



Dharug Strategic Management Group Ltd

ABN: 53624690277

The Secretary

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2019

ANNUAL REPORT

Dharug Strategic Management Group Ltd

1 July 2018-30 June 2019

Our mission

The Dharug Strategic Management Group Ltd (DSMG) is a not-for-profit company and registered charity that 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 recognise the Dharug people as the traditional custodians of Dharug Nura, including the Blacktown Native Institution site, to which the company holds legal title, and to promote connection to Country and community through culture and ceremony. We continue the journey in remembering and respecting the resilience, strength and spirit of the Ancestors.

As custodians of the Blacktown Native Institution site, DSMG will foster cultural celebration and commemoration, environmental recovery, 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 and respect of 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

DSMG was established in early-2018 as a public company limited by guarantee. Its 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 will act to exercise care and stewardship over elements of Dharug Nura that return to Dharug care.

In October 2018, the company was granted title to the site of the Blacktown Native Institution. 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.

* 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.

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 Native Institution 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. Thus, the Blacktown Native Institution 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 sees will nurture Dharug futures.

ABOUT US

DSMG was established after more than seven years of community consultation and negotiation about the future management of the site of the Blacktown Native Institution in Oakhurst in western Sydney. 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

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 On leave as Chair: 01/11/2019 – 01/03/2020
Dr Jo Anne Rey ¹	Acting Chair	Appointed as Director: 27/02/2018 Elected as Acting Chair: 01/11/2019
Michelle Locke ¹	Secretary	Appointed as Director: 27/02/2018 Appointed as Secretary: 27/02/2018
Emeritus Professor Richard Howitt ³	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
Nathan Ross ²	Director	Appointed as Director: 17/06/2018
Marcus Hughes ²	Director	Appointed as Director: 24/02/2019 Resigned as Director: 06/06/2019
Ryan Barrett ¹	Director	Appointed as Director: 01/07/2019
Dr Shane Smithers ¹	Chair	Appointed as Director: 27/02/2018 Elected as Chair: 27/02/2018 Resigned as Director: 22/10/2018
Peter Lee ¹	Director	Appointed as Director: 05/10/2018 Resigned as Director: 16/05/2019
Joel Steller ³	Director	Appointed as Director: 24/01/2020

¹ Dharug community member

² Other Indigenous person

³ Non-Indigenous person

Employees

In 2018 and 2019 DSMG had no paid employees

Volunteers

In 2018 and 2019 all DSMG Directors were volunteers.

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

- GHD Ltd (governance matters)
- Gilbert & Tobin (legal matters)
- Hayes Knight (finance matters)

Consultants

In 2018 and 2019 DSMG accepted paid consultancy services from:

- pwc (grant governance and project delivery matters)

Note that no invoices for these services were received in the reporting period to 30 June 2019.

STRUCTURE & MANAGEMENT

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

The Board identifies four areas of strategic focus, with a Board Committee guiding work in each area:

1. **Caring for Culture.** This work is co-led by Director Ms Julie Jones and Director Ms 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 Country.** This work is led by Director and Acting Chair Dr Jo Rey. 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.** This work is led by Director Mr Nathan Ross. 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.** This work is led by Director-Finance Emeritus Professor 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 sound systems for shared responsibility, transparency and accountability.

The company is governed by its Constitution. The Board has generally met monthly during the reporting period, with meetings held as follows:

- 3 June 2018 (Penrith)
- 17 June 2018 (Parramatta)
- 11 August 2018 (Parramatta)
- 22 September 2018 (Parramatta)
- 24 September 2018 (Teleconference)
- 23 October 2019 (Oakhurst)
- 21 November 2018 (teleconference)
- 2 December 2018 (Eastwood)
- 11 January 2019 (Yarramundi)
- 24 February 2019 (Newington)
- 3 March 2019 (Ultimo)
- 7 April 2019 (Seven Hills)
- 19 May 2019 (Seven Hills)
- 9 June 2019 (Seven Hills)

Subsequent to the reporting period, the Board has continued to meet monthly, with meetings held as follows:

- 28 July 2019 (Seven Hills)
- 18 August 2019 (Colebee)
- 8 September 2019 (Windsor)
- 20 October 2019 (postponed due to illness and other commitments)
- 27 October 2019 (Mt Druitt, community consultative meeting)
- 8-10 November 2019 (Lawson, strategic planning retreat)
- 24 November 2019 (Eastwood)
- 12 December 2019 (Eastwood)

ACTING CHAIRPERSON'S REPORT**DR JO ANNE REY****A CALENDAR OF SUCCESSES, ACHIEVEMENTS AND CHANGE**

Warami and welcome to this first Chairperson's Report for DSMG Ltd.

I am honoured to open this report with our shared acknowledgement of Country and Ancestors, and our celebration of the return of the BNI site back into Dharug hands.

As noted elsewhere this is a massive achievement, an outcome of an amazing journey across not just the 5 years that involved several of the current and former Directors but represented the culmination of cross-generational ambition since colonisation days and the Institution's formation. The event that saw the fulfilment of that ambition was held on 13th October, 2018, and marked the historic occasion by bringing together Dharug community, the local and State arms of government, (Blacktown City Council and Landcom), their agencies (GHD, Blacktown Art Centre, MCA and others), and other sections of the broader community. With ceremony and heart-warming celebration, through smoking, speeches and corroboree, the event marked a space of harmony and inclusiveness. When the rain fell, and the kangaroos arrived, we knew that Nura was acknowledging the continuity of our Ancestors, and our connections and a new phase was commencing. It meant we had to move from fighting for our land back, to managing the new realities of trusteeship.

Achievements to date have included:

- Developing our governance structures and policies, including a successful workshop with ICV to develop the company's strategic plan 2020-2022;
- Establishing a sub-committee structure to foster a range of DSMG programs underpinned by caring. We have four board sub-committees focussing on Caring for Country, Caring for Culture, Caring for Community and Caring for Company. Each will report at our board meetings and take responsibility for leading initiatives that deliver on our strategic goals;
- Establishing mechanisms for banking, accounting and the company's legal responsibilities;
- Developing a website that offers an effective public interface for DSMG and which will go live in early-2020;
- Opening ourselves to input from the broader Dharug community through our Dharug peak bodies network, which has established a way of being inclusive and non-hierarchical in our relationships with other Dharug organisations;
- Extending our relationships with local government (particularly Blacktown and Parramatta), industry and community sectors including continuing relationships with long term supporters such as GHD, Greening Australia, Gilbert & Tobin, Landcom and others;
- Successfully achieving the funding for the Biennale as our next major activation of the site;
- Getting the grass cut – not to be underestimated in its importance; and
- Receiving, alongside GHD, Blacktown Arts, Blacktown Council, C3West and Landcom, the 2019 Indigenous Award of the International Association for Public Participation (IAP2) in recognition of our excellence in public participation through the development of an outstanding project on the BNI site.

While DSMG is still developing our revenue streams through pursuit of project-specific grants and donations and other activities, I would like to acknowledge the financial donations made by Board members as important. Even more significant has been their donation of time, energy and goodwill. This has been overwhelmingly significant in building DSMG into a sustainable and effective Dharug organisation. I thank each of our current and past Directors for their contribution to our incredible achievement.

DSMG is a very young not-for-profit company and following our incorporation and receiving title to the BNI site some changes have already taken place, reflecting the rapidly changing context in which we operate.

Moving from our focus on negotiation into the management role of managing the BNI site and developing DSMG as a Dharug not-for-profit company has required a wider set of different skills. Moving from the Interim Working Group to the Dharug Strategic Management Group Ltd. wasn't just a change in title. We also recognised we had to have active, committed Board members, with skills that could take us forward.

We have been blessed to have come onto the Board Emeritus Professor Richie Howitt, whose life-long commitments to working with Indigenous communities has meant we receive the benefit of his experience in negotiation, management, governance and perceptive insight. Professor Howitt has also brought experience in corporate governance as a Graduate of the Institute of Australian Company Directors and an Associate Member of the Institute of Community Directors of Australia.

Nathan Ross, a Wakka Wakka man with strong connections to family and community in Queensland, and a long history of engagement in Western Sydney, brings a passion for enhancing Indigenous people through work, training and business entrepreneurship, that brings people and opportunities together. These connections and his experience greatly enhance DSMG's ability to bring benefit to the Dharug and broader Indigenous community of Western Sydney going forward.

Ryan Barrett, a young Dharug man, brings his developing legal expertise to the table, and will be of enormous assistance going forward

We also welcomed Joel Steller to the board in early-2020. Joel's participation in the Interim Working Group demonstrated his strong commitment and abilities in planning and strategic management.

Personal commitments have also instigated change, as some Board members have stepped down from active involvement for the time being, these include Shane Smithers, Peter Lee, Marcus Hughes, and more recently Julie-Jones who is currently taking a short Leave of Absence from her role as Chair. While change is inevitable, it offers opportunity for refreshment, and enhanced sustainability of the Board. I would like to acknowledge the valuable contributions made by Shane, Peter and Marcus and look forward to their continued support for DSMG and the Dharug communities.

PLANS FOR DHARUG FUTURES

Under the impetus of Caring for Culture, the roll out of the BNI site's engagement with the Biennale of Sydney 2020 is happening over the first and second quarter of 2020, with several events that will activate the site, draw crowds of people from diverse backgrounds, demonstrate DSMG's ability to not only manage the site, but enhance its connectivity, improve its wellbeing, and strengthen Dharug community.

Plans are underway to secure funding under our Caring for Country initiatives, including managing alignment of Blacktown City's stormwater and drainage management activities adjacent to the BNI site with our own strategies to secure cohesion in the physical, spiritual, cultural and community regeneration of the site. In association with this, bringing important representatives from various sectors together to discuss ways to fund future initiatives on the site is also being planned.

Bringing our initiatives to fruition will both strengthen and act as caring for Community, as the amenity of the site is lifted, and in the process strengthen and act as caring for Company as it is recognised that our skill base, our commitment and our determination is enhanced by working together.

Didgerigur



Dr Jo Anne Rey
Acting Chair
20 February 2020

OUR 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.

The initial Board comprised members of the Interim Working Group who had been involved in discussions with Landcom and consultation with the wider Dharug community over a long period. In May 2018, invitations were extended to individuals whose skill set was identified as valuable to the development of the company into the future. Directors Nathan Ross and Richard Howitt joined the Board in June 2018.

The initial period of the company's development was focused on finalising negotiations about the BNI site, recruiting suitable directors, establishing governance and accountability processes, and ensuring financial compliance.

Handover of title to the Blacktown Native Institution site was celebrated on the site on 13 October 2018, with support from Landcom, GHD and members of the Dharug community.

Following his successful leadership of negotiations with Landcom and the handover of title to the BNI site, Dr Shane Smithers resigned as Chair and Director of DSMG to focus on a range of personal matters.

Part of the handover agreement included provision of two \$50,000 payments to DSMG to support maintenance of the site and the initial development of the company. Funds were applied to necessary insurances, banking fees and mowing and maintenance of the site and incidental costs. The second payment was requested in May 2019 and paid by Landcom on receipt of our progress report.

In November 2018, DSMG applied for CreateNSW funding to support participation in the Biennale of Sydney 2020. The project was developed as a partnership with Blacktown Arts (Blacktown City Council), Museum of Contemporary Art and the Biennale of Sydney and a grant of \$250,000 to facilitate the inclusion of the BNI site as an artist in the Biennale was accepted in February 2019. A

Caring for Culture sub-committee led by Julie Jones and Corina Norman was established to manage delivery of this project.

A number of issues delayed commencement of work on the grant project. It was initially anticipated that the grant would employ a project director, and substantial effort was given to development and approval of policies and procedures to establish DSMG as an employer. These are now in place. It proved impossible to secure a suitable person to undertake the role anticipated in the grant, and subsequent to the reporting period, pwc was engaged to offer advice and a grant variation has been requested. On pwc's advice, the company has asked two suitably experienced directors (Julie Jones and Corina Norman) to provide consultancy services on an arms-length basis to the Board in order to ensure compliance with the grant conditions and delivery of the project in 2020. As a result of these delays, however, no grant moneys were expended up to June 30, 2019.

Throughout the reporting period, the Board has also been exploring opportunities for grants and development of relationships that will advance the key goals of the company. In particular, the company has had discussions with Blacktown Council and Parramatta Council regarding support for DSM, and has renewed and strengthened relationships with GHD, Greening Australia and key Dharug and community groups.

After the reporting period, in August 2019, Blacktown Council informed DSMG of proposed stormwater management developments adjacent to the BNI sit affecting Bells Creek. DSMG prepared comment on the proposed work and is now developing proposals for grant funding to coordinate our own site planning and revegetation with Blacktown Council activities.

After the reporting period, DSMG also had support from Indigenous Community Volunteers to undertake a two-day strategic planning workshop, which has produced our draft strategic plan 2020-2022, and a stronger focus on strategic goals, risk management and project delivery.

A key goal for DSMG has been to develop a stronger and more effective web presence. With support from student interns from Macquarie University, a website has been developed that will improve both external and internal communication and the company's public visibility. The website is now in its final phase of development and we hope to have it publicly accessible in February 2020.

SECTION 3

OUR FINANCES

TREASURER'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

Richie HOWITT accepted the role of Director - Finance in May 2018. He was previously Professor in the Department of Geography and Planning at Macquarie University, where he worked for 25 years, supervised over thirty PhD students to completion and represented staff on the University's governing Council for two terms. He is a graduate of the AICD Company Director's Course (May 2018) and NSW Justice of the Peace. Richie's background includes experience in education, research, government and community development. He managed Macquarie University's innovative partnership with Ryde City Council 2012-17.

CORPORATE INFORMATION

ABN 53 624 690 277

Bankers ANZ (Mt Druitt Branch)

Auditors Hayes Knight Sydney

From its establishment until June 30, 2019, DSMG received income from Directors (cash donations totalling \$700) and grant contributions from the NSW Government totalling \$350,000.

Grants received were:

- two capital grants of \$50,000 from Landcom towards that were available to meet company establishment costs, site maintenance, insurances and running costs
- a competitive grant \$250,000 from CreateNSW to support the participation of the BNI site in the Biennale of Sydney 2020.

Expenses incurred were:

- Bank fees and charges
- Site maintenance
- Insurance
- Title transfer costs
- Reimbursement of costs

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*.



26.02.2020

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

FINANCIAL STATEMENT (1.07.18 – 30.06.19)**OPENING BALANCE****\$0.00**

DSMG opened its bank account in 14 September 2018 and Directors made cash contributions

REVENUE**Cash receipts**

Directors cash contributions

700**Grant receipts**

Landcom – First payment	50,000
CreateNSW – Grant Payment	250,000
Landcom – Second payment	50,000

Interest

nil

TOTAL REVENUE**\$ 350,700****EXPENSES****Bank fees and charges.****225.00**

Internet Banking Business – -\$135.00
Account Servicing Fee – -\$90.00

Payments**12,936.88**

Insurance costs –\$ 4,275.00
Site maintenance costs - \$7,260.00
Title transfer costs - \$1,307.28
Reimbursements -\$94.60

TOTAL EXPENSES**\$ 13,161.88****CLOSING BALANCE @ 30.06.19****\$337,538.12****\$337,538.12****BALANCE at BANK @ 30.06.19****\$337,538.12****\$337,538.12**

CONTACT US

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DHARUG STRATEGIC MANAGEMENT GROUP LIMITED

ACN: 624 690 277

**FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2019**

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED

FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2019

ACN: 624 690 277

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DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690 277
DIRECTORS' REPORT FOR THE YEAR ENDED 30 JUNE 2019

The Director's present their report on Dharug Strategic Management Group Limited for the financial year ended 30 June 2019.

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	-
Jo A Rey	27/02/2018	-
Shane B Smithers	27/02/2018	22/10/2018
Peter T Lee	5/10/2018	16/05/2019
Nathan M Ross	28/08/2018	-
Richard L Howitt	29/08/2018	-
Marcus L Hughes	24/02/2019	6/06/2019
Ryan A Barrett	1/07/2019	-
Joel Steller	24/01/2020	-

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 Ngura that return to Dharug management. In October 2018, the company was granted title to the site of the Blacktown Native Institution site.

The principal activity is to extend recognition of Dharug people as the traditional custodians of Dharug Ngura (Country), including the Blacktown Native Institution site, to which the company holds legal title, and to promote connection to Ngura and community through culture and ceremony.

The company acquired land, valued at \$1 million, at nil consideration.

DSMG focuses on four inter-related strategic goals:

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

Short term objectives

The Company's short-term objectives are to:

Caring for Country:

- To undertake planning, funding and initial projects towards ecological restoration of the BNI site.

Caring for Culture:

- To deliver successful participation of the BNI site and Dharug artists and community in the Biennale of Sydney 2020.

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690 277
DIRECTORS' REPORT FOR THE YEAR ENDED 30 JUNE 2019

Caring for Community:

- To develop a network of 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 establish systems, policies and procedures consistent with good governance.
- To establish an effective web presence for DSMG.

Long term objectives

The Company's long-term objectives are to:

Caring for Country:

- Ecological restoration of the BNI site and its recognition as part of the heart of successful truth telling, healing and learning to belong together with Dharug Ngura 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 body that oversees a successful multi-purpose, environmentally sound Community Hub on the Blacktown Native Institution Site.

Strategy for achieving the objectives

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

Strategic Planning

In November 2019, Board members worked with consultants from Indigenous Community Volunteers (ICV) to develop a draft strategic plan, which was further discussed and refined at Board meetings in December 2019 and February 2020 and adopted in March 2020.

Networking and partnering

In the reporting period, the short-term objectives were pursued through a series of meetings with local government and industry supporters, development of grant applications and a schedule for future applications. The company undertook further consultation with Dharug peak bodies about future activities on the BNI site, and these activities will continue as part of a regular pattern of consultation, review and action.

The company will continue to pursue MOUs with local councils in Blacktown and Parramatta and other organisations that will support DSMG's development and effectiveness.

Continue working with pro-bono and university partners and supporters to advance site master planning, website development, funding strategies and capacity development.

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690 277
DIRECTORS' REPORT FOR THE YEAR ENDED 30 JUNE 2019

Funding

Successful application to CreateNSW for funds to support participation in the Biennale of Sydney 2020 provided a foundation for showcasing the site and securing interest in support for the company's long-term objectives.

The company will secure additional grant funding for the Caring for Country and Caring for Culture programs.

Governance, Leadership and Capacity development

The Board will continue development of policies to guide good governance, deliver its strategic plan, refine its structure that allows accountable leadership in each of its strategic goals, and manage succession planning to appoint directors with appropriate skill sets.

The Board will also oversee development of plans for designing, funding and delivering a multi-purpose community hub on the BNI site with a target date for delivery of the facility in 2025-26.

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 2019 has been received and can be found on page 3 of the financial report.

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



Julie Jones JO ANNE REY
Chair (ACTING) & DIRECTOR.

Dated at Sydney, this 1st day of MARCH, 2020

**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 2019, there have been no contraventions:

- (i) of the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit; and
- (ii) of any applicable code of professional conduct in relation to the audit.

Pran Rathod - Director Audit Services
Registered Company Auditor

Dated at Sydney, this day of 2020

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690 277
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2019

	2019	2018
	\$	\$
Land Contribution	1,000,000	-
Grants Received	16,462	-
Sundry Donation	700	-
Audit & Related Fees	(4,000)	-
Internet Banking Business	(135)	-
Account Servicing Fee	(90)	-
Insurance	(4,275)	-
Reimbursements	(95)	-
Site Maintenance Costs	(7,260)	-
Title Transfer Costs	(1,307)	-
Surplus before income tax	1,000,000	-
Income tax expense	-	-
Surplus for the year	1,000,000	-
Other comprehensive income for the year	-	-
Total comprehensive income for the year	1,000,000	-

The accompanying notes form part of these financial statements.

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690 277
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2019

	Note	2019 \$	2018 \$
CURRENT ASSETS			
Cash and cash equivalents	2	<u>337,538</u>	-
TOTAL CURRENT ASSETS		<u>337,538</u>	-
NON-CURRENT ASSETS			
Land		<u>1,000,000</u>	-
TOTAL NON-CURRENT ASSETS		<u>1,000,000</u>	-
TOTAL ASSETS		<u>1,337,538</u>	-
CURRENT LIABILITIES			
Accrual		4,000	-
Grants income in advance		<u>333,538</u>	-
TOTAL CURRENT LIABILITIES		<u>337,538</u>	-
TOTAL LIABILITIES		<u>337,538</u>	-
NET ASSETS		<u>1,000,000</u>	-
EQUITY			
Accumulated surplus		<u>1,000,000</u>	-
TOTAL EQUITY		<u>1,000,000</u>	-

The accompanying notes form part of these financial statements.

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690 277
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2019

	Accumulated Surplus	Total
	\$	\$
Balance at 1 July 2017	-	-
Deficit for the year	-	-
Balance at 30 June 2018	-	-
Surplus for the year	1,000,000	1,000,000
Balance at 30 June 2019	1,000,000	1,000,000

The accompanying notes form part of these financial statements.

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690 277
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2019

	Note	2019 \$	2018 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Government grant received		350,000	-
Donations from directors		700	-
Payments to suppliers and employees		(13,162)	-
Interest received		-	-
Net cash provided by/(used in) operating activities		337,538	-
Net decrease in cash and cash equivalents held		337,538	-
Cash and cash equivalents at beginning of financial year		-	-
Cash and cash equivalents at end of financial year		337,538	-

The accompanying notes form part of these financial statements.

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690 277
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2019

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. Accordingly, no comparative figures are shown.

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 2019 were approved and authorised for issue by the Board of Directors on 1st March 2020.

(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.

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690 277
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2019

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 is not registered for GST.

(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 2018. Information on the more significant standard(s) is presented below.

AASB 15 Revenue from Contracts with Customers

AASB 15:

- replaces AASB 118 *Revenue*, AASB 111 *Construction Contracts* and some revenue-related Interpretations:
 - establishes a new revenue recognition model;
 - changes the basis for deciding whether revenue is to be recognised over time or at point in time;
 - provides new and more detailed guidance on specific topics (e.g. multiple element arrangements, variable pricing, rights of return, warranties and licensing); and
 - expands and improves disclosures about revenue.

AASB 15 is applicable to annual reporting periods beginning on or after 1 January 2019.

AASB 1058 Income of Not-for-Profit Entities

AASB 1058 clarifies and simplifies the income recognition requirements that apply to not-for-profit (NFP) entities, in conjunction with AASB 15 *Revenue from Contracts with Customers*. These Standards supersede all the income recognition requirements relating to private sector NFP entities, and the majority of income recognition requirements relating to public sector NFP entities, previously in AASB 1004 *Contributions*.

Under AASB 1058, the timing of income recognition depends on whether a NFP transaction gives rise to a liability or other performance obligation (a promise to transfer a good or service), or a contribution by owners, related to an asset (such as cash or another asset) received by an entity.

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690 277
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2019

This standard applies when a NFP entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. In the latter case, the entity will recognise and measure the asset at fair value in accordance with the applicable Australian Accounting Standard (e.g. AASB 116 *Property, Plant and Equipment*).

Upon initial recognition of the asset, AASB 1058 requires the entity to consider whether any other financial statement elements (called 'related amounts') should be recognised, such as:

- a Contributions by owners;
- b Revenue, or a contract liability arising from a contract with a customer;
- c A lease liability;
- d A financial instrument; or
- e A provision.

These related amounts will be accounted for in accordance with the applicable Australian Accounting Standard.

(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 yet 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

	2019	2018
	\$	\$
Cash at bank	337,538	-

Note 3 Grants Income Received in Advance

	2019	2018
	\$	\$
Grants received	350,000	-
Amortised to Income Statement to meet expenses	(16,462)	-
	333,538	-

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690 277
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2019

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 at 30 June 2019 (2018: None).

Note 7 Capital commitments

There are no capital expenditure commitments at 30 June 2019 (2018: 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

1/50 Berry St,

North Sydney NSW 2060

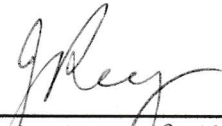
DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690 277
DIRECTORS' DECLARATION

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.

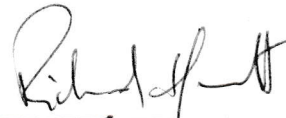
The directors of the company declare that:

1. The financial statements and notes, as set out on page 5 to 17, 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 2019 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 ~~JO ANNE REY~~
Chair (ACTING) and DIRECTOR



Michelle Locke ~~RICHARD HEWITT~~
Director DIRECTOR-FINANCE

Dated at Sydney, this 1st day of MARCH 2020

Dharug Strategic Management Group Ltd

ABN: 53624690277
The Secretary
PO Box 404
Glenbrook NSW 2773
admin@dsmg.org.au



Your Ref/Our Ref: DSMG 2019 Audit 01

18 February 2020

Hayes Knight (NSW) Pty Ltd
Level 2, 115 Pitt Street
Sydney, NSW 2000

Dear Sirs,

DHARUG STRATEGIC MANAGEMENT GROUP LTD (DSMG)

This representation letter is provided in connection with your audit of the financial report of the above-named for the year ended 30 June 2019, for the purpose of you expressing an opinion as to whether the financial report is, in all material respects, presented fairly in accordance with accounting policies described in Note 1 to the accounts.

We acknowledge our responsibility for ensuring that the financial report is in accordance with accounting policies as per Note 1 to the accounts, and confirm that the financial report is free of material misstatements, including omissions.

We confirm, to the best of our knowledge and belief, the following representations made to you during your audit.

1. We have made available to you:
 - a) all financial records and related data, other information, explanations and assistance necessary for the conduct of the audit; and
 - b) minutes of all directors' meetings.
2. We acknowledge our responsibility for the implementation and operations of accounting and internal control systems that are designed to prevent and detect fraud and error.
3. We have disclosed to you all significant facts relating to any frauds or suspected frauds known to us that may have affected the Company including communications from regulatory agencies concerning non-compliance with, or deficiencies in financial reporting practices that could have a material effect on the financial report.
4. We have disclosed to you the results of our assessment of the risk that the financial report may be materially misstated as a result of fraud.
5. We have established and maintained an adequate internal control structure to facilitate the preparation of a reliable financial report, and adequate financial records have been maintained. There are no material transactions that have not been properly recorded in the accounting records underlying the financial report.
6. We have no plans or intentions that may materially affect the carrying values, or classification, of assets and liabilities
7. The following have been properly recorded or disclosed in accordance with the accounting policies in the financial report if applicable:
 - a) related party transactions and related amounts receivable or payable;
 - b) agreements to repurchase assets previously sold;



- c) material liabilities or contingent liabilities or assets including those arising under derivative financial instruments; and
8. There are no violations or possible violations of laws or regulations whose effects should be considered for disclosure in the financial report or as a basis for recording an expense.
 9. The Company has satisfactory title to all assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral other than as disclosed in the financial report. Allowances for depreciation have been adjusted for all important items of property, plant and equipment that have been abandoned or are otherwise unusable.
 10. The Company has complied with all aspects of contractual agreements that would have a material effect on the financial report in the event of non-compliance.
 11. There were no material commitments for construction or acquisition of property, plant and equipment or to acquire other non-current assets, such as investments or intangibles.
 12. No events have occurred subsequent to the balance sheet date that would require adjustment to, or disclosure in, the financial report.

We understand that your examination was made in accordance with Australian Auditing Standards and was, therefore, designed primarily for the purpose of expressing an opinion on the financial report of the entity taken as a whole, and that your tests of the financial records and other auditing procedures were limited to those which you considered necessary for that purpose.

Yours faithfully

For and on behalf of the Board of
DHARUG STRATEGIC MANAGEMENT LTD



Director

JO ANNE REY
+ ACTING CHAIR.



INDEPENDENT AUDIT REPORT TO THE MEMBERS OF DHARUG STRATEGIC MANAGEMENT GROUP LIMITED

Report on the Audit of the Financial Report

Opinion

I have audited the financial report of Dharug Strategic Management Group Limited (the Entity), which comprises the statement of financial position as at 30 June 2019, the statement of profit or loss and other comprehensive income, statement of changes in accumulated funds and statement of cash flows for the year then ended, note comprising a summary of significant accounting policies and other explanatory notes, and the directors' declaration.

In my opinion:

- a. the accompanying financial report of the Entity is in accordance with the Corporations Act 2001, including:
 - (i) giving a true and fair view of the Entity's financial position as at 30 June 2019 and of its financial performance for the year then ended; and
 - (ii) complying with Australian Accounting Standards - Reduced Disclosure Requirements and the Corporations Regulations 2001.
- b. the financial report also complies with International Financial Reporting Standards as disclosed in Note 1.

Basis for Opinion

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

I confirm that the independence declaration required by the Corporations Act 2001, which has been given to the directors of the Entity, would be in the same terms if given to the directors as at the time of this auditor's report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Directors for the Financial Report

The directors of the Entity 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 Entity'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 Entity or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

My 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 my 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, I exercise professional judgement and maintain professional scepticism throughout the audit. I 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 my 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 Entity'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 Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity 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.

I 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 I identify during my audit.



Pran Rathod - Director Audit Services
Registered Company Auditor

Dated at Sydney, this 2nd day of March 2020



**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 2019, 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 2nd day of March 2020