

The project strategy requires the Contractor to utilise extensive industry knowledge, rigorous planning and management procedures and the expertise of the experienced project team to achieve the project objectives.

5.3 Planning, Communication and Consultation

The preliminary construction methodology rests upon three core principles of successful execution. The first is planning. A comprehensive plan such as this CMP, provides a road map to success.

The second is communication. Communication needs to occur constantly by communicating with each other within the team, and to the client SEGL. Discussing project progress regularly, gives SEGL confidence that the project is progressing well.

For an optimal consultation and liaison process, a Community and Stakeholder Management Strategy must be developed. The Strategy must be developed by the Contractor in direct consultation with SEGL, as the communication system for the project duration. This strategy will contain the key stakeholder groups and document how each will be consulted with.

The consultation objectives will include the following:

- Establish and maintain relationships with key stakeholders;
- Develop general public awareness and knowledge of the Project;
- Ensure key stakeholders are kept informed and satisfied of upcoming activities, project status, impacts arising from unforeseen events and arrangements to mitigate the impact as needed;
- Mitigate the impact of the construction activities on the surrounding areas;
- Manage objections by understanding the main stakeholders' needs; and
- Take necessary actions for their effective management.

5.4 Preliminary Construction Methodology

Part of the Mod 14 application is a proposal that internal, non-noise generating or limited noise generating works will be able to be undertaken, internal to the building on a 24-7 basis in the same way that D2015/1515 and other recent City of Sydney DAs have been delivered.

The following areas will be utilised during the construction activities phase:

- Use of loading bays 5 and 6, in the Jones Bay Road loading dock, for construction deliveries. A review of delivery data from March 2016 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. The use of bays 5 and 6 has not impacted normal loading operations. 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). Over the rest of the day deliveries drop significantly to less than 10 pallets per hour.
- Use of the existing crane mounted on the roof at the north-western end of the site
- Use of the existing Loading Zone along the eastern kerb of Pyrmont Street (Between Jones Bay Road and Edward Street)

In addition, the contractors will be seeking to establish a new tower crane position and off-road delivery site on the Pirrama Road promenade (where the taxi drop-off and pick-up area is currently located). This crane, with 65 metre reach, will service the Sovereign, vertical transport drum and Heart of House construction areas. The crane will be installed on a structural steel grillage founded on new piles and free stand on tower sections to a height such that it sits above the existing Pirrama Road ribbon structure at the main entry.

5.4.1 Pre-Construction Phase

5.4.1.1 CONSTRUCTION PROGRAM

The Modification 14 works are scheduled to commence in October 2017 and will take 2-years to complete (October 2019).

Work on the Sovereign upgrades are expected to be on the critical path for completion of all site works and define the 2-year construction period. Most of the other Modification 14 works, will run in parallel and staged earlier and later in the program to manage work-site conflicts. Up to three contractors may be working on the site at any time.

5.4.1.2 PLANNING FOR QUALITY OUTCOMES

To consistently deliver high quality results, effort needs to go into early planning, an essential component to quality outcomes. The following critical steps are to be initiated on Contract award by the Main Contractor:

- Provision of a Site Management Plan;
- Immediately survey and investigate the site where works are to be undertaken;
- Apply immediate focus to identify components with long lead times and ensure that contracts are let to allow early ordering of these items;
- Formulate a shop drawing and sample schedule to manage the provision of these items in a timely fashion given the constraints of the delivery program; and
- Plan and manage the procurement process to ensure resources are available to deliver the highest quality outcomes.

The approach is one of project collaboration. This enables a search for opportunities to add value to the project by offering a cooperative effort to identify buildability and economic issues during the final design stages of 'For Construction' documentation and during the fit-out process.

5.4.1.3 HOARDINGS, VEHICLE ACCESS

Hoardings will provide effective dust and noise barriers to protect members of the public from construction risks. The Main Contractor must prepare a Hoarding Plan identifying the exact class and location of hoardings, prior to commencement on site. The Main Contractor must submit the Hoarding Plan and drawings to the relevant statutory authority and obtain approval prior to commencing on site. The stamped approval must be submitted to SEGL prior to erection of any hoardings or construction of vehicular access.

Temporary A-Class hoarding, site fencing and gates will be:

- Installed as temporary access for the Contractor, as identified in the Hoarding Plan;
- Maintained with security at the entry and exit to mitigate public access to construction areas;
- Installed at the external boundaries of the extent of the project site area;
- Adopted including signage, in all working areas at all times.

The appointed Contractor must comply with the following documents:

- Modification 14 Construction Pedestrian and Traffic Management Plan;
- Modification 14 Loading Dock Management Plan; and
- Modification 14 Traffic Impact Statement for servicing the site.

5.4.1.4 GANTRIES

Gantries will be utilised strategically along the site boundaries to maintain pedestrian access and safety. All gantry installations, will be subject to Council approvals and permits.

5.4.2 Construction Phase – Delivering the Project

5.4.2.1 HOURS OF WORK

The hours of construction, based on existing consent conditions, are:

- 0700 to 1730 Monday to Friday (inclusive)
- 0800 to 1500 Saturday
- No work on Sundays or Public Holidays

Additionally, approval is sought under Modification 14, to undertake internal, non-noise generating works, on a 24/7 basis.

5.4.2.2 ACCESS

Site access will be available via the basement and loading dock areas. Uninterrupted access will need to be maintained for the building occupants/staff/public and other contractors in the building. During the pre-construction phase of the works, the appointed Contractor will organise a meeting with Building Management and Security to notify them of the works being undertaken and the subcontractors proposed. The Site Management Plan will be issued for review and approval by SEGL. This will include marked-up drawings of the site and work areas and complete contact lists of all subcontractors. As procurement proceeds an updated list will be presented on a weekly basis.

5.4.2.3 CONSTRUCTION DELIVERIES

The average of number of construction deliveries per day is expected to peak at 24 deliveries per day. This is expected to be sustained for some 5 months during structural works and concrete pours associated with the Sovereign upgrades.

5.4.2.4 EXISTING BUILDING OCCUPANTS

Uninterrupted access will need to be maintained for the building occupants and other contractors within the building. The building is operational 24 hours a day, 7 days a week. Noise and air quality will need to be monitored to ensure existing building occupants are not adversely affected. The Contractor must comply with the Acoustic Engineer's Noise Impact Assessment.

5.4.2.5 SITE SECURITY

All visitors to the site will be required to report to the site office, and will be appropriately inducted and registered in a visitors log book.

5.4.2.6 AMENITIES

At all times the Main Contractor shall maintain a designated area as the project site office and lunchroom facilities. The location of these facilities will be determined on site with the prior approval of SEGL. The Contractor must ensure that common areas (or travel paths through them) are fully protected whilst work is being carried out in relation to this project.

The site accommodation will be set up in accordance with NSW Work Health and Safety Regulation 2011.

5.4.2.7 MATERIALS HANDLING

→ Tower Cranes;

- The Main Contractor must comply with the Modification 14 Construction Pedestrian and Traffic Management Plan for the location of the tower crane;

This crane, with 65 metre reach, will service the Sovereign, vertical transport drum and Heart of House construction areas (refer to Chapter 1 for more definition of the areas). The crane will be installed on a structural steel grillage founded on new piles and free stand on tower sections to a height such that it sits above the existing Pirrama Road ribbon structure at the main entry;

- Use of the existing crane mounted on the roof at the north-western end of the site;
- Establishment of tower cranes is the responsibility of the Contractor. The design and location of the crane, must be in accordance with relevant standards, to ensure the tower crane is designed, located and erected without risk to health and safety. The Contractor shall locate the tower crane, where shown in the Modification 14 Construction Pedestrian and Traffic Management Plan.

→ Mobile Cranes;

- Mobile cranes will be used to supplement the tower cranes during peak times and where tower cranes are not able to service areas.

→ Hoists;

- The Contractor shall nominate approximate locations of personnel and materials hoists, in consultation with SEGL.

→ Concrete Handling;

- The Contractor shall nominate a concrete handling work zone area, in consultation with SEGL.

→ Rubbish removal will occur on site responsibly by a licensed waste contractor and taken to a transfer facility for separation. Refer to Contractor's EMP;

→ Loading platforms will be used to facilitate tower crane materials handling.

→ Haulage routes for construction deliveries are identified in the CPTMP.

5.4.2.8 DEFECTS LIABILITY PERIOD AND DEFECTS RECTIFICATION

Practical completion of each sub-project as set out in Chapter 4 above, will be followed by a twelve months defect rectification period for each construction Contractor. During this time, the construction Contractor will be required, (upon completion of a defects notice) to return to site to rectify any new works to the condition intended in the Contract. This period will be managed by the Contractor's Defects Manager. A Quality Assurance Management Plan shall be developed by the Contractor, to ensure defects are recognised, rectified and audited as a normal component of the delivery process.

6 SAFETY MANAGEMENT

6.1 Overview

All activities on site will be driven by a desire to ensure no member of the public or personnel are injured or property damaged throughout the project. The Contractor's Safety Management Plan must be prepared and provide a comprehensive overview of how health and safety will be managed during the project.

6.1.1 Principal Contractor

The Principal Contractor of this project is responsible for:

- Preparing, updating and implementing the WHS Management Plan, including all associated procedures;
- Identifying and observing all legal WHS requirements;
- Ensuring that all works are conducted in a manner without risk to workers and the general public;
- Planning to do all work safely;
- Participating in the planning and design stages of trade activities;
- Identifying WHS training required for an activity;
- Ensuring workers undertake identified WHS training;
- Communicating and consulting with workers;
- Investigating hazard reports and ensuring that corrective actions are undertaken;
- Assisting in rehabilitation and return to work initiatives; and
- Dispute resolution.

6.1.2 Contractors

Contractors who are engaged for this project are responsible for:

- Fulfilling the duties of a person conducting business or undertaking, for their own operations;
- Identifying all high risk construction work associated with their activities and ensuring safe work method statements are developed and implemented;
- Complying with the duties as listed under 'Workers' (see 6.1.3 below);
- Following all safety policies and procedures and site rules;
- Complying with the WHS Management Plan;
- Complying with any direction given to them by the principal Contractor;
- Undertaking site-specific induction before starting work and signing off that they have completed this induction;
- Ensuring the workers they engage undertake site specific induction; and
- Ensuring they have the correct tools and equipment and these are in a serviceable condition for the task.

6.1.3 Workers

All workers on this project (including those employed by contractors) are responsible for:

- Taking reasonable care of their own health and safety;
- Taking reasonable care that their conduct does not adversely affect others;

- Complying with instruction, so far as they are reasonably able; and
- Cooperating with reasonable notified policies or procedures.

6.1.4 Safety Committee

A Safety Committee will be established during the early stages of the project. The committee will have representatives from the subcontractors and the Principal Contractor. It will conduct regular inspections of the project, and will be actively involved in reviewing the Safety Management Plan and making recommendations with regard to health and safety issues. All committee members will be adequately trained in the field of health and safety compliance.

6.2 Risk Workshops

Risk workshops will be conducted for all major activities prior to them commencing. Risks will be allocated to various personnel to be addressed and the risk mitigated prior to the task commencing.

6.3 Inductions

All personnel involved with the project will undertake a range of inductions prior to commencing on site. These will include:

- Industry medical check-up and clearance to work;
- Client specific site inductions;
- Project specific induction; and
- Construction Contractor induction.

6.4 Training

Personnel working on the project must provide training records as part of the induction process. Personnel are not permitted to work on tasks for which they are not trained.

6.5 Housekeeping

A high standard of housekeeping will be maintained throughout the project. Areas will be defined for waste storage bins, car parking, and laydown areas.

Hoardings, barricades, bunting, signs, bollards, temporary and permanent lighting will be extensively used throughout the project.

7 ENVIRONMENTAL MANAGEMENT

“Working smarter for a better and safer environment”

7.1 Objectives

7.1.1 Environmental Management Objectives

An Environmental Management Plan must be prepared by the Main Contractor and updated on a continuous basis, as a management tool for the protection of the environment during the works, prior to any works commencing. This is to be in line with SEGL's Environmental Management Objectives and approved by SEGL, prior to the commencement of any works.

7.1.2 The SEGL's Objectives are to:

- Ensure that construction is carried out in accordance with appropriate environmental statutory requirements;
- Ensure that construction is carried out in accordance with the Environmental Management Plan;
- Ensure that construction minimises the chances of environmental degradation;
- Ensure that all employees engaged in construction of the works comply with this plan; and
- Ensure that any necessary corrective actions are performed in a timely manner.

Applying these objectives would require the Contractor to evaluate and undertake all works in an environmentally responsible manner. This evaluation process will require the Contractor to assess its work activities, environmental potential risks and take adequate measures to ensure that these risks are managed.

7.2 Site Characteristics

7.2.1 Location

The area of work under the contract is located at 80 Pyrmont Street, Pyrmont NSW 2009, Australia.

7.2.2 Access to Site

Vehicle access to site during construction must comply with the Modification 14 Loading Dock Management Plan and Modification 14 Construction Pedestrian and Traffic Management Plan.

7.2.3 Site Control

Delivery of materials on the site, their storage location and the location of any temporary facilities will be determined in consultation with SEGL and controlled by the Contractor.

The main haulage route will be Pyrmont Bridge Road, Murray Street, Pirrama Road and return via Jones Bay Road, Pyrmont Street and Pyrmont Bridge Road. The construction works are expected to generate up to 24 deliveries per day.

7.2.4 Parking

- The construction workforce may generate 80 private vehicle trips per day. This represents a 16% increase in existing AM peak trips to/from the site and 9% increase in existing PM peak trips to/from the site.
- It is the intention of SEGL to allocate up to 100 on-site spaces for construction staff in its on-site car park during business hours. The Star has more than sufficient excess capacity, during business hours, to accommodate the increased parking demand.

7.2.5 Traffic Plan

Prior to commencing temporary modification of traffic arrangements, further approvals will be required from Council Roads Authority or under s68 of the Local Government Act including but not limited to, those applicable such as:

- Application / Notification to Work on Council Property;
- Temporary Lane / Road Closure Application; and
- Application for Permit to Occupy Road • After Hours Application (if required).

7.2.5.1 ENTRY & EXIT

Construction vehicle entry/exit to the site must be in accordance with the Modification 14 Loading Dock Management Plan and Traffic Management Plan and obey the local traffic rules when entering or exiting site. Repeat offenders disobeying the rules will be removed from site. Construction Traffic Control Plan and Construction Traffic Management Plan is the responsibility of the Contractor and must be approved by the statutory authority and SEGL.

7.2.5.2 LOADING AND UNLOADING

Loading and unloading of materials must be carried out in accordance with the Modification 14 Loading Dock Management Plan and within designated areas as mentioned and or as agreed with SEGL and the Contractor.

The following loading docks currently service the Star complex:

- The Star Loading Dock (Jones Bay Road);
- The Darling Loading Dock (Edward Street); and
- The Star Events Centre Loading Dock (Service Road).

In addition, the Star operates:

- An off-site warehouse at Homebush.

7.2.5.3 TRAFFIC CONTROL

Licensed Traffic Controllers must wear appropriate high visibility clothing and shall be obeyed at all times when conducting traffic control with a Stop/Slow bat.

7.2.5.4 SITE VEHICLE MOVEMENT

Movement of traffic on site must be restricted to the designated areas identified on the Construction Traffic Control Plan. Safety signs in place must be obeyed at all times.

7.2.5.5 DRIVING SAFELY

Vehicles that drive dangerously on and around the site shall be dealt with in accordance with the Contractors Site Induction (Failure to Comply notifications).

7.2.5.6 INCIDENTS

Report traffic incidents that occur within the immediate vicinity of the construction site to the Contractor management whether or not they relate to the project. All incidents are to be reported to SEGL.

7.2.5.7 TRAFFIC MONITORING

In accordance with the relevant regulatory conditions, construction vehicles associated with The Star works, shall be monitored to ensure the adherence to the control measures detailed in the Main Contractor's Traffic

Monitoring Management Plan. The Main Contractor is responsible for preparing and submitting this plan to the relevant statutory authority and obtaining its approval, then submitting this to SEGL.

The following measures must be included in the Main Contractor's Plan and employed to monitor and record the movement of vehicles accessing the construction site:

- Site inductions for all drivers accessing the site, which includes details of permitted access routes to and from the site, and vehicle management when on site;
- Fortnightly spot monitoring of vehicle movements by the Principal Contractor to make sure that local road network, other than Jones Bay Road, is not utilised by heavy vehicles;
- Recording of any breaches identified through spot monitoring, through the Contractor's incident management system;
- Reviewing any complaints related to transport routes; and
- A procedure to manage traffic congestion for any potential impacts on neighbouring properties may be developed, if necessary.

7.2.6 Environmental Protection Procedures

In accordance with the Main Contractor's Environmental Management Plan, a number of procedures must be in place to ensure minimal environmental impact occurs during construction activities. These procedures will be applied to all items within the scope of work.

7.2.7 Emergency Contact Procedures

The Main Contractor will provide 24 hour contact details for personnel who are authorised to immediately respond in any environmentally sensitive situation that may potentially lead to pollution of the environment. All calls are to be recorded.

7.2.8 Noise Control Monitoring

In relation to noise control and monitoring, the Contractor will comply the conditions of Major Project Approval MP08_0098.

7.2.9 Air Quality and Odour

Activities carried out on site will be such as to ensure that all equipment used and all facilities erected are designed and operated to control the emission of dust, smoke and fumes into the atmosphere.

It should be noted that all new kitchen exhausts, as well as those being extended will be treated with a combination of electrostatic, water washing and ultraviolet to ensure no pollutant or odours are emitted.

All waste materials will be removed from that site in a manner approved by the Principal's Representative. All rubbish and food scraps will be immediately placed in designated containers fitted with lids.

7.2.10 Air Pollution Hazard

If air pollution constitutes, contributes to or may develop into an environmental hazard, the Main Contractor will implement steps to eliminate or constrain the hazard or potential hazard.

7.2.11 Waste Disposal

All solid, liquid and gaseous wastes disposal must be in accordance with any statutory authority's legislation as well as the Environmental Management Plan prepared by the Main Contractor. This is to be in line with SEGL's Environmental Management Objectives and approved by SEGL, prior to the commencement of any works.

7.2.12 Builders Waste

As part of SEGL's commitment to sustainability for Modification 14, and to continue sustainability excellence in operation, SEGL will incorporate the following into Modification 14 developments and require the successful Contractor to:

- Achieve a 90% diversion from landfill recycling rate during all works associated with the project including demolition, construction and fitout works;
- Describe the type of waste expected;
- Describe the predicted volume of waste;
- Describe the stockpiling location, volume/area;
- Describe how disposal of waste will occur; and
- Suggest frequency of waste and recycling pick up.

7.2.13 Liquid Contaminants

Liquid contaminants may be diluted with water to a level of quality acceptable in the sewer system, subject to statutory and local requirements. If not permitted, liquid contaminants will be stored in approved vessels for disposal at approved locations.

Solid or liquid waste must be disposed of in prescribed areas and in the manner nominated by the Main Contractor's EMP as approved and signed off by SEGL.

7.3 Environmental Management System

7.3.1 Environmental Monitoring

Air, water and noise monitoring will be performed in accordance with the Environmental Management Plan prepared by the Main Contractor, and the Modification 14 Noise Impact Assessment.

7.3.2 Auditing

The appointed Main Contractor must adopt its standard policy process of internal review that ensures a process of audit is adopted. This is to ensure compliance with SEGLs company procedures, and also compliance with planning approval and the terms of the Construction Certificate.

7.3.3 Air Quality

Where non-compliance is discovered during an audit, it shall be immediately corrected. As a minimum, the frequency of audits will need to be determined in accordance with the Environmental Management Plan prepared by the Main Contractor, as prior to, during, and shortly after construction works have been undertaken.

7.3.4 Dust Management

Dust control measures will be implemented as required, and will be in accordance with NSW Work Health and Safety Regulation 2011 and the Protection of the Environment Operations Act 1997. Dust Management will be most critical during the demolition phase of the project, with the Principal Contractor and subcontractors for these trades specifically dealing with dust management within their project specific management plans.

Measures that may be employed include:

- Site Perimeter – A 1.8m sheeted hoarding will be provided in all areas where external works are occurring;
- Demolition – All trucks removing materials from site will be loaded whilst inside the site perimeter, with loads covered before exiting; and

- Construction – Maintain a high level of housekeeping to minimise likelihood of windblown dust.

7.3.5 Complaint Handling

A complaints handling and communications plan will be established.

7.3.6 Training

Every employee and subcontractor working on this project will be given instructions as to the importance of environmental protection. The training will emphasise the importance of constantly monitoring environmental protection measures. It will be enforced upon all site team members to immediately report any environmental problems/hazards to the appropriate manager.

- Discuss environmental plan and site procedure with the Contractor;
- Ensure relevant sections are discussed with the particular subcontractors at the site induction; and
- Post in the site office the Environmental Incident Management Chart.

7.3.7 Emergency Procedures

Emergency Procedures on site will cover actions to be taken in case of emergencies.

The procedures below are to be followed:

- The first priority is the safety of any persons; checks should be made to ensure that all personnel are accounted for;
- The second priority is to quickly minimise any environmental damage; and
- All emergency action should take place as soon as possible after the event.

Actions to be taken may include:

- The temporary re-establishment of the control structure;
- The taking of appropriate samples to determine the extent of the problem;
- Contact SEGL; and
- Formulate an action plan to rectify any situation.

7.4 Roles and Responsibilities

Roles and responsibilities will be clearly defined amongst the project team so as to ensure that the following objectives are achieved:

- That construction risks are identified, then eliminated or minimised through a combination of Safe Work Procedures, site specific inductions, training (if necessary) and design changes;
- Subcontractors are committed to the adhering of this policy and are constantly updated with training;
- Supervisors, suppliers and subcontractors' environmental performance is appraised and any recommendations made and followed through; and
- Supervisors and subcontractors (especially foreman) understand the processes and procedures of the environmental requirements.

If in the event of an environmental non-conformance ensure corrective actions are actively pursued and actions are implemented to avoid re-occurrence.

7.5 Risk Management

7.5.1 Identifying Hazards and Managing Risks

The Contractor will systematically identify hazards and assess risks before the project starts by using the hierarchy of control in conjunction with:

- Developing Safe Work Method Statements (SWMS) to control risks associated with high risk construction work;
- Using a risk management form to control general construction risks where necessary;

The Contractor will also identify risks:

- Before buying or re-ordering any chemicals;
- When introducing a new task; and
- When new information is received about tasks, procedures, equipment or chemicals.

All hazards that are identified throughout the project must be reported immediately to the principal contractor.

The Contractor will inform all workers of their risk management procedures and ensure they are trained in risk management

7.5.2 Hierarchy of Controls

The Contractor will control all risks identified by applying the Hierarchy of Controls as follows:

- Eliminate;
- Substitute;
- Isolate;
- Engineering controls;
- Administrative controls; and
- Personal Protective Equipment.

Where possible, the Contractor will implement risk controls that are high in the order and will implement multiple controls where necessary.