



DHARUG STRATEGIC MANAGEMENT GROUP LTD

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Dharug Strategic Management Group Ltd

ANNUAL REPORT 2022



Photographs of the BNI site courtesy of Makers Only AB (top) and Macquarie University (Andrew Bigg and Jo Rey) (bottom)

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Dharug Strategic Management Group Ltd

ANNUAL REPORT 2022

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Dharug Strategic Management Group Ltd

ANNUAL REPORT 2022

1 July 2021-30 June 2022

1. OVERVIEW

OUR MISSION

Dharug Strategic Management Group Ltd (DSMG) is a not-for-profit company and registered charity established in early-2018 as a public company limited by guarantee. The company operates as an organisation for Dharug people, managed by Dharug people.

DSMG's 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 Ngura (Dharug Country).^{*} We value, celebrate and share Dharug culture and knowledge. We work to ensure and extend respectful recognition of Dharug people as the traditional custodians of and a continuing presence with Dharug Ngura, including the Blacktown Native Institution (BNI) site, to which the company holds legal title, and to promote connection to Country and community through culture and ceremony. Specifically, DSMG will act to exercise care and stewardship over elements of Dharug Ngura that return to Dharug care. We continue the journey in remembering and respecting the resilience, strength and spirit of the Ancestors.

The BNI site was under private and government ownership since colonial times. When it returned to Dharug care in 2018 it was degraded and damaged. Despite its significance as a heritage site and importance as a Dharug place, little effort was made to preserve its archaeological, cultural or environmental values while it was in NSW Government care. As custodians of the site, DSMG mission emphasises environmental recovery, cultural celebration and commemoration, and economic opportunity at the BNI as part of the wider processes of healing, truth-telling and reconciliation.

OUR VISION

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

OUR HISTORY

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

To paraphrase a former Prime Minister, it was the Dharug and our neighbours who first lost our traditional lands and had our traditional way of life smashed. We were the first to suffer the introduced diseases. We were the first victims of the murders committed in invasion and conquest. We were the first to lose our children when they were taken from our mothers and families. And across our generations, we continued to experience the trauma of displacement, loss, ignorance and prejudice that has produced a widespread common experience of alienation and discrimination.

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

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

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

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

ABOUT DSMG

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

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

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



Buru (Eastern Grey Kangaroos) on the BNI site in February 2021 (Image: R Howitt)

OUR PEOPLE

Board members, 2021-2022

Name	Position	Dates acted (if not for whole year)
Julie Jones ¹	Chair	Appointed as Director: 27/02/2018 Elected as Chair: 23/10/2018
Dr Michelle Locke ¹	Secretary	Appointed as Director: 27/02/2018 Appointed as Secretary: 27/02/2018
Emeritus Professor Richard Howitt ²	Director-Finance	Appointed as Director: 29/08/2018 Appointed as Director-Finance: 19/05/2019
Nathan Ross ²	Director	Appointed as Director: 17/06/2018 Resigned as Director: 08/08/2021
Ryan Barrett ¹	Deputy Chair	Appointed as Director: 01/07/2019 Appointed as Deputy Chair: 12/07/2020
Lesley Woodhouse ¹	Director	Appointed as Director: 18/03/2021
Lucy Schroeder ¹	Director	Appointed as Director: 14/03/2021

¹ Dharug Director

² Non-Dharug Director

Employees

In 2021-22 DSMG had no paid employees.

Volunteers

In 2021-22 all DSMG Directors were volunteers. In addition to volunteering their time, our Directors, when representing DSMG in a range of activities including Welcomes to Country and heritage consultation processes, arranged for fees to be paid directly to DSMG. We also acknowledge that ex-Directors have also continued to do this where appropriate.

On 2021-2022 DSMG benefitted in the amount of \$5,350 from this generous contribution.

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

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

Consultants

In 2021-22 DSMG made final payments for consultancy services associated with the granted-funded project *Gulbangali Dharug Ngura* in association with the Biennale of Sydney 2020. Funds for that project were fully acquitted in July 2021. Expenses in 2021-22 included services from:

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

Contractors

In 2021-22 DSMG contracted services from:

- Urban Management Services (site maintenance)
- GML Heritage Ltd (heritage services)
- MGA and AON Insurances Brokers
- Church Army in Australia (venue hire)
- kallico Catering (catering)

2. OUR GOVERNANCE

STRUCTURE & MANAGEMENT

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

The company is managed by its volunteer Board of Directors. The Chair is Aunty Julie Jones. Mr Ryan Barrett is Deputy Chair and The Secretary is Dr Michelle Locke. Director-Finance is Emeritus Professor Richie Howitt.

In January and April 2021 General Meetings of the company approved amendments to the company constitution to strengthen and secure the company's Dharug identity and accountability and support the company's fundraising efforts to pursue its charitable purpose. The Constitution requires a majority of Dharug Directors and members, a Dharug majority in all meetings, and it is a requirement 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.

The company continued to progress slowly towards submitting an application for Deductible Gift Recipient status through the Australian Tax Office. We see this as providing a strong foundation for future fundraising to support our programs and activities. The company's pathway to DGR status has been more complex than we anticipated. We function as a charity focused on securing transformative opportunities for Dharug people as a First Nations enterprise by simultaneously pursuing cultural and environmental purposes (i.e. Caring for Country and Caring for Culture). The administrative framework of the still-colonising dominant culture of Australia consistently fails – or perhaps refuses – to recognise the entangled relationality of Country, Culture and People which DSMG champions. The possibility of being simultaneously cultural and environmental seems to be unacceptable as a public and charitable purpose because these two things are separate and inconsistent registration categories for DGR status.

Having clarified eligibility issues, the company applied to register as a Cultural Organisation in NSW. Rules for a Public Fund were adopted by the Board in March and Terms of Reference for a Management Committee to oversee the Public Fund were adopted in May. Our application for registration as a Cultural Organisation was submitted in June, but the Registrar has notified the company that several further changes are required, including incorporation of the Fund Rules into the company constitution. This was considered by a General Meeting after the reporting period, which further amended the company constitution to include new sections to address the Registrar's requirements.

The company's operations were disrupted by the continuing Covid-19 pandemic, which saw several directors directly affected by infection and saw Board meetings largely convened by electronic means during the reporting period. Activities were further disrupted in early-2022 by several major rain events which saw major flooding across eastern Australia and inundation of the BNI when Bells Creek flooded. The site was affected by breaches of Sydney Water's sewage main through the site.



Overflow from the Sydney Water sewer main affected the site in March 2022 (Image: R Howitt)

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

1. **Caring for Culture.** *In 2021-2022, this work was led by Director Julie Jones.*

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 Ngura.** *In 2021-2022, this work was co-led by Directors Julie Jones and Richie Howitt.*

DSMG will work towards rejuvenation of the landscape, skilled management of the water resources, support for the site's biodiversity, and an overall fostering of the Dharug community's connection to Country through planning, construction and successful operation of a Community Hub.

3. **Caring for Community.** *In 2021-2022, this work was co-led by Directors Lucy Schroeder and Ryan Barrett.*

DSMG will foster strong Dharug community connections to a wide range of opportunities for education, training, employment and recognition, through a range of partnership programs and collaboration with local government, state and Commonwealth agencies, industry partners and existing community organisations.

4. **Caring for DSMG.** *In 2021-2022, this work was co-led by Secretary and Director Michelle Locke and Director-Finance Richie Howitt.*

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

Board meetings

In the reporting period, the Board met as follows:

- 18 July 2021 (Online)
- 8 August 2021 (Online)
- 12 September 2021 (Online)
- 10 October 2021 (Online)
- 7 November 2021 (Online)
- 10 December 2021 (Lawson)
- 30 January 2022 (Online)
- 20 February 2022 (Online)
- 20 March 2022 (Online)
- 24 April 2022 (Online)
- 26 May 2022 (Electronic)*
- 18 June 2022 (Online)

* The May meeting was re-scheduled twice as quorum was not achieved due to Director illness. Voting on urgent motions was undertaken electronically and confirmed at the June 18 meeting.

Funding

In the reporting period DSMG continued to rely primarily on grant funding. The company has applied for funding under the NSW Government's Protecting Our Places program without success three years running. This disappointing outcome was also repeated in applications for NSW Environment Trust Aboriginal Heritage Grant funding. The company submitted three applications and was successful in one. The successful project is finalising the Draft BNI Site Conservation Management Plan, which was last revised in 2015, prior to the return of the site to Dharug care. That work is being supported by GML Heritage Ltd.

The company received a Community Capacity Building grant for Parramatta Council to undertake work with Dharug families and communities in Parramatta Park and along Parramatta River to strengthen community knowledge and confidence to participate in community affairs.

Ex-Director Dr Jo Rey continues to work closely with the Board on her postdoctoral project which links key sites across Dharug Ngura at Browns Waterhole in Lane Cove National Park, the BNI and Yellowmundi. This work is supported by external funding, which contributed over \$8,000 to support Dharug community engagement with the BNI as part of the project.

A planned fee-for-service On-Country Training session for UMS's Executive Team in May had to be rescheduled due to inundation of the site and is now planned for delivery in mid-July.

Anticipated collaborations with the Rookwood *Hidden* and Casula Powerhouse *Mil-Pra* programs were cancelled due to Covid-19 restrictions. Both of these programs were recommenced in 2022, with outcomes after the reporting period.

CHAIRS' REPORT

Warami DSMG Mudyin. Before offering our Chairs' Report for 2022, the Directors wish to acknowledge and pay our respects to our Creator, Ancestors and Dharug Elders past and present, and also to our young people who are using their voices to stand strong in their culture and learning and to support continuing Dharug futures on Ngura. Dharug Ngura was never ceded, and Dharug yura and culture have survived, overcome and persisted through the trauma and tragedies of early colonisation and subsequent ongoing waves of denial and destruction. We celebrate the return of Country to Dharug care and DSMG's growth as a responsible steward of Ngura and the stories she holds.

DSMG relies on the volunteer services of a small Board of Directors who work extremely hard amid holding down careers and jobs whilst also raising families. We would like to thank all who have served as Directors in this reporting period and emphasise their efforts and dedication in really difficult times. Director Nathan Ross resigned in this period to focus on his role in supporting Indigenous Youth Employment and enterprise activities in Western Sydney which have expanded and demanded his full attention. We thank Nathan for his service and continuing support for DSMG and the skills and knowledges he shared.

We will also be saying farewell to our wonderful Director Lucy Schroeder who has taken up a job in Geneva working in Human Rights Law. Lucy will be missed, and we wish her every success and cannot wait for her return to Ngura and hopefully DSMG.

Dharug community also farewelled too many members of our families and community who were advocates and supporters of the BNI and DSMG including Aunty Sandra Lee who fought very hard for the story and voice of the BNI to be heard whilst advocating for its return to the care and custodianship of the Dharug yura. We hope our efforts honour her legacy and we thank her and her family for her service and contributions.

Recovering from the Covid era of restrictions and limited contact has had its challenges for our community and the company. As we have juggled the need to re-establish routines, re-connect to opportunities that were emerging in 2020, and look after our families as they re-adjust to the new realities, DSMG has been working hard to identify grants and partnerships that will advance our goals. It has been a busy year and I personally wish to acknowledge the tremendous amount of work carried out by Directors Michelle Locke and Richie Howitt.

We have forged new partnerships, applied for funding opportunities, advocated for Ngura, written responses to submissions, had some disappointment but enjoyed some successes. We have achieved

outcomes, made plans for the future while caring for Ngura, the BNI and each other. I believe we have carried this out with humility, integrity and respect for our community and future generations. A testimony to this is the ever-increasing amount of requests to engage with DSMG.

A particular highlight for me was DSMG's sponsorship of the inaugural Muru Award at Rookwood General Cemetery's 2022 Hidden Exhibition. This was a new audience and opportunity to share stories from Ngura and introduce people to the BNI and Dharug culture generally. We originally proposed our sponsorship of this prize in 2020 but the exhibition and competition was stifled by the pandemic and it was wonderful to see it come to fruition and make the award to Maddison Gibbs for her amazing work Mother Scar Tree.

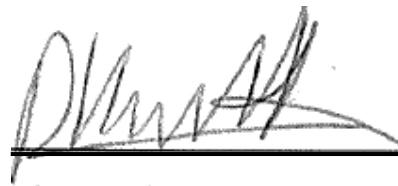
We are looking forward to another busy year ahead and are very grateful to have our Ancestors at our back. May we have an even more successful year ahead as we continue to again chase down funding, partnerships and work towards preservation, healing, education and awareness of the BNI and Dharug yura, Ngura and spirit.

Before leaving you with some highlights may we thank you everyone for your commitment and work in the protection of the BNI and its future story.

Sincerely, Didjurigur



Julie Jones
Co-Chair
2 July 2022



Ryan Barrett
Co-Chair
2 July 2022

HIGHLIGHTS 2021-2022

- Review and confirmation of 11 board policies to guide DSMG governance, and adoption of a new Privacy Policy to guide collection of online information through the DSMG website.
- Review and revision of the DSMG Board Manual.
- Establishment of the bank account and management committee for the BNI Dharug Cultural Purposes Fund.
- Working with GML to progress finalisation of the Conservation Management Plan for the BNI.
- Discussions with Blacktown Council towards development of a Conservation Agreement to support environmental restoration and community use of the BNI.
- Development of a flexible program for On-Country Training to increase understanding of the significance of the BNI site.
- Delivery of submissions on issues affecting Dharug community interests including renaming of areas of Dharug Ngura affected by the development of the Aerotropolis, the Draft Greater Sydney Water Strategy and Greater Sydney Parklands, and development projects in Camelia-Rosehill, Parramatta, Carlingford.

3. DIRECTOR-FINANCE'S REPORT

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

CORPORATE INFORMATION

ABN 53 624 690 277

Banker ANZ (Mt Druitt Branch)

ASIC Agent Hayes Knight Sydney

Auditor Hayes Knight Sydney

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

FINANCIAL STATEMENT

CHEQUE ACCOUNT 3117-50773 (DSMG Operating Account)

CASH FLOW STATEMENT (01.07.2021 – 30.06.2022)

OPENING BALANCE at 01.07.2021			\$ 129,321.15
REVENUE		GST	TOTAL
Cash receipts			
Payments received		\$ 1,335.50	\$ 8,134.13*
GST Credits from ATO		-	\$ 15,340.00
Grant receipts			
Dept of Prime Minister & Cabinet – Aboriginal Heritage Grant		\$ 1,000.00	\$ 11,000.00
Parramatta City Council – Community Capacity Building Grant		-	\$ 10,000.00
Macquarie University (SSHRC Project – Dr Jo Rey)		\$ 818.00	\$ 8,998.00
TOTAL REVENUE		\$ 3,153.50	\$ 53,472.13
EXPENSES		GST	TOTAL
Payments			
Bank fees and charges			-\$ 309.00
Expenses paid		-\$ 5,921.47	-\$ 88,892.95
GST Payments to ATO		-	-\$ 163.00
TOTAL EXPENSES		-\$ 5,921.47	-\$ 89,364.95
CLOSING BALANCE (at Bank) at 30.06.2022			\$ 93,737.33

* This figure was not reported correctly in the version of the report previously published on the DSMG website. In that earlier report the funds reported as SSHRC Grant funds received from Macquarie University were also included in the payments received figure. The corrected amount for payments received is now shown.

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

CASH FLOW STATEMENT (01.07.2021 – 30.06.2022)

OPENING BALANCE at 271.04.2022 (Account creation)			\$ 0.00
REVENUE		GST	TOTAL
Payments received (deposit from DSMG Operating Account)			100.00
EXPENSES		GST	TOTAL
Payments			0.00
CLOSING BALANCE (at Bank) at 30.06.2022			\$ 100.00

Expenses by category (GST excl)	2022 (\$)	2021 (\$)
Bank Fees and Charges	309.00	309.00
Insurance ¹	6,403.95	4,812.83
Site Maintenance	38,836.05	14,979.66
Consultant Fees ²	16,930.00	47,138.79
Performers and Artists Fees ²	5,462.52	19,015.06
Major Contracts ²	0.00	139,986.80
Venue Charges ⁴	1,377.93	772.72
Sponsorships	0.00	2,818.18
Accounting & Audit Costs ³	5,325.00	4,000.00
Reimbursements ⁵	1,443.48	
Other ⁶	737.50	2,475.50
Income by Category (GST excl)		
Grants	28,180.00	10,000.00
Donations ⁷	775.00	137,100.00
Director Contributions ⁸	5,350.00	0.00

Notes:

¹ Following Board review of insurance costs, DSMG reorganised insurance to reduce annual costs and increase coverage. New insurance contracts commence for 12 months from 1 July 2022.

² Consultant, artist and performer fees were incurred in finalising payments for Gulbangali Dharug Ngura project funded by CreateNSW as part of the Biennale of Sydney 2020. The project was acquitted with CreateNSW 31 July 2021.

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

⁴ Venue costs were incurred for the Board Retreat and 2022 figures include booking deposit for retreat scheduled for October 2022.

⁵ Directors were reimbursed where they had out-of-pocket expenses for approved purposes. All reimbursements were reviewed and approved by the Board.

⁶ Other expenses in 2022 include catering for the Board Retreat and the transfer of funds to create the BNI Dharug Cultural Purposes Fund, which will become the company's Public Fund for DGR purposes if our application for DGR registration succeeds.

⁷ DSMG has not sought donations but has received some contributions as donations. In some cases, these have been in recognition of voluntary contributions by Directors and ex-Directors, and in other cases they have been unsolicited.

⁸ Where Directors and ex-Directors have been offered fees for services (eg. related to cultural advice etc) and DSMG has issued an invoice for that service, this has been recorded as Directors' contributions.

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

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

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

DSMG's 2021 Annual Information Statement was lodged with the ACNC on time.

The company reviewed insurance costs in May 2022 and identified an opportunity to make a substantial saving by reorganising insurances through AON, whose specialist NFP services were identified in an Institute of Community Directors webinar. New insurance policies commenced on July 1, 2022 with an annual saving of more than \$1,500 negotiated.

Other routine operating costs increased to about \$45,000 per year in excess of any project-specific costs as the company instituted a greater number of mowing services during the summer to address rapid growth during the wetter than usual season. We continue to pursue initiative to secure an independent revenue stream to support these costs. The company has developed a program for fee-for-service cultural immersion workshops and on-site cultural experience activities for government, education and industry partners as a foundation for financial security. Directors also direct sitting fees for a range of consultative roles to DSMG to provide discretionary income to the company. In the current reporting period, the latter directed more than \$5,000 to the company.

In 2021-22 DSMG's financial focus continued to be deeply affected by the Covid-19 pandemic which disrupted project delivery in grant-funded activities and planned community activities on the site.

Our experience continues to emphasise the need for DSMG to reduce reliance on program-based grants and to secure both a modest revenue stream to support our basic operations and site maintenance obligations, and wider fundraising options to pursue our ambitions for healing and activation at the BNI site.

The company continues to pursue grant funding where appropriate. Following acceptance of our registration of interest for funding through the NSW Government's innovative West Invest program, which aims to address the impacts of Covid-19 and flooding across Western Sydney, considerable effort was devoted in the April-July period to developing a major proposal to develop basic cultural and physical infrastructure to support community use of the site. The submission date for this program was extended until late-July 2022 and the company submitted an application for \$995,000.

Fundraising for projects to heal the BNI site, activate it with cultural and ceremonial activities and install facilities on site to support these projects has been a great challenge, as has the demand on DSMG to provide input, advice and comment on a range of inappropriate developments across Dharug Ngura. This has significant impact of the company's capacity to undertake new initiatives and relies on the continued goodwill and service our volunteer directors, whose service to Dharug community continues to be outstanding.

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
08.07.2021

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



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

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690277

FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2022

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DIRECTORS' REPORT FOR THE YEAR ENDED 30 JUNE 2022

The Director's present their report on Dharug Strategic Management Group Limited for the financial year ended 30 June 2022.

Directors

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

Names	Appointed	Resigned
Julie C Jones* (Chair)	27/02/2018	
Michelle L Locke* (Secretary)	27/02/2018	
Nathan M Ross	28/08/2018	08/08/2021
Richard L Howitt (Director-Finance)	29/08/2018	
Ryan A Barrett* (Co-Chair)	01/07/2019	
Lucy A Schroeder*	14/03/2021	
Lesley A Woodhouse*	18/03/2021	

* Dharug Directors

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

Principal activity

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

In the reporting period, the prolonged pandemic that continues to affect so many aspects of Sydney's creative and economic activities, severely disrupted the company's activities. In addition, wet weather related to the extended La Nina system affecting the coastal regions of New South Wales in early-2022 saw the BNI site inundated and affected by flood water and a sewage overflow. These factors produced disruption to activities on site and reduced opportunities to generate revenue. In particular, planned On-Country training for industry partners that would build understanding of Dharug experience, values and aspirations and the significance of the BNI had to be delayed.

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

Short-term objectives

In 2021-2022, the Company's short-term objectives were:

Caring for Country:

- To advance planning, funding, and action towards ecological restoration of the BNI site and deliver on the Yam Daisy Project in Parramatta Park.
- To secure funding and approvals for other environmental restoration activities on the BNI site and elsewhere across Dharug Ngura.
- To provide feedback on development proposals and activities affecting Dharug Ngura and

share and support Dharug knowledge of Ngura appropriately to advance environmental protection and cultural recognition.

- To seek return of Ngura to Dharug care and promote recognition of Dharug custodial responsibilities across Dharug Ngura.

Caring for Culture:

- To finalise reporting on the Gulbangali Dharug Nura project in the context of the restrictions and disruptions arising from the pandemic.
- To continue development of partnerships and programs to promote and recognise Dharug culture, values and expression through arts, performances and workshops.
- To secure funding to provide opportunities to Dharug artists and performers.

Caring for Community:

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

Caring for the Company:

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

Long-term objectives

The Company's long-term objectives are:

Caring for Country:

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

Caring for Culture:

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

Caring for Community:

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

Caring for the Company:

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

Strategy for achieving the objectives

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

Strategic Planning

The Strategic Plan 2021-25 includes a commitment to securing Deductible Grant Recipient Status with the Australian Taxation Office as a foundation for future fundraising strategies to support the company's goals and charitable purpose as a Cultural Organisation. This project has been supported by Communities First Development but has proved to be more complex than was first anticipated.

In May 2022, the company established a separate bank account to manage a separate fund to be known as the BNI Dharug Cultural Purposes Fund which will provide the company with a vehicle for a Public Fund. The company also adopted specific rules consistent with the legal requirements for registration as a Cultural Organisation in NSW and for DGR with the ATO. The company was advised that these rules need to be incorporated into the company's governing document, along with other small amendments to our application for registration as a Cultural Organisation in NSW. It is planned that these changes will be finalised early in the 2022-2023 Financial Year to allow the company to use the significant anniversaries occurring in 2023 to commence a major fundraising campaign towards funding the company's Arts & Culture programs and development of a proposed Dharug Community Cultural Hub on the BNI site.

We note that DSMG's pathway to applying for DGR status has been more complex than we anticipated. We function as a charity focused on securing transformative opportunities for Dharug people as a First Nations enterprise by simultaneously pursuing cultural and environmental purposes (i.e. Caring for Country and Caring for Culture). Yet the administrative framework created by the still-colonising dominant culture of Australia consistently fails – or perhaps refuses – to recognise the entangled relationality of Country, Culture and People. The possibility of being simultaneously cultural and environmental is simply not admitted as an acceptable public and charitable purpose because these are separate and inconsistent registration categories for DGR status. Similarly, the easy assumption that First Nations charities are more appropriately conceptualised in terms of Indigenous disadvantage rather than pursuing a strategic framework that sees caring for people, culture and Country as woven together. As a result, First Nation charities such as DSMG can be more easily recognised as deserving DGR status if we accept the paternalistic role of offering “direct benevolent relief for people disadvantaged by poverty, sickness, suffering, distress, misfortune, disability or helplessness.” This is exactly the sort of paternalistic language that DSMG wants to avoid because our preferred approach is to support healing, belonging and truth-telling through arts, culture, environment and education in holistic ways. The company continues to pursue our goal through registration initially as a Cultural Organisation and pursuing delivery of healing through arts and culture-led programs on the BNI and aiming to develop a Dharug Cultural Hub on the site in the future and continuing to foster environmental restoration of this treasured Dharug place.

Networking and partnering

The Board has continued to strengthen links with local government and industry supporters, pursue grant funding and build relationships that foster recognition and understanding of the BNI site. As part of our strategic plan, we are particularly focusing on building key partnerships in arts and culture and in environmental care.

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

Funding

In 2021-22 the company applied for grant funds from a range of sources.

We submitted three proposals for **Aboriginal Heritage Grants**:

Project 1: BNI Site Conservation Management Plan This application requested \$20,000 (max) to finalise the Conservation Management Plan (CMP) for the whole State Heritage Listed site.

Project 2: BNI Site Heritage Works – Environmental Improvement through revegetation and water management This application requested \$70,000 for a ‘heritage works project’ focused on environmental improvement on a small section of the site near the fenced area. It proposed regenerating cultural valued riparian plants along the drainage channel, Cumberland Woodland species along the boundary facing Rooty Hill Road, interpretative signage, and an area for hosting workshops etc between the ‘creek’ and the existing large tree.

Project 3: BNI Site Community Recognition, Awareness and Appreciation Program This application requested \$50,000 for a ‘cultural participation project’ with a program of events utilising the area created in Project 2 to welcome Dharug community, schools and local community groups to the site for weaving and other artist and performance activities at the end of the works project.

Only the first of these was funded and the company is working with GML Heritage to deliver the final CMP. This is still work in progress.

For the third year in a row, the company applied for NSW Environment Trust funds under the **Protecting Our Places Program**. Our application requested just under \$80,000, which was the maximum grant available, to provide improved facilities to enable Dharug community to more effectively heal the BNI site. The outcome was announced in early July 2022 and our third application was again unsuccessful. We remain unclear just why the NSW Environmental Trust fails to see the BNI as a place worthy of protection and support and will continue to pursue funds to support this basic purpose.

We successfully applied for funds under Parramatta Council's Community Capacity Building program and received \$10,000 to work with community in Parramatta Park and along the Parramatta River in late-2022 and early-2023.

DSMG has collaborated with a number of researchers, including former Director Dr Jo Rey's postdoctoral program at Macquarie University. Dr Rey secured funds under the Resisting Global Extinctions collaboration funded by the Canadian Social Sciences and Humanities Council to facilitate community activities around heritage planning and use of the site.

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

Governance, Leadership and Board Development

One Director resigned in the reporting period. Directors Nathan Ross faced increased workload pressures in his role as Managing Director of Aboriginal Participation & Engagement Advisory Services and felt unable to offer sufficient time to his DSMG role. Nathan continues to be a champion of DSMG, providing connections and supporting and promoting Dharug people through his APEAS role.

The company maintains a strong relationship with Communities First Development and has benefited from CFD's support in building good governance. The board is currently working with CFD volunteer Dr Paul Whitelaw to develop a Board Skills Matrix and Succession Plan.

The Board holds an annual retreat which has been used as an opportunity for review, reflection, skills development and strategic focus. The retreats have been held at the Kihilla Conference Centre in Lawson. The 2021 Retreat focused on the need to ensure the company's financial security by developing sustainable revenue streams, strengthening succession planning and managing the huge demand from third parties for DSMG to engage with the rapid development activities affecting Dharug Ngura. The latter demand is seen as stretching the company's capacity, which relies on volunteer contributions. The Retreat also considered the opportunities to celebrate the 5th anniversary of the BNI's return to Dharug care, the 200th anniversary of the establishment of the BNI in 2023.

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.

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

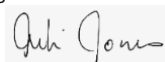
Director	Possible Meetings	Meetings Attended
Julie C Jones	12	12
Michelle L Locke	12	12
Nathan M Ross	1	0
Richard L Howitt	12	12
Ryan A Barrett*	9	6
Lucy A Schroeder	12	12
Lesley A Woodhouse	12	7

* Mr Barrett was granted leave for three months due to ill health.

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 2022 has been received and can be found on page 7 of the financial report.

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



Julie Jones Chair

Dated at Sydney, this 28th day of October 2022.

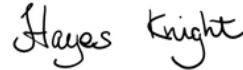
**AUDITORS' INDEPENDENCE DECLARATION
UNDER SECTION 307C OF THE CORPORATIONS ACT 2001
TO THE DIRECTORS OF
DHARUG STRATEGIC MANAGEMENT GROUP LIMITED**

I declare, that to the best of our knowledge and belief, during the year ended 30 June 2022 there have been:

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



Vincent Poon – Director Audit Services
Registered Company Auditor



Hayes Knight Audit (NSW) Pty Ltd

Dated at Sydney, this 28th day of October 2022

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2022

	2022	2021
	\$	\$
Grants Received	77,184	234,210
Sundry Donation	-	2,100
Audit & Related Fees	(5,325)	(4,000)
Bank Fees and Charges	(309)	(309)
Consultant Fees	(16,930)	(47,139)
Major Contracts	-	(139,987)
Insurance	(6,612)	(4,813)
Site Maintenance Costs	(38,836)	(14,980)
Performers and Artists	(5,642)	(19,015)
Workshop Venue Charge	-	(773)
Sponsorships	-	(2,818)
Other	(3,530)	(2,476)
Surplus before income tax	-	-
Income tax expense	-	-
Surplus for the year	-	-
Other comprehensive income for the year	-	-
Total comprehensive income for the year	-	-

The accompanying notes form part of these financial statements.

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2022

	Note	2022	2021
		\$	\$
CURRENT ASSETS			
Cash and cash equivalents	2	93,737	129,321
GST Receivable		419	12,009
TOTAL CURRENT ASSETS		94,156	141,330
NON-CURRENT ASSETS			
Land		1,000,000	1,000,000
TOTAL NON-CURRENT ASSETS		1,000,000	1,000,000
TOTAL ASSETS		1,094,156	1,141,330
CURRENT LIABILITIES			
Accrual		4,000	4000
Grants income in advance	3	90,156	137,330
TOTAL CURRENT LIABILITIES		94,156	141,330
TOTAL LIABILITIES		94,156	141,330
NET ASSETS		1,000,000	1,000,000
EQUITY			
Accumulated surplus		1,000,000	1,000,000
TOTAL EQUITY		1,000,000	1,000,000

The accompanying notes form part of these financial statements.

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2022

	Accumulated Surplus \$	Total \$
Balance at 30 June 2020	1,000,000	1,000,000
Surplus for the year	-	-
Balance at 30 June 2021	1,000,000	1,000,000
Surplus for the year	-	-
Balance at 30 June 2022	<u>1,000,000</u>	<u>1,000,000</u>

The accompanying notes form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2022

	Note	2022 \$	2021 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Government grant received		28,180	10,000
Donations from directors		5,350	2,100
Other Income		775	148,500
Payments to suppliers and employees		(69,889)	(261,820)
Net cash used in operating activities		(35,584)	(101,220)
Net change in cash and cash equivalents		(35,584)	(101,220)
Cash and cash equivalents at beginning of financial year		129,321	230,541
Cash and cash equivalents at end of financial year		93,737	129,321

The accompanying notes form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

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

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

Note 1 Summary of Significant Accounting Policies

(a) Basis of Preparation

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

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

The financial statements for the year ended 30 June 2022 were approved and authorised for issue by the Board of Directors on 28 October 2022.

(b) Cash and cash equivalents

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

(c) Operating expenses

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

(d) Income Tax

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

(e) Revenue and other income

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

Revenue is measured at the fair value of the consideration received or receivable after taking into account any trade discounts and volume rebates allowed. Any consideration deferred is treated as the provision of finance and is discounted at a rate of interest that is generally accepted in the market for similar arrangements. The difference between the amount initially recognised and the amount ultimately received is interest revenue.

Grant revenue

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

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

Provision of services

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

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

- (f) **Goods and services tax (GST)**
This Company was registered for GST effective 1 July 2021.
- (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 2011. Information on the more significant standard(s) is presented below. The directors consider these as having insignificant effect on the financial statements.
- (i) **Accounting standards issued but not yet effective and not been adopted early by the Company**
A number of accounting standards have been issued but not effective. The directors do not believe these will not have any impact on the financial report for the current financial year or for subsequent financial years.
- (j) **Acquisitions of Assets**
The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Company. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

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

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

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

Note 2 Cash and cash equivalents

	2022	2021
	\$	\$
Cash at bank	93,737	129,321

Note 3 Grant Income Received in Advance

	2022	2021
	\$	\$
Opening Balance	137,330	226,541
Grants received	30,010	145,000
Amortised to Income Statement to meet expenses	(77,184)	(234,211)
	90,156	137,330

Note 4 Financial Risk Management

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

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

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

Note 5 Related Party Disclosures

(a) Related parties

The company's main related parties are the directors.

(b) Transactions with key management personnel

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

(c) Transactions with related parties

There were no transactions between related parties.

Note 6 Contingent Liabilities and Contingent Assets

In the opinion of the Officers, the Company did not have any contingencies on 30 June 2022 (2021: None).

Note 7 Capital commitments

There are no capital expenditure commitments on 30 June 2022 (2021: NIL).

Note 8 Events Occurring After the Reporting Date

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

Note 9 Company Details

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

Dharug Strategic Management Group Limited

C/- Hayes Knight (NSW) Pty Ltd

Level 2, 115 Pitt St

Sydney NSW 2000

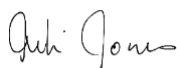
DIRECTORS' DECLARATION

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:

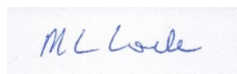
1. The financial statements and notes, as set out on page 5 to 14, are in accordance with the Corporations Act 2001 and:
 - a) comply with Accounting Standards - Reduced Disclosure Requirements;
 - b) give a true and fair view of the Company's financial position as at 30 June 2022 and of its performance for the year ended on that date of the Company.
2. In the Directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the Director:



Julie Jones

Chair



Michelle Locke

Director

Dated at Sydney, this 28th day of October 2022

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

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Dharug Strategic Management Group Limited (the Company), which comprises the statement of financial position as at 30 June 2022, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

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

- (a) giving a true and fair view of the company's financial position as at 30 June 2022 and of its financial performance for the year then ended; and
- (b) complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

Basis for Opinion

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

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

Responsibilities of the Directors for the Financial Report

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

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

Auditor's Responsibilities for the Audit of the Financial Report

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

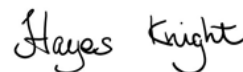
As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

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

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



Vincent Poon – Director Audit Services
Registered Company Auditor



Hayes Knight Audit (NSW) Pty Ltd

Dated at Sydney, this 28th day of October 2022



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

CONTACT US

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The Secretary

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dsmg.org.au