



Dharug Strategic Management Group Ltd

ABN: 53624690277

The Secretary

PO Box 3042

Blaxland East NSW 2774

admin@dsmg.org.au

www.dsmg.org.au

Dharug Strategic Management Group Ltd ANNUAL REPORT 2021



Photo credits: BNI Site (R Howitt); Ngurra Bayali – Vanessa Possum (J Jones); Smoking for Welcome (R Bullido); Barayali Ngurragul – Leanne Tobin (R Bullido); Grandmother Tree – Signing into Country (R Bullido); Darug Mudyin Gulang (Darug Family Mourn/Remember) – Leanne Watson (J Jones); Ngurra Bayali – Vanessa Possum (J Jones); Smoking for Welcome (R Bullido); Always – Leanne Tobin (R Howitt); Gulbangali Dharug Nura Performance (K Ericksson)



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2021

ANNUAL REPORT

Dharug Strategic Management Group Ltd

1 July 2020-30 June 2021

OUR MISSION

The 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. It operates as an organisation for Dharug people, managed by Dharug people. Our mission is 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 value, celebrate and share Dharug culture and knowledge. We work to ensure and extend respectful recognition of Dharug people as the traditional custodians of and a continuing presence with Dharug Nura, including the Blacktown Native Institution (BNI) site, to which the company holds legal title, 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 Nura that return to Dharug care. We continue the journey in remembering and respecting the resilience, strength and spirit of the Ancestors.

As custodians of the BNI site, DSMG will foster environmental recovery, cultural celebration and commemoration, and economic opportunity on the site.

OUR VISION

Dharug Nura (Country) 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 Community Hub on the Blacktown Native site. We will deliver collaborative programs supporting recognition, acknowledgement and respect for Dharug people, culture, history and wellbeing in the context of a generous, just and sustainable Western Sydney. 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.

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

* DSMG acknowledges different spelling of Dharug language terms that reflect historical circumstances and changing community conventions. Nura is also spelled Ngurra and Ngura in different places, and DSMG has adopted this spelling until a clear community consensus on preferred spelling develops.

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 Institute 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.

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 continued until the 1970s.

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 Nura 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 US

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

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 site 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 a range of activities that will commemorate the site's colonial history, recognise and celebrate its much longer Dharug history and foster its ongoing place in Dharug futures.

OUR PEOPLE

Board members, 2020-2021

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
Dr Jo Anne Rey ¹	Director	Appointed as Director: 27/02/2018 Resigned as Director: 3/10/20
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
Corina Norman ¹	Director	Appointed as Director: 27/02/2018 Resigned as Director: 31/01/2021
Nathan Ross ²	Director	Appointed as Director: 17/06/2018 Resigned as Director: 08/08/2021
Ryan Barrett ¹	Deputy Chair	Appointed as Director: 01/07/2019 Appointed as Deputy Chair: 12/07/2020
Joel Steller ²	Director	Appointed as Director: 24/01/2020 Resigned as Director: 19/04/2021
Lesley Woodhouse ¹	Director	Appointed as Director: 18/03/2021
Lucy Schroeder ¹	Director	Appointed as Director: 14/03/2021

¹ Dharug Director

² Non-Dharug Director

Employees

In 2020-21 DSMG had no paid employees

Volunteers

In 2020-21 all DSMG Directors were volunteers.

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

- GHD Ltd (governance matters; Masterplan development)
- Gilbert & Tobin (legal matters)
- Hayes Knight (finance matters; ASIC agent)
- Communities First Development (strategic planning)

Consultants

In 2020-21 DSMG accepted paid consultancy services from:

- Directors Julie Jones and Corina Norman (project development and delivery services)
- Jenny Bisset (project administration)

Contractors

In 2020-21 DSMG contracted services from:

- Standby Forty Six (site maintenance)
- Urban Management Services (site maintenance)
- MGG Insurances Brokers
- Food to Fill (catering)
- Catapult Creative (event management, catering)

- kallico Catering (catering)
- Muru Mittigar (nursery services)

In addition, as part of **Gulbangali Dharug Nura**, DSMG commissioned and contracted a range of Dharug artists and others to prepare works and performances.

STRUCTURE & MANAGEMENT

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

In March 2020 the Board adopted a Strategic Plan 2020-21. This plan was revised and updated at workshop in October 2020. The plan identifies four areas of strategic focus, with a Board Committee guiding work in each area:

1. **Caring for Culture.** *In 2020-2021, this work was co-led by Directors Julie Jones and Corina Norman.*

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.

2. **Caring for Nura.** *In 2020-2021, this work was co-led by Directors Jo Rey, Julie Jones and Richie Howitt.*

DSMG will work 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.

3. **Caring for Community.** *In 2020-2021, this work was co-led by Directors Nathan Ross, Lucy Schroeder and Ryan Barrett.*

DSMG will foster 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.

4. **Caring for Company.** *In 2020-2021, this work was co-led by Secretary and Director Michelle Locke and Director-Finance Richie Howitt.*

DSMG will develop strong governance, and clear and effective management and staffing policies, that support sound financial and legal compliance. We will seek competent, professional staff and volunteers as resources allow, will ensure effective recruitment, support and training of Board, staff and volunteers, and will establish sustainable and effective systems for shared responsibility, transparency and accountability.

Board meetings

In the reporting period, the Board met as follows:

- 12 July 2020 (Stonecutters Ridge)
- 9 August 2020 (Online)
- 27 September 2020 (Online)
- 25 October 2020 (Lawson)
- 15 November 2020 (BNI site)
- 6 December 2020 (Eastwood)
- 31 January 2021 (Eastwood and Online)
- 2 February 2021 (Eastwood and Online)
- 14 March 2021 (Eastwood and Online)
- 24 April 2021 (Eastwood and Online)
- 16 May 2021 (Eastwood and Online)
- 13 June 2021 (Eastwood and Online)

General Meetings

There were also two General Meeting of the Company to consider proposed changes to the company Constitution:

- 31 January 2021 (Eastwood and Online)
- 24 April 2021 (Eastwood and Online)

Constitutional amendments

DSMG applied for funding under the NSW Government’s Protecting Our Places program in its 2019-2020 funding round. The company was ruled as ineligible because we did not conform to the limited range of categories recognised by the NSW Government – which included Local Aboriginal Land Councils, Aboriginal Corporations and others, but not ASIC-registered Indigenous -controlled not-for-profits. In discussion with the program staff in the Department of Environment, Energy & Science, we expressed the need to recognise that the Indigenous sector has broadened significantly in recent years, and the eligibility criteria needed to be reviewed. We also recognised that the DSMG constitution needed to ensure that its Dharug identity is clear, secure and sustained into the long-term future.

After much discussion, a set of proposed changes was presented for discussion at the company’s first General Meeting in January 2021. This meeting approved most of the proposed changes and established a working group to finalise the wording and present to a second General Meeting in April 2021. The changes create a clear constitutional protection of DSMG’s status as a Dharug community-controlled not-for-profit company. They ensure that all the company’s decision-making is resolved by a Dharug majority at all times. The changes will also strengthen the company’s application for Deductible Grant Recipient status with the Australian Taxation Office, which in turn will support increased fundraising effectiveness for environmental and cultural activities on the BNI site and across Dharug Nura into the future. A copy of the revised constitution can be found on the ACNC and DSMG websites.

HIGHLIGHTS 2020-2021

- Delivery of Gulbangali Dharug Nura project in collaboration with the Biennale of Sydney 2020, Blacktown Arts, Information+Cultural Exchange (ICE), Parramatta Council with funding from CreateNSW.
- Adoption of a refined Strategic Plan 2021-2025 with support from Indigenous Community Volunteers (now Communities First Development).
- Constitutional amendments to ensure Dharug identity and control of DSMG into the long-term future.
- Delivery of Communities Environment Program project in collaboration with Parramatta Park Trust and Muru Mittigar to reintroduce Yam Daisy plants to a section of Parramatta Park
- Adoption of key policies to guide DSMG governance, including an Epidemic and Pandemic Policy to guide DSMG through the Covid-19 Pandemic, a Communications Protocol and guidance to address the negative consequences of lateral violence across the Dharug families, communities and organisations, and more broadly within, between and across Indigenous organisations.
- Catholic Education Office Cultural Training Day onsite at the BNI.
- Appointment of two new Dharug Directors, Lesley Woodhouse and Lucy Schroeder.
- Major submissions on issues affecting Dharug community interests including issues affecting the heritage building Willow Grove in Parramatta, the EIS for the proposed Powerhouse at Parramatta, and the DPIE Social Impact Assessment Guidelines.

CHAIRS' REPORT

Warami budyari mullinawal

Before offering our Chairs' Report for 2021, we want to acknowledge and pay our respects to our Ancestors and to Dharug Elders past and present, and also to our young people who are standing stronger in their culture to support continuing Dharug futures on Nura.

Dharug Nura has never been ceded, and Dharug yura and culture have survived and persisted through the trauma and tragedies of early colonisation and subsequent waves of denial and destruction. We celebrate the return of Country to Dharug care and DSMG's growth as a responsible steward of Nura.

DSMG relies on the volunteer services of a small Board of Directors. We would like to thank all who have served as Directors in this reporting period and emphasise their efforts and dedication in really difficult times.

Two foundation directors resigned in this period to focus on other roles.

Dr Jo Rey, who served as Acting Chair for a period and as foundation Director since 2018 and part of the working group that negotiated the return of the BNI site to Dharug care, accepted appointment as a postdoctoral fellow in Indigenous Studies at Macquarie University. She continues to work closely with DSMG in her project that links the BNI site with important Dharug places at Shaws Creek and Browns Waterhole.

Corina Norman was also a foundation Director and served as part of the working group that negotiated the return of the BNI site to Dharug care. With increased pressure in her roles at Darug Nura Aboriginal Corporation and Blue Mountains Aboriginal Culture and Resource Centre, Corina felt it necessary to relinquish her role on the DSMG Board.

Our non-Dharug colleagues Nathan Ross and Joel Steller also faced increased demands from their non-DSMG roles.

We thank each of these valued colleagues for their service and contributions. We happily welcomed two new Dharug Directors to our team in early 2021 – Lucy Schroeder and Lesley Woodhouse.

These changes, along with the disruptions and challenges arising from Covid-19, have meant the company has had reduced capacity to pursue our ambitious agenda for healing Nura at the BNI site. But we are pleased to say that despite the challenges, DSMG has continued to deliver on its purpose, and has laid foundations for strong futures as we move towards the 2023 commemoration of the bicentenary of the creation of the BNI in 1823 and celebration of the 5th anniversary of its return to Dharug care.

This year we have maintained and developed our relationships with many partners, including Blacktown City Council, Blacktown Arts, ICE, Parramatta City Council, GML, Catholic Education (Diocese of Parramatta), UMS, Communities First Development, Greening Australia, Muru Mittigar, Rookwood General Cemetery, Casula Powerhouse, Ventia, Parramatta Park Trust, Sydney Olympic Park, Australian Institute of Landscape Architects, Klas Eriksson at Makers Only and Paul Osborne from Catapult. We have also been grateful for continuing support (often pro bono) from Hayes Knight, Gilbert & Tobin and GHD.

DSMG has continued applying for grants, with differing degrees of success. However, every outcome has provided an opportunity to converse and learn from.

The Covid pandemic has continued to heavily impact our work, particularly disrupting our delivery of our Biennale Nirin Project – Gulbangali Dharug Nura – funded by Create NSW. With approval of revised schedules, we prevailed and a final weekend of activities involving art, education and performances was delivered on the BNI site in May. The program was a fantastic springboard for building relationships and understanding and it felt terrific to finalise the project. We delivered our final project report on time in July and look forward to further events on the site around our developing plans for 2023. Huge thanks to all involved over many many months in planning, replanning and delivering Gulbangali Dharug Nura.

We also successfully finalised a second small project to reintroduce yam daisies to Parramatta Park with Communities Environment Program funding – again disrupted by Covid, but a successful collaboration with Parramatta Park and a great day learning about plants, places and people together.

Both these projects are documented in terrific and emotive videos that are available on the DSMG website (or soon will be).

One of our major achievements for the year was revision of our Constitution to ensure that DSMG remains a Dharug-controlled and Dharug-focused organisation into the future. The revised constitution has been registered with the Australian Securities and Investments Commission (ASIC) and is available on the DSMG website.

The Board has also put a lot of effort into developing strong governance and accountability processes through our annual retreats. Our revised Strategic Plan was put in place in late-2020 and our 2021 retreat in December was focused on revitalising the Board and building capacity and programs to begin revegetation of the BNI site and managing the heritage and Dharug cultural values of the site in preparation for 2023 activities.

In summing up, we feel extremely privileged to be entrusted as co-chairs to lead the DSMG Board. Our volunteer Board fosters positivity, raises spirits, offers endless support to each other and to the wider Dharug community and gives time generously often sacrificing precious family time to progress DSMG and the BNI. It's truly humbling to work as part of such a wonderful and collegial team.

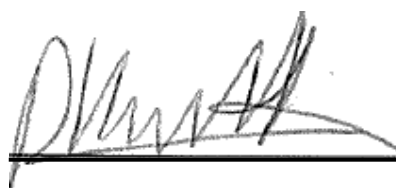
May we have an even more successful year ahead as we chase down funds and partnerships and work towards protection and awareness for the BNI and Dharug yura and Nura.

Sincere regards and best wishes to all.

Didjurigur



Julie Jones
Co-Chair
6 January 2022



Ryan Barrett
Co-Chair
6 January 2022

DSMG'S OBJECTIVES AND ACTIVITIES

The company was established in February 2018 in order to receive title to the Blacktown Native Institution site from the NSW Government and 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. The scope of the company's activities at establishment was focused on:

- (a) Remembering and respecting the resilience, strength and spirit of the ancestors on their paths already walked;
- (b) Recognising the Dharug people as the traditional custodians of Dharug Nura and undertaking the responsibilities and obligations as custodians to care for Country and all life;
- (c) fostering strong relationships between Aboriginal and non-Aboriginal Australians to walk together along the reconciliation journey;
- (d) undertaking cultural responsibilities on Country and promoting the connection to their land and community. This involves the rights for and between Dharug people to practise and participate in traditional knowledge, culture and ceremony; and
- (e) celebrating and sharing the culture and traditional knowledge of the Dharug people with the broader community

The majority of the Board identify as Dharug and the position of Chair and Secretary have always been held by Dharug Directors. In 2020-2021 three Directors resigned in response to the demands of non-DSMG commitments. Two new Dharug Directors were appointed in early 2021.

Significant effort was committed to identifying and applying for grant funding for environmental activities on the BNI site, with grants submitted in early-2021 for three Aboriginal Cultural Heritage Grants aimed at finalising the Conservation Management plan for the site (\$20,000), revegetating the area along Rooty Hill Road South and the adjacent drainage line (\$70,000) and a community recognition program (\$50,000), and Protecting Our Places program funding to undertake revegetation in the core of the site (\$80,000). Unfortunately, only the first of these applications was successful and DSMG will review funding opportunities for the coming year.

DSMG also undertook engagement with a number of external stakeholders to advance wider community recognition of Dharug people and to protect Dharug Nura. Despite an historic agreement with the Museum of Applied Arts and Sciences signed in early-2020, the company found itself in disagreement with the Museum regarding development of the Powerhouse at Parramatta. The Museum has failed to observe its commitments under our agreement, and DSMG made submissions on shortcomings we identified in the Environmental Impact Statement for the new building in Parramatta, and to a NSW Parliamentary Inquiry. Our efforts to save the previously heritage-listed Willow House was joined by resident and union programs. We also made a submission commenting on the NSW Government's new Social Impact Assessment Guidelines as we see the importance of ensuring consideration of social and cultural issues is integrated early in project assessment processes.

DSMG continues to work with Blacktown Council on proposed stormwater management and tree planting developments adjacent to the BNI site affecting Bells Creek and with Greening Australia and other groups to support work on the site. We also continue to work with Parramatta Council and a range of other government agencies and industry partners.

DIRECTOR-FINANCE'S REPORT

Director-Finance, Emeritus Professor Richard Howitt BA (Hons), Dip Ed (1978) *University of Newcastle*; PhD (1986) *UNSW* PGCert 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 has agreed to manage administration of our GST reporting without charge for 2020-2021 Financial Year. The company's audited financial report is attached at the end of this report.

Only one grant was received in the reporting period:

- A discretionary grant from Parramatta City Council of \$10,000 to support digital output documenting the Gulbargali Dharug Nura project.

Other income was received from Blacktown Council and by way of Director donation of sitting fees received for meetings of the Powerhouse at Parramatta Community Reference Group.

The following expenses were incurred:

• Recurrent Bank Fees and charges	\$ 309.00
• Insurance costs	\$ 4,812.93
• Site maintenance costs	\$ 14,979.66
• Venue Charges	\$ 772.72
• Consultant fees	\$ 47,138.79
• Artist & performer fees	\$ 19,015.06
• Reimbursements	\$ -
• Sponsorships	\$ 2,818.18
• Major Contracts	\$ 139,986.80
• Other	\$ 2,475.50
• Audit costs	\$ 4,000.00

The company lodged Business Activity Statements for GST purposes quarterly throughout the reporting period.

BAS SUMMARY	Q1	Q2	Q3	Q4	Total
Sales	-	-	148,500.00	-	148,500.00
GST Collected	-	-	13,500.00	-	13,500.00
GST Paid	(216.46)	(3,386.90)	(1,359.51)	(12,009.19)	(16,972.06)
Payable/(refundable)	(216.46)	(3,386.90)	12,140.49	(12,009.19)	(3,472.06)

Following Board changes and arising from problems with the previously registered ASIC agent, it was realised that the company's ASIC information was out of date. Following discussions with our accountant at Hayes Knight, that company agreed to act pro bono as our ASIC agent and has filed updated information returns with ASIC. Our 2020 Annual Information Statement was lodged with the ACNC on time.

The company faces routine operating costs of about \$30,000 per year in excess of any project-specific costs and securing a cashflow that is able to support meeting these costs is a high priority. The company is developing fee-for-service cultural immersion workshops and on-site cultural experience activities for government, education and industry partners as a foundation for financial security. Directors also direct sitting fees for a range of consultative roles to DSMG to provide discretionary income to the company.

There is increasing expectation for DSMG to contribute to a range of consultative activities and this is expected to provide a more reliable income stream in 2022.

DSMG supported Indigenous Arts in western and southwestern Sydney through sponsorships to Hidden, the Rookwood Cemetery Arts Program, and the Casula Powerhouse program in the AECG Mil-Pra awards. We see these activities as important activities to give voice to Dharug Nura.

The company paid two Directors as consultants in 2020-21 to provide services required by the Gulbangi Dharug Nura project funded by a CreateNSW grant. The company's constitution (Rule 8.6(b)) permits payments to Directors for goods and services. On the recommendation of an external consultant and following extensive efforts to secure a Project Manager for the project, it was agreed that Julie Jones and Corina Norman should be contracted to provide project management services that they were uniquely qualified to deliver. I note the company's appreciation that all Directors' in-kind contributions to that project, which totalled over 200 hours, representing more than \$49,000 of value to the project. We note with appreciation that Corina Norman continued her consultancy service after her resignation as Director.

In 2020-21 DSMG's financial focus was deeply affected by the Covid-19 pandemic which disrupted project delivery in grant-funded activities – requiring funder approval of variation in conditions.

Our experience continues to emphasise the need for DSMG to reduce reliance on program-based grants and to secure both a modest revenue stream to support our basic operations and site maintenance obligations, and wider fundraising options to pursue our ambitions for healing and activation at the BNI site. Following successful trialling of an on-site cultural experience with senior staff of Ventia, and with Catholic Education Diocese of Parramatta during the Gulbangi Dharug Nura project, DSMG is developing a fee-for-service program that will offer cultural awareness and related training to corporate partners on the BNI site. We have also adopted a fee schedule to allow off-site participation in consultative and other processes. This and related social enterprise development activities will allow DSMG to meet its ongoing operational costs.

Fundraising for larger projects to heal the site, activate it with cultural and ceremonial activities and to install facilities on site to support these projects is a greater challenge. While we will continue to seek funding through various grant programs, we have decided to seek DGR status and revisit our Strategic Plan to sharpen our fundraising focus.

DECLARATION

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

- (a) 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
- (b) 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
07.11.2021

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

FINANCIAL STATEMENT

OPENING BALANCE at 1 July 2020 **\$ 230,539.85**

REVENUE**Cash receipts¹**

Blacktown Council ²	135,000.00
Ethos Urban ³	2,100.00

Grant receipts¹

Parramatta Council	10,000.00
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TOTAL REVENUE

\$ 147,100.00

EXPENSES**Payments¹**

Bank fees and charges	309.00
Insurance costs	4,812.93
Site maintenance costs	14,979.66
Venue Charges	772.72
Consultant fees ⁴	47,138.79
Artist and Performer fees	19,015.06
Reimbursements	-
Sponsorships & Prizes	3,000.00
Major Contracts	139,986.80
Other, including Board workshop costs	2,475.50
Audit costs	4,000.00
	236,489.53

TOTAL EXPENSES

\$ 236,489.53

GST Collected on Sales⁵

13,500.00

GST BAS payments to ATO⁵

(8,538.00)

CLOSING BALANCE @ 30.06.21

\$146,112.32

BALANCE at BANK @ 30.06.21

\$129,321.15

NOTES:

¹ Income and expenses are reported excluding GST.

² This amount includes Blacktown Council's cash contribution to Gulbangali Dharug Nura and to future collaborative activities in 2021-22.

³ Directors Julie Jones (Chair) and Dr Michelle Locke (Secretary) donated sitting fees from meetings of the Community Reference Group for the Powerhouse at Parramatta to DSMG.

⁴ To ensure delivery of the Gulbangali Dharug Nura project, DSMG continued to use consultancy services provided by Julie Jones and Corina Norman. Ms Jones is Chair of DSMG but took no part in any decisions regarding terms of her contracted services. Ms Norman was a Director for some of the period of her contract and also took no part in any decisions regarding terms of her contracted services. The Board approved contracts for these services in accordance with the provisions of the company's constitution. Other consultancy services were also secured for delivery and acquittal of the project.

⁵ At the end of the Financial Year the company's GST situation represented a net asset of \$12,010.06.

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690277

FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2021

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DIRECTORS' REPORT FOR THE YEAR ENDED 30 JUNE 2021

The Director's present their report on Dharug Strategic Management Group Limited for the financial year ended 30 June 2021.

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	27/02/2018	
Michelle L Locke	27/02/2018	
Corina A Norman	27/02/2018	31/01/2021
Jo A Rey	27/02/2018	3/10/2020
Nathan M Ross	28/08/2018	
Richard L Howitt	29/08/2018	
Ryan A Barrett	01/07/2019	
Joel Steller	24/01/2020	19/04/2021
Lucy A Schroeder	14/03/2021	
Lesley A Woodhouse	18/03/2021	

The Directors have been in office since the start of the financial year to the date of this report unless otherwise stated. Please note that Mr Ross resigned as Director after the reporting period on August 8, 2021.

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 site.

In the reporting period, the prolonged pandemic that continues to affect so many aspects of Sydney's creative and economic activities, severely disrupted the company's activities. Most significantly, our collaborative project with the Biennale of Sydney 2020 faced delays and pivoted to digital delivery and rescheduled on-site activity, following approval of variations by our funding partner Create NSW.

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 Blacktown Native Institution site, to which the company holds legal title, and to promote connection to Nura and community through culture and ceremony.

DSMG focuses on four inter-related strategic goals:

- Caring for Country
- Caring for Culture
- Caring for Community
- Caring for the Company

Short-term objectives

In 2020-2021, the Company's short-term objectives were:

Caring for Country:

- To advance planning, funding, and action towards ecological restoration of the BNI site and deliver on the Yam Daisy Project in Parramatta Park.

Caring for Culture:

- To complete delivery of the Gulbangali Dharug Nura project within the restrictions and disruptions arising from the pandemic.

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.

Caring for the Company:

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

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, storying, 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 company's Strategic Plan, adopted in March 2020, was reviewed and revised at the Board Retreat in October 2020 with pro bono support from Community First Development. The revised plan was formally adopted by the Board in December 2020. The Board continued to work towards securing Deductible Grant Recipient Status with the Australian Taxation Office as a foundation for future fundraising strategies.

Networking and partnering

The Board has continued to meet with local government and industry supporters, pursue grant funding and build relationships that foster recognition and understanding of the BNI site.

We note that our ground-breaking partnership 2020 agreement with the Museum of Applied Arts and Sciences has faced difficulties arising from the perceived failure of MAAS to observe the spirit of the agreement in its pursuit of development of the Powerhouse at Parramatta in ways that the company has concluded are inconsistent with Dharug values and the community's interests and aspirations.

The company's network of pro-bono and university partners and supporters supported advanced site master planning, website development, funding strategies and capacity development during the reporting period, including presentation of a Final Masterplan for the site.

Funding

In 2020-21 the company received funds from Blacktown and Parramatta Council to support the Gulbangali Dharug Nura project. Three applications were submitted for Aboriginal Heritage Funding, with an application for funds to finalise the Conservation Management Plan for the site in partnership with GML archaeological consultants successful. An application for Protecting Our Places funds to commence revegetation activities was submitted, but no announcements have been made as yet.

Governance, Leadership and Board Development

Three Directors resigned in the reporting period. Directors Dr Jo Ann Rey and Ms Corina Norman were inaugural Directors appointed at the establishment of the company. Dr Rey was awarded a postdoctoral fellowship at Macquarie University and found the workload involved precluded her continuing as a Director. She continues a close relationship with DSMG as her postdoctoral project focuses on Dharug Nura. Ms Norman also resigned as she was facing unsustainable workloads arising from her roles on Dharug Ngura Aboriginal Corporation, Aboriginal Culture and Resource Centre, and a new Dharug Language program as well as the impact of a period of ill-health. Mr Joel Stellar, who joined the Board in early-2020 found himself unable to continue in the role after taking a new position in the not-for-profit community services sector.

The Board held its second annual retreat workshop in order to review the Strategic Plan, reassess risks in the changing environment arising from the pandemic, and set key priorities for the future. The Board benefitted from a second round of pro bono support from external consultant Russell Jaffe through Communities First development.

In response to DSMG being found ineligible for funding in 2020 under the Protecting Our Places program led to a detailed consideration of the need to ensure DSMG remains an organisation for Dharug people, managed by Dharug people into the long-term future. This led to a proposal to seek approval of constitutional changes to secure the company's public identity as a Dharug company. These amendments were passed in two general meetings of the company in early-2021.

The company continued to prepare to apply for Deductible Grant Recipient status with the Australian Tax Office as a foundation for future fundraising to support cultural and environmental programs on the BNI site. This activity was also supported by Communities First Development but delayed as attention was focused in project completion on existing commitments.

Performance measures

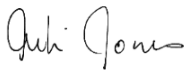
The following measures are used within the Company to monitor performance:

- 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.

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 2021 has been received and can be found on page 5 of the financial report.

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



Julie Jones Chair

Dated at Sydney, this 30th day of November 2021

**AUDITOR'S 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 my knowledge and belief, during the year ended 30 June 2021, 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.



Pran Rathod - Director Audit Services
Registered Company Auditor

Dated at Sydney, this 30th November 2021

**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2021**

	2021	2020
	\$	\$
Grants Received	234,210	124,997
Sundry Donation	2,100	-
Audit & Related Fees	(4,000)	(4,400)
Bank Fees and Charges	(309)	(300)
Consultant Fees	(47,139)	(103,122)
Major Contracts	(139,987)	-
Insurance	(4,813)	(5,000)
Site Maintenance Costs	(14,980)	(10,450)
Performers and Artists	(19,015)	-
Workshop Venue Charge	(773)	(954)
Sponsorships	(2,818)	-
Reimbursements	-	(771)
Other	(2,476)	-
Surplus before income tax	-	-
Income tax expense	-	-
Surplus for the year	-	-
Other comprehensive income for the year	-	-
Total comprehensive income for the year	-	-

The accompanying notes form part of these financial statements.

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2021

	Note	2021	2020
		\$	\$
CURRENT ASSETS	2		
Cash and cash equivalents		129,321	230,541
GST Receivable		12,009	-
TOTAL CURRENT ASSETS		<u>141,330</u>	<u>230,541</u>
NON-CURRENT ASSETS			
Land		1,000,000	1,000,000
TOTAL NON-CURRENT ASSETS		<u>1,000,000</u>	<u>1,000,000</u>
TOTAL ASSETS		<u><u>1,141,330</u></u>	<u><u>1,230,541</u></u>
CURRENT LIABILITIES			
Accrual		4,000	4,000
Grants income in advance	3	137,330	226,541
TOTAL CURRENT LIABILITIES		<u>141,330</u>	<u>230,541</u>
TOTAL LIABILITIES		<u>141,330</u>	<u>230,541</u>
NET ASSETS		<u>1,000,000</u>	<u>1,000,000</u>
EQUITY			
Accumulated surplus		1,000,000	1,000,000
TOTAL EQUITY		<u>1,000,000</u>	<u>1,000,000</u>

The accompanying notes form part of these financial statements.

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2021

	Accumulated Surplus \$	Total \$
Balance at 01 July 2020	1,000,000	1,000,000
Surplus for the year	-	-
Balance at 30 June 2020	1,000,000	1,000,000
Surplus for the year	-	-
Balance at 30 June 2021	1,000,000	1,000,000

The accompanying notes form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2021

	Note	2021 \$	2020 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Government grant received		10,000	18,000
Donations from directors		2,100	-
Other Income		148,500	-
Payments to suppliers and employees		(261,820)	(124,997)
Net cash used in operating activities		(101,220)	(106,997)
Net decrease in cash and cash equivalents held		<u>(101,220)</u>	<u>(106,997)</u>
Cash and cash equivalents at beginning of financial year		230,541	337,538
Cash and cash equivalents at end of financial year	2	<u>129,321</u>	<u>230,541</u>

The accompanying notes form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2021

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 - Reduced 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 2021 were approved and authorised for issue by the Board of Directors on 7 November 2021.

(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.

(f) Goods and services tax (GST)

This Company was registered for GST effective 1 July 2020.

All revenue is stated net of the amount of goods and services tax (GST). The company was registered for GST throughout the financial year and made all BAS returns on time.

(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 2019. 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

	2021	2020
	\$	\$
Cash at bank	<u>129,321</u>	<u>230,541</u>

Note 3 Grant Income Received in Advance

	2021	2020
	\$	\$
Opening Balance	226,541	333,538
Grants received this year	145,000	18,000
Amortised to Income Statement to meet expenses	(234,211)	(124,997)
	<u>137,330</u>	<u>226,541</u>

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 except as follows: Two directors (Ms Jones and Ms Norman) were engaged as consultants to deliver services to ensure completion of the Gulbangali Dharug Nura project following failure to secure any interest from suitably qualified individuals for the role when we went to market. We sought and received advice from PwC Indigenous Consulting regarding the arrangement and the directors involved played no part in Board meetings to consider and approve the arrangements.

(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 2021 (2020: None).

Note 7 Capital commitments

There are no capital expenditure commitments on 30 June 2021 (2020: 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 situation 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

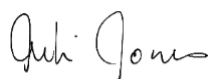
DIRECTORS' DECLARATION

The directors have determined that the company is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies described in Note 1 to the financial statements.

The directors of the company declare that:

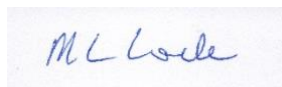
1. The financial statements and notes, as set out on page 5 to 11, are in accordance with the Corporations Act 2001 and:
 - a) comply with Accounting Standards - Reduced Disclosure Requirements;
 - b) give a true and fair view of the Company's financial position as at 30 June 2021 and of its performance 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 Jones

Chair



Michelle Locke

Director

Dated at Sydney, this 30th day of November 2021

CONTACT US

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The Secretary

PO Box 3042

Blaxland East NSW 2774

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