



DHARUG STRATEGIC MANAGEMENT GROUP LTD

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Dharug Strategic Management Group Ltd

ANNUAL REPORT 2024



Top Row – Left: View across the BNI, June 2024 Right: Greening Australia Training Session on the BNI site, October 2023 (Image R Locke.
Middle Row – Left: Flooding across the BNI. Centre: The trees along Bells Creek. Right: Grandmother Tree.
Bottom – Panoramic view of the area to be directly affected by Transport for NSW's Richmond Road Upgrade (Other images: R Howitt)

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Dharug Strategic Management Group Ltd

ANNUAL REPORT 2024

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Dharug Strategic Management Group Ltd

ANNUAL REPORT 2024

1 July 2023-30 June 2024

1. OVERVIEW

DSMG'S MISSION

Dharug Strategic Management Group Ltd (DSMG) is a not-for-profit company and registered charity established in early-2018 as a public company limited by guarantee. The company operates as an organisation for Dharug people, managed by Dharug people. In 2018, the company received title to the first land returned to Dharug care by the NSW state government since the early-19th Century. Caring for that special place – the site of the Blacktown Native Institution that so shaped the Dharug story – is central to our work.

Our mission is to value, celebrate and share Dharug culture and knowledge as a foundation to build strong relationships between Aboriginal and non-Aboriginal Australians to walk together along the journey of truth telling, healing and learning to belong together with Dharug Nura (Dharug Country). We work to ensure and extend respectful recognition of Dharug people as the traditional custodians of and a continuing presence with Dharug Nura, particularly the Blacktown Native Institution (BNI) site which we are honoured to hold in trust for the community. We promote connection to Country and community through culture and ceremony. Specifically, DSMG exercises care and stewardship over elements of Dharug Nura that return to Dharug care. We continue the journey that Dharug Mob started so many generations ago in remembering and respecting the resilience, strength and spirit of our Elders past, present and emerging, and the Ancestors who shaped our Country and culture, and our community who we aim to serve and whose trust we aim to earn as a reliable advocate to build Dharug futures.

The BNI site was under private and government ownership since colonial times. It returned to Dharug care degraded and damaged. Despite its significance as a heritage site and its importance as a Dharug place, colonial, private and government title-holders made little effort to preserve its archaeological, cultural or environmental values. We are still grappling with the environmental, social and cultural effects of the NSW Government's lack of care for her, and through agencies such as Transport for NSW whose Richmond Road Upgrade Project has been taken forward in 2023-24 in ways that have not only failed to respect Dharug values but have failed to meet current practice guidelines of Designing and Connecting with Country endorsed by the NSW Government. As custodians of the BNI site, DSMG's mission emphasises culturally-led environmental recovery and restoration, cultural healing, celebration and commemoration, and economic opportunity at the BNI as part of wider processes of healing, truth-telling and reconciliation.

OUR VISION

Dharug Nura will be the heart of successful truth telling, healing and learning to belong together with Dharug Nura across the Sydney Basin. DSMG will develop as a sustainable body that oversees a multi-purpose, environmentally sound Dharug Culture Centre on the BNI. The BNI's a unique and powerful window into the past, present and future of the cultural landscapes of the region offers DSMG opportunities to deliver collaborative programs supporting recognition, acknowledgement and respect for Dharug people, culture, history and wellbeing in the context of building a generous, just and sustainable Western Sydney. Our vision is that our programs and activities will foster cultural, artistic, educational and economic success with high levels of Dharug participation and wider community and organisational engagement with Indigenous issues to deliver just, sustainable and equitable futures for Dharug yura and those who respectfully share Dharug Nura.

OUR HISTORY

Dharug yura – the Dharug peoples who had possession and enjoyment of much of the Cumberland Plain and Sydney Basin – bore much of the brunt of the first phases of colonisation. It was Dharug yura who experienced the first waves of violence, discrimination and exclusion as the colony grew wealthier.

To paraphrase a former Prime Minister, it was the Dharug and our neighbours who first lost our traditional lands and had our traditional way of life smashed. We were the first to suffer the introduced diseases. We were the first victims of the murders committed in invasion and conquest. We were the first to lose our children when they were taken from our mothers and families. And across our generations, we continued to

experience the trauma of displacement, loss, ignorance and prejudice that has produced a widespread common experience of alienation and discrimination.

In October 2018, DSMG was granted title to the BNI site. This nearly six-hectare site on the corner of Rooty Hill and Richmond Roads in Oakhurst hosted the Native Institution from 1823-1829 following the transfer of the Parramatta Native Institute, which was established by NSW Governor Lachlan Macquarie in 1815. The property is currently open land bounded on two sides by major roads. Bells Creek runs through the site. It represents an important element of the colonial relationship with Aboriginal people as well as a treasured part of the Dharug landscape with links to the deep Dharug history of the region.

The original Native Institution, established in on Dharug Nura in Parramatta in 1816, reflected Governor Lachlan Macquarie’s well-intentioned ambition to civilise and assimilate Aboriginal people. In separating children from their families with a promise of education. The Blacktown Native Institution, established on the Oakhurst site in 1823, continued that tragically flawed colonial approach to First Nations and thus is one of the first known sites where Aboriginal children were removed from their parents (including under duress and by deceitful methods), and institutionalized – a practice that formally continued until the 1970s and whose legacies continue to affect families and policies today.

For tens of thousands of years before its removal from Dharug care, the BNI site had a Dharug history. DSMG Ltd intends to care for this precious element of Dharug Nura in ways that celebrate and commemorate the lives and struggles of the children who were institutionalized there. But we also intend to recognize and celebrate that longer, deeper history that connects us all to the Ancestors and our peoples’ presence as part of Ngura for countless generations before the injustices of more recent history. It is that deep history that DSMG will celebrate and support to nurture Dharug futures.

ABOUT DSMG

DSMG was established after more than seven years of community consultation and negotiation about the future management of the BNI site and many decades of advocacy of its return to Dharug care and ownership by Dharug Elders. The site, which was held for the NSW Government by Landcom, has long held great cultural and historical significance for the Dharug nation and its return to Dharug ownership in 2018 was the first return of Nura to Dharug care since colonial times.

An interim working group of Dharug community representatives supported by officers from GHD contracted by Landcom to provide advice and support, negotiated terms for return of the BNI to Dharug care over a period of more than seven years. The Interim Working Group, on advice from Gilbert & Tobin, registered DSMG Ltd as a not-for-profit company and successfully applied to the Australian Charities and Not-for-Profits Commission for registration as a charity.

DSMG is immensely proud to accept the role of caring for the BNI site and developing activities that will commemorate and heal the site’s colonial history, recognise and celebrate its much longer Dharug history and programs and facilities that will foster its ongoing place in Dharug futures.



Left: Bringing light to the children of the BNI – community ceremony to celebrate 5th anniversary of the return of the site to Dharug care and commemorate the 200th anniversary of the creation of the BNI, August 2023. Right: Buru (Eastern Grey Kangaroos) on the BNI site in February 2021. Aunty Leanne Tobin’s artwork “Always: woven into the fence reminds us that this always was and always will be Dharug Nura (Images: R Howitt)

2. OUR GOVERNANCE

OUR PEOPLE

Directors, 2023-2024

Name	Position	Dates acted (if not for whole year)
Julie Jones ¹	Chair	Appointed as Director: 10/12/2023 Elected as Chair: 10/12/2023
Lesley Woodhouse ¹	Chair Director	Appointed as Director: 18/03/2021 Elected as Chair: 01/02/2023-10/12/23
Dr Michelle Locke ¹	Secretary	Appointed as Director: 27/02/2018 Appointed as Secretary: 27/02/2018
Emeritus Professor Richard Howitt AM ²	Director-Finance Public Officer	Appointed as Director: 29/08/2018 Appointed as Director-Finance: 19/05/2019 Appointed as Public Officer 12/07/2020
Raelene Locke Billedo ¹	Director	Appointed as Director 6/6/2023
Ryan Barrett ¹	Director	Appointed as Director: 31/01/2024
Belinda Gibb ¹	Director	Appointed as Director: 21/11/2022
Steven Hughes ¹	Director	Appointed as Director: 21/11/2022

¹ Dharug Director

² Non-Dharug Director

Employees

In 2023-2024 DSMG had no paid employees.

Volunteers

In 2023-2024 all DSMG Directors were volunteers. In addition to volunteering their time, our Directors, when representing DSMG in a range of activities including Welcomes to Country and heritage consultation processes, arranged for fees to be paid directly to DSMG. We also acknowledge that ex-Directors have also continued to do this where appropriate.

In 2023-2024 DSMG benefitted in the amount of \$5,412 from this generous contribution.

In addition, DSMG benefitted from pro bono support from officers of:

- GML Heritage Ltd (heritage services)
- Gilbert & Tobin (legal matters)
- Hayes Knight (finance matters; ASIC agent)
- Communities First Development (strategic planning and Board development)

Consultants

In 2023-2024 DSMG contracted COLA Studios to respond to a Landscape Design Plan to guide future development on the BNI. Total payments for these services in the reporting period were \$17,000.00. The plan is currently undergoing revision in consultation with the Board and wider Dharug community. In addition, the services of a drafting company were used to produce engineering drawings for the shed being installed on the site.

Contractors

In 2023-2024 DSMG contracted services from:

- Muru Mittigar Ltd (site maintenance, site monitoring for SER project)
- AON Insurances Brokers
- Catapult Creative (catering and event services)
- The Shed Company
- SiteHQ

2. OUR GOVERNANCE

STRUCTURE & MANAGEMENT

DSMG is registered with the Australian Charities and Not-for-profits Commission (ACNC).

The company is managed by its volunteer Board of Directors. DSMG's Constitution requires a majority of Dharug Directors and members, a Dharug majority in all meetings, and that the Chair and Deputy Chair positions are filled by Dharug Directors. This ensures that all DSMG's decision-making is Dharug-led and decided by a Dharug-majority. This was maintained throughout the reporting period. The Board currently comprises eight Directors, seven of whom at Dharug people.

Following the resignation of Aunty Julie Jones as Chair and Director in December 2022 after a period of ill-health, Dharug Director Lesley Woodhouse was elected as Chair at the first Board meeting of 2023 and served in that role until December 2023 when Aunty Julie Jones returned to the Board and was re-elected as Chair. Dharug man Ryan Barrett, who had previously served as Director and Deputy Chair also returned as Director from January 2024. Dharug woman Raelene Locke Billedo, whose previous experience included a long period serving on the board of Dharug Nura Aboriginal Corporation, was appointed as a Director in June 2023. Dr Michelle Locke served as Secretary and Emeritus Professor Richie Howitt AM, the company's only non-Dharug Director, serve as Director-Finance and Public Officer throughout the reporting period.

The Board met principally using zoom throughout the year. This arrangement facilitates higher levels of participation by Directors whose work and family commitments make face to face meetings difficult to schedule. Meetings are generally scheduled on Wednesday evenings once per month.

Board meetings

In the reporting period, the Board met on eleven occasions. All but the December meeting, which was hosted by Director Steve Hughes and his family at their home in Linden, were held online using Zoom. Board attendance at meetings is shown in the Tables below.

Meeting Date	Quorum/ Dharug Majority	Attendance (No/%)
05-Jul-23	Yes/ Yes	4 / 80%
02-Aug-23	Yes/ Yes	4 / 80%
06-Sep-23	Yes/ Yes	4 / 75%
04-Oct-23	Yes/ Yes	5 / 84%
01-Nov-23	Yes/ Yes	5 / 84%
10-Dec-23	Yes/ Yes	5 / 84%
31-Jan-24	Yes/ Yes	5 / 62.5%
06-Mar-24	Yes/ Yes	6 / 87.5%
03-Apr-24	Yes/ Yes	8/ 100%
15-May-24	Yes/ Yes	
12-Jun-24	Yes/ Yes	5 / 62.5%

Director	Meetings Attended	%
Julie Jones*	5 from 6	83%
Michelle Locke*	14 from 15	93%
Lesley Woodhouse*	8 from 15	53%
Belinda Gibb*	11 from 15	73%
Steve Hughes*	13 from 15	87%
Ryan Barrett*	3 from 4	75%
Raelene Billedo*	9 from 9	100%
Richie Howitt	14 from 15	93%

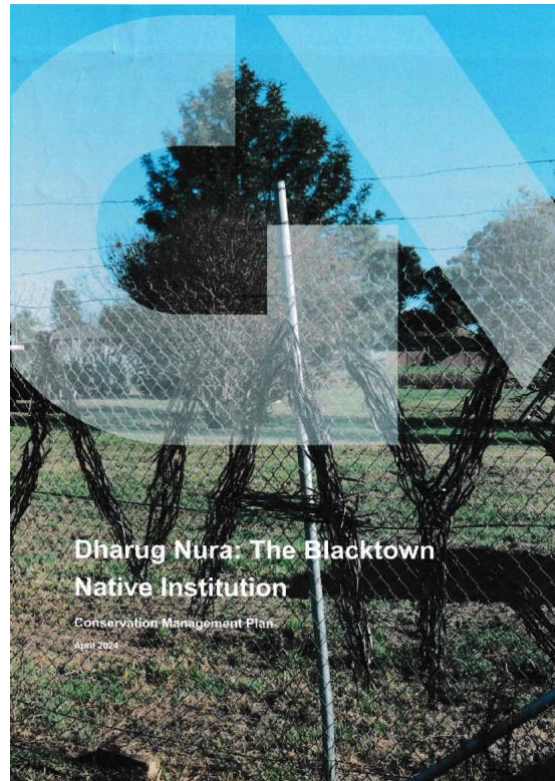
Strategic Planning

In line with the *Strategic Plan 2021-2025*, DSMG's activities continue to be organised around four themes:

1. Caring for Culture.

DSMG will continue to aim to nurture cultural activation on the BNI site, including comprehensive use of the site for cultural events, extensive teaching and learning for all ages, signage in language, dedicated gender-specific spaces, and the embedding of cultural protocols for all activities. In 2024, we have pursued development of facilities on the site, including a Dharug Cultural Centre to create a permanent keeping place, and performance, exhibition, educational and working spaces for Dharug community.

The BNI continues to be a State Heritage Listed site of significance and faces a range of challenges from urban development, including the legacies of poor planning decisions and infrastructure. In 2024, in partnership with GML Heritage Consultants and with NSW Heritage funding support, DSMG finalised an innovative and comprehensive Conservation Management Plan that will guide our future care for the site's heritage values and its important place in Dharug stories that reflect the rich cultural landscapes of western Sydney across Dharug Ngura.



Cover of the 2024 Conservation Management Plan, produced by GML Heritage Ltd in collaboration with DSMG with financial support from NSW Government Aboriginal Cultural Heritage Grant.

2. *Caring for Nura.*

At the BNI DSMG works towards culturally-led ecological restoration of the landscape, skilled management of the water resources, support for the site's biodiversity, and an overall fostering of the Dharug community's connection to Country through planning, construction and successful operation of a Community Hub. The award of a substantial grant for this work in 2023 has seen the establishment of an innovative project in partnership with Microsoft Corporation, the International Society for Ecological Restoration, the Applied Environmental Management Division of TAFE NSW, and Muru Mittigar as a service provider for the project.

A Transport for NSW infrastructure project to widen Richmond Road and transform the interface between Richmond Road, Rooty Hill Road and the M7 is an immediate threat to environmental and cultural values at the site. Since early in the reporting period, DSMG has sought to secure collaborative co-design solutions to the challenges of site management, congestion reduction and community safety and amenity in the Richmond Road Upgrade Project through discussions with Blacktown City Council and the project team. This has required many hours of work and is yet to produce a satisfactory outcome.

3. *Caring for Community.*

DSMG fosters strong Dharug community connections to a wide range of opportunities for education, training, employment and recognition, through a range of partnership programs and collaboration with local government, state and Commonwealth agencies, industry partners and existing community organisations. While our effort is focused on the BNI, we see this as central to healing community in relation to past trauma and building connection to opportunities and a sense of belonging with Nura.

Late in the reporting period, DSMG submitted an Expression of Interest in response to Blacktown City Council's call for proposals for use of the Council's legacy Bicentennial funds. This fund was created in 1988

and D01/05/2025harug community long understood it was intended to support creation of a Dharug Centre at the BNI. The Board, with pro bono support from Dharug-led consultancy Ngnu Pty Ltd, prepared and submitted a strong proposal aligned with our goals for Dharug Truth Telling and Healing. Our proposal was organised in four major phases. Funding requested totalled \$782,000.00. Phase I (35% funds) identified a number of short-term projects to improve site security, amenity and utility including improving the Dance Circle as permanent feature on the site. Phase II (30% of funds) is a plan for a program of cultural events and awards, arts programs, and community engagement in truth telling, healing and education. This phase will also see DSMG initiate design of a Dharug Culture Centre. Phase III (20% funds) will build business cases for design, funding and construction of a Dharug Culture Centre and full implementation of ecological restoration, landscape scale management and cultural healing at the BNI for the future. Phase IV (15% funds) will earmark funds to meet the costs of contracting specialist advice and contingencies in achieving specific project milestones.

We are excited to report that this submission was successful, and we anticipate receiving the funds for this exciting program early in the new financial year.

4. *Caring for DSMG.*

DSMG has maintained strong governance, and clear and effective management and policies to support sound financial and legal compliance. We work with competent, professional partners and volunteers and have established sustainable and effective systems for shared responsibility, transparency and accountability. The volunteer officers of the company have provided skills, knowledge and time to ensure a culturally safe environment for Dharug community in all our work, compliance with all our cultural, community and legal obligations and support for care, creativity and innovation in Dharug settings. Working to advance recognition and protection of Dharug presence across Nura and in public life is a challenging task when the business-as-usual approach to development in Western Sydney recreates, reimposes and amplifies the trauma of colonising erasure, dispossession and marginalisation and the work of caring for DSMG is undertaken as a way of ensuring both the BNI and the company are available to nurture Dharug continuity in the ever-changing landscapes of Dharug Nura.

Funding

Throughout the reporting period DSMG continued to rely primarily on grant funding. The company secured a number of small government grants for specific projects, including the construction of a secure shed and shelter facility which Council advised was exempt from requiring development or heritage consents in June 2024. Construction will commence as soon as weather permits. Our ambition to secure some basic facilities on the site was supported by a Stronger Communities Grant from the Commonwealth which has funded purchase of a trailer-mounted portable toilet that will allow working bees and small events to have access to toilet facilities rather than requiring costly hire of external facilities or a long and time-consuming struggle with traffic to reach public facilities off site.

A three-year project grant from Microsoft Corporation, distributed by the Society for Ecological Restoration is supporting an innovative culturally-led restoration project that will establish, amongst other things, the capacity of the BNI to regenerate Dharug woodlands and grasslands. Monitoring of the site for formal reporting is being done in collaboration with Ryde TAFE, whose environmental management students will regularly review and record species and changes across the site.

Directors contributed over \$5,000 to DSMG's funding by directing fees for various activities to the company. This generosity from our volunteer Board helps the company maintain its financial position and meet operating costs.

In the near future, the company anticipates announcement of major funding initiatives towards both our environmental restoration and Dharug Cultural Centre visions.

Sponsorships

The company continues to sponsor the *Hidden Rookwood* and Casula Powerhouse *Mil-Pra* programs.

The 2023 Casula Powerhouse Aboriginal Scholarship Prize, which was presented at the Mil-Pra exhibition at the Casula Powerhouse Art Centre, was proudly sponsored by DSMG, alongside David Harding, Nabila Ansara and CPAC.

The prize provides funds for the winning artist to develop a solo exhibition at CPAC as well as mentorship from an established First Nation artist and curatorial support. In 2023, the Award was given to Wiradjuri artist Bree Riley for her work *Girragan*.

Girragan was one of three pieces submitted by Bree, and the judge's comments noted how powerfully the work "immersed the viewer into Country, inviting, even insisting on a shift from the usual colonising gaze of landscape painting that seeks to survey and possess Country." *Girragan* repositions the artist and her audience as "immersed in and embraced by Country. Warmed by the sun, cradled by the earth and surrounded by the Ancestors, *Girragan* asks us to accept Country not as something to possess, but as somewhere to be, to belong, to become. It invites reflection on the challenges and achievements of days past and our own time, and the promises and possibilities of days and generations to come."

Bree asked Dharug artist Aunty Leanne Tobin to support her as a mentor and mounted a wonderful solo exhibition at the 32nd Mil-Pra AECG Exhibition. Bree asked Dharug artist Aunty Leanne Tobin to support her as a mentor.

The 2024 Aboriginal Scholarship Prize was awarded to proud Wiradjuri woman Carmel Mackie for her work *Nautilus*.



Nautilus (Carmel Mackie, Free motion embroidery, 2022)

Becoming a Deductible Gift Recipient

The company has continued its efforts to secure Deductible Gift Recipient status through the Australian Tax Office. As previously reported, the Board has found the pathway to DGR status much more complex than we anticipated. DGR status would provide the company a strong foundation for future fundraising to support our programs and activities, particularly our effort to secure funds for the community-endorsed Dharug Cultural Centre on the BNI site. Our approach to our charitable purpose ("to advance the culture and wellbeing of the Dharug people and promote reconciliation, respect and harmony between Aboriginal, Torres Strait Islanders and non-Aboriginal Australians"), however, does not fit easily into the conventional framing of 'environmental' and 'cultural' purposes as separate domains. Our strong position is also that the patronizing and paternalistic language of 'public benevolence' is inappropriate as our charitable work that is focused on securing transformative and empowering opportunities for Dharug people as a First Nations enterprise by simultaneously pursuing cultural *and* environmental purposes (i.e. Caring for Country *and* Caring for Culture *and* Caring for Community). The Board is currently investigating constitutional changes to allow DSMG to meet revised provisions for DGR status and will update progress when it is available.

The Board approached our local Federal Member of Parliament, the Hon Mr Ed Husic, for advice and support who has now requested the relevant Minister Andrew Leigh's support in advancing our request to be considered for listing as a named organisation for DGR purposes. The Board will continue to pursue this direction, although this is anticipated to take a further 12 months or more to reach a final resolution.

CHAIRS' REPORT

Firstly, I acknowledge and pay my respects to our Ancestors, to Elders and Dharug Community, who continue their connection to and custodianship of Ngurra with a strong conviction to their culture. Dharug Nura is under constant threat and our efforts to protect her are ongoing. It is an ongoing and stressful process that often leaves us all overwhelmed with the amount of work required to fulfil our cultural obligations.

Dharug Ngurra and yura never ceded to colonisation and our focus to protect, preserve and restore never waiver. As a Dharug organisation, DSMG stands with all our yura who experienced and still do, the pain and trauma of invasion and colonisation and the cultural destruction of our spirit and practices. Our work is caring for and healing the BNI and activating her as a place of Dharug care, healing, truth telling and belonging. Our commitment to that work has faced both joys and challenges in 2024/2025 and our Board works with commitment unseen by me with other organisations.

Secondly, I would like to acknowledge and thank all DSMG Board of Directors. I was delighted to welcome Raelene Billedo and Brendan Thomas as new Directors and am very grateful for the perspectives they bring to DSMG. Each member of our Board brings skillsets, knowledges, passion and perspectives to our work. I wish to thank each one of you for your sacrifices to selflessly work for the BNI and wider Dharug community.

DSMG's journey in 2025 has seen some significant moments even though at times we do not see the benefits instantaneously. There have been many setbacks and challenges for the Board and much learning and I'm very proud of the commitment you all make to stand for the site and for Ngurra.

The return of Dharug money held by Blacktown City Council, through an EOI tender was an exceptional moment. In contrast, responding to the ongoing issues of the Richmond Road Upgrade Project has taken a lot of time and energy with progress being a slow process. DSMG has consistently pursued a co-design process and continued to place Ngurra first and foremost in all discussions and decisions. The widening is continuing to impact our site and nonphysical cultural heritage.

The collaboration with Microsoft and the International Society of Ecological Restoration is still moving along and will benefit both the site and community. Condition of Ngurra and extreme weather continues to impact somewhat its progress.

We are continuing to work with and build strong relationships and partnerships with both Aboriginal and Non Aboriginal businesses and organisations and we are very excited to be working on bringing cultural burns back to the site.

DSMG also faced an asbestos issue on site, uncovered during a shed construction. Access and work to and on the site was halted until repatriation was completed. Unfortunately, this saw the theft of our shed materials from the site which was felt profoundly by all Directors who had worked so hard to get this approved for the site.

DSMG are still working to progress our application to secure DGR status to assist in future fundraising toward a Dharug Culture Centre at the BNI. Having exhausted our efforts to be recognised as pursuing cultural and environmental purposes in an appropriately integrated way, and refusing to pursue listing under the outdated paternalistic and racist terminology involved in 'public benevolent institution' listing, we have requested support from Minister Ed Husic as our local member for DSMG to be named as a specifically listed DGR organisation.

DSMG continued to sponsor the Casula Powerhouse Aboriginal Scholarship Prize and the Rookwood Hidden Exhibition via our Muru Award for Aboriginal and Torres Strait Island artists.

To finish off, I would like to acknowledge all the hard work everyone puts in to ensure the site once again can function and be known for who she was before colonisation, who she is now and always will be. Her healing of our community and our trauma is a legacy and gift we can never take for granted. I know I speak for all the Board when I say what an immense privilege it is to serve our wianga ngurra_ mother country.

Thank you.

Julie Jones

Chair, DSMG Ltd

December, 2024

3. DIRECTOR-FINANCE REPORT

Director-Finance, Emeritus Professor Richard Howitt AM BA (Hons), Dip Ed (1978) *University of Newcastle*; PhD (1986) *UNSW* PG Cert Ed Leadership (HEd) *Macquarie* (2004), GAICD, AMICDA, JP. Professor Howitt is a non-Dharug Director and DSMG's Public Officer.

CORPORATE INFORMATION

ABN 53 624 690 277

Banker ANZ (Mt Druitt Branch)

ASIC Agent Hayes Knight Sydney

Auditor Hayes Knight Sydney

The company was registered for GST effective 1 July 2020. Hayes Knight administers our ASIC and GST reporting. The company's audited financial report is attached at the end of this report.

FINANCIAL STATEMENT

CHEQUE ACCOUNT 3117-50773 (DSMG Operating Account)

CASH FLOW STATEMENT (01.07.2023 – 30.06.2024)

OPENING BALANCE at 01.07.2023	\$ 69,150.12
REVENUE	
Income Received	\$ 131,317.22
EXPENSES	
Expenses	-\$ 126,369.18
CLOSING BALANCE (at Bank) at 30.06.2024	\$ 74,098.16

BUSINESS ESSENTIAL ACCOUNT 156107322 (BNI Dharug Cultural Purposes Fund Account)*

CASH FLOW STATEMENT (01.07.2023 – 30.06.2024)

OPENING BALANCE at 01.07.2023	\$100.00
REVENUE	TOTAL
Payments received	0.00
EXPENSES	TOTAL
Payments	0.00
CLOSING BALANCE (at Bank) at 30.06.2024	\$ 100.00

* This account was opened in April 2022 in anticipation of the company needing a public fund as part of its DGR application. It was established with a transfer of \$100 from the company's main account and there have been no transactions in the account since it was created.

Expenses by category (GST excl)	2024 (\$)	2023 (\$)
Bank Fees and Charges	(120.00)	(150.00)
Insurance	(2,993.65)	(2,617.06)
Site Maintenance	(15,000.00)	(25,688.00)
Consultant Fees ¹	(17,550.00)	(15,429.80)
Performers and Artists Fees	(4,100.00)	-
Major Contracts ²	(53,850.71)	(8,511.02)
Venue Charges	-	(726.61)
Sponsorships	(2,818.18)	(1,000.00)
Accounting & Audit Costs ³	(5,350.00)	(4,908.00)
Other ⁴	(13,518.37)	-
Income by Category (GST excl)		
Grants	112,075.70	25,000
Payments received and donations ⁵	8,015.00	4,808.00
Director Contributions ⁶	2,582.50	5,412.39
Other ⁷	0.04	92.50

Notes:

¹ Principally the cost of using COLA Studio to prepare the Draft Landscape Design Plan.

² Major contracts include event services (Catapult Creative), work on the BNI Dance Circle and monitoring of the culturally led ecological restoration work on the BNI (Muru Mittigar), installation of a secure shed on the BNI (The Shed Company), and purchase of trailer-mounted toilets (SiteHQ).

³ Accounting and Audit costs include ASIC fees, monthly BAS preparation fees and audit fee for Annual Report.

⁴ DSMG returned an unspent grant to Parramatta Council (\$10,000), reimbursed directors for out-of-pocket costs, and made contributions to Yarramundi Kids Foundation to support restoration of the Koorabung vessel at the request of former director Dr Jo Rey to direct fees for consulting and welcome activities in this way.

⁵ DSMG received donations from Indigital (\$5,000) and Muru Mittigar (\$2,700 as a contribution towards event costs).

⁶ Where Directors and ex-Directors have been offered fees for services (eg. related to cultural advice etc) and DSMG has issued an invoice for that service, this is recorded as Directors' contributions.

⁷ There was a minor bank adjustment.

The Board received monthly Finance and Governance Reports throughout the reporting period.

Quarterly Business Activity Statements (BAS) for GST purposes were lodged routinely throughout the reporting period.

BAS SUMMARY	Q1	Q2	Q3	Q4	Total
Sales	18,335	9,395	33,000	5,632*	60,730
GST Collected	1,635	853	3,000.00	632	6,120
GST Paid	(2,917)	(494)	(539)	(5,742)	(6,775)
Payable/(refundable)	1,282	(359)	2,437	5,684	9,044

DSMG's 2023 Annual Information Statement was lodged with the ACNC on time.

DSMG's strategic focus continues to emphasise the need for the company to develop sustainable revenue streams that will support our basic operations and maintenance obligations. Success will rely on delivery of on-site facilities as quickly as possible and this has been advanced by the procurement of trailer-mounted toilet facilities and progress towards construction of a secure shed on the site and will be. Greatly facilitated by the funds secured by DSMG through the Blacktown Council legacy Bicentenary Fund. DSMG continues to pursue fundraising options beyond small scale project grants to pursue the Dharug community's ambitions for healing and activation at the BNI.

The first instalment of the three-year funding for DSMG's innovative culturally-led ecological restoration project was received in December 2023. Funding for this project is provided by Microsoft Corporation and is disbursed the United States-based Society for Ecological Restoration and the funds were provided without any GST provision included.

The company relies on the continued goodwill from the Dharug community, the ecosystem of Dharug community organisations, the support of a wide range of partners and collaborators and the generous and dedicated service our volunteer directors. That goodwill was reinforced by the provision of strong supporting letters from community members, groups and partners to accompany DSMG's EOI to Blacktown Council in June.

DECLARATION

As the Director-Finance and the person responsible for the company's finances, I declare that in my opinion:

- there are reasonable grounds to believe that the registered entity is able to pay all of its debts, as and when they become due and payable; and
- the financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*.



Richard Howitt
Director-Finance and Public Officer
16.08.2024

Signed in accordance with subsection 60.15(2) of the Australian Charities and Not-for-profit Commission Regulation 2013.



DSMG's recently-purchased trailer-mounted toilets that will allow working bees and events to be hosted more easily at the BNI (Image R Howitt)



(Left) The site where DSMG's secure shed will be constructed to provide storage and shelter for activities at the BNI (Right) Blue cranes are common visitors to the BNI

**DHARUG STRATEGIC MANAGEMENT GROUP
LIMITED**
ACN: 624 690277

FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2024

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**DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
DIRECTORS' REPORT
FOR THE YEAR ENDED 30 JUNE 2023**

The Directors present their report on Dharug Strategic Management Group Limited for the financial year ended 30 June 2024.

Directors

The names of the Directors in office at any time during, or since the end of, the year are:

Names	Appointed	Resigned
Julie C Jones* (Chair from 10/12/2023)	10/12/2023	
Lesley A Woodhouse* (Chair until 10/12/2023)	18/03/2021	
Michelle Locke* (Secretary)	27/12/2018	
Richard Howitt AM (Director-Finance and Public Officer)	29/08/2018	
Belinda Gibb*	21/11/2022	
Steven Hughes*	21/11/2022	
Raelene Locke Billedo*	03/06/2023	
Ryan Barrett*	31/01/2024	

* Dharug Director

The Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Principal activity

DSMG's charitable purpose is to advance the culture and wellbeing of the Dharug people and promote reconciliation, respect, and harmony between Aboriginal, Torres Strait Islanders and non-Aboriginal Australians. Specifically, the company acts to exercise care for elements of Dharug Nura that return to Dharug management. In October 2018, the company was granted title to the site of the Blacktown Native Institution (BNI) site.

The company's charitable purpose is to advance the culture and wellbeing of the Dharug people and promote reconciliation, respect and harmony between Aboriginal, Torres Strait Islanders and non-Aboriginal Australians. We pursue this purpose through a range of activities to extend recognition of Dharug people as the traditional custodians of Dharug Nura (Country), including the BNI site, to which the company holds legal title, and to promote connection to Nura and community through culture and ceremony.

Short-term objectives

In 2023-2024, the Company's short-term objectives were:

Caring for Country:

- To advance planning, funding, and action towards ecological restoration of the BNI site.
- To secure funding and approvals for other environmental restoration activities on the BNI site and elsewhere across Dharug Ngura.
- To provide feedback on development proposals and activities affecting Dharug Ngura and share and support Dharug knowledge of Ngura appropriately to advance environmental protection and cultural recognition.
- To seek return of Ngura to Dharug care and promote recognition of Dharug custodial responsibilities across Dharug Ngura.

Caring for Culture:

- To continue development of partnerships and programs to promote and recognise Dharug culture, values and expression through arts, performances and workshops.

- To secure funding to provide opportunities to Dharug artists and performers.
- To advance planning for facilities at the BNI that would support cultural activities on the site.

Caring for Community:

- To strengthen relationships that will support planning, funding and delivery of facilities and activities on the BNI site that benefit Dharug community members and fulfil the company's charitable purpose.
- To build foundations for education and engagement with community to pursue protection and promotion of the BNI site.

Caring for the Company:

- To extend and maintain systems, policies, and procedures consistent with good governance.
- To further develop the company's web presence.
- To advance the company's application for DGR status.

Long-term objectives

The Company's long-term objectives are:

Caring for Country:

Ecological restoration of the BNI site will foster wide recognition of the site a place at the heart of successful truth telling, healing and learning to belong together with Dharug Nura across the Greater Sydney Basin.

Caring for Culture:

DSMG programs and activities will foster cultural, artistic, educational, and economic success with high levels of Dharug participation and wider community and organisational engagement with Indigenous issues.

Caring for Community:

DSMG will deliver collaborative programs supporting recognition and respect of Dharug people, culture, storytelling, and wellbeing in the context of a generous, just and sustainable Western Sydney

Caring for the Company:

DSMG's development as a sustainable Dharug not-for-profit company that oversees a successful multi-purpose, environmentally sound Community Hub on the Blacktown Native Institution Site.

Strategy for achieving the objectives

To achieve its objectives, the Company has adopted the following strategies:

Strategic Planning

The Strategic Plan 2021-25 includes a commitment to securing Deductible Grant Recipient Status with the Australian Taxation Office as a foundation for future fundraising strategies to support the company's goals and charitable purpose as a Cultural Organisation. This project has proved more difficult than the Board anticipated. The company's commitment to empowering Dharug community does not fit into the outdated and colonial terminology that defines the role of a Public Benevolent Institution. The Board is also committed to holistic integration of its key strategic priorities as integral to its Dharug responsibilities to care for Country, culture and community, but such integration is precluded from current legislated definitions of a 'cultural' and 'environmental' organisations. The company has therefore approached the Member for Chifley to seek listing as a named organisation for DGR purposes in the Commonwealth Budget Papers in 2025.

In 2024 the Board completed development of a new and Dharug-focused Conservation Management Plan for the BNI, which has been lodged with Heritage NSW. The Board has progressed strong and constructive relations with Blacktown City Council through regular quarterly meetings which facilitate coordination of activities affecting the BNI. A Transport for NSW proposal to upgrade Richmond Road was announced early in the reporting period and was identified by the Board as posing significant threats to cultural, heritage and environmental values across the heritage listed site and the company's plans for restoration and development of the site as a Dharug place of truth-telling, healing and learning. Addressing these concerns has involved a substantial commitment of the Board's voluntary capacity. The Board will continue working to ensure appropriate design solutions to enhance rather than erode the future of this important Dharug place.

Throughout the reporting period, the company faced some challenges in delivering outcomes anticipated for grant-funded projects at the BNI site. Some problems arose from continuing wet weather which restricted access to the site for extended periods. Delays in negotiating complexities related to completion of the Conservation Management Plan, and related approvals for proposed development of off-grid toilet facilities required renegotiation of the scope of the Stronger Communities Program Grant, with the revision allowing reinstatement of the Dance Circle and purchase of a trailer-mounted portable

toilet to support working bees and small scale events and activities on the site. A Local Communities Small allocation program grant has allowed progress towards installing a secure storage shed with a covered work area suitable for small group activities.

Networking and partnering

The company continues to strengthen links with local government and industry supporters, pursue grant funding and build relationships that foster recognition and understanding of the BNI site. As part of our strategic plan, we are particularly focusing on building key partnerships in arts and culture and in environmental care. In the reporting period we hosted a successful on-site education day with St Clare's Catholic High School in Hassall Grove, our nearest local school, and with Greening Australia's national team.

We have also commenced to work on our ambitious culturally-led ecological restoration program which received three-year funding from Microsoft Corporation with technical support from the international Society for Ecological Restoration. This project has also extended our working partnership to include staff and students of TAFENSW who are assisting with monitoring project progress.

In partnership with GML Heritage the Conservation Management Plan for the BNI was finalized and in partnership with COLA Studio work on the Landscape Design Plan has also progressed in the reporting period. Focusing on the design, development approval and delivery of both environmental repair and installation of appropriate facilities on the site is the clear priority of our strategic partnerships, along with the long-term sustainability or DSMG as a strong NFP voice for Dharug interests.

Funding

In 2023-24 the company secured grant funds from a range of sources. A Commonwealth Stronger Communities Grant (\$16,000) supported purchase of portable toilet facilities and reinstating the Dance Circle. The first instalment of the Microsoft funding (\$54,000) allowed work on ecological restoration to move forward. A NSW Government Local Communities Small Allocation grant (\$30,000) will support installation of a secure storage shed on the BNI.

In April 2024 Blacktown City Council called for Expressions of Interest from Dharug community organisations for proposals to utilize a legacy fund from the 1988 Bicentenary which was originally allocated to support Dharug community. The Board developed a major proposal to apply the funds to both immediate improvements, events and programs, and promoting longer-term outcomes including design and funding of a Dharug Culture Centre. The company was notified that its EOI was successful and anticipates receiving this major funding boost early in the 2025 financial year.

DSMG also received funds through Directors' and members' involvement in consultative and advisory processes. Our volunteers have generously directed fees to the company.

Governance, Leadership and Board Development

The Board welcomed three new Directors in the reporting period. Dharug Director Raelene Billedo, and experienced administrator of Dharug community groups, was appointed as a Director and has brought important skills, experience and networks to our team. Dharug Directors Julie Jones and Ryan Barrett were reappointed after periods of ill-health and Ms Jones was re-elected as Chair, replacing Lesley Woodhouse who had served in that role following Ms Jones' resignation in 2023.

Eleven full Board meetings were held in the reporting period. A Board Retreat has been scheduled for late-July 2024 to review Board succession planning and the skills that need to be recruited to strengthen the Board to meet the challenges of its next period of development.

Performance measures

The following measures are used within the Company to monitor performance:

- Monthly board meetings with standing agenda items reporting on each strategic goal.
- Monthly financial reports to board meetings
- Annual workshop to review and update strategic plan.

Each monthly Board meeting received reports on each strategic goal, and a finance report. We were unable to schedule a Board Retreat in the reporting period but have scheduled one for late-July 2024.

Directors' attendance at Board meetings in the reporting period is shown in the following table.

Director	Possible Meetings	Meetings Attended
Julie Jones*	6	5
Michelle Locke*	15	14
Lesley Woodhouse*	15	8
Belinda Gibb*	15	11
Steve Hughes*	15	13
Ryan Barrett*	4	3
Raelene Billedo*	9	9
Richard Howitt AM	15	14

* Dharug Directors

Auditor's independence declaration

The lead auditor's independence declaration in accordance with section 307C of the *Corporations Act 2001*, for the year ended 30 June 2024 has been received and can be found on page 7 of the financial report.

Signed in accordance with a resolution of the Board of Directors:

Julie C Jones Chair

Dated at Sydney, this 4th day of September 2024.

**AUDITORS' INDEPENDENCE DECLARATION
UNDER SECTION 307C OF THE CORPORATIONS ACT 2001
TO THE DIRECTORS OF
DHARUG STRATEGIC MANAGEMENT GROUP LIMITED**

I declare, that to the best of our knowledge and belief, during the year ended 30 June 2024 there have been:

- (i) no contraventions of the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

Vincent Poon – Director Audit Services
Registered Company Auditor

Hayes Knight Audit (NSW) Pty Ltd

Dated at Sydney, this 23th day of August 2024

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2024

	2024	2023
	\$	\$
Grants income	104,170	83,156
Fees received	315	4,808
Sundry Donation	7,800	5,412
Other income	3,109	
Audit & Related Fees	(5,350)	(4,908)
Bank Fees and Charges	(120)	(150)
Consultant Fees	(17,550)	(15,430)
Major Contracts	(53,851)	(8,511)
Insurance	(2,994)	(2,617)
Site Maintenance Costs	(15,000)	(25,688)
Performers and Artists	(4,100)	-
Workshop Venue Charge	-	(727)
Sponsorships	(2,818)	(1,000)
Other	(13,511)	94
Surplus (deficit) before income tax	100	34,439
Income tax expense	-	-
Surplus (deficit) for the year	100	34,439
Other comprehensive income for the year	-	-
Total comprehensive income for the year	100	34,439

The accompanying notes form part of these financial statements.

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2024

	Note	2024 \$	2023 \$
CURRENT ASSETS			
Cash and cash equivalents	2	74,198	69,150
GST Receivable		4,247	1,289
TOTAL CURRENT ASSETS		78,445	70,439
NON-CURRENT ASSETS			
Land		1,070,000	1,000,000
TOTAL NON-CURRENT ASSETS		1,070,000	1,000,000
TOTAL ASSETS		1,148,445	1,070,439
CURRENT LIABILITIES			
Accrual		4,000	4,000
Grants income in advance	3	39,906	32,000
TOTAL CURRENT LIABILITIES		43,906	36,000
TOTAL LIABILITIES		43,906	36,000
NET ASSETS		1,104,539	1,034,439
EQUITY			
Accumulated surplus		1,034,439	1,000,000
Surplus for the year		100	34,439
Reserve		70,000	-
TOTAL EQUITY		1,104,539	1,034,439

The accompanying notes form part of these financial statements.

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2024

	Accumulated Surplus	Reserve	Total Equity
	\$	\$	\$
Balance at 30 June 2022	1,000,000	-	1,000,000
Surplus for the year	34,439	-	34,439
Balance at 30 June 2023	<u>1,034,439</u>	<u>-</u>	<u>1,034,439</u>
Surplus for the year	100		100
Addition from land revaluation		70,000	70,000
Balance at 30 June 2023	<u>1,034,539</u>	<u>70,000</u>	<u>1,104,539</u>

The accompanying notes form part of these financial statements.

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2024

	Note	2024	2023
		\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES			
Government grant received		112,076	25,000
Donations from directors		7,800	5,412
Other Income		3,424	4,901
Payments to suppliers and employees		(118,252)	(59,900)
Net cash (used in)/provided by operating activities		5,048	(24,587)
Net (decrease)/increase in cash and cash equivalents held		5,048	(24,587)
Cash and cash equivalents at beginning of financial year		69,150	93,737
Cash and cash equivalents at end of financial year		74,198	69,150

The accompanying notes form part of these financial statements.

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

The financial report is for Dharug Strategic Management Group Limited as an individual entity. Dharug Strategic Management Group Limited is a not-for-profit entity which is limited by guarantee for the purpose of preparing the financial statements, is incorporated, and domiciled in Australia.

The Company was incorporated on 27 February 2018 and commenced trading in the year 2019.

Note 1 Summary of Significant Accounting Policies

(a) Basis of Preparation

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards- Simplified Disclosure Requirements and the Corporations Act 2001.

The financial statements have been prepared on an accruals basis and are based on historical costs modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets, and financial liabilities.

The financial statements for the year ended 30 June 2024 were approved and authorized for issue by the Board of Directors on 8 August 2024.

(b) Cash and cash equivalents

Cash and cash equivalents include cash on hand and with banks.

(c) Property, plant and equipment:

The company's property, plant and equipment is stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Cost may also include transfers from equity of any gains or losses on qualifying cash flow hedges of foreign currency purchases of property, plant and equipment.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the company and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. All other repairs and maintenance are charged to profit or loss during the reporting period in which they are incurred.

Increases in the carrying amounts arising on revaluation of land and buildings are recognised, net of tax, in other comprehensive income and accumulated in reserves in shareholders' equity. To the extent that the increase reverses a decrease previously recognised in profit or loss, the increase is first recognised in profit or loss. Decreases that reverse previous increases of the same asset are first recognised in other comprehensive income to the extent of the remaining surplus attributable to the asset; all other decreases are charged to profit or loss. Each year, the difference between depreciation based on the revalued carrying amount of the asset charged to profit or loss and depreciation based on the asset's original cost, net of tax, is reclassified from the property, plant and equipment revaluation surplus to retained earnings.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

(d) Operating expenses

Operating expenses are recognised in the profit and loss upon authorisation of the service or at their date of origin.

(e) Income Tax

No provision for income tax has been raised as the Company is exempt from income tax under Division 50 of the Income Tax Assessment Act 1997.

(f) Revenue and other income

The company recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the entity and specific criteria have been met for each of Dharug Strategic Management Group Limited's activities as discussed below.

Revenue is measured at the fair value of the consideration received or receivable after taking into account any trade discounts and volume rebates allowed. Any consideration deferred is treated as the provision of finance and is discounted at a rate of

interest that is generally accepted in the market for similar arrangements. The difference between the amount initially recognised and the amount ultimately received is interest revenue.

Grant revenue

Grant revenue is recognised in the statement of profit or loss and other comprehensive income when the entity obtains control of the grant, it is probable that the economic benefits gained from the grant will flow to the entity and the amount of the grant can be measured reliably.

When grant revenue is received whereby the entity incurs an obligation to deliver economic value directly back to the contributor, this is considered a reciprocal transaction and the grant revenue is recognised in the statement of financial position as a liability (refer to Note 3) until the service has been delivered to the contributor, otherwise the grant is recognised as income on receipt.

Provision of services

Revenue recognition relating to the provision of services is determined with reference to the stage of completion of the transaction at the end of the reporting period and where the outcome of the contract can be estimated reliably. Stage of completion is determined with reference to the services performed to date as a percentage of total anticipated services to be performed. Where the outcome cannot be estimated reliably, revenue is recognized only to the extent that related expenditure is recoverable. All revenue is stated net of the amount of goods and services tax (GST).

(g) Goods and services tax (GST)

This Company was registered for GST effective 1 July 2022.

(h) Economic dependence

The entity is dependent upon the ongoing receipt of grants to ensure the ongoing continuance of its programs. At the date of this report, management has no reason to believe that this financial support will not continue.

(i) Changes in accounting policies

A number of new and revised standards became effective for the first time to annual periods beginning on or after 1 July 2022. Information on the more significant standard(s) is presented below. The directors consider these as having insignificant effect on the financial statements.

(j) Accounting standards issued but not yet effective and not been adopted early by the Company

A number of accounting standards have been issued but not effective. The directors do not believe these will not have any impact on the financial report for the current financial year or for subsequent financial years.

(k) Acquisitions of Assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Company. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their deemed cost at the date of acquisition, as determined by NSW Valuer General.

Fair value is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.

Where payment for an item is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. the deferred payment amount is effectively discounted at an asset-specific rate.

Note 2 Cash & cash equivalents

	2024	2023
	\$	\$
Cash at bank	74,198	69,150
	74,198	69,150

Note 3 Grant Income Received in Advance

	2024	2023
	\$	\$
Opening balance	32,000	90,156
Grants received	112,076	25,000
Amortised to income statement to meet expense	(104,170)	(83,156)
Ending balance	39,906	32,000

Note 4 Financial Risk Management

The main risk Dharug Strategic Management Group Limited is exposed to through its financial instruments is liquidity risk.

The Company's financial instruments consist mainly of deposits with banks. Credit risk arises from cash and cash equivalents.

The credit risk for liquid funds and other short-term financial assets is considered negligible since the counterparties are reputable banks with high quality external credit ratings.

Note 5 Related Party Disclosures**(a) Related parties**

The company's main related parties are the directors.

(b) Transactions with key management personnel

Key management includes the Board of Directors. There was no remuneration paid to any Board member.

(c) Transactions with related parties

There were no transactions between related parties.

Note 6 Contingent Liabilities and Contingent Assets

In the opinion of the Officers, the Company did not have any contingencies on 30 June 2024 (2023: None).

Note 7 Capital commitments

There are no capital expenditure commitments on 30 June 2024 (2023: NIL).

Note 8 Events Occurring After the Reporting Date

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Company, the results of those operations, or the state of affairs of the Company in future financial years.

Note 9 Company Details

The registered office of and principal place of business of the company is:

Dharug Strategic Management Group Limited
C/- Hayes Knight (NSW) Pty Ltd
Level 2, 115 Pitt St
Sydney NSW 2000

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED DIRECTORS' DECLARATION

In accordance with a resolution of the directors of Dharug Strategic Management Group Limited, the directors of the company declare that:

1. The financial statements and notes, as set out on page 8 to 14, satisfy the requirements of the Corporations Act 2001 and
 - a) comply with Accounting Standards – Simplified Disclosure applicable to the company; and
 - b) give a true and fair view of the Company's financial position as at 30 June 2023 and of its performance for the year ended on that date of the Company.
2. In the Directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the Director:

Julie C Jones

Chair

Michelle Locke

Director and Secretary

Dated at Sydney, this ___ day of _____ 2024



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF DHARUG STRATEGIC MANAGEMENT GROUP LIMITED

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Dharug Strategic Management Group Limited (the Company), which comprises the statement of financial position as at 30 June 2023, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial report of the Company, is in accordance with the Corporations Act 2001, including:

- (a) giving a true and fair view of the company's financial position as at 30 June 2023 and of its financial performance for the year then ended; and
- (b) complying with Australian Accounting Standards- Simplified Disclosure and the Corporations Regulations 2001.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Company in accordance with the auditor independence requirements of the Corporations Act 2001 and the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards) (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the Corporations Act 2001 and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.



Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

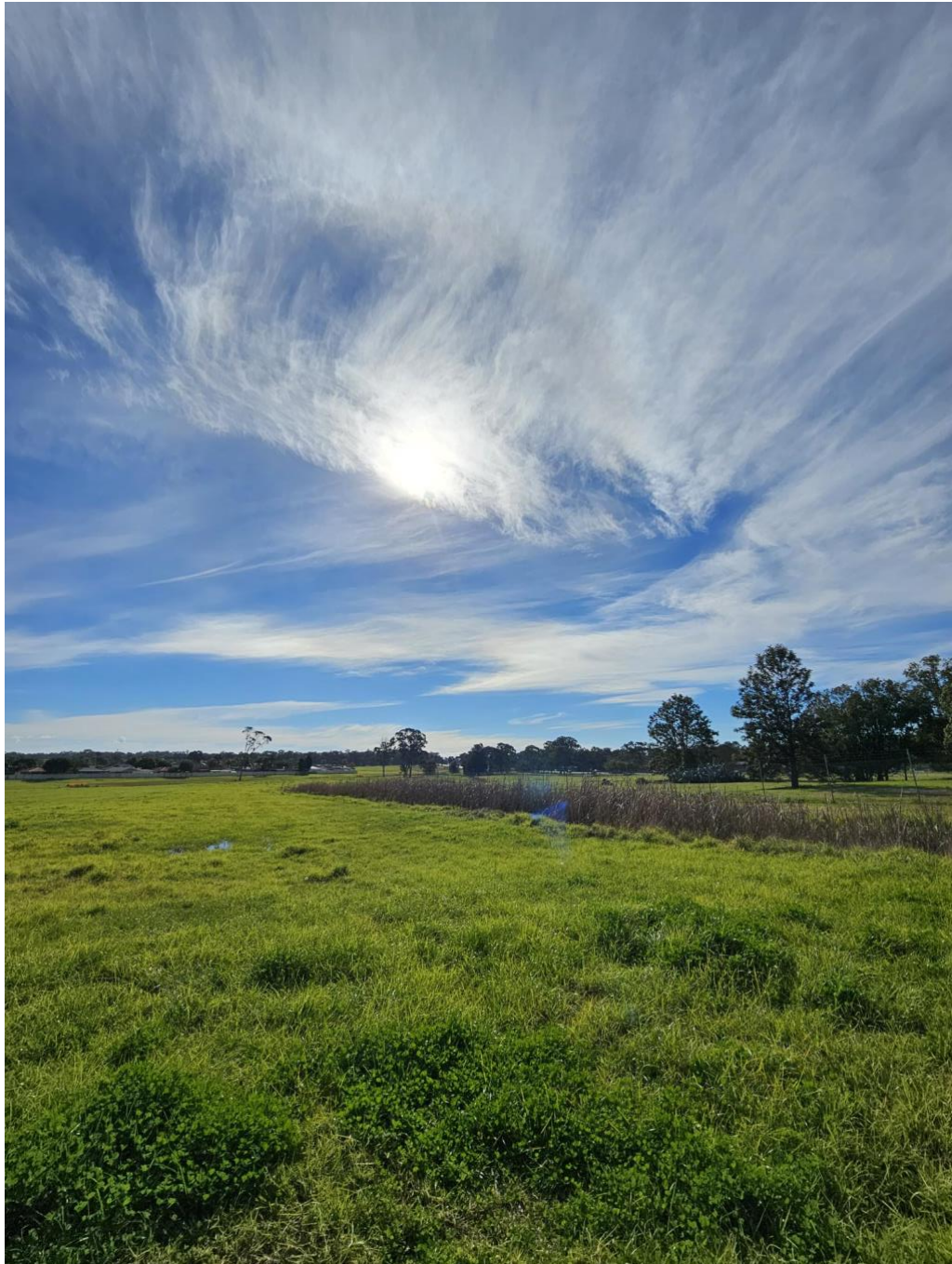
- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Vincent Poon – Director Audit Services
Registered Company Auditor

Hayes Knight Audit (NSW) Pty Ltd

Dated at Sydney, this 23th day of August 2024



A crisp winter morning at the BNI, June 2024 (Image R Howitt)

CONTACT US

Please note our new mailing address

Dharug Strategic Management Group Ltd

ABN: 53624690277

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The Secretary

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dsmg.org.au