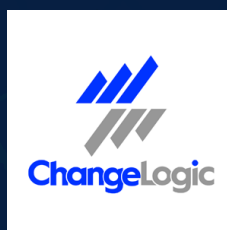


THE  STAR

MODIFICATION 13 LOADING DOCK MANAGEMENT PLAN

PREPARED BY

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1	MODIFICATION 13 LOADING DOCK MANAGEMENT PLAN.....	4
1.1	INTRODUCTION	4
1.2	BACKGROUND	4
1.3	AIM & PURPOSE OF THE PLAN	5
1.4	SCOPE OF OPERATIONS	5
1.4.1	Risk Management	6
1.5	OPERATIONAL POLICY	6
1.6	DELIVERY AND LOADING.....	7
1.7	DOCK TRAFFIC MANAGEMENT AND SCHEDULING.....	7
1.7.1	General Dock Traffic	8
1.7.2	Commercial Delivery/Pick Ups Traffic	8
1.7.3	Car Stacker Access Traffic	8
1.7.4	Resident Deliveries/Picks Ups Traffic	8
1.7.5	Special Events Traffic	9
1.8	MATERIAL HANDLING EQUIPMENT	9
1.9	VEHICLE ROUTES	9
1.10	PEDESTRIAN AND VEHICLE SAFETY	9
1.11	WORK HEALTH AND SAFETY	10
1.12	SECURITY	10
1.13	CONSTRUCTION PHASE	11
1.14	PLAN CONCLUSION	11

1 MODIFICATION 13 LOADING DOCK MANAGEMENT PLAN

1.1 INTRODUCTION

The Star Entertainment Group Limited has commenced a five-year redevelopment journey to create a landmark, exemplar integrated resort. This proposed redevelopment will occur through the lodgment of two s75W modification applications to the original Major Project Approval (MP08_0098) with the Department of Planning and Environment (the Department).

Modification 14 (Mod 14) was determined in October 2017 and included approval for a range of upgrades to the existing site. These upgrades included the enclosure of the level 3 terrace to facilitate an expansion in gaming floor area and a new bar and restaurants, expansion of the level 3 pre-function space, changes to the Astral Hotel lobby and retail space, and alterations to internal vertical transportation, services and infrastructure, including the harbour heat rejection system.

Modification 13 (MOD13) is a modification to the development as approved under MP08_0098, up to and including MOD14. This forms the basis for technical impact assessments. MOD13, proposes the development of a new Ritz-Carlton Hotel and Residential Tower in the northern portion of the site with associated podium treatment, as well as other transport, retail, food and beverage improvements across the site. This Loading Dock Management Plan (LDMP), as part of MOD13, forms the basis for operation of the dock in support of the MUEF both during and post construction phase, and the Ritz Carlton Tower & Residences post construction phase.

1.2 BACKGROUND

SEGL has adapted the use of its assets over time to meet the new requirements of its patrons. These changes have required changes to traffic management around and within the precinct of SEGL at Pyrmont and also change to its operational processes. When the original ballroom serviced by this loading dock was proposed for modification into a Multi Use Entertainment Facility (MUEF), concerns were raised as to the traffic flow impacts of these changes. ARUP developed a management plan in June 2011 to address these concerns that formed the basis of the operation of the dock.

As part of the MOD13 submission, SEGL engaged Mott McDonald to undertake a Traffic Impact Statement. This statement proposes a number of actions that will apply for the flow of traffic around and in and out of the SEGL precinct, with the aim to minimize the impact of traffic flows that will result from implementation of this modification, if approved. This management plan for the operation of the dock, which will service both the Ritz Carlton tower hotel and apartments, as well as continue to service the MUEF, has been developed based on the proposed changes to traffic flow from the Mott McDonald statement.

Mott McDonald was also engaged to develop a LDMP for the Jones Bay Road dock as part of MOD14. The MOD14 LDMP is based on the proposed operation of the Jones Bay Road dock as detailed in a Supply Chain Strategy Report developed by Carinya Group in June 2016. To ensure site-wide consistency, the same principles applied to the development of the LDMP for MOD14 have also been applied to the development of this LDMP for MOD13.

The following diagram shows the existing service road used to access the loading dock and the proposed modified layout of the dock for which this plan has been developed.

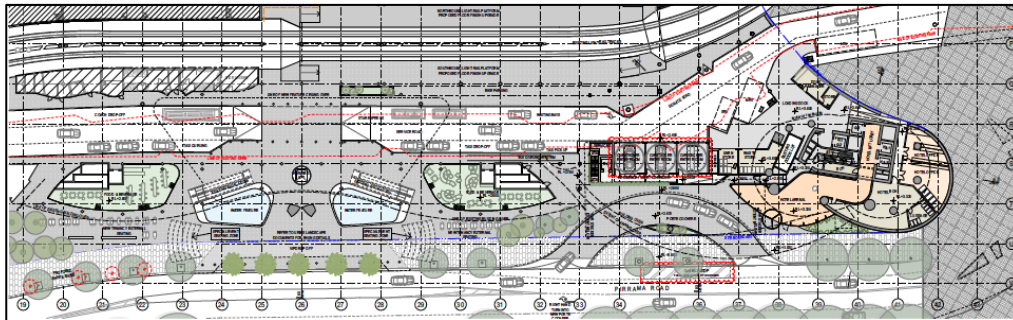


Figure 1 Access Road and Modified Loading Dock (FJMT, April 2017)

1.3 AIM & PURPOSE OF THE PLAN

This LDMP provides guidance on the requirements to ensure the most effective and efficient operation of the multi-use dock to service the new Ritz Carlton hotel and residences and continued services for the MUEF. This plan also considers the resultant impact on traffic flows (developed in the Mott McDonald Traffic Impact Statement) resulting from the operation of the loading dock.

1.4 SCOPE OF OPERATIONS

This LDMP is based upon the following scope of operations:

Geographic location:	◆ The Star, Pyrmont
Facilities:	◆ Redeveloped Events dock
Dock Configuration	<ul style="list-style-type: none"> ◆ 1 x HRV raised dock ◆ 1 x MRV raised dock ◆ 1 x SRV raised dock ◆ Vehicle waiting area for approximately 2-3 MRV/SRV
Road Access	◆ Access to dock from service road off Pirrama Road
Operations - Commercial	<ul style="list-style-type: none"> ◆ Food & Beverages – delivery of fresh, chilled, frozen and ambient food & beverage items ◆ Hotel Linen – delivery and removal ◆ Hotel Supplies – delivery and removal ◆ Waste – removal of property waste over dock ◆ Other – delivery and removal of other goods in support of the Hotel operations and The Star MUEF activities
Operations - Residential	◆ Delivery of and removal of bulk goods from residential spaces
Waste categories	<ul style="list-style-type: none"> ◆ General waste ◆ Comingled recyclables
Loading Dock Operating Days & Hours	
Monday to Friday	◆ 24 hours
Saturday	◆ 24 hours, as required
Sunday	◆ 24 hours, as required
Public Holidays	◆ 24 hours, as required

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The loading dock will continue to be a multi-use dock. The dock will be used for a mixture of commercial and residential operations, as stated above in the Scope of Operations table.

The spread of operating hours will ensure that the requirements for deliveries to and pick ups from the Ritz Carlton hotel, residences and The Star Events do not exceed the capacity of the loading dock, nor impede the flow of traffic through the service road.

As the operation of the loading dock and the service road is contained within The Star property, the sound impact external to The Star property will be minimised, even during 24-hour operations.

The volume of deliveries and pick ups at the loading dock is based on a review of the delivery schedule for other precincts in the existing property. The dock has capacity for 3 simultaneous truck loading/unloading activities to occur at any one time and can operate 24 hours. Based on analysis from Carinya Group in 2016 on other similar operations at The Star, and a recent review of volumes¹, dock usage is forecast to be consistent with other operations at The Star. On average this will be in the range of 40-50 deliveries and pick ups per day.

On this basis, it is projected that the loading dock will have the capacity to meet projected demand. Adherence to the LDMP will ensure that the optimal operational effectiveness and efficiency of the dock is achieved.

1.4.1 Risk Management

As a result of the multiple uses of the dock, the following mitigation strategies will need to be followed. The details on the implementation of these strategies is shown in the following sections of the plan:

- ◆ Active Dock Management: the dock will be managed by a Loading Dock Manager (LDM) who will be responsible for the safe operation of the dock and will be available during normal operation hours. This role will also ensure that adequate management occurs during high dock usage periods, as required;
- ◆ Segregated User Access: Residential access will be scheduled so that conflict with commercial deliveries is minimised;
- ◆ Dock Scheduling; All dock deliveries and pick ups will be managed by a dock access booking plan that will be strictly enforced by the LDM.

1.5 OPERATIONAL POLICY

The following requirements make up the main elements of the operational policy for this LDMP:

1. All dock movements will be undertaken in accordance with the Dock Schedule;
2. Unauthorised personnel will not be permitted in the dock area at any time;
3. Only authorised personnel will be allowed to access the docks and will not be allowed to walk on the service road in the vicinity of the dock while a delivery vehicle is moving;
4. Deliveries/Pickups are to be made at a specific loading dock, with only one pick up/delivery per dock accepted one at a time;
5. Authorised personnel must observe all relevant OHS regulations and policies during operation at the dock;
6. Delivery drivers must observe instructions given by the onsite LDM;
7. Safety signage must be clearly placed warning drivers of the danger of standing or moving around the dock area;
8. Delivery vehicles are not permitted to idle in the roadway, but engines will be turned off when the truck is not moving. Signs will be appropriately posted in the roadway alerting drivers to this restriction;
9. It is the responsibility of the Procurement facility for all commercial deliveries and the residences manager for all residential deliveries to inform all delivery drivers and/or employees of this LDMP and of its conditions; and
10. In order for this LDMP to remain effective, certain modifications or adjustments may be necessary. This LDMP may only be modified with the approval of The Star Operations Manager or LDM.

¹ Edwards Street (The Darling) Daily Deliveries analysis (Jul-September 2017)

1.6 DELIVERY AND LOADING

The proposed upgraded loading dock is located on Level B2 entering from the service road accessed off Pirrama Road. Featuring 3 loading docks, it is designed to handle a SRV, MRV and LRV respectively.

The upgraded dock design is shown in the following diagram.

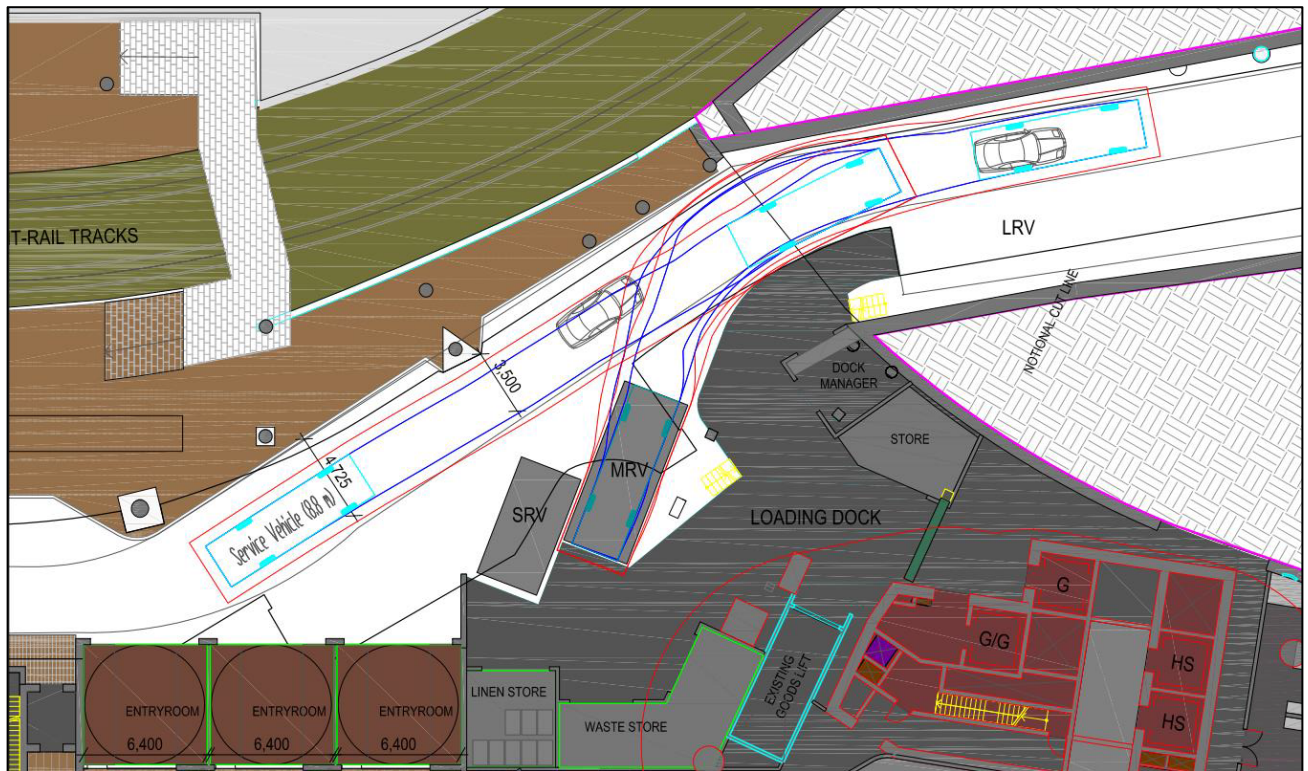


Figure 2 Proposed dock layout (FJMT, April 2017)

The LDM will be responsible for the ongoing development and management of the Dock Schedule. All companies undertaking deliveries and pick ups from the dock will be required to request a time slot and dock number prior to arrival. Entry and exit times from the dock will be strictly enforced by the LDM.

The LDM is responsible for ensuring that all persons delivering to the facility use the dock in accordance with this plan. The LDM will ensure that all persons using the dock leave as soon as possible after completing the required delivery/pick up.

1.7 DOCK TRAFFIC MANAGEMENT AND SCHEDULING

Active dock traffic management and scheduling will be an imperative to ensure the safe and effective operation of the dock in accordance with his LDMP.

As the operation of the loading dock and the service road to access it in support of all activities, including special events, is within contained within The Star property, the environmental impact of dock activities will be minimal, even during 24-hour operations.

The following subsections describe how dock traffic management and scheduling will be managed in more detail.

1.7.1 General Dock Traffic

Management will establish a schedule for vehicles to use the loading dock and control or limit access to the docks.

Deliveries will be scheduled to avoid congestion. This will encompass all deliveries to the dock, both commercial operations and residential. The LDM will manage all inbound traffic to ensure activities occur as scheduled and delays are minimised where possible.

In the event of traffic congestion at the dock, the LDM will be required to direct traffic movements to ensure loading dock policies are observed.

It is the responsibility of the LDM to control or limit access to the loading docks to maintain safe operation. This includes pedestrian access, as well as vehicular.

The LDM is to enforce the policy that only a single delivery vehicle is permitted to reverse into each loading bay at any time.

The LDM will also be responsible for management of all traffic that is operating in the vicinity of the dock including:

- Trucks in holding areas awaiting access to the loading dock – Hotel and residences
- Cars in the queuing area awaiting access to the car stackers

1.7.2 Commercial Delivery/Pick Ups Traffic

As stated above, all trucks requiring access to the loading dock, whether they be for commercial hotel operations or residential deliveries/pick up will be required to access the loading dock in accordance with this LDMP.

The LDM will actively manage all truck movements and will require trucks to enter and leave the dock in accordance with a daily schedule that will be in place from commencement of dock operations.

All trucks waiting to access the dock will be required to wait in a designated truck 'queuing' area on the northern side of the access road. Drivers will not be permitted to park trucks in this area, nor alight from or leave their trucks. Drivers and all passengers will be required to remain in their truck at all times and wait until they are able to move their vehicle up to their designated loading dock slot.

1.7.3 Car Stacker Access Traffic

The requirement for residents and their guests to access the car stack from the service road will require active management to minimise the risk associated with multiple users in a single, high traffic area.

This risk will be mitigated by cars waiting to access the car stacker remaining in a designated car 'queuing' area on the southern side of the access road. Drivers will not be permitted to park vehicles in this area, nor alight from or leave their cars. Drivers and all passengers will be required to remain in their car at all times and wait until they are able to move their vehicle into the car stacker.

1.7.4 Resident Deliveries/Picks Ups Traffic

The LDM will be responsible for managing resident access to the dock. Provision will be made for residents to have additional access to the dock on weekends, to allow delivery of items for the residences, including residential furniture and possessions removals to and from residences.

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Some deliveries for residences that have been pre-planned with the LDM will be allowed to occur during weekday hours, however these will be dependent upon Hotel and Events requirements. These deliveries and pick-ups will be conducted in accordance with the Commercial Delivery/Pick Ups Traffic requirements shown above in 1.7.2.

1.7.5 Special Events Traffic

The Star Events department (in consultation with the LDM) will be responsible for ensuring that the appropriate plans are implemented to accommodate the different types of “Special Events” traffic that will occur during a special event.

During Special Events, specific plans will be developed to allow for normal operations of the dock to continue as much as possible. This level of normal operations will be determined by the level of use of the services access road required during the special event.

The Star will provide additional personnel to support the LDM during the duration on the special event, including ‘bump in’ and ‘tear down’ phases. Some areas of dock access, such as residential deliveries and pick-ups may not be allowed during special events. To ensure safety of residential drivers, passengers and vehicles using the car stacker, the ‘queuing’ area designated for this operation will need to be left clear for the duration of a specified special event period.

During Special Events the area designated in the service road for taxi queuing may be withdrawn from taxi use and used for vehicles associated with the special event. Allocation of an alternative location for taxis and associated signage will be the responsibility of the Star Events department, in consultation with the LDM.

1.8 MATERIAL HANDLING EQUIPMENT

All vehicles (including forklifts) must drive at a speed no greater than 10km per hour while on the access road, either driving to, at or driving from the Loading Dock.

Forklift operators must be licensed and carry their licence on them whilst operating the machinery.

Crates, stillages and other storage containers must be stacked in a way which makes them stable, off the driveway to access the docks and away from the operations of the Dock.

1.9 VEHICLE ROUTES

All delivery vehicles using the loading docks will enter the site via the access road off Pirrama Road and exit via Jones Bay Road. The internal roadway is designated for one-way traffic in this direction.

Vehicles will be turning from Pirrama Road into the service road to access the loading dock roadway, reverse into the respective dock on their right, turning left upon leaving the docks and exiting onto Jones Bay Road.

1.10 PEDESTRIAN AND VEHICLE SAFETY

Pedestrian and vehicle safety policy for the loading dock is to include the following measures:

- ◆ Signs to prohibit unauthorised access by general public to loading dock area from street and light rail station are to be placed in locations throughout loading dock and surrounds where they are clearly visible to all road users;
- ◆ Enforcement of clearly signed speed limits for vehicles entering or existing the loading dock;
- ◆ The loading dock is to be continuously monitored by management via CCTV;
- ◆ Install convex mirrors at blind spots to provide drivers and pedestrians with better visibility;
- ◆ By law the complex is required to maintain clear access for egress from all emergency exit doors leading onto the loading docks; and

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- ◆ The roadway around the loading docks is to remain clear at all times to allow continuous movement of traffic entering and exiting the loading dock. This will assist emergency vehicles to access the loading dock in the event of an emergency situation.

1.11 WORK HEALTH AND SAFETY

All contractors and venue staff must wear Australian Standard Approved high visibility type clothing. Person(s) who do not comply will not be allowed to access the loading dock. It is the LDM's responsibility to ensure that all contractors are aware of this requirement.

The LDM is to ensure that all contractors working within the vicinity of the loading dock are all aware of the possible hazards listed below.

Possible Hazards:

- ◆ Collisions with vehicles (both pedestrians and other vehicles)
- ◆ Tripping on road surfaces
- ◆ Confrontation with drivers, contractors and other road users
- ◆ Collision with a moving plant
- ◆ Slips and trips
- ◆ Forklift loads or stacked items falling
- ◆ Manual handling

General:

- ◆ The OH&S policies include keeping fire doors and cupboards unblocked, the checking of forklift licenses, the wearing of high visibility clothing, covered shoes, the monitoring of trip hazards on the loading dock etc.
- ◆ All gas bottles are to be stored in an appropriate area, chained and secured to the wall.
- ◆ Any personnel not engaged by the LDM (such as children) are not allowed onto the loading dock or back of Hotel areas.
- ◆ No driver or employee is permitted to drink alcohol or smoke on the premises or perform any work under the influence of alcohol or illegal drugs.
- ◆ All vehicles must drive at a slow speed (including forklifts) - no greater than 10 kilometres per hour.
- ◆ No unauthorised riding of bicycles or skateboards on the loading dock or the driveway access to the dock.

1.12 SECURITY

Supervision of the loading dock will be the responsibility of the Management and their designated LDM. Management must staff the loading dock with a uniformed LDM during the proposed hours of operation.

The LDM will oversee all management issues and will be responsible for opening and shutting the docks during or outside the loading dock operating hours.

The LDM will be stationed in the Dock Manager's office and will provide guidance to delivery drivers when entering or leaving the docks. The LDM will restrict pedestrian movement around the dock before the delivery vehicle comes to a stop.

Loading dock activities will be monitored with the aid of CCTV.

It is a condition of entry to all persons who require access to the loading docks that vehicles, equipment and personal belongings (i.e. bags etc.) may be randomly searched by Security staff upon entering and exiting the loading docks.

Upon request, all drivers of vehicles who require access to the loading docks must present their drivers license to the LDM or security staff to verify their identity.

As a standard rule, if there is no security on duty, then no access to the loading docks will be granted.

In the event of an incident occurring on the Loading Dock, Security is to be notified immediately.

1.13 CONSTRUCTION PHASE

The Loading Dock will remain in support of Special Events during the period of construction associated with Modification 13. This plan will be in place and adhered to during the construction phase, with special additional restrictions imposed, as required, to support the safe operation of the dock and construction activities.

There will be 4 months during the construction phase where the dock will be closed so that construction work to modify can occur. During this period all non-construction vehicle and pedestrian access to the dock and its immediate environs will be prohibited.

As the loading dock and service road is within contained within The Star property, the sound impact will be minimised during the construction phase

1.14 PLAN CONCLUSION

The LDMP presented covers the operation of the dock, both during normal operations and also throughout the construction phase.

With the mitigation strategies in place, the development proposed in MOD13 pertaining to the loading dock is not expected to have a significant adverse traffic impact on the Pyrmont precinct during construction or operation.

In addition, as the operation of the loading dock and the service road to access it are contained within The Star property, the environmental impact of dock activities will be minimal, even during 24-hour operations.