



DHARUG STRATEGIC MANAGEMENT GROUP LTD

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Dharug Strategic Management Group Ltd

ANNUAL REPORT 2023



Top Row - Left: Community yarn discussing challenges and opportunities at the BNI, August 2023 (Image: Mark Parry). Right: Buru (Eastern Grey Kangaroos) on the BNI site, May 2023. Middle Row – Left: Buru on Bells Creek in rain. Centre: Grandmother Tree. Right: Willy Wagtail. Bottom Row – Left: Janawi Dancing for local First Nations students, August 2023; Centre: Local students signing in to Country at the Grandmother Tree and their handprints on the tree, August 2023. Right: Dharug community members commemoration ceremony, August 2023 (Images: R Howitt)

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Dharug Strategic Management Group Ltd

ANNUAL REPORT 2023

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Dharug Strategic Management Group Ltd

ANNUAL REPORT 2023

1 July 2022-30 June 2023

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 Ngura (Dharug Country). We work to ensure and extend respectful recognition of Dharug people as the traditional custodians of and a continuing presence with Dharug Ngura, including the Blacktown Native Institution (BNI) site and to promote connection to Country and community through culture and ceremony. Specifically, DSMG will act to exercise care and stewardship over elements of Dharug Ngura that return to Dharug care. We continue the journey in remembering and respecting the resilience, strength and spirit of our Elders past, present and emerging, and the Ancestors.

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, little effort was made by its colonial, private and government title-holders 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. As custodians of the site, DSMG's mission emphasises environmental recovery and restoration, cultural healing, celebration and commemoration, and economic opportunity at the BNI as part of the wider processes of healing, truth-telling and reconciliation.

OUR VISION

Dharug Ngura will be the heart of successful truth telling, healing and learning to belong together with Dharug Ngura across the Sydney Basin. DSMG will develop as a sustainable body that oversees a multi-purpose, environmentally sound Community Hub on the BNI. The BNI offers a unique and powerful window into the past, present and future of the cultural landscapes of the region and DSMG will 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 Ngura.

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 Ngura 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.

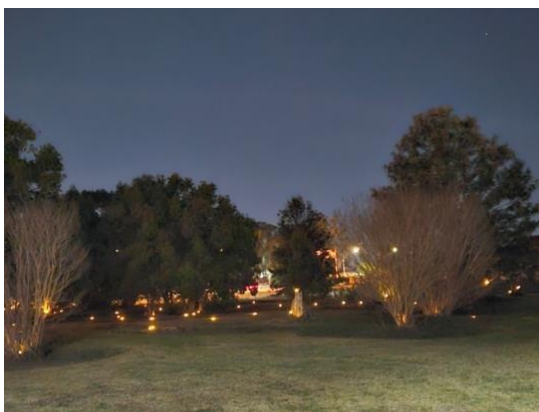
For tens of thousands of years before its removal from Dharug care, the BNI site had a Dharug history. DSMG Ltd intends to care for this precious element of Dharug Ngura in ways that celebrate and commemorate the lives and struggles of the children who were institutionalized there. But we also intend 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 Ngura 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 Ngura (Images: R Howitt)

OUR PEOPLE

Board members, 2021-2022

Name	Position	Dates acted (if not for whole year)
Julie Jones ¹	Chair	Appointed as Director: 27/02/2018 Elected as Chair: 23/10/2018 Resigned: 14/12/2022
Lesley Woodhouse ¹	Chair	Appointed as Director: 18/03/2021 Elected as Chair: 01/02/2023
Dr Michelle Locke ¹	Secretary	Appointed as Director: 27/02/2018 Appointed as Secretary: 27/02/2018
Emeritus Professor Richard Howitt ²	Director-Finance	Appointed as Director: 29/08/2018 Appointed as Director-Finance: 19/05/2019
Ryan Barrett ¹	Deputy Chair	Appointed as Director: 01/07/2019 Appointed as Deputy Chair: 12/07/2020 Resigned: 23/07/2022
Lucy Schroeder ¹	Director	Appointed as Director: 14/03/2021 Resigned: 21/11/2022
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 2022-23 DSMG had no paid employees.

Volunteers

In 2022-23 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 2022-2023 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 2022-23 DSMG contracted GML for professional services to complete a Final Conservation Management Plan using Aboriginal Heritage Grant funding. Total payments for these services in the reporting period were \$15,430.

Contractors

In 2022-23 DSMG contracted services from:

- Urban Management Services (site maintenance)
- AON Insurances Brokers
- Church Army in Australia (venue hire)
- kallico Catering (catering)
- Catapult Creative (catering and event services)

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. Aunty Julie Jones was Chair until her resignation in December 2022. Ms Jones resigned after a period of ill-health and was replaced as Chair by Dharug Director Lesley Woodhouse at the first Board meeting of 2023. Ryan Barrett resigned as Deputy Chair for personal reasons in July 2022 and it was decided not to appoint a Deputy Chair at that time. Dr Michelle Locke served as Secretary and Emeritus Professor Richie Howitt AM as Director-Finance throughout the reporting period.

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.

Two new Dharug Directors were appointed in late-2022, Belinda Gibb and Steve Hughes.

The Board met principally using zoom throughout the year. This was in response not only to ongoing concerns about Covid-19 but also to allow higher levels of participation by Directors whose work and family commitments have made face to face meetings difficult to schedule. Meetings are now generally scheduled on Wednesday evenings once per month.

The company has been aiming to secure Deductible Gift Recipient status through the Australian Tax Office for two years and has found the pathway to DGR status much more complex than we anticipated. DGR status should provide the company a strong foundation for future fundraising to support our programs and activities, but 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") does not fit easily into the conventional framing of 'environmental' and 'cultural' purposes as separate domains. Similarly, 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 administrative framework of the still-colonising dominant culture of Australia consistently fails – or perhaps refuses – to recognise the entangled relationships between Country, Culture and People which DSMG champions. Having pursued constitutional changes in 2021-22 to meet the requirements for registration as a 'cultural organisation', we found that we were still unable to secure DGR recognition in the reporting period. We sought further advice from Gilbert + Tobin on legal options. They have renewed their suggestion that we explore nomination as a Public Benevolent Institution, but simply invert the patronizing language of the regulations to emphasize enablement and empowerment. The Board is awaiting further developments following changes in the ACNC leadership before making a final proposal on moving forward. We continue to work with Communities First Development (pro bono) in pursuing this important outcome.

In line with the Strategic Plan 2021-2025, the company's activities continue to be organised around four areas of strategic focus:

1. *Caring for Culture.*

DSMG will ensure full 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. We will pursue development of a Dharug Cultural Centre on the site as a permanent keeping place, and to provide performance, exhibition, educational and working spaces for Dharug community.

2. *Caring for Ngura.*

DSMG works towards rejuvenation 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. We see culturally-led ecological restoration as a priority and will work with partners to advance this goal.

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 Ngura.

4. *Caring for DSMG.*

DSMG has developed 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.

Board meetings

In the reporting period, the Board met as follows:

- 25 July 2022 (Online)
- 24 August 2022 (Online)
- 28 September 2022 (Online)
- 26 October 2022 (Online)
- 21 November 2022 (Online)
- 1 February 2023 (Online)
- 22 March 2023 (Online)
- 10 May 2023 (Online)
- 14 June 2023 (Online)

Funding

In the reporting period DSMG continued to rely primarily on grant funding. The company submitted major grant applications to the NSW Government's WestInvest and Protecting Our Places program without success. The company received grant income from progress payments for the project finalising the Conservation Management Plan for the BNI and from NSW Aboriginal Affairs to support community events on the site to acknowledge the 200th anniversary of the establishment of the BNI in 1823 and the 5th anniversary of its return to Dharug care in 2018. The events were delivered August 11-13.

A planned fee-for-service On-Country Training session for UMS's Executive Team was delivered successfully in mid-July.

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.

DSMG also offered to auspice funding for the Dharug women pursuing restoration of the late Aunty Chris Burke's beautiful vintage 35ft timber vessel, custom built in 1928, and helped to prepare a funding submission for corporate sponsorship of this project.



Koorabung, Aunty Chris Burke's beautiful timber river cruiser that Dharug women hope will be restored and operated as a modern 'nawi' (canoe) that will maintain and strengthen women's water knowledges, support training and employment of Dharug and other Indigenous people to run, maintain and operate the boat and develop river-centred caring for Country programs targeting schools, colleges, universities, tourists, government agencies and corporation (Image provided by Jo Rey0)

Sponsorships

The company sponsored the *Hidden Rookwood* and Casula Powerhouse *Mil-Pra* programs.

The 2022 Muru Award was part of the Hidden Rookwood Sculptures Exhibition at Rookwood Cemetery on Wangal Country. Amongst a strong field of First Nations artists, fabulous Barkindji artist Maddison Gibbs' awesome *Mother Scar Tree*, in which floating forms hiding in plain sight echoed and amplified the quiet, persistent, caring and creative presence of the female spirits of Dharug Ancestors. In Maddison's words "It is only when you stop to listen and watch that the spirits reveal themselves. They represent Aboriginal culture, effortlessly camouflaging and complementing the existing landscape". As part of the 30th anniversary of the Mil-Pra exhibition at the Casula Powerhouse Art Centre, DSMG was proud to be sponsor, alongside David Harding and Nabila Ansara and CPAC, of the Casula Powerhouse Aboriginal Scholarship Award. The award 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. The 2022 Award was given to Gooreng Gooreng Kabi Kabi woman Peta Link for her work *Spirit Women*. Peta's work offered a powerful representation of the moving experiences of loss and reconnection that so many First Nations women go through in reconnecting to culture, ceremony and the special place in Country after separation and removal.



Left: *Mother Scar Tree* (Artist – Maddison Gibbs) winner of the 2022 Muru Award at Hidden Rookwood. Right: *Spirit Women* (Artist – Peta Link) Winner of the 2022 Casula Powerhouse Aboriginal Scholarship Award

CHAIRS' REPORT

First, let me acknowledge and pay my respects to our Ancestors, to Dharug Elders past and present, and to our young people, who stand stronger in their culture than ever before, holding space for future generations of Dharug People living on Country.

Dharug Nura has never been ceded, and Dharug yura and culture is a proud part of the oldest living civilisation on earth. Our mob has withstood the dispossession and pain of invasion and colonisation as well as subsequent waves of cultural fracturing and intergenerational trauma, but our resilience is integral to our spirit, and it grows daily in the knowledge that our Country has been returned to our care with the responsible stewardship of DSMG at the BNI.

Second, it is my pleasure to recognise the important work undertaken by our outgoing Chair Aunty Julie Jones. Thank you, Aunty Julie, for your hard work, your guidance, and your care for DSMG, the BNI, this Country and this mob. I hope my tenure of Chair will honour and reflect your commitment.

And thirdly, I'd like to thank all our Directors for their commitment to the journey DSMG is dedicated to, that of cultural care, environmental recovery, truth telling and healing, so that Aboriginal and non-Aboriginal people may learn to belong together on Country.

It has been a busy 12 months. In July 2022, we undertook discussion with Deloitte regarding ongoing support for staff training, as well as stakeholder and community meetings at the Mt Druitt hub. We initiated a broad-ranging conversation with Parramatta Council about the feasibility of developing Kia Ora House into an office and meeting space in the heart of the CBD. And we submitted an application to the NSW Government's Westinvest infrastructure program.

As part of our ongoing cultural programs on Nura, DSMG sponsored the 2022 Muru Award as part of the Hidden Rookwood Sculptures Exhibition at Rookwood Cemetery on Wangal Country. Among a strong field of First Nations artists, Barkindji artist Maddison Gibbs' awesome *Mother Scar Tree*, in which floating forms hiding in plain sight, echoed and amplified the quiet, persistent, caring and creative presence of the female spirits of Dharug ancestors.

Aunty Julie, the program judge, commented that while many of the First Nations pieces exhibited in Hidden 2022 evoked deep thought, *Mother Scar Tree* had the immediate impact of connecting to the Ancestors and spirit in place through the hairs on your arms that tingled to attention and sensed the presence of something very special. We congratulate Maddie on this award.

Towards the end of last year, we undertook on-Country training at the BNI, and continued efforts to secure deductible gift reciprocity for DSMG. We also supported the application for funds for the historic wooden river boat *Koorabung* restoration project to amplify and sustain the extraordinary contribution and legacy of [Aunty Chris Burke](#). With the support of her partner Lesley, who owns the vessel *Koorabung*, and at the request of the Dharug women working to ensure its future, DSMG will auspice and support their efforts to repair *Koorabung* and nurture a Dharug start-up to undertake on-water cultural activities celebrating Dharug knowledges and connections to Country. Discussion was started regarding the wording of the welcome plaque for the Macquarie University History Museum. This new space brings together collections formerly housed in the University's Australian History Museum and Museum of Ancient Cultures and respectfully acknowledges Dharug history and Country.

With regards the Richmond Road upgrade and access issues for the BNI, a meeting was arranged with Transport for NSW archaeologist Felicity Barry in October last year. A follow-up meeting with TfNSW in June of this year has kept this issue front-of-mind, and DSMG is working with Blacktown Council to try to ensure ongoing safe access to the BNI and to ensure this important infrastructure upgrade proceeds with minimal negative impacts on the site.

In November DSMG was involved in the Mil-Pra exhibition at Casula Powerhouse, an event designed to celebrate the significance of First Nations peoples in our region and beyond. Sadly, our end-of-year Christmas celebrations were cancelled due to COVID, and the Board retreat scheduled for January was

unable to go ahead due to ill health and unavailability. That said, it was with great pleasure that the DSMG Board celebrated director Richie Howitt's Order of Australia. Here's hoping we get to celebrate more this year.

Early this year we undertook the Conservation Management Plan Progress Review meeting with community to ensure that the CMP reflects the deep Dharug history of the site and its place in modern Sydney's trajectory. We also established a new partnership with Greening Australia and St Clare's Catholic Secondary School, with the aim of supporting revegetation at the school, and the creation of a yarning circle, with directors Steve Hughes and Richie Howitt leading this project.

DSMG was part of the Cumberland Plain Conservation Plan session in February, and directors met with G+T to consider DGR options for the group. An application for Protecting Our Place funds was also further developed at this time, while in May, meetings with community at the BNI furthered ongoing projects, and Muru Mittigar was selected to undertake site maintenance for DSMG.

In June of this year, Steve and Richie had their first sessions at St Clare's with First Nations students as part of the school revegetation and yarning circle project, with Greening Australia. Greening Australia and Muru Mittigar also joined a collaboration to submit a major funding application for an ecological restoration program at the BNI that has just been finalised. DSMG also briefed a landscape architect for a landscape design concept to ensure that activities across the site are planned and staged carefully and with attention given to the long-term sustainable use of the site..

It's been a busy twelve months, but throughout the highs and lows, DSMG continues to strive to rejuvenate Nura through planting, revegetation, care and understanding, to make Country healthy again, and best serve the needs of our community. As a group, we are bound by the tenets of truth-telling, healing, and learning, while remembering and respecting the resilience, strength and spirit of the Ancestors.

To finish, I want to take the opportunity to thank all the DSMG directors for their ongoing support and care for this precious responsibility we share, for helping to source funding and inspire partnerships, and for their ongoing work to protect the BNI, Dharug yura and Nura.



Lesley Woodhouse
Chair

HIGHLIGHTS 2022-2023

- DSMG pursued discussions with Deloitte regarding support for staff training. While these ultimately did not progress as we were not convinced the client understood the basic goals of cultural competence, we will continue to seek opportunities to advocate recognition and respect for Dharug peoples, culture and Country.
- We hosted stakeholder and community meetings at Mt Druitt Hub to discuss progress on development of a Final Conservation Management Plan for the BNI.
- DSMG's Westinvest application was submitted with strong support from a wide range of Dharug and wider community partners. Unfortunately, it was not successful. The application sought funds to deliver major environmental improvements including installation of off-grid toilet, storage and meeting facilities at the BNI.
- We held discussions with Parramatta Council regarding the potential of Kia Ora House as a possible location for Dharug community to develop as an office and meeting space in Parramatta CBD. Again, these discussions did not bear fruit in the reporting period.
- Our successful sponsorships of and collaboration with major regional art awards (Hidden Rookwood and the AECG Mil-Pra Exhibition in its 30th year) were a great success, as was our first fee for service on-Country training session with UMS.
- Director Lucy Schroeder was recruited by United Nations for a prestigious two-year fellowship
- DSMG continued to pursue DGR status to support fundraising but continued to experience challenges as a First Nations NFP to fit into the still-colonising values reflected in the DGR rules. A meeting with

legal advisor G+TR clarified some of these issues but has seen us pull back from this activity to focus more directly on BNI-focused work.

- DSMG worked with Macquarie University's Australian History Museum to revise the wording on the museum's welcome plaque to better express recognition of and respect for Dharug peoples.
- Sadly, after a year of limited face-to-face opportunities, our Board Christmas lunch became yet another victim of the pandemic when it was cancelled due to Covid infections. The impact of the pandemic has continued to affect the company with the resignation of our dedicated Chair, Julie Jones, following continuing health and workload challenges, and restrictions on access to some opportunities as our volunteer Board juggled family and workplace related infections. This included the need to cancel our Board retreat cancelled on two occasions.
- The Board has participated in a range of consultative processes both around the BNI and more widely (eg Cumberland Plain Conservation Plan, Sydney Metro and other 'development' projects).
- February 2023
- We have developed a blossoming relationship with our closest school neighbour, St Clare's Catholic Secondary School, in their work with Greening Australia which is working towards school revegetation and creating a yarning circle on the school campus.
- In May, we hosted a community consultation day on the site which we had hoped would finalise the Conservation Management Plan, but this was disrupted by news that our consultant archaeologist had a serious bicycle accident on the morning of the meeting which required his hospitalisation and a period of seriously limited return to work activities that also delayed completion of this important project.
- In June we met with Transport for New South Wales and received a briefing on the Richmond Road Upgrade Project which has serious implications (and some valuable opportunities) affecting the BNI.
- We have also changed our maintenance provider and are very pleased to have secured the services of Dharug NFP Muru Mittigar for this ongoing work. We are also partnering with Muru Mittigar in a very promising collaboration for international funding for ecological restoration at the BNI.

3. DIRECTOR-FINANCE REPORT

Director-Finance, Emeritus Professor Richard Howitt 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.

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 (01.07.2022 – 30.06.2023)

OPENING BALANCE at 01.07.2022	\$ 93,737.33
REVENUE	TOTAL
Income Received (excl GST)	\$ 35,312.89
GST Received	\$ 1,314.04
GST Refund	\$ 3,656.00
TOTAL REVENUE	\$ 40,282.93
EXPENSES	TOTAL
Expenses (excl GST)	-\$ 59,030.49
GST Paid	-\$ 5,839.65
TOTAL EXPENSES	-\$ 64,870.14
CLOSING BALANCE (at Bank) at 30.06.2023	\$ 69,150.12

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

CASH FLOW STATEMENT (01.07.2022 – 30.06.2023)

OPENING BALANCE at 01.07.2022	\$100.00
REVENUE	TOTAL
Payments received (deposit from DSMG Operating Account)	0.00
EXPENSES	TOTAL
Payments	0.00
CLOSING BALANCE (at Bank) at 30.06.2023	\$ 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)	2023 (\$)	2022 (\$)
Bank Fees and Charges	(150.00)	(309.00)
Insurance ¹	(2,617.06)	(6,403.95)
Site Maintenance	(25,688.00)	(38,836.05)
Consultant Fees ²	(15,429.80)	(16,930.00)
Performers and Artists Fees ²	-	(5,462.52)
Major Contracts ²	(8,511.02)	-
Venue Charges	(726.61)	(1,377.93)
Sponsorships	(1,000.00)	0.00
Accounting & Audit Costs ³	(4,908.00)	(5,325.00)
Other	-	(737.50)
Income by Category (GST excl)		
Grants	25,000	28,180.00
Payments received and Donations	4,808.00	775.00
Director Contributions ⁴	5,412.39	5,350.00
Other ⁵	92.50	-

Notes:

¹ Following Board review of insurance costs, DSMG significantly reduced annual costs and increased coverage by changing to a specialist NFP broker.

² Principally catering costs for events.

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

⁴ 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 has been recorded as Directors' contributions.

⁵ DSMG received a refund from Blacktown Council for booking deposit for a venue for a meeting.

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	7,108.20	6,834.43	990.00	22,000	36,932.63
GST Collected	610.00	614.04	90.00	-	1,314.04
GST Paid	(2,642.01)	(464.80)	(1,444.88)	(1,289.00)	(5,844.69)
Payable/(refundable)	2,032.00	149.00	1,355.00	(1,289.00)	4,825.00

DSMG's 2022 Annual Information Statement was lodged with the ACNC on time.

The company identified a number of opportunities to reduce costs including issuing a tender for maintenance services and changing insurance brokers. Tighter control on costs and securing grants to support installation of basic facilities (secure storage and off-grid toilets) on the site leave us confident that we will be able to undertake a wider range of revenue generation programs and community activities at the BNI in future.

We are also confident that we will secure substantial funding in 2023-24 towards both cultural and ecological healing May 2022 and to advance planning for creation of the long wished for Dharug Cultural Centre on the BNI.

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. We will also pursue fundraising options beyond small scale project grants to pursue the Dharug community's ambitions for healing and activation at the BNI.

We were disappointed that our application for just under \$1million through the NSW Government's innovative West Invest program was not funded. The application process did, however, give us the opportunity to forge a network of professional advice and support and to refine our articulation of the community division for healing the cultural, environmental and social trauma embedded in the site and its history and to celebrate its long history as part of the wider Dharug cultural landscape.

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.

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 AM
Director-Finance and Public Officer
16.08.2023

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



Smoking UMS Staff Training on Country at the BNI, September 2022 (Image: UMS)



Undated historical views showing the BNI site during its use as a Dairy farm by Associated Dairies in the 1960s and 1970s. Note the extent of the clearance of trees from the site (Images: Jack Brook, used courtesy of Blacktown Memories website at Blacktown Library)

**DHARUG STRATEGIC MANAGEMENT GROUP
LIMITED**

ACN: 624 690277

FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2023

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

The Director's present their report on Dharug Strategic Management Group Limited for the financial year ended 30 June 2023.

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 until 14/12/2022)	27/02/2018	14/12/2022
Lesley A Woodhouse* (Chair from 1/2/2023)	18/03/2021	
Michelle L Locke* (Secretary)	27/02/2018	
Richard L Howitt (Director-Finance)	29/08/2018	
Belinda Gibb*	21/11/2022	
Steven Hughes*	21/11/2022	
Ryan A Barrett* (Co-Chair)	01/07/2019	23/07/2022
Lucy A Schroeder*	14/03/2021	21/11/2022

* Dharug Directors

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 2022-2023, 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 been supported by Communities First Development but has proved to be more complex than was first anticipated. As reported in the previous financial year, the company aimed to secure DGR status early in the 2022-2023 Financial Year to support a fundraising that would use the significant anniversaries occurring in 2023 towards funding the company's Arts & Culture programs and development of a proposed Dharug Community Cultural Hub on the BNI site. Despite a second round of constitutional amendments to meet the expectations of the Registrar of Cultural Organisations to support registration of DSMG as a Cultural Organisation, our application was still seen as needing further information and adjustment. After review of the advice from the ROCA, the Board sought further legal advice from Gilbert+Tobin, who suggested we reconsider seek registration as a Public Benevolent Institution, which brought the company back to another version of the conundrum of a Dharug-focused strategic plan trying to fit into a 'still-colonising' legal and administrative system that treats environmental and cultural domains as not only separate but incompatible and insists that PBIs focus on relieving "poverty and distress". This patronizing and degrading language in the Dharug context is seen as inappropriate as a foundation for our ambitions to provide opportunities for environmental and cultural resilience and innovation and the Board is reviewing our options for a more empowering and enabling pathway to secure DGR status.

In previous years, the Board has responded to diverse requests for submissions and comment on a range of inquiries, proposals and programs. The demands for Dharug responses to the insatiable demands of urban development, institutional review and the empty rhetoric of many industry and government actions labelled as 'acknowledgement' or 'reconciliation' or 'recognition' has stretched our capacity (and sometimes our patience) to and even beyond its limits. While DSMG recognises the need to integrate caring for Country and Culture into all aspects of urban planning, development and operations, we also recognise our primary responsibility is to focus our limited capacity onto healing and protecting the BNI site and allowing this important place to speak loudly into the difficult conversations facing our shared communities

about urban futures that are respectful, inclusive and welcoming. The Board, therefore, agreed that emphasis on delivering the community's vision for healing, justice and strength at the BNI would be prioritised in the short-to-medium timeframe.

Networking and partnering

The Board 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 have established a collaboration with St Clare's Catholic High School in Hassall Grove, our nearest local school, and Greening Australia to support native planting and development of a yarnning circle on the school campus.

We have also continued to work with our pro-bono and university partners and supporters to advance site master planning, website development, funding strategies and capacity development. The company is particularly grateful for professional and community support in developing an application for WestInvest support to establish off-grid toilet facilities at the BNI to facilitate greater use of the site.

Focusing on the design, development approval and delivery of both environmental repair and 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 2022-23 the company applied for grant funds from a range of sources.

We secured a 2022 **Aboriginal Heritage Grant** of \$20,000 (max) to finalise the Conservation Management Plan (CMP) for the whole State Heritage Listed site. We had hoped the final report for this would be completed in May 2023 but had to seek an extension for our reporting when our archaeological consultant suffered a serious bicycle accident.

We submitted our fourth application to the NSW Environment Trust for funds under the **Protecting Our Places Program**. Our application to provide improved facilities to enable Dharug community to more effectively heal the BNI site. The outcome was announced in early July 2023 and this fourth application was again unsuccessful. We remain unclear just why the NSW Environmental Trust fails to see the BNI as a place worthy of protection and support and will continue to pursue funds elsewhere to support this basic goal.

We submitted a major application under the NSW Government's WestInvest program for applied for a project titled "Celebrating Culture and Country at the Blacktown Native Institution Site". The request for \$995,000 to deliver sustainable infrastructure to facilitate culturally and environmentally sensitive community use of the BNI site. We were strongly supported by a volunteer working group of professionals and received outstanding endorsement from Dharug and other community organisation. While the application process allowed DSMG to refine and strengthen our vision for the BNI, the project was not funded. Although the application was submitted prior to the deadline, an effort to add additional support letters from key community organisations after the final submission deadline seems to have resulted in the application not being considered by the WestInvest process.

We provided On-Country experience at the BNI for UMS on a fee-for-service basis.

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 experienced several changes in the reporting period. Three Directors resigned. Dharug Director and Co-chair Ryan Barrett resigned due to poor health and the need to focus on his well-being for a period. Dharug Director Lucy Schroeder resigned to take up a role with the United Nations in Switzerland. Dharug Director and Chair since October 2018 Julie Jones resigned following technological difficulties in securing her Director ID. All three remain actively engaged and supportive of the Board as members of the company. Dharug Director Lesley Woodhouse was appointed as Chair at the first meeting after Ms Jones' resignation.

The company postponed its project with Communities First Development to develop a Board Skills Matrix and Succession Plan in the light of the need for Board renewal following the resignations of Mr Barrett and Ms Schroeder. Dharug Director Belinda Gibb is now taking leadership of that project in the new financial year.

Ten full Board meetings were held in the reporting period. An eleventh Board meeting scheduled as a

Board Retreat for 29 January was cancelled due to the unavailability of several directors due to family commitments. There was also a General Meeting of the company September 28, 2022. That meeting received the 2022 Annual Report and considered a resolution to amend the company constitution. The resolution, which was passed, proposed adding new clauses to the Constitution in order to support the company's applications for registration as a Cultural Organisation in NSW and for Deductible Gift Recipient status under the *Taxation Act*.

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 sought to advance the projects prioritised by the Board at the retreat held in 2022.

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

Director	Possible Meetings	Meetings Attended
Julie C Jones	6	5
Lesley A Woodhouse	10	9
Michelle L Locke	10	10
Richard L Howitt	10	10
Belinda Gibb	6	5
Steven Hughes	6	6
Ryan Barrett	1	0
Lucy A Schroeder	5	1

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 2023 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:



Lesley Woodhouse Chair

Dated at Sydney, this 2nd day of August 2023.



**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 2023 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 2023

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2023

	2023	2022
	\$	\$
Grants income	83,156	77,184
Fees received	4,808	-
Sundry Donation	5,412	-
Audit & Related Fees	(4,908)	(5,325)
Bank Fees and Charges	(150)	(309)
Consultant Fees	(15,430)	(16,930)
Major Contracts	(8,511)	-
Insurance	(2,617)	(6,612)
Site Maintenance Costs	(25,688)	(38,836)
Performers and Artists	-	(5,642)
Workshop Venue Charge	(727)	-
Sponsorships	(1,000)	-
Other	94	(3,530)
Surplus before income tax	34,439	-
Income tax expense	-	-
Surplus for the year	34,439	-
Other comprehensive income for the year	-	-
Total comprehensive income for the year	34,439	-

The accompanying notes form part of these financial statements.

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2023

	Note	2023 \$	2022 \$
CURRENT ASSETS			
Cash and cash equivalents	2	69,150	93,737
GST Receivable		1,289	419
TOTAL CURRENT ASSETS		70,439	94,156
NON-CURRENT ASSETS			
Land		1,000,000	1,000,000
TOTAL NON-CURRENT ASSETS		1,000,000	1,000,000
TOTAL ASSETS		1,070,439	1,094,156
CURRENT LIABILITIES			
Accrual		4,000	4,000
Grants income in advance	3	32,000	90,156
TOTAL CURRENT LIABILITIES		36,000	94,156
TOTAL LIABILITIES		36,000	94,156
NET ASSETS		1,034,439	1,000,000
EQUITY			
Accumulated surplus		1,000,000	1,000,000
Surplus for the year		34,439	-
TOTAL EQUITY		1,034,439	1,000,000

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 2023

	Accumulated Surplus	Total
	\$	\$
Balance at 30 June 2021	1,000,000	1,000,000
Surplus for the year	-	-
Balance at 30 June 2022	1,000,000	1,000,000
Surplus for the year	34,439	34,439
Balance at 30 June 2023	1,034,439	1,034,439

The accompanying notes form part of these financial statements.

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2023

	Note	2023	2022 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Government grant received		25,000	28,180
Donations from directors		5,412	5,350
Other Income		4,901	775
Payments to suppliers and employees		<u>(59,900)</u>	<u>(69,889)</u>
Net cash (used in)/provided by operating activities		(24,587)	(35,584)
Net(decrease)/increase in cash and cash equivalents held		(24,587)	(35,584)
Cash and cash equivalents at beginning of financial year		93,737	129,321
Cash and cash equivalents at end of financial year		69,150	93,737

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 2023

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 2023 were approved and authorised for issue by the Board of Directors on 2 August 2023.

(b) Cash and cash equivalents

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

(c) Operating expenses

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

(d) 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.

(e) 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 recognised only to the extent that related expenditure is recoverable.

All revenue is stated net of the amount of goods and services tax (GST).

- (f) **Goods and services tax (GST)**
This Company was registered for GST effective 1 July 2022.
- (g) **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.
- (h) **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.
- (i) **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.
- (j) **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 and cash equivalents

	2023	2022
	\$	\$
Cash at bank	69,150	93,737

Note 3 Grant Income Received in Advance

	2023	2022
	\$	\$
Opening Balance	90,156	137,330
Grants received	25,000	30,010
Amortised to Income Statement to meet expenses	(83,156)	(77,184)
	32,000	90,156

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 2023 (2022: None).

Note 7 Capital commitments

There are no capital expenditure commitments on 30 June 2023 (2022: 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:



Lesley Woodhouse

Chair



Michelle Locke

Director and Secretary

Dated at Sydney, this 22 day of August 2023



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 2023

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Morning smoke at the BNI (Image courtesy of Macquarie University, Dr J Rey and A Bigg)

CONTACT US

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The Secretary

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