



# Moriah College

בית ספר הר המוריה



# COMMUNITY COMMUNICATION STRATEGY

Moriah College Redevelopment – Stage 1  
SSD – 10352

Prepared for Moriah War Memorial College  
December 2025  
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# 1. INTRODUCTION

The NSW Department of Planning, Housing and Infrastructure has provided consent for the Concept Plan of Stages 1 & 2 and the construction of Stage 1 of the redevelopment of the Moriah War Memorial College Queens Park Campus (the Project).

The project will provide a modern new building to house Science, Technology, Engineering, Art and Mathematics (STEAM) and an Independent Learning Centre (ILC), including a new high school library. It will also deliver enhanced landscaping and external recreational areas for the school community, and improved school entry, vehicle access, and drop-off and pick-up arrangements. The works will be undertaken in stages.

This Community Communication Strategy (the Strategy) has been prepared in accordance with requirements of condition E9 of the Conditions of Consent for Stage 1 of the Moriah College Redevelopment (SSD-10352). It provides an overview of the procedures and mechanisms which will be in place to facilitate communication between the Project and key stakeholders during construction and for a minimum of 12 months following the completion of construction.

The Strategy has been prepared by R&S Muller Enterprise Pty Ltd (Muller Enterprise), consultants engaged by Moriah War Memorial College (the College). Implementation will be overseen by the College and its authorised representatives, including Superintendent Ernst & Young and the Principal Building Contractor.

## 1.1 Consent requirements

Table 1 below identifies the specific requirements that apply under Condition of Consent E9 – Community Communication Strategy and indicates where they are addressed in the Strategy.

*Table 1: Consent requirements covered in this Strategy*

Consent condition	Requirement	Strategy reference
E9	No later than two weeks before the commencement of construction, a Community Communication Strategy must be submitted to the Planning Secretary for approval and approved by the Planning Secretary prior to the commencement of construction or within another timeframe agreed with the Planning Secretary.	This document
E9	The Community Communication Strategy must provide mechanisms to facilitate communication between the Applicant, the relevant Council and the community (including adjoining affected landowners and businesses, residents in Queens Park and others directly impacted by the development), during the design and construction of the development and for a minimum of 12 months following the completion of construction.	Section 4
The Community Communication Strategy must:		
E9 (a)	Identify people to be consulted during the design and construction phases.	Section 3
E9 (b)	Set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development.	Section 4.1

E9 (c)	Provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development.	Section 4.2
E9 (d)	Set out procedures and mechanisms: (i) through which the community can discuss or provide feedback to the Applicant; (ii) through which the Applicant will respond to enquiries or feedback from the community; and (iii) to resolve any issues and mediate any disputes that may arise in relation to construction and operation of the development, including disputes regarding rectification or compensation.	Section 4.1  Section 4.4  Section 4.5
E9 (e)	Include any specific requirements around traffic, noise and vibration, visual impacts, amenity, flora and fauna, soil and water, contamination, heritage.	Section 4.3

## 2. ABOUT THE PROJECT

### 2.1 Site

The Moriah College Queens Park Campus (the Site) is located within the suburb of Queens Park, approximately 6 kilometres south-east of Sydney's CBD.

The Site is bordered by Queens Park Road to the north, Baronga Avenue to the east, and York Road to the south and west. It comprises three lots and extends to an area of 4.51 hectares. Moriah College has operated from the Queens Park Campus since 1994, and the site contains a number of existing buildings and improvements.

The legal description and addresses of the site are:

- 101 York Road, Queens Park (Lot 22 in DP 879582) which currently contains one single-storey classroom building (the Early Learning Centre), a hardstand amphitheatre, and landscaping
- 1 Queens Park Road, Queens Park (Lot 1 in DP 701512) which comprises the junior school and accommodates a series of classroom and administration buildings, and associated facilities, play-spaces, and car parking
- 3 Queens Park Road, Queens Park (Lot 3 in DP 701512) which comprises the main senior school and comprises a series of classroom and administration buildings, and associated facilities, landscaping, and car parking.



Figure 1: Aerial view of the Site

## 2.2 Locality

The Site is surrounded by large areas of public open space on three sides including:

- To the east: Queens Park which is a 26-hectare public open space that forms part of the Centennial Parklands and includes a playground and sporting fields
- To the south and west: sections of Centennial Parklands
- On the south-west corner, adjacent to the operational part of the campus: a small area of vegetation which is part of the protected 'Eastern Suburbs Banksia Scrub' conservation area. The project has been designed to not impact this area.

To the north is a residential area which forms part of the suburb of Queens Park comprising predominantly single and two-storey dwellings. The planned works are located in the southern portion of the site, away from Queens Park Road. Heavy vehicle travel routes and construction access points will also avoid Queens Park Road to minimise any potential impacts on the residential area.

## 2.3 Project scope

The College has been granted concept approval for the staged redevelopment of the southern portion of the senior school campus and consent for the first stage of buildings works.

The Stage 1 works will include:

- demolition of school buildings, demountable structures and hardstand areas;
- removal of trees and bulk earthworks;
- construction of a part three-storey and part-four storey STEAM and ILC building;
- creation of 93 car parking spaces and 160 bicycle parking spaces;
- improved vehicle and pedestrian access and new on-site drop-off and pick-up area for the senior school and Early Learning Centre (ELC);
- new active recreation zone;
- signage, lighting and boundary walls; and
- implementation of a Vegetation Management Plan (VMP) and landscape master plan.

## 2.4 Project commencement

Site establishment and early works for the project are planned to commence on, or shortly after, 28 January 2026.

### 3. STAKEHOLDERS

Table 2 below identifies the stakeholder groups that will be informed and consulted during the project as well as their likely areas of interest and impact and potential communication methods.

Table 2: Stakeholders, areas of interest and communication methods

Stakeholder/s	Areas of interest	Communication methods	Frequency of consultation
Moriah College community <ul style="list-style-type: none"> <li>▪ Parents and carers</li> <li>▪ Staff</li> <li>▪ Students</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project objectives, scope of work and benefits</li> <li>▪ Project timing, milestones and progress</li> <li>▪ Changes or impacts to College operations</li> <li>▪ Security and student, staff and visitor health and safety</li> <li>▪ Changes to vehicle or pedestrian access arrangements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project webpage</li> <li>▪ College communication channels and correspondence</li> <li>▪ College assemblies and events</li> <li>▪ Presentations to Parents and Friends Association</li> <li>▪ Moriah Community Consultative Committee (MCCC)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly website updates</li> <li>▪ Quarterly consultative committee meetings</li> <li>▪ Other communication as and when required</li> </ul>
Local residents	<ul style="list-style-type: none"> <li>▪ Timing and nature of construction works</li> <li>▪ Construction impacts and mitigations</li> <li>▪ Heavy vehicle movements, traffic and parking</li> <li>▪ Impacts to vegetation and environment</li> <li>▪ Impacts on local amenity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project webpage</li> <li>▪ College communication channels</li> <li>▪ Local residents, including Queens Park Precinct Group, representation on project and college consultative committees</li> <li>▪ Construction notifications as required</li> <li>▪ Contact us channels for feedback, enquiries and complaints</li> <li>▪ Site signage</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly website updates</li> <li>▪ Quarterly consultative committee meetings</li> <li>▪ Construction notifications as and when required</li> <li>▪ Other communication as and when required</li> </ul>

Centennial Park and Moore Park Trust (CPMPT)	<ul style="list-style-type: none"> <li>▪ Timing and nature of construction works</li> <li>▪ Heavy vehicle movements, traffic and parking</li> <li>▪ Impacts to use of adjoining recreation grounds</li> <li>▪ Impacts to vegetation and environment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project webpage</li> <li>▪ Construction notifications as required</li> <li>▪ Contact us channels for feedback, enquiries and complaints</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly website updates</li> <li>▪ Other communication as and when required</li> </ul>
Waverley Council	<ul style="list-style-type: none"> <li>▪ Project timing, milestones and progress</li> <li>▪ Transport management, traffic and parking</li> <li>▪ Environmental impacts</li> <li>▪ Impacts to Centennial Parklands and Queens Park operations</li> <li>▪ Adherence to conditions of consent from the SSDA consent and other relevant development consents</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project webpage</li> <li>▪ College communication channels</li> <li>▪ Council representation on the project Moriah College Redevelopment Community Consultative Committee (MCRCCC)</li> <li>▪ Contact us channels for feedback, enquiries and complaints</li> <li>▪ Meetings and discussions regarding conditions of consent and Council signoff (where required)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly website updates</li> <li>▪ Other communication as and when required</li> </ul>
NSW Department of Planning, Housing and Infrastructure	<ul style="list-style-type: none"> <li>▪ Compliance with conditions of consent</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project reporting as required by conditions of consent</li> <li>▪ Meetings and discussions regarding conditions of consent and DPHI signoff (where required)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consultation as and when required</li> </ul>

## 4. COMMUNICATION PROCEDURES AND MECHANISMS

### 4.1 Channels and activities

Table 3 below outlines the communication channels and activities that will be in place for the regular distribution of accessible information about the project.

*Table 3: Channels and activities for information distribution and feedback*

Channel / activity	Details
Project webpage	<p>A dedicated webpage has been established on the Moriah College website to provide access to information about and relevant to the project.</p> <p>This page will be used to provide ongoing access to the information and documents which are required to be publicly available under condition C26.</p> <p>The page will also provide regularly updated information regarding project context, progress, milestones and next steps.</p> <p><a href="https://www.moriah.nsw.edu.au/about-moriah/our-building-project">https://www.moriah.nsw.edu.au/about-moriah/our-building-project</a></p>
College communication channels	<p>Information regarding the building project will be made available to the College community via existing College communication channels, including the fortnightly newsletter.</p> <p>Information will also be shared via publicly accessible posts on the College Facebook and Instagram pages.</p>
Project 'contact us' channels	<p>A postal address, email address, 24-hour phone number, and online contact form will be available so that stakeholders can easily provide feedback, ask questions or lodge complaints during the course of the project.</p> <p>Contact details will be included in all communication materials.</p> <p>Further details on the procedures and mechanisms for receiving and responding to stakeholder enquiries and complaints is provided in Section 4.2 below.</p>
Signage	<p>As required by condition F1 a site notice, including approved hours of work and contact details for enquiries or complaints, will be prominently displayed at the boundaries of the site during construction to make sure the public is informed of how to contact the project.</p>
Construction notifications	<p>In accordance with condition F9, written notification will be provided to affected residents where construction activities are to be undertaken outside the usual approved hours of work.</p>

## 4.2 Community Forums

### **Moriah College Redevelopment Community Consultative Committee (MCRCCC)**

The Moriah College Redevelopment Community Consultative Committee (MCRCCC) was convened in August 2025 and meets quarterly. It will run for the duration of construction of the project and 6 months following completion.

The MCRCCC is chaired by an independent Chairperson appointed by the NSW Department of Planning, Housing and Infrastructure, and includes representatives of Moriah College, Waverley Council, and the local community.

The MCRCCC is not a decision-making body but performs an advisory and consultative role, providing a conduit between Moriah College, the project, and the community.

### **Moriah Community Consultative Committee (MCCC)**

Moriah College has been engaging with local residents and community members for more than 25+ years via the Moriah Community Consultative Committee. As not all members of this original group were able to be represented on the MCRCCC, the college will continue to share information and welcome feedback about the project through this forum.

## 4.3 Construction management

The project Construction Environmental Management Plan (CEMP) and sub-plans outline how construction will be managed effectively to avoid, minimise or mitigate any potential effects on the surrounding community and environment, specifically:

- The CEMP includes details of:
  - Dust, odour, stormwater and sediment control measures
  - Hours of work
  - Contact details for the site and for lodging complaints
  - Protocol and communication procedure for unexpected finds of contaminated materials
  - Protocol and communication procedure for unexpected finds of Aboriginal and non-Aboriginal heritage artefacts
- The Traffic and Pedestrian Management Sub-Plan (CTPMSP) details heavy vehicle routes, access and parking arrangements and the measures that will be put in place to ensure road safety and network efficiency during construction
- The Construction Noise and Vibration Management Sub-Plan (CNVMSP) includes strategies developed in consultation with the community for managing high noise generating works as well as how the project will meet EPA noise management guidelines
- The Construction Soil and Water Management Sub-Plan (CSWMSP) describes erosion, sediment, and stormwater controls that will be in place to avoid, manage or mitigate impacts on the surrounding area

The CEMP and sub-plans listed above will be accessible to stakeholders and the community via links on the project webpage to provide visibility and transparency of management and mitigation measures and demonstrate effective management of traffic; noise and vibration; soil and water; contamination; and heritage issues.

## 4.4 Project contact details

Table 4 below provides details of the ways stakeholders can submit feedback, enquiries and complaints in relation to the project.

Stakeholders will be encouraged to utilise the email address and online form for general enquiries and complaints, while there will be a 24-hour site phone number available for urgent construction-related enquiries and complaints, including construction or noise complaints.

These contact channels will be established at least 2 weeks prior to commencement and remain available throughout construction.

Table 4: Project contact details

Contact type	Details
Postal address	Reception Moriah College Queens Park Road Queens Park, NSW 2022
Email address	<a href="mailto:buildingproject@moriah.nsw.edu.au">buildingproject@moriah.nsw.edu.au</a>
Online form	<a href="https://www.moriah.nsw.edu.au/about-moriah/our-building-project">https://www.moriah.nsw.edu.au/about-moriah/our-building-project</a>
Site manager	Contact details for the Buildcorp site manager, including a 24-hour phone number, will be prominently displayed on the Site Notice, as required by condition F1.

## 4.5 Feedback and enquiry management

The College will aim to respond to feedback and enquiries within the timeframes outlined in Table 5 below. Where it is not possible to fully respond within these timeframes, updates will be provided within the target timeframe and until the response is finalised and issued.

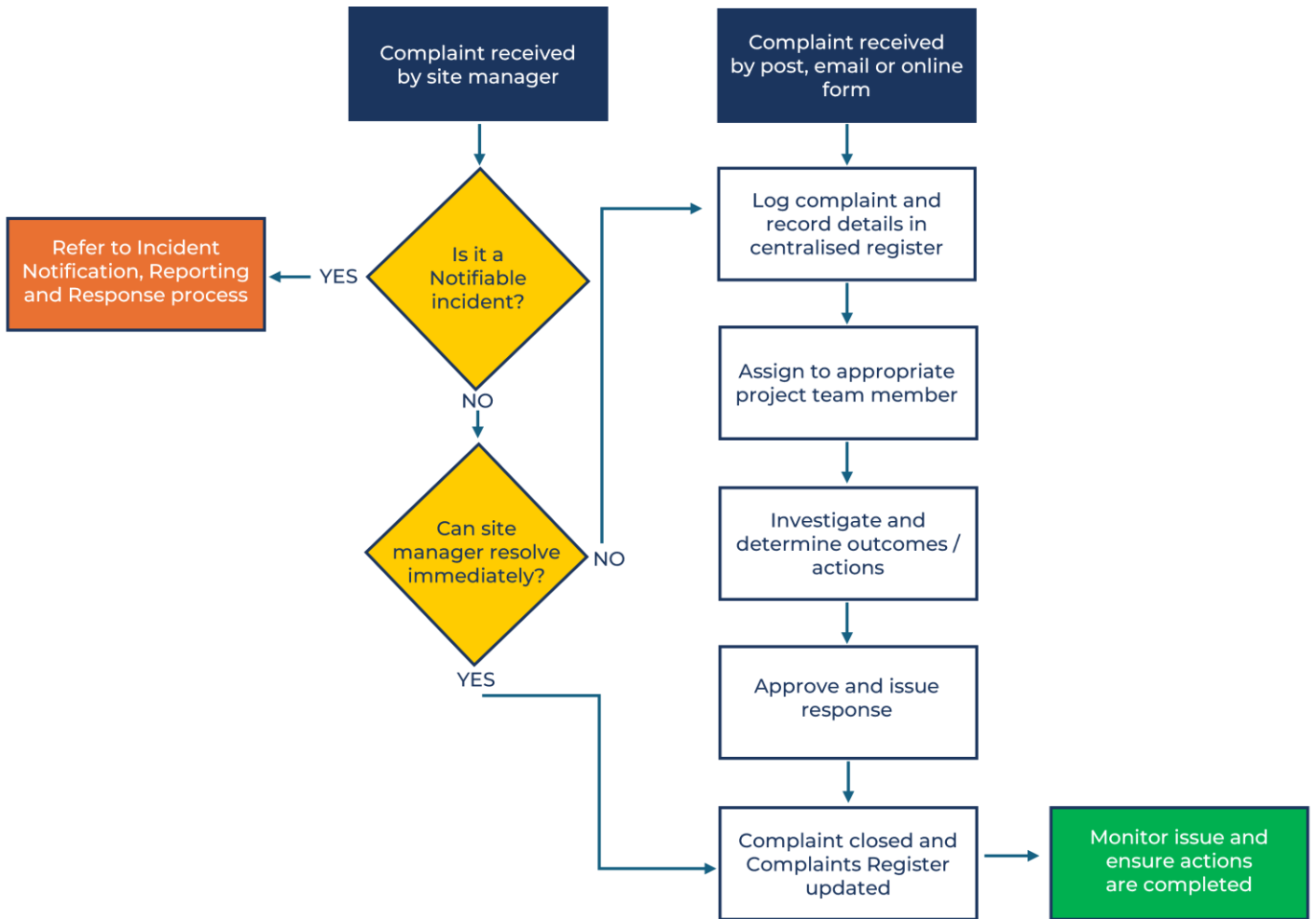
Table 5: Enquiry and complaint response times

Contact type	Acknowledgement time	Target response time
Traditional mail	N/A	Within 10 business days
Email and online form	Immediate, automatic response	Within 5 business days
24-hour phone number	During site hours – at time of call Out of hours – next business day	Within 5 business days
<i>NOTE: Social media is not a contact channel for the project and comments will not be responded to</i>		

## 4.6 Complaint resolution

As outlined in Figure 2 below, a structured process is in place to log, resolve, respond to and report on complaints. Where complaints are unable to resolved through this process, and an issue or dispute arises, the matter will be escalated to the Project Control Group in the first instance, and the complainant may be offered an online meeting with an appropriate project representative. Complaints received will be recorded in a Complaints Register (Appendix A) which will be published to the project website and updated monthly, as per condition C26.

Figure 2: Complaint resolution process



## 5. DISCLAIMER

This Community Communication Strategy has been prepared R&S Muller Enterprise Pty Ltd (ABN: 32 137 748 595) (the Consultant) for Moriah War Memorial College (the Client) for the specific purpose of guiding communication and engagement activities related to Stage 1 of the redevelopment of Moriah College.

The Strategy is dated 14 November 2025 and is based on information provided and events occurring up until that date only. The information, recommendations, and opinions contained in this document are based on information provided by the Client and other stakeholders, as well as the Consultant's professional knowledge and experience at the time of writing. The Consultant has relied upon the accuracy and completeness of the information supplied and has not independently verified all data sources.

The strategy and associated materials are provided in good faith for planning and communication purposes only and do not constitute legal, financial, or technical advice. Implementation of any communication or engagement activities remains the responsibility of the Client and should comply with all applicable laws, departmental policies, and project governance requirements.

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## 6. APPENDIX A – Complaints Register Template

Moriah College Redevelopment – Stage 1  
SSD - 10352



# COMPLAINTS REGISTER

Updated [DD MM YYYY]

This is a register of complaints received by Moriah War Memorial College regarding stage 1 of the redevelopment of the Moriah College Queens Park Campus since the State Significant Development (SSD) application was granted. A complaints register is a requirement for all SSD projects.

Date of complaint	Date of response	Method of complaint	Nature of complaint	Response	Complaint status	Is this complaint an emergency?

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