



DHARUG STRATEGIC MANAGEMENT GROUP LTD

ABN: 53624690277

PO Box 10, Blaxland NSW 2774

admin@dsmg.org.au

www.dsmg.org.au

# Dharug Strategic Management Group Ltd

## ANNUAL REPORT 2025



Top Row – Left: The BNI has often been affected by flooding during the year Centre: The trees along Bells Creek Right: Winter morning at BNI site, June 2025  
Middle Row – Left: Fungi at work on dead wood at the BNI Centre: Ducks have enjoyed the wet Right: Buru are frequent visitors.

Bottom Row – Challenges to the BNI:

Left; Stormwater cover has frequently been blown open during flood events, spreading sewage across the site Centre: Visualisation of the proposed flyover between the M7 and Richmond Rd that will affect the BNI (source: TfNSW) Right: Dealing with asbestos contamination during preparation for the storage shed  
(All images: R Howitt, except where indicated)

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# Dharug Strategic Management Group Ltd

## ANNUAL REPORT 2025

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# Dharug Strategic Management Group Ltd

## ANNUAL REPORT 2025

1 July 2024-30 June 2025

### 1. OVERVIEW

#### DSMG

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. As we enter a period of change, the company continues to operate as an organisation for Dharug people, managed by Dharug people and caring for Dharug Ngurra (Country) and Dharug futures. In 2018, the company received title to the Blacktown Native Institution (BNI) – the first land returned to Dharug care by the NSW state government since the early-19<sup>th</sup> Century. The company was established to provide a strategic focus and capacity to respond to the enormous pressures on Dharug Ngurra from rapid urban, industrial, infrastructure and commercial development across the lands and waters of the Dharug peoples. That pressure has only intensified in the past ten years. The need for DSMG's strategic commitment to care for the interests of all Dharug Mob and protect the BNI as part of a Dharug Cultural Landscape that offers the foundation for Dharug peoples having a place on Country that belongs to us has also intensified. Opportunities to secure the return of Ngurra to Dharug care continue to be a priority for DSMG, but our work in the last twelve months has again focused on the BNI. Caring for that special place that so shaped the Dharug story continues to be central to our work.

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

Our mission is to value, celebrate and share Dharug culture and knowledge as a foundation to build strong relationships between Aboriginal and non-Aboriginal Australians to walk together along the journey of truth telling, healing and learning to belong together with Dharug Ngurra. We work to ensure and extend respectful recognition of Dharug people as the traditional custodians of and a continuing presence with Dharug Ngurra. We are honoured to hold the BNI in trust for the community. We promote connection to Country and community through our programs of healing, culture and ceremony.

DSMG stand ready to exercise care and stewardship over elements of Dharug Ngurra that return to Dharug care. We actively seek opportunities to secure the return of land to Dharug ownership and care. But we recognise the appetite of authorities for justice remains overwhelmed by the demands of a still-colonising society to convert Ngurra into dollars. In contrast, we continue the journey that Dharug Mob started so many generations ago in remembering and respecting the resilience, strength and spirit of our Elders past, present and emerging, and the Ancestors who shaped our Country and culture, and our communities. We aim to serve and earn the trust of all Dharug Mob as a reliable advocate to build Dharug futures, protect Dharug Ngurra and heal the damage being done to the Dharug Cultural Landscape.

The BNI site was under private and government ownership since colonial times. She returned to Dharug care degraded and damaged. Despite its significance as a heritage site and its importance as a Dharug place, colonial, private and government titleholders made little effort to preserve its archaeological, cultural or environmental values. We are still grappling with the environmental, social and cultural effects of the NSW Government's lack of care for her. In the last 12 months, as we progressed our modest ambitions to establish a secure storage shed on the site, we faced extensive delays and cost blow-outs when asbestos contamination was uncovered and needed to be remediated. Fortunately, after extensive efforts to ensure that Bicentennial Funding allocated to Blacktown Council for Dharug purposes in 1988 were finally allocated to Dharug purposes, DSMG was the successful applicant for a major grant from Council, which allowed us to ensure remediation of the asbestos contamination and finalisation of the shed project. Unfortunately, the continued pressure of infrastructure and major industrial projects on Ngurra continues unabated. The Richmond Road Upgrade Project of Transport for NSW continued to demand time and resources of DSMG's volunteer Board as it progressed towards final designs that not only fail to respect Dharug values but also failed to meet TfNSW's

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## 1. OVERVIEW

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own practice guidelines of Designing and Connecting with Country. As custodians of the BNI site, DSMG's mission emphasises culturally led environmental recovery and restoration, cultural healing, celebration and commemoration, and economic opportunity at the BNI as part of wider processes of healing, truth-telling and reconciliation. We have maintained that emphasis throughout 2025.

### OUR STRATEGIC FOCUS

DSMG's vision is that Dharug Ngurra will be the heart of successful truth telling, healing and learning to belong together with Dharug Ngurra across the Sydney Basin.

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

### 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 Prime Minister Paul Keating's 1992 Redfern Speech, it was the Dharug and our neighbours who first lost our traditional lands and had our traditional way of life smashed. We were the first to suffer the introduced diseases. We were the first victims of the murders committed in invasion and conquest. We were the first to lose our children when they were taken from our mothers and families. And across our generations, we continue to experience the trauma of displacement, loss, ignorance and prejudice that produces a widespread common experience of alienation and discrimination.

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

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

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## 1. OVERVIEW

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In 2024, working with GML Heritage Consultants, DSMG developed a Conservation Management Plan for the BNI. That document has provided an important foundation for managing the site and delivering on DSMG's vision for healing, truth telling and justice and the careful stewardship of the BNI as a place of belonging, commemoration and celebration for Dharug people and the wider First Nations, Māori and residential communities.

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

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

### 2025 IN FOCUS

Financial year 2024-2025 was another challenging year at the BNI. It was perhaps best seen as a year of ups and downs in which we have finally made significant progress towards securing some modest changes, and some long term progress towards Dharug community aspirations – but are still facing threats from the implications of poor planning and environmental stewardship in the past and continuing rapid urban, industrial, commercial and infrastructure development around the BNI and across Dharug Ngurra that demands responses and prioritizes what others call development over healing, truth-telling and care.

DSMG started the reporting period optimistic that we would finally deliver the modest storage shed that was funded by the NSW Department of Premier and Cabinet. With work commencing to prepare the site for pouring a cement slab and delivery of the shed materials to the site, we were feeling confident that it was one step forward. However, the identification of serious asbestos contamination at the site selected for the shed construction, and theft of the building materials while we awaited an opportunity to relocate the materials behind the existing security fence left us feeling like it was more a matter of two steps back.

Blacktown Council's announcement in October that our application for the Blacktown Bicentenary Legacy Fund – a grant of \$782,000 – allowed us another burst of optimism that we could finally deliver that project, and begin a program of healing and truth telling, as well as advancing landscape planning, ecological repair and design work towards a long-anticipated Dharug Culture Centre. Suddenly we were taking some steps forward.

The Richmond Road Upgrade Project of Transport for NSW, however, continued to make demands that had us facing backward steps as the proposed design for that project intruded into sensitive areas on Bells Creek, and created overshadowing and access issues across the site. Creation of a new Working Group with TfNSW to address all these issues offers some opportunity to find ways to avoid or at least mitigate these negative impacts on the BNI, but there will be inescapable consequence for the site that will affect our landscape planning and use

## 1. OVERVIEW

of the site. Principal amongst these is the loss of access from Richmond Road and the need to negotiate new access from Rooty Hill Road North. This work is now underway but has required dedication of Board resources to building collaboration and understanding.

We also continued work on weed control and planning the ecological restoration work on the site, supported by a grant from Microsoft Corporation, but that work faced challenges from a very wet year that left the site quite waterlogged and affected by sewage overflow at times.

Early in 2025, the company received clearance for the shed project from Heritage NSW and has ended the year with the slab finally in place, and work commenced on a Security fence around the worksite, and optimism that work will commence on final erection of the facility in July. So perhaps we can summarize the year as ending with several steps forward, and continuing challenges that risk us being forced to work hard to avoid being forced backwards away from our strategic goals.



*From Left: The worksite selected for installation of a small secure storage shed; Work to decontaminate the site of asbestos; the worksite after decontamination work was completed; the original shed material – before the theft in August; Removal of Alligator Weed along Bells Creek has progressed; Installation of security fencing to protect the shed has commenced in July 2025 (Images: R Howitt)*

## 2. GOVERNANCE

### OUR PEOPLE

#### Directors 2024-2025

Name	Position	Dates acted (if not for whole year)
Julie Jones <sup>1</sup>	Chair	Appointed as Director: 10/12/2023 Elected as Chair: 10/12/2023
Lesley Woodhouse <sup>1</sup>	Chair Director	Appointed as Director: 18/03/2021 Elected as Chair: 01/02/2023-10/12/23 Resigned 03/09/2024
Dr Michelle Locke <sup>1</sup>	Secretary	Appointed as Director: 27/02/2018 Appointed as Secretary: 27/02/2018
Emeritus Professor Richard Howitt AM <sup>2</sup>	Director-Finance Public Officer	Appointed as Director: 29/08/2018 Appointed as Director-Finance: 19/05/2019 Appointed as Public Officer 12/07/2020
Raelene Locke Billedo <sup>1</sup>	Director	Appointed as Director 6/6/2023
Ryan Barrett <sup>1</sup>	Director	Appointed as Director: 31/01/2024 Resigned 04/09/2024
Belinda Gibb <sup>1</sup>	Director	Appointed as Director: 21/11/2022
Steven Hughes <sup>1</sup>	Director	Appointed as Director: 21/11/2022 Resigned 02/10/2024
Brendan Thomas <sup>1</sup>	Director	Appointed 12/12/2024

<sup>1</sup> Dharug Director

<sup>2</sup> Non-Dharug Director

### Employees

In 2024-2025 DSMG had no paid employees.

### Volunteers

In 2024-2025 all DSMG Directors were volunteers. In addition to volunteering their time, our Directors, when representing DSMG in a range of activities including Welcomes to Country and heritage consultation processes, arranged for fees to be paid directly to DSMG. We also acknowledge that ex-Directors have also continued to do this where

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## 2. GOVERNANCE

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appropriate. In 2024-2025 DSMG benefitted in the amount of \$11,775 from this generous contribution.

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

- GML Heritage Ltd (heritage services)
- Dr Lotty Feakins (University of Sydney) (heritage services)
- Gilbert & Tobin (legal matters)
- Hayes Knight (finance matters; ASIC agent)

### Consultants

In 2024-2025 DSMG did not employ any consultants.

### Contractors

In 2024-2025 DSMG contracted services from:

- Muru Mittigar Ltd (site maintenance, site monitoring for SER project)
- Beasy Pty Ltd (asbestos decontamination)
- Vercon Concrete Group (cement slab installation)
- AON Insurances Brokers (insurance)
- The Shed Company (storage shed kit)
- Upspec Steel Buildings (shed installation)

## STRUCTURE & MANAGEMENT

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

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

Dharug Director Aunty Julie Jones served as Chair throughout the year. Dharug Director Dr Michelle Locke served as Secretary and Emeritus Professor Richie Howitt AM, the company's only non-Dharug Director, served as Director-Finance and Public Officer throughout the reporting period. Dharug man Brendan Thomas joined the Board in December 2024. Responding to various work, business and family pressures, three Dharug Directors stepped down from the Board. Ryan Barrett, Lesley Woodhouse and Steve Hughes have provided significant service to DSMG and the Dharug community in their roles as Directors and we appreciate their contributions throughout their period on the Board.

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

## 2. GOVERNANCE

### Board meetings

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

Meeting Date	Quorum/ Dharug Majority	Attendance (No/%)
10-Jul-24	Yes/ Yes	6/87.5%
23-Jul-24	Yes/ Yes	4 / 80%
04-Sep-24	Yes/ Yes	5 / 100%
16-Oct-24	Yes/ Yes	5 / 100%
20-Nov-24	Yes/ Yes	5 / 83%
16-Dec-24	Yes/ Yes	5 / 83%
05-Feb-25	Yes/ Yes	6 / 100%
05-Mar-25	Yes/ Yes	6 / 100%
09-Apr-25	Yes/ Yes	4 / 67%
07-May-25	Yes/ Yes	6 / 100%
11-Jun-25	Yes/ Yes	6/87.5%

Director	Meetings Attended	%
Julie Jones*	8 from 11	63%
Michelle Locke*	11 from 11	100%
Lesley Woodhouse*	0 from 3	0%
Belinda Gibb*	9 from 11	72%
Steve Hughes*	2 from 3	66%
Ryan Barrett*	0 from 3	0%
Raelene Locke*	11 from 11	100%
Brendan Thomas*	6 from 6	100%
Richie Howitt*	11 from 11	100%

\* Dharug Directors

### Strategic Planning

The company's activities in the reporting period have been guided by the *Strategic Plan 2021-2025*. DSMG's activities continue to be organised around four themes:

#### 1. *Caring for Culture.*

DSMG aims to nurture cultural activation on the BNI site, including hosting cultural events on the site, and encouraging teaching and learning for all ages, signage in language, dedicated gender-specific spaces, and the embedding of cultural protocols for all activities for. In 2024-2025 we were limited in our effectiveness on some activities because circumstances required urgent attention to asbestos contamination, heritage clearances and the threats posed by a road infrastructure project. Throughout the year we pursued development of a storage shed on the site that will increase our capacity to host events and activities on the site, but the was affected delays both from weather and asbestos, and the theft of materials from the site. We continue to pursue delivery on the Dharug community vision of a Dharug Cultural Centre to create a permanent keeping place, and performance, exhibition, educational and working spaces for Dharug community.

Completion of the Conservation Management Plan in 2024 proved to be a valuable milestone that has supported our work with NSW Heritage to approve the remediation of asbestos contamination and final plans for the storage shed, which will offer a valuable sheltered space to support activities. The Conservation Management Plan has also guided our negotiations with Transport for NSW to minimise and mitigate impacts of the Richmond Road Upgrade project on the site. We will be welcoming community to the site in August 2025 to update on this issue.

#### 2. *Caring for Ngurra.*

DSMG has continued to advance culturally led ecological restoration of the BNI, using funds from Microsoft Corporation, whose support is greatly appreciated. Work in 2024-2025 has focused on weed control, with particular focus on removal of the noxious alligator weed infesting Bells Creek. Working with Muru Mittigar, TAFE NSW, Greening Australia and Hawkesbury River County Council we continue to monitor the site for natural regrowth, and to plan for long-term restoration of riparian, grassland and woodland ecosystems components as part of our healing. This has been affected by increased inundation of the low-lying areas which has restricted some elements of weed control, and the uninvited and illegal intrusion of cattle to the site, which resulted in new weed infestations and fouling of the Dance Circle by

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## 2. GOVERNANCE

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the cattle. This matter has been reported to police and Blacktown Council. We will be hosting an open community workshop and working bee in August 2025 to increase capacity to identify and remove weeds, and to advance preparation for riparian and tree planting in 2025-2026.

As anticipated, the Transport for NSW infrastructure project to widen Richmond Road and transform the interface between Richmond Road, Rooty Hill Road and the M7 has been a continuing threat to social, cultural, environmental and heritage values at the site. DSMG has established a collaborative working group with TfNSW to pursue design and process solutions that minimise and mitigate those threats, but the threats remain very real and to demand significant time and resources from the Board.

We have benefitted from strong support from Blacktown City Council in this work and will continue to work hard to protect the BNI from avoidable and unnecessary threats from the road and other projects. One of the consequences of the road widening will be the loss of our current access to the site and we are working hard to ensure a suitable, safe and sustainable solution is developed in the form of access from Rooty Hill Road North. This has required many hours of work and is yet to produce a satisfactory outcome.

### 3. *Caring for Community.*

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

DSMG's Expression of Interest in response to Blacktown City Council's call for proposals for use of the Council's legacy Bicentennial funds was successful and this success lays the foundation for advancing towards delivery of the Dharug community vision of truth-telling and healing at the BNI. We will carefully steward the funds made available through this grant to deliver programs and projects that enhance the cultural, environmental and heritage values at the BNI, and encourage Dharug participation in cultural, environmental and educational events focused on the BNI.

Funding provided by this grant is \$782,000.00. Phase I (35% funds) identified a number of short-term projects to improve site security, amenity and utility including improving the Dance Circle as permanent feature on the site. Phase II (30% of funds) is a plan for a program of cultural events and awards, arts programs, and community engagement in truth telling, healing and education. This phase will also see DSMG initiate design of a Dharug Culture Centre. Phase III (20% funds) will build business cases for design, funding and construction of a Dharug Culture Centre and full implementation of ecological restoration, landscape scale management and cultural healing at the BNI for the future. Phase IV (15% funds) will earmark funds to meet the costs of contracting specialist advice and contingencies in achieving specific project milestones.

### 4. *Caring for DSMG.*

The Board of DSMG has worked hard to maintain strong governance, and clear and effective management and policies to support sound financial controls and legal compliance. We continue to work with competent, professional partners and volunteers. During the reporting period the Board reviewed all existing policies to ensure they are fit for purpose and being properly applied in all our activities. The Directors continue to value and actively ensure the

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## 2. GOVERNANCE

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company has sustainable and effective systems for shared responsibility, transparency and accountability. The company's volunteer officers have provided skills, knowledge and time to ensure a culturally safe environment for all Dharug community in all our work, compliance with all our cultural, community and legal obligations and support for care, creativity and innovation in Dharug settings. Growing pressures arising from conflicts within the community along with the continued relentless pressure from intense commercial and infrastructure development pressure across Dharug Ngurra, has taken its toll on Board members. We continue working to advance recognition and protection of Dharug presence across Ngurra and in public life. This is a challenging task when the business-as-usual approach to development in Western Sydney recreates, reimposes and amplifies the trauma of colonising erasure, dispossession and marginalisation. The work of caring for DSMG is undertaken as a way of ensuring both the BNI and the company are available to nurture Dharug continuity in the ever-changing landscapes of Dharug Ngurra.

The strategic plan was reviewed at the Board Retreat and a new plan has been approved by the Board in August 2025. The *Strategic Plan 2025-2030: Truth Telling and Healing for Dharug Ngurra* has been approved to guide the company's development going forward.

### Funding

Throughout the reporting period DSMG continued to rely primarily on grant funding. The major grant from Blacktown City Council has improved the company's financial security and capacity. The theft of building materials from the site in August 2024 when asbestos contamination delayed progress on the shed project imposed significant costs on the company, but these have been able to be met from the Blacktown Council Grant and increased revenues from interest and donations from Directors. We anticipate completion of the shed project in July 2025 and look forward to this as an important milestone in the company's path towards creation of new revenue streams.

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

Directors contributed over \$11,000 to DSMG's funding by directing fees for various activities to the company. This generosity from our volunteer Board helps the company maintain its financial position and meet operating costs.

The company secured exemption from stamp duty for its insurances and vehicle registration in early 2025.

### Sponsorships

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

### CHAIR'S REPORT

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

Dharug Ngurra and yura never ceded to colonisation and our focus to protect, heal and restore is ongoing. As a Dharug organisation, DSMG stands with all our yura who experienced and still do, the pain and trauma of invasion and colonisation and the cultural destruction of our spirit and practices.

Our work is caring for and healing the BNI and activating her as a place of Dharug care, healing, truth telling and belonging. Our commitment to that work has faced challenges in 2024/2025 and our Board works with commitment unseen by me with other organisations.

Secondly, I would like to acknowledge and thank all DSMG Board of Directors. Board changes in 2024 included three resignations for work and family reasons from former Chair Lesley Woodhouse, former Deputy Chair Ryan Barrett and Steve Hughes. We were delighted to welcome Brendan Thomas as a new Director and are very grateful for the perspectives he brings to DSMG. Each member of our Board brings skillsets, knowledges, passion and perspectives to our work. I wish to thank each one of you for your sacrifices to selflessly work for the BNI and wider Dharug community.

All Directors have strengthened our collaborations with Blacktown Council through quarterly meetings and with a range of other strategic partners. Our Dharug Directors take their responsibilities as Traditional Owners of Dharug Ngurra as a great honour and responsibility and advocate the importance of the BNI as central to the future of Dharug community with great commitment. In addition, *Julie Jones* and *Brendan Thomas* attended the Annual Conference of the Planning Institute of Australia to speak and advocate the BNI as a site of importance to reflect on implications of legislative complexity and poor planning process for Traditional Owners to care for Country. *Julie Jones* and other Traditional Owners led the cultural mentoring program for the Women Indigenous All Stars and organised and led the ceremonial Welcome to Country for the Māori participants in the NRL Indigenous All Stars Program 2025. Secretary *Michelle Locke* took on important roles representing Dharug community in Western Sydney University including as MC for this year's Yarramundi Lecture and building relationships with Wilmott Community Centre and the Hive. Director-Finance *Richie Howitt* continued his collaborations with Indigenous groups in Taiwan and led writing projects that address Dharug experience and wider issues of settler-colonial impacts. Director *Bel Gibb* continues to advocate First Nations cultural and social interests in the medical and health setting using the experience of the BNI as a compelling example. Director *Raelene Locke* has been building strong relationships with our close neighbours at St Clare's Catholic High School and advocating strongly for Dharug culture within the early childhood sector. Director *Brendan Thomas* has advocated the importance of Dharug culture and cultural landscapes through the Dharug Led Design Panel with Blacktown and Parramatta Councils.

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

The return of Dharug money held by Blacktown City Council, through an EOI tender was an exceptional moment. In contrast, responding to the ongoing issues of the Richmond Road Upgrade Project has taken excessive time and energy and caused much stress for the Board and community, with progress being slow and relying on processes that are heavily biased towards Transport for NSW's deadlines and priorities. DSMG has consistently pursued a co-design process and continued to place Ngurra first and foremost in all discussions and decisions. The widening is continuing to impact our site and nonphysical cultural heritage. It will remove the existing access to the site from Richmond Road and will constrain our ability to access and use the site as we wish. DSMG continues to pursue outcomes that minimise these impacts and brings some benefits through design and process improvements. We have had our

first community consultation with Dharug community and are gathering information to feed back to TfNSW.

Our collaboration with the International Society of Ecological Restoration is still moving along and will benefit both the site and community. We delivered the first of our community restoration workshops in August 2025, when the wet weather finally allowed us to work on site. Workshops were run for our Mob and the wider community.

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

DSMG began the financial year with high hopes that we would finally complete a small shed on the site, but this faced setbacks when asbestos was identified at the work site. Access to and work on the site was halted until remediation was completed. Unfortunately, the shed materials were stolen from the site which was felt profoundly by all Directors who had worked so hard to get the shed construction approved. I am delighted to let everyone know that the shed has now been completed and was celebrated at a community session in August.

We find we are constantly struggling with changes to legislation and government projects affecting the site, which requires revision of our site plans and detailed negotiations to maintain our progress towards delivering on the Dharug community vision for the site. For example, we ultimately had to apply separately for HeritageNSW consent to construct the shed, as well as negotiating how to ensure the black cultural heritage of the site is properly recognised as part of its heritage listing, and that government projects around roads and traffic do not damage its social, cultural and heritage value.

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

In May we announced acceptance for publication of a chapter on the BNI (produced by the Board with Dr Lotty Feakins) which was made available on the DSMG website.

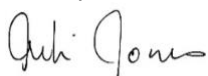
We undertook a detailed review of our risk environment and insurance coverage in April-May and concluded that our policies through AON were fit for purpose and value for money.

We also reviewed all the company's existing policies in June to ensure they remained appropriate and properly observed.

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

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

Thank you.



Julie Jones, Chair, DSMG Ltd  
24 August 2025

### 3. FINANCE

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

#### CORPORATE INFORMATION

ABN 53 624 690 277

**Banker** ANZ (Mt Druiitt Branch)

**ASIC Agent** Hayes Knight Sydney

**Auditor** Hayes Knight Sydney

The company was registered for GST effective 1 July 2020. Hayes Knight administers our ASIC and GST reporting. The company was registered as exempt from NSW duties on motor vehicle registration and insurance from 3 June 2025. The company's audited financial report is attached at the end of this report.

#### FINANCIAL STATEMENT

##### BUSINESS ESSENTIAL ACCOUNT 3117-50773 (DSMG Operating Account)

###### CASH FLOW STATEMENT (01.07.2024 – 30.06.2025)

<b>OPENING BALANCE at 01.07.2024</b>	<b>\$ 74,098.16</b>
<b>REVENUE</b>	
Income Received (incl GST)	\$ 891,712.36
<b>Plus Internal transfers</b>	
From 012429-6654 50428)	\$ 65,000.00
<b>EXPENSES</b>	
Expenses (inc GST)	-\$ 115,028.39
<b>Less Internal Transfers</b>	
To Negotiator Plus Ac (012429-6654 50428)	-\$ 140,000.00
To ANZ Term Deposit Accounts	-\$ 720,000.00
<b>CLOSING BALANCE (at Bank) at 30.06.2025</b>	<b>\$ 40,782.13</b>

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

###### CASH FLOW STATEMENT (01.07.2024 – 30.06.2025)

<b>OPENING BALANCE at 01.07.2024</b>	<b>\$100.00</b>
<b>REVENUE</b>	<b>TOTAL</b>
Payments received	0.00
<b>EXPENSES</b>	<b>TOTAL</b>
Payments	0.00
<b>CLOSING BALANCE (at Bank) at 30.06.2025</b>	<b>\$ 100.00</b>

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

##### Negotiator Plus Account 012429-6654 50428 (DSMG Funds Account with interest)†

###### CASH FLOW STATEMENT (23.01-2025 – 30-06-2025)

<b>OPENING BALANCE at (23.01-2025)</b>	<b>\$ 0.00</b>
<b>REVENUE</b>	
Payments received	\$ 140,000.00
Interest received	\$ 1,623.80
<b>EXPENSES</b>	
Payments (incl GST)	-\$ 34,613.70
Less Internal transfers	
To Business Essentials Account 3117-50773	-\$ 65,000.00
<b>CLOSING BALANCE (at Bank) at (31-05-2025)</b>	<b>\$ 42,010.10</b>

† This account was opened in January 2025 to hold some of the company's operating funds in an interest-bearing account. The account has a limit of five transactions per month before it incurs any bank fees and it is managed to return interest and incur no fees.

##### TERM DEPOSIT ACCOUNTS

Following receipt of the Blacktown Bicentenary Grant, the Board authorized creation of the majority of the grant into interest-bearing term deposits with ANZ Bank to secure interest revenue and to manage the funds in a way that they would be available as program and project activities required. Three accounts were established with a total of \$720,000 invested with staggered maturity dates to allow flexibility in application of the funds as required. Balances at June 30, 2025 are:

12 Month Term Deposit (012492-923951138) (maturing 20 January 2025)	\$500,000.00
6 Month Term Deposit (012492-923951103) (maturing 21 July 2025)	\$100,000.00
4 Month Term Deposit (012429-665450428) (maturing 21 September 2025)	\$121,873.97
<b>CLOSING BALANCE (at Bank) at (31-05-2025)</b>	<b>\$ 721,873.97</b>

### 3. FINANCE

The Board received monthly Finance and Governance Reports throughout the reporting period. These reports inform the Board of the company's financial position, identify compliance issues that need to be addressed, and update the Board on key project, governance and strategic issues.

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

BAS SUMMARY 2025	GST Received	GST Paid	ATO Credit Paid	ATO Credit Owing
BAS Q1	\$220.00	(\$3,105.39)	\$4,247.00	
BAS Q2	\$662.50	(\$6,707.50)	\$2,785.00	
BAS Q3	\$175.00	(\$3,959.87)	\$484.00	
BAS Q4	\$120.00	(\$4,454.49)		\$4,035.00
<b>Total 2024-25</b>	<b>\$1,177.50</b>	<b>(\$18,227.25)</b>	<b>\$7,516.00</b>	<b>\$4,035.00</b>

The company's 2024 Annual Information Statement was lodged with the ACNC on time.

DSMG continues to develop sustainable revenue streams to support the company's basic operational and maintenance obligations. Our success in adding an interest stream to our revenue sources has been an important outcome in 2025, and our completion of the shed project will expand our capacity to generate revenue through training and workshop activities on the site. In addition to carefully applying the funds secured by DSMG through the Blacktown Council Bicentenary Legacy Fund, DSMG continues to pursue fundraising options beyond small scale project grants to pursue the Dharug community's ambitions for healing and activation at the BNI. We will seek to leverage the major grant to pursue funding to develop the Dharug Culture Centre.

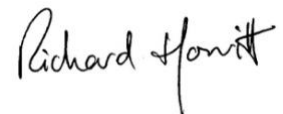
The second instalment of Microsoft's funding for our innovative culturally led ecological restoration project was received in December 2024. No additional grants were pursued in 2025 as we focused our efforts on completion of the shed project.

The company relies on the continued goodwill from the Dharug community, the ecosystem of Dharug community organisations, the support of a wide range of partners and collaborators and the generous and dedicated service our volunteer directors. We look forward to working hard to deserve continued support in 2026.

#### 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  
12 July 2025

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

**DHARUG STRATEGIC MANAGEMENT GROUP LIMITED**

ACN: 624 690 277

**FINANCIAL REPORT**

**FOR THE YEAR ENDED 30 JUNE 2025**

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**DHARUG STRATEGIC MANAGEMENT GROUP LIMITED**  
**DIRECTORS' REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

The Directors present their report on Dharug Strategic Management Group Limited ('Company') for the financial year ended 30 June 2025.

**Directors**

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

<b>Names</b>	<b>Appointed</b>	<b>Resigned</b>
Julie C Jones* (Chair from 10/12/2023)	10/12/2023	
Lesley A Woodhouse* (Chair until 10/12/2023)	18/03/2021	03/09/2024
Michelle Locke* (Secretary)	27/12/2018	
Richard Howitt AM (Director-Finance and Public Officer)	29/08/2018	
Belinda Gibb*	21/11/2022	
Steven Hughes*	21/11/2022	02/10/2024
Raelene Locke Billedo*	03/06/2023	
Ryan Barrett*	31/01/2024	04/09/2024
Brendan Thomas*	15/12/2024	

\* Dharug Director

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

**Principal activity**

DSMG's charitable purpose is to advance the culture and wellbeing of the Dharug people and promote reconciliation, respect, and harmony between Aboriginal, Torres Strait Islanders and non-Aboriginal Australians. Specifically, the company acts to exercise care for elements of Dharug Nura that return to Dharug management. In October 2018, the company was granted title to the site of the Blacktown Native Institution (BNI) site. We pursue our purpose through a range of activities to extend recognition of Dharug people as the traditional custodians of Dharug Nura (Country), including the BNI site, and to promote connection to Nura and community through culture and ceremony.

**Short-term objectives**

In 2024-2025, the Company's short-term objectives were:

*Caring for Country:*

- To advance culturally-led ecological restoration of the BNI site.
- To secure funding and approvals for other environmental restoration activities on the BNI site and elsewhere across Dharug Nura.
- To respond to development proposals and activities affecting Dharug Nura and share and support Dharug knowledge of Nura appropriately to advance environmental protection and cultural recognition.
- To seek return of Nura to Dharug care and promote recognition of Dharug custodial responsibilities across Dharug Nura.

***Caring for Culture:***

- To continue development of partnerships and programs to promote and recognize Dharug culture, values and expression through arts, performances and workshops.
- To secure funding to provide opportunities to Dharug artists and performers.
- To advance planning and development of facilities at the BNI to support cultural activities on the site.

***Caring for Community:***

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

***Caring for the Company:***

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

**Long-term objectives**

The Company's long-term objectives are:

***Caring for Country:***

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

***Caring for Culture:***

DSMG programs and activities will foster cultural, artistic, educational, and economic success with high levels of Dharug participation and wider community and organizational 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 Strategic Plan 2021-25 included a commitment to securing Deductible Grant Recipient Status with the Australian Taxation Office as a foundation for future fundraising strategies to support the company's goals and charitable purpose as a Cultural Organisation. We were unable to deliver this outcome within the reporting period. This has become a much more difficult and long-term project than the Board anticipated. The company's commitment to empowering Dharug community does not fit into the outdated and colonial terminology that defines the role of a Public Benevolent Institution. The Board is also committed to holistic integration of its key strategic priorities as integral to its Dharug responsibilities to care for Country, culture and community, but such integration is precluded from current legislated definitions of a 'cultural' or 'environmental' organisation. The company has secured the support of the Member for Chifley and is now working with the DGR Team of Australian Treasury to seek listing as a named organisation for DGR purposes.

The completion in May 2024 of a new, Dharug-focused Conservation Management Plan for the BNI, which was endorsed by Heritage NSW has proved important in 2025 as it has supported both final approvals or installation of a secure storage shed, and negotiations with Transport for NSW regarding the impacts of the proposed Richmond Road Upgrade on the BNI. Relations with Blacktown City Council have been strengthened through regular quarterly meetings, and the company secured a major grant from the Blacktown Bicentenary Legacy Fund in October 2024. The company relies on the substantial commitment of the Board's voluntary capacity.

In August 2024, when the Board was confident that it was progressing towards installation of the proposed secure storage shed at the BNI, contractors identified asbestos contamination at the worksite. Resolution of this issue was complicated by the costs involved, and the costs involved included the loss of building materials from the site to a theft. Securing the Blacktown Bicentenary Fund grant enabled the company to meet the costs of decontamination by January 2025. Following decontamination, we were able to finalize approval for the full storage shed project to be completed from Heritage NSW, including a new security fence to protect the project from further thefts. Some problems scheduling activities on the site arose from continuing wet weather which again restricted access to the site for extended periods.

#### ***Networking and partnering***

In 2024-25 the company continued to work on our ambitious culturally-led ecological restoration program supported by funding from Microsoft Corporation with technical support from the international Society for Ecological Restoration and strong engagement from a range of collaborators including Muru Mittigar, Hawkesbury River Country Council, TAFENSW and others. We have an important community volunteer day scheduled in mid-August to provide training in weed identification and undertake a range of weed clearing across the site.

We continue our partnership with GML Heritage in delivering the Conservation Management Plan for the BNI and with COLA Studio to advance the Landscape Design Plan for the BNI. Focusing on the design, development approval and delivery of both environmental repair and installation of appropriate facilities on the site continues to be a clear priority for our strategic partnerships, along with the long-term sustainability or DSMG as a strong NFP voice for Dharug community interests.

#### ***Funding***

In 2024-25 the company received the second tranche of funding from the Society for Ecological Restoration and a major grant of \$782,000 from the Blacktown Bicentenary Legacy Fund of Blacktown Council. This major grant was secured after submission of a major Expression of Interest that proposed a combination of project and program activity, with the intention of advancing efforts to develop the long-envisioned Dharug Culture Centre at the BNI. Investment of funds prior to their commitment has also enabled DSMG to secure a modest revenue flow from interest in 2024-25.

DSMG also continued to benefit from the generosity of volunteer directors who not only contributed their time but also directed a range of meeting fees to the company.

#### ***Governance, Leadership and Board Development***

The Board farewelled three Dharug Directors in the reporting period. Dharug Director Lesley Woodhouse, who generously stepped into the role of Chair during 2023, faced increased pressure from her professional commitments. Dharug Director Ryan Barrett also resigned after he commenced a new role in his professional life and found himself unable to commit the required time to his DSMG role. Dharug Director Steve Hughes also resigned to allow him to spend more time to support his family through a period of increased need. The company has greatly benefitted from the strengths of these strong Dharug Directors and thanks each for their contributions. They remain as members of the company going forward.

DSMG welcomed a new Dharug Director in December 2024 when Brendan Thomas joined the Board. Mr Thomas has extensive experience in project management, governance and has held senior roles at Commonwealth Bank of Australia and Lendlease and is currently on the Western Sydney University Board of Trustees. He is the Co-Founder of NGNU, a Project Management and Property Consultancy

Eleven full Board meetings were held in the reporting period. A Board Retreat is scheduled for mid-August 2025 and will develop the company's next strategic plan and review Board succession planning and how to strengthen the Board to meet the challenges of its next period of activity.

**Performance measures**

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

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

Each monthly Board meeting received reports on each strategic goal, and a finance report.

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

Director	Possible Meetings	Meetings Attended
Julie Jones*	11	8
Michelle Locke*	11	11
Lesley Woodhouse*	3	0
Belinda Gibb*	11	9
Steve Hughes*	3	2
Ryan Barrett*	3	0
Raelene Billedo*	11	11
Brendan Thomas*	6	6
Richard Howitt AM	11	11

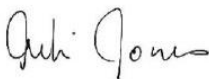
\* Dharug Directors

**Auditor's independence declaration**

The auditor's independence declaration in accordance with section 307C of the *Corporations Act 2001*, for the year ended 30 June 2025 has been received and can be found on page 7 of the financial report.

This report is made in accordance with a resolution of directors pursuant to section 298 (2) (a) of the *Corporations Act 2001*.

On behalf of the Directors:



Julie C Jones Chair

Dated at Sydney, this 13th day of August 2025.

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

We declare, that to the best of our knowledge and belief, during the year ended 30 June 2025 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.



\_\_\_\_\_  
Hemant Nisar – Director Audit Services  
Registered Company Auditor



\_\_\_\_\_  
Hayes Knight Audit (NSW) Pty Ltd

Dated at Sydney, on the 13<sup>th</sup> of August 2025

**DHARUG STRATEGIC MANAGEMENT GROUP LIMITED**  
**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 30 JUNE 2025**

	Note	2025 \$	2024 \$
Grants income	2	818,331	104,170
Fees received		-	315
Sundry Donation		11,775	7,800
Interest Earned		16,267	-
Other income		-	3,109
Audit & Related Fees		(6,420)	(5,350)
Bank Fees and Charges		(120)	(120)
Consultant Fees		-	(17,550)
Major Contracts		(30,000)	(53,851)
Insurance		(572)	(2,994)
Site Maintenance Costs		(15,000)	(15,000)
Performers and Artists		-	(4,100)
Workshop Venue Charge		(1,347)	-
Sponsorships		-	(2,818)
Other expenses		(1,617)	(13,511)
<b>Surplus before income tax</b>		<b>791,297</b>	<b>100</b>
Income tax expense		-	-
<b>Surplus for the year</b>		<b>791,297</b>	<b>100</b>
Other comprehensive income for the year		-	70,000
<b>Total comprehensive income for the year</b>		<b>791,297</b>	<b>70,100</b>

The accompanying notes form part of these financial statements.

**DHARUG STRATEGIC MANAGEMENT GROUP LIMITED STATEMENT OF  
FINANCIAL POSITION  
AS AT 30 JUNE 2025**

	Note	2025 \$	2024 \$
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	3	804,766	74,198
Accrued interest		12,769	-
GST Receivable		4,454	4,247
Prepayment		3,443	-
<b>TOTAL CURRENT ASSETS</b>		<b>825,312</b>	<b>78,445</b>
<b>NON-CURRENT ASSETS</b>			
Land		1,070,000	1,070,000
CAPEX work in progress		71,508	-
<b>TOTAL NON-CURRENT ASSETS</b>		<b>1,141,508</b>	<b>1,070,000</b>
<b>TOTAL ASSETS</b>		<b>1,966,820</b>	<b>1,148,445</b>
<b>CURRENT LIABILITIES</b>			
Accrual		5,200	4,000
Contract liabilities	4	65,784	39,906
<b>TOTAL CURRENT LIABILITIES</b>		<b>70,984</b>	<b>43,906</b>
<b>TOTAL LIABILITIES</b>		<b>70,984</b>	<b>43,906</b>
<b>NET ASSETS</b>		<b>1,895,836</b>	<b>1,104,539</b>
<b>EQUITY</b>			
Accumulated surplus		1,825,836	1,034,539
Reserve		70,000	70,000
<b>TOTAL EQUITY</b>		<b>1,895,836</b>	<b>1,104,539</b>

The accompanying notes form part of these financial statements.

**DHARUG STRATEGIC MANAGEMENT GROUP LIMITED**  
**STATEMENT OF CHANGES IN EQUITY**  
**FOR THE YEAR ENDED 30 JUNE 2025**

	Accumulated Surplus	Reserve	Total Equity
	\$	\$	\$
Balance at 30 June 2023	1,034,439	-	1,034,439
Surplus for the year	100	-	100
Other comprehensive income	-	70,000	70,000
<b>Balance at 30 June 2024</b>	<b>1,034,539</b>	<b>70,000</b>	<b>1,104,539</b>
Surplus for the year	791,297	-	791,297
Other comprehensive income	-	-	-
<b>Balance at 30 June 2025</b>	<b>1,825,836</b>	<b>70,000</b>	<b>1,895,836</b>

The accompanying notes form part of these financial statements.

**DHARUG STRATEGIC MANAGEMENT GROUP LIMITED**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 30 JUNE 2025**

	Note	2025 \$	2024 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Government grant received		844,209	112,076
Donations (inclusive of GST)		12,953	7,800
Interest earned		1,623	-
Other Income		-	3,424
Payments to suppliers and employees (inclusive of GST)		<u>(56,710)</u>	<u>(118,252)</u>
<b>Net cash provided by operating activities</b>		<b>802,076</b>	<b>5,048</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payment for capital expenditure		<u>(71,508)</u>	-
<b>Net cash used in investing activities</b>		<b>(71,508)</b>	-
<b>Net increase in cash and cash equivalents held</b>		<b>730,568</b>	<b>5,048</b>
<b>Cash and cash equivalents at beginning of financial year</b>		<b>74,198</b>	<b>69,150</b>
<b>Cash and cash equivalents at end of financial year</b>	<b>3</b>	<b>804,766</b>	<b>74,198</b>

The accompanying notes form part of these financial statements.

**DHARUG STRATEGIC MANAGEMENT GROUP LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2025**

The financial report is for Dharug Strategic Management Group Limited ('Company') 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 Material Accounting Policies**

**(a) Basis of Preparation**

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards- Simplified Disclosure issued by the Australian Accounting Standards Board ('AASB'), the Australian Charities and Not-for-profits Commission Act 2012 and the Corporations Act 2001 as appropriate for not-for-profit oriented entities.

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.

The financial statements for the year ended 30 June 2025 were approved and authorized for issue by the Board of Directors on 13 August 2025.

**(b) Cash and cash equivalents**

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

**(c) Property, plant and equipment:**

The company's property, plant and equipment is stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

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

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

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

**(d) Operating expenses**

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

**(e) Income Tax**

No provision for income tax has been raised as the Company is exempt from income tax under Division 50-5 of the Income Tax Assessment Act 1997.

(f) **Revenue and other income**

The company recognizes 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 the Company's activities as discussed below.

Revenue is measured at the fair value of the consideration received or receivable after taking into account any discounts allowed.

**Grant revenue**

Grant revenue is recognized 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.

If conditions are attached to the grant which must be satisfied before the company is eligible to retain the contribution, the grant will be recognised in the statement of financial position as a liability until those conditions are satisfied, otherwise the grant is recognized as income on receipt.

**Provision of services**

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

**Donations**

Donations are recognized at the time the donations are received.

**Interest**

Interest revenue is recognized as interest accrues using the effective interest method

(g) **Goods and services tax (GST)**

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the tax authority. In this case it is recognised as part of the cost of the acquisition of the asset or as part of the expense.

(h) **Contract liabilities**

Contract liabilities represent the company's obligation to transfer goods or services to a customer and are recognised when a customer pays consideration, or when the company recognises a receivable to reflect its unconditional right to consideration (whichever is earlier) before the company has transferred the goods or services to the customer.

(i) **New or amended Accounting Standards and Interpretations adopted**

The company has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

(j) **Fair value measurement**

When an asset or liability, financial or non-financial, is measured at fair value for recognition or disclosure purposes, the fair value is based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date; and assumes that the transaction will take place either: in the principal market; or in the absence of a principal market, in the most advantageous market.

Fair value is measured using the assumptions that market participants would use when pricing the asset or liability, assuming they act in their economic best interests. For non-financial assets, the fair value measurement is based on

its highest and best use. Valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, are used, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

**(k) Critical accounting judgements, estimates and assumptions**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

*Impairment of non-financial assets other than goodwill and other indefinite life intangible assets*

The company assesses impairment of non-financial assets other than goodwill and other indefinite life intangible assets at each reporting date by evaluating conditions specific to the company and to the particular asset that may lead to impairment. If an impairment trigger exists, the recoverable amount of the asset is determined. This involves fair value less costs of disposal or value-in-use calculations, which incorporate a number of key estimates and assumptions.

**Note 2 Revenue**

	2025	2024
	\$	\$
Revenue from contracts with customers		
Grant income – recognized at a point in time	782,000	-
Grant income – recognized over time	36,331	104,170
	<b>818,331</b>	<b>104,170</b>

Disaggregation of revenue – The revenue from contracts with customers is earned from Australia.

**Note 3 Cash & cash equivalents**

	2025	2024
	\$	\$
Cash at bank	82,892	74,198
Term deposits	721,874	-
	<b>804,766</b>	<b>74,198</b>

**Note 4 Contract liabilities**

	2025	2024
	\$	\$
Income received in advance	65,784	39,906
	<b>65,784</b>	<b>39,906</b>

**Note 5 Remuneration of auditors**

	2025	2024
	\$	\$
Audit Services – Hayes Knight Audit (NSW) Pty Ltd	5,200	4,700
Non-assurance Services – Hayes Knight NSW Pty Ltd	520	520
	<b>5,720</b>	<b>5,220</b>

**Note 6 Key management personnel disclosures**

Key management includes the Board of Directors; the Board members provide their services on a voluntary basis and no remuneration is paid to them.

**Note 7 Related Party Disclosures****(a) Key management personnel**

Disclosures relating to key management personnel are set out in note 5.

**(b) Transactions with related parties**

The following transactions occurred with related parties

	2025	2024
	\$	\$
Donations received from directors	11,775	7,800
Expense claim paid to director – Richard Howitt	1,434	1,339
Expense claim paid to director – Belinda Gibb	-	708
Expense claim paid to director – Michelle Locke	328	-
Expense claim paid to director – Steve Hughes	647	107

**(c) Receivable from and payable to related parties**

There were no trade receivables from or trade payables to related parties at the current and previous reporting date.

**(d) Loans to/from to related parties**

There were no loans to or from related parties at the current and previous reporting date.

**Note 8 Contingent Liabilities and Contingent Assets**

In the opinion of the Directors, the Company did not have any contingent liabilities and contingent assets as at 30 June 2025 (2024: None).

**Note 9 Capital commitments**

As at 30 June 2025, the Company had entered into commitment for capital expenditure of \$35,000 (2024: Nil).

**Note 10 Events Occurring After the Reporting Date**

No matters or circumstances have arisen since 30 June 2025 that has 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 11 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

The principal place of business of the company is:

Dharug Strategic Management Group Limited

The Blacktown Native Institution

Oakhurst NSW 2761

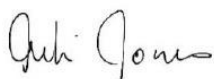
**DHARUG STRATEGIC MANAGEMENT GROUP LIMITED**  
**DIRECTORS' DECLARATION**  
**30 June 2025**

In the directors' opinion

1. The attached financial statements and notes comply with the Corporations Act 2001, the Australian Accounting Standards - Simplified Disclosures, the Australian Charities and Not-for-profits Commission Act 2012, the Corporations Regulations 2001 and other mandatory professional reporting requirements.
2. The attached financial statements and notes give a true and fair view of the company's financial position as at 30 June 2025 and of its performance for the financial year ended on that date; and
3. 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 directors made pursuant to section 295(5)(a) of the Corporations Act 2001.

On behalf of the directors



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Julie C Jones  
Chair



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Michelle Locke  
Director and Secretary

Dated at Sydney, this 13th day of August 2025

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

### Report on the Audit of the Financial Report

#### Opinion

We have audited the financial report of Dharug Strategic Management Group Limited (the Company), which comprises the statement of financial position as at 30 June 2025, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of material accounting policies, and the director's declaration.

In our opinion, the accompanying financial report of the Company is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (a) giving a true and fair view of the Company's financial position as at 30 June 2025 and of its financial performance for the year then ended; and
- (b) complying with Australian Accounting Standards - Simplified Disclosure and the Corporations Regulations 2001 and Division 60 of *Australian Charities and Not-for-profits Commission Regulation 2022*.

#### Basis for Opinion

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

We confirm that the independence declaration which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

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

#### Other Information

The directors are responsible for the other information. The other information comprises the information included in the Company's annual report for the year ended 30 June 2025 but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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

### **Responsibilities of the Director for the Financial Report**

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards, the *Australian Charities and Not-for-Profits Commission Act 2012* and the *Corporations Act 2001* and for such internal control as the directors determines 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 ability of the Company 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 Group or to cease operations, or have no realistic alternative but to do so.

### **Auditor's Responsibilities for the Audit of the Financial Report**

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

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

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

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

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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



**Hemant Nisar – Director Audit Services  
Registered Company Auditor**



**Hayes Knight Audit (NSW) Pty Ltd**

**Dated at Sydney on the 15<sup>th</sup> of August 2025**

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

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## CONTACT US

### **Dharug Strategic Management Group Ltd**

ABN: 53624690277

Mailing Address:

PO Box 10, Blaxland NSW 2774

admin@dsmg.org.au

[dsmg.org.au](http://dsmg.org.au)