



Dharug Strategic Management Group Ltd

ABN: 53624690277

The Secretary

PO Box 404

Glenbrook NSW 2773

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www.dsmg.org.au

2020

ANNUAL REPORT

Dharug Strategic Management Group Ltd

1 July 2019-30 June 2020

OUR MISSION

The Dharug Strategic Management Group Ltd (DSMG) is a not-for-profit company and registered charity established in early-2018 as a public company limited by guarantee. It operates as an organisation for Dharug people, managed by Dharug people. Our mission is to build strong relationships between Aboriginal and non-Aboriginal Australians to walk together along the journey of truth telling, healing and learning to belong together with Dharug Nura (Dharug Country).* We value, celebrate and share Dharug culture and knowledge. We work to ensure and extend respectful recognition of Dharug people as the traditional custodians of and a continuing presence with Dharug Nura, including the Blacktown Native Institution (BNI) site, to which the company holds legal title, and to promote connection to Country and community through culture and ceremony. Specifically, DSMG will act to exercise care and stewardship over elements of Dharug Nura that return to Dharug care. We continue the journey in remembering and respecting the resilience, strength and spirit of the Ancestors.

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

OUR VISION

Dharug Nura (Country) will be the heart of successful truth telling, healing and learning to belong together with Dharug Nura across the Sydney Basin. DSMG will develop as a sustainable body that oversees a multi-purpose, environmentally sound Community Hub on the Blacktown Native site. We will deliver collaborative programs supporting recognition, acknowledgement and respect for Dharug people, culture, history and wellbeing in the context of a generous, just and sustainable Western Sydney. Our programs and activities will foster cultural, artistic, educational and economic success with high levels of Dharug participation and wider community and organisational engagement with Indigenous issues.

OUR HISTORY

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

To paraphrase a former Prime Minister, it was the Dharug and our neighbours who first lost our traditional lands and had our traditional way of life smashed. We were the first to suffer the

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

introduced diseases. We were the first victims of the murders committed in invasion and conquest. We were the first to lose our children when they were taken from our mothers and families. And across our generations, we continued to experience the trauma of displacement, loss, ignorance and prejudice that has produced a widespread common experience of alienation and discrimination.

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

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

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

ABOUT US

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

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

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

OUR PEOPLE

Board members, 2019-2020

Name	Position	Dates acted (if not for whole year)
Julie Jones ¹	Chair	Appointed as Director: 27/02/2018 Elected as Chair: 23/10/2018 On leave as Chair: 01/11/2019 – 20/04/2020
Dr Jo Anne Rey ¹	Director	Appointed as Director: 27/02/2018 Elected as Acting Chair: 01/11/2019 – 20/04/20 Resigned as Director: 3/10/20
Michelle Locke ¹	Secretary	Appointed as Director: 27/02/2018 Appointed as Secretary: 27/02/2018
Emeritus Professor Richard Howitt ³	Director-Finance	Appointed as Director: 29/08/2018 Appointed as Director-Finance: 19/05/2019
Corina Norman ¹	Director	Appointed as Director: 27/02/2018
Nathan Ross ²	Director	Appointed as Director: 17/06/2018
Ryan Barrett ¹	Deputy Chair	Appointed as Director: 01/07/2019 Appointed as Deputy Chair: 12/07/2020
Joel Steller ³	Director	Appointed as Director: 24/01/2020
Peter Lee ¹	Director	Appointed as Director: 05/10/2018 Resigned as Director: 16/05/2019
Marcus Hughes ²	Director	Appointed as Director: 24/02/2019 Resigned as Director: 06/06/2019

¹ Dharug community member

² Other Indigenous person

³ Non-Indigenous person

Employees

In 2019-20 DSMG had no paid employees

Volunteers

In 2019-20 all DSMG Directors were volunteers.

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

- GHD Ltd (governance matters)
- Gilbert & Tobin (legal matters)
- Hayes Knight (finance matters)
- pwc (grant governance and project delivery matters) (NB pwc declined to invoice for services provided in 2018-19)
- Communities First Development (strategic planning)

Consultants

In 2019-20 DSMG accepted paid consultancy services from:

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

STRUCTURE & MANAGEMENT

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

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

1. **Caring for Culture.** *In 2019-20, this work was co-led by Directors Julie Jones and Corina Norman.*

DSMG will ensure full cultural activation on the BNI site, including comprehensive use of the site for cultural events, extensive teaching and learning for all ages, signage in language, dedicated gender-specific spaces, and the embedding of cultural protocols for all activities.

2. **Caring for Nura.** *In 2019-20, this work was co-led by Directors Jo Rey 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 2019-20, this work was co-led by Directors Nathan Ross and Ryan Barrett.*

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

4. **Caring for Company.** *In 2019-20, 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 sound systems for shared responsibility, transparency and accountability.

The company is governed by its Constitution. In the reporting period, the Board has met as follows:

- 28 July 2019 (Seven Hills)
- 18 August 2019 (Stonecutters Ridge)
- 8 September 2019 (Windsor)
- 20 October 2019 (postponed due to illness and other commitments)
- 27 October 2019 (Mt Druitt, community consultative meeting)
- 8-10 November 2019 (Lawson, strategic planning retreat)
- 22 December 2019 (Eastwood)
- 2 February 2020 (Eastwood)
- 19 March 2020 (Teleconference)
- 4 April 2020 (Zoom conference)
- 16 April 2020 (Zoom conference)
- 3 May 2020 (Zoom conference)
- 6 June 2020 (Eastwood)

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

- 12 July 2020 (Stonecutters Ridge)
- 9 August 2020 (Zoom conference)
- 27 September 2020 (Zoom conference)
- 25 October 2020 (Lawson)

HIGHLIGHTS 2019-2020

- Meeting with Dharug community peak bodies
- Development and adoption of Strategic Plan 2020-2021 with support from Indigenous Community Volunteers (now Communities First Development)
- Signing a Statement of Recognition and Understanding with the Museum of Applied Arts and Sciences
- DSMG Website launched
- Communities Environment Program Funding for collaboration with Parramatta Park Trust and Muru Mittigar to pursue reintroduction of Yam Daisy
- Adoption of key policies to guide DSMG governance, including an Epidemic and Pandemic Policy to guide DSMG through the Covid-19 Pandemic
- Planning for Gulbangi Dharug Nura project and involvement in the Biennale of Sydney 2020, which was disrupted by the Covid-19 Pandemic
- Parramatta Council grant to support digital delivery of Gulbangi Dharug Nura project
- Participation in Online Yarn-Up for Ventia for Reconciliation Week

CHAIRPERSON'S REPORT

Warami budyari mullinawal

Before offering the Chair's Report, I wish to extend and pay my respects to Elders past and present and also to those who will arrive to hold those roles in the future. We are always on unceded Dharug Land.

I wish to thank all the DSMG Directors for the efforts you have all put in over the year and acknowledge the contribution is even more valuable given your time is offered in the capacity of volunteers and unpaid Board members.

I'd also like to mention the valuable contribution made by recently resigned Director Jo Rey as both a Director and Acting Chair in my absence throughout my leave. It was greatly appreciated and a job she did well.

Also, many thanks to GHD, Callum Bryan-Mathieson and Lauren Harding for their pro bono work on the Updated Plan of Management and Gilbert and Tobin for their continued support as well.

This year we have maintained our relationships with partners such as Blacktown City Council, Blacktown Arts, ICE and Parramatta Council and built new relationships with other organisations, people and groups such as Communities First Development, formally ICV with Renee Tompkins and Russell Jaffe, Rookwood General Cemetery, Casula Powerhouse, Ventia, Parramatta Park Trust, Klaus Eriksson at Makers Only and the amazing Paul Osborne from Catapult. We have through these relationships and projects, consulted with Greening Australia, Muru Mittigar and others. We have been approached by Deloitte to discuss guiding the embedding and understanding of respectful cultural practices into their company. We have sponsored awards, opened conversations around end-of-life care and held on country training. Some of these relationships are far removed possibly, from the previous targeted areas we thought DSMG would undertake and be involved in. What an evolution!! Thanks to Nathan Ross for the introductions to Ventia and Deloitte.

DSMG have this year applied for grants, some of which have been successful, some not. However, every outcome has provided an opportunity to converse and learn from.

COVID came along and heavily impacted on our year. It had a profound impact on the delivery of our Biennale Nirin Project which was part of our Create NSW funding. However, we prevailed and after combining all delayed and rescheduled events into one, held a great filming weekend combing these events and workshops into a digital delivery of the BNI as an artist in Nirin. We now need to lodge our variation and decide on a final event to deliver and complete our objectives and obligations of that grant and project. What a journey it has been and what a pleasure to work with the artists and workshop specialists we have. I'd also like to extend my personal thank you to Corina Norman and Joel Steller for their tireless work and contributions working with me on this project. Many hours, many headaches, many frustrations but always with focus, good hearts and spirits.

Obviously, another milestone was the signing of the Statement of Recognition and Acknowledgment signed with MAAS. Sadly, this has not been all smooth sailing. The Parramatta Powerhouse move has developed in a manner that sits unethically and uncomfortably with DSMG, Dharug yura and more widely the residents and community of Parramatta. On 8th Oct Uncle Richie and I testified at the Hearing into the Powerhouse move to Parramatta. Michelle Locke, DSMG Secretary and I, in different capacities, sat on the Community Reference Group and bought all feedback to DSMG and community. I wish to say thank you Michelle for the commitment, knowledge and education you offered at the table. I also wish to thank Uncle Richie for a brilliantly prepared response to the EIS which was tabled at the hearing as evidence. It is an extremely important and now widely referenced document on behalf of DSMG.

We also had the joy of welcoming Ryan to the Board and his acceptance as Deputy/Co Chair which is another step towards good Black Governance and Cultural practice.

In summing up, I'm beyond privileged to know and work with every single one of you on this Board. Sincerely from my heart, you are some of the most genuine, respectful, committed and loving humans I know. You foster positivity, you raise spirits, offer endless support to each other and community and give your time generously often sacrificing precious family time to progress DSMG and the BNI. It's truly humbling.

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

Sincere regards and best wishes to all.

Didjurigur



Julie Jones
Chair
6 December 2020

DSMG'S OBJECTIVES AND ACTIVITIES

The company was established in February 2018 in order to receive title to the Blacktown Native Institution site from the NSW Government and to advance the culture and wellbeing of the Dharug people and promote reconciliation, respect and harmony between Aboriginal, Torres Strait Islanders and non-Aboriginal Australians. The scope of the company's activities at establishment was focused on:

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

The majority of the Board identify as Dharug and the position of Chair and Secretary have always been held by Dharug Directors. In 2019-20, two new Directors were appointed to replace Peter Lee and Marcus Hughes, who resigned earlier in 2019.

- *Ryan Barrett* is a young Dharug man completing legal qualifications at UNSW.
- *Joel Steller* is a former employee of GHD and supported the Interim Working Group during negotiations with Landcom leading up to the transfer of title for the BNI site.

CreateNSW funding was secured in 2019 to support participation in the Biennale of Sydney 2020 in partnership with Blacktown Arts (Blacktown City Council), Museum of Contemporary Art and the Biennale of Sydney. The original proposal anticipated a series of events in which the BNI site was an artist in its own right. In 2020 the project has been led by Directors Julie Jones, Corina Norman and Joel Steller, but the schedule was completely disrupted by restrictions on public gatherings arising from Covid-19. The project is continuing in revised form, with digital delivery and rescheduled events in preparation. Parramatta Council provided a small grant to support digital delivery.

Away from the BNI site, DSMG's commitment to healing Nura was supported by a Communities Environment Grant, supported by the Federal Member for Parramatta, Julie Owens. That project involves collaboration with the Parramatta Park Trust and Muru Mittigar to reintroduce yam daisies and other culturally valued flora into a section of Parramatta Park along Domain Creek.

Blacktown Council has informed DSMG of proposed stormwater management developments adjacent to the BNI site affecting Bells Creek. DSMG prepared comment on the proposed work and is working with Blacktown Council to coordinate our own site planning and revegetation with Blacktown Council activities. GHD has provided pro bono support to refine the landscape masterplan for the BNI site which will assist in the collaboration with Blacktown Council. Progress on that project was significantly delayed by Covid-19, with funding approval not finalised in the reporting period.

A key goal for DSMG has been development a stronger and more effective web presence. Following valuable assistance from student interns from Macquarie University, our website (www.dsmg.org.au) was launched in February 2020.

TREASURER'S REPORT

Director-Finance, Emeritus Professor Richard Howitt BA (Hons), Dip Ed (1978) *University of Newcastle*; PhD (1986) *UNSW* PGCert Ed Leadership (HEd) *Macquarie* (2004), GAICD, AMICDA, JP

CORPORATE INFORMATION

ABN 53 624 690 277

Bankers ANZ (Mt Druitt Branch)

Auditors Hayes Knight Sydney

The company was registered for GST effective 1 July 2020. Hayes Knight has agreed to manage administration of our GST reporting without charge.

Only one grants was received in the reporting period:

- a Commonwealth grant of \$18,000 under the Communities Environmental Program

Expenses incurred were:

- Insurance costs –\$ 5,000.00
- Site maintenance costs - \$10,450.00
- Consultant fees (incl artist costs) - \$103,122.501
- Reimbursements -\$771.77
- Workshop Venue charges – \$954.00
- Audit costs - \$4,400.00

I note that the company paid two Directors as consultants in 2019-20 to provide services required by the Gulbangi Dharug Nura project funded by a CreateNSW grant. The company's constitution (Rule 8.6(b)) permits payments to Directors for goods and services. On the recommendation of an external consultant and following extensive efforts to secure a Project Manager for the project, it was agreed that Julie Jones and Corina Norman should be contracted to provide project management services that they were uniquely qualified to deliver. I note the company's appreciation that the Directors' in-kind contribution (uncharged work) totalled over 200 hours, representing more than \$49,000 of value to the project.

In 2019-2020 DSMG's financial focus was framed by development of a strategic plan and efforts to secure grant income for specific projects. With support from the Federal Member for Parramatta, we secured a small Communities Environment Program grant to pursue work in Parramatta Park. Significant effort was put into applying for funding from the NSW Environmental Trust under the Protecting Our Places program. While this application involved significant Board time, it was not successful, and we were informed that we had been found ineligible for funding under the scheme only after the announcement of successful grants. This was a great disappointment. The ineligibility ruling arose from the program's narrow eligibility guidelines that did not include recognition of Indigenous not-for-profit corporations. With the increasing diversity of the Indigenous sector, restriction of eligibility to Local Land Councils, Aboriginal Corporations and a limited range of others seems both patronising and inappropriate and we have urged reconsideration of eligibility for future funding rounds. As steward and custodian for an important Dharug heritage site, it was frustrating to find that our effort to secure funds to commence revegetation to heal the site had been fruitless. We have advocated variation of the eligibility guidelines for future funding rounds.

Our experience emphasised the need for DSMG to reduce our 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. We have commenced both elements in 2020.

Following successful trialling of an on-site cultural experience with senior staff of Ventia, DSMG is developing a fee-for-service program that will offer cultural awareness and related training to corporate partners on the BNI site. We have also adopted a fee schedule to allow off-site participation in consultative and other processes. This and related social enterprise development activities will allow DSMG to meet its ongoing operational costs.

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

DECLARATION

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

- (a) there are reasonable grounds to believe that the registered entity is able to pay all of its debts, as and when they become due and payable; and
- (b) the financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*.



Richard Howitt
Director-Finance
18.11.2020

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

FINANCIAL STATEMENT (1.07.19 – 30.06.20)

OPENING BALANCE at 1 July 2019		\$337,538.12
REVENUE		
Cash receipts		nil
Grant receipts		
	Communities Environment Program – Grant Payment	18,000
Interest		nil
TOTAL REVENUE		\$ 18,000
EXPENSES		
Bank fees and charges.		300.00
Payments		124,698.27
	Insurance costs –\$ 5,000.00	
	Site maintenance costs - \$10,450.00	
	Consultant fees (incl artist costs) - \$103,122.50 ¹	
	Reimbursements - \$771.77	
	Workshop Venue charges – \$954.00	
	Audit costs - \$4,400.00	
TOTAL EXPENSES		\$ 124,998.27
CLOSING BALANCE @ 30.06.20		\$230,539.85
BALANCE at BANK @ 30.06.20		\$230,539.85

NOTE 1:

Following failure to recruit suitable staff and on advice from *pwc* that use of internal capacity at market rates was the appropriate strategy to fulfil obligations under contract to CreateNSW in the Gulbangi Dharug Nura project grant, the Board approved contracts for consultant services for two Directors to perform the Project Management tasks. Total payments to Directors were \$89,180.00. The Directors provided in-kind unpaid time on the project of xxx hours equivalent to cost of \$xxxx.

CONTACT US

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The Secretary

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DHARUG STRATEGIC MANAGEMENT GROUP LIMITED

ACN: 624 690277

**FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2020**

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED

FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2020

ACN: 624 690 277

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DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690 277
DIRECTORS' REPORT
FOR THE YEAR ENDED 30 JUNE 2020

The Director's present their report on Dharug Strategic Management Group Limited for the financial year ended 30 June 2020.

Directors

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

Names	Appointed	Resigned
Julie C Jones	27/02/2018	-
Michelle L Locke	27/02/2018	-
Corina A Norman	27/02/2018	-
Jo A Rey	27/02/2018	3/10/2020
Nathan M Ross	28/08/2018	-
Richard L Howitt	29/08/2018	-
Ryan A Barrett	1/07/2019	-
Joel Steller	24/01/2020	-

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

Principal activity

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

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

DSMG focuses on four inter-related strategic goals:

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

Short term objectives

The Company's short-term objectives are to:

Caring for Country:

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

Caring for Culture:

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

Caring for Community:

- To develop a network of relationships that will support planning, funding and delivery of facilities and activities on the BNI site that benefit Dharug community members and fulfil the company's charitable purpose.

Caring for the Company:

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

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690 277
DIRECTORS' REPORT
FOR THE YEAR ENDED 30 JUNE 2020

Long term objectives

The Company's long-term objectives are to:

Caring for Country:

- Ecological restoration of the BNI site and its recognition as part of the heart of successful truth telling, healing and learning to belong together with Dharug Ngura across the Greater Sydney Basin.

Caring for Culture:

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

Caring for Community:

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

Caring for the Company:

- DSMG's development as a sustainable body that oversees a successful multi-purpose, environmentally sound Community Hub on the Blacktown Native Institution Site.

Strategy for achieving the objectives

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

Strategic Planning

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

The Board undertook a second workshop in October 2020 to review and revise the Strategic Plan. The Board will work towards securing Deductible Grant Recipient Status with the Australian Taxation Office.

Networking and partnering

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

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

Continue working with pro-bono and university partners and supporters to advance site master planning, website development, funding strategies and capacity development. After the reporting period, the company received a revised Master Plan document prepared on a pro bono basis by staff at GHD, which will provide the long-term foundation for planning revegetation, earthworks, and facilities development on the BNI site.

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690 277
DIRECTORS' REPORT
FOR THE YEAR ENDED 30 JUNE 2020

Funding

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

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

Governance, Leadership and Capacity development

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

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

Performance measures

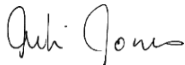
The following measures are used within the Company to monitor performance:

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

Auditor's independence declaration

The lead auditor's independence declaration in accordance with section 307C of the Corporations Act 2001, for the year ended 30 June 2020 has been received and can be found on page 4 of the financial report.

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



Julie Jones
Chair

Dated at Sydney, this 14th day of January 2021.



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

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2020, there have been:

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

Pran Rathod - Director Audit Services
Registered Company Auditor

Dated at Sydney, this 21st day of January 2021

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690 277
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2020

	2020	2019
	\$	\$
Land Contribution	-	1,000,000
Grants Received	124,997	16,462
Sundry Donation	-	700
Audit & Related Fees	(4,400)	(4,000)
Internet Banking Business	-	(135)
Consultant Fees	(103,122)	-
Account Servicing Fee	(300)	(90)
Insurance	(5,000)	(4,275)
Reimbursements	(771)	(95)
Site Maintenance Costs	(10,450)	(7,260)
Title Transfer Costs	-	(1,307)
Workshop Venue Charge	(954)	-
	-	1,000,000
Surplus before income tax	-	-
Income tax expense	-	1,000,000
Surplus for the year	-	-
Other comprehensive income for the year	-	-
Total comprehensive income for the year	-	1,000,000

The accompanying notes form part of these financial statements.

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690 277
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2020

	Note	2020 \$	2019 \$
CURRENT ASSETS			
Cash and cash equivalents	2	<u>230,541</u>	337,538
TOTAL CURRENT ASSETS		<u>230,541</u>	<u>337,538</u>
NON-CURRENT ASSETS			
Land		<u>1,000,000</u>	1,000,000
TOTAL NON-CURRENT ASSETS		<u>1,000,000</u>	<u>1,000,000</u>
TOTAL ASSETS		<u>1,230,541</u>	<u>1,337,538</u>
CURRENT LIABILITIES			
Accrual		<u>4,000</u>	4,000
Grants income in advance		<u>226,541</u>	333,538
TOTAL CURRENT LIABILITIES		<u>230,541</u>	<u>337,538</u>
TOTAL LIABILITIES		<u>230,541</u>	<u>337,538</u>
NET ASSETS		<u>1,000,000</u>	<u>1,000,000</u>
EQUITY			
Accumulated surplus		<u>1,000,000</u>	1,000,000
TOTAL EQUITY		<u>1,000,000</u>	<u>1,000,000</u>

The accompanying notes form part of these financial statements.

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690 277
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2020

	Accumulated Surplus	Total
	\$	\$
Balance at 1 July 2018	-	-
Surplus for the year	1,000,000	1,000,000
Balance at 30 June 2019	1,000,000	1,000,000
Surplus for the year	-	-
Balance at 30 June 2020	<u>1,000,000</u>	<u>1,000,000</u>

The accompanying notes form part of these financial statements.

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690 277
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2020

	Note	2019 \$	2019 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Government grant received		18,000	350,000
Donations from directors		-	700
Payments to suppliers and employees		(124,997)	(13,162)
		<hr/>	<hr/>
Net cash (used in)/provided by operating activities		(106,997)	337,538
		<hr/>	<hr/>
Net (decrease)/increase in cash and cash equivalents held		(106,997)	337,538
		<hr/>	<hr/>
Cash and cash equivalents at beginning of financial year		337,538	-
		<hr/>	<hr/>
Cash and cash equivalents at end of financial year		230,541	337,538

The accompanying notes form part of these financial statements.

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690 277
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2020

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 2020 were approved and authorised for issue by the Board of Directors on.

(b) Cash and cash equivalents

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

(c) Operating expenses

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

(d) Income Tax

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

(e) Revenue and other income

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

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

Grant revenue

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

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

DHARUG STRATEGIC MANAGEMENT GROUP LIMITED
ACN: 624 690 277
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2020

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)

During the reporting period this Company was not registered for GST. It registered for GST effective 1 July 2020.

(g) Economic dependence

The entity is dependent upon the ongoing receipt of grants to ensure the ongoing continuance of its programs. At the date of this report, management has no reason to believe that this financial support will not continue.

(h) Changes in accounting policies

A number of new and revised standards became effective for the first time to annual periods beginning on or after 1 July 2019. Information on the more significant standard(s) is presented below. The directors consider these as having insignificant effect on the financial statements.

(i) Accounting standards issued but not yet effective and not been adopted early by the Company

A number of accounting standards have been issued but not effective. The directors do not believe these will not have any impact on the financial report for the current financial year or for subsequent financial years.

(j) Acquisitions of Assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Company. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

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

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

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

Note 2 Cash and cash equivalents

	2020	2019
	\$	\$
Cash at bank	<u>230,541</u>	<u>337,538</u>

Note 3 Grants Income Received in Advance

	2020	2019
	\$	\$
Grants received	350,000	350,000
Amortised to Income Statement to meet expenses	(123,459)	(16,462)
	<u>226,541</u>	<u>333,538</u>

Note 4 Financial Risk Management

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

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

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

Note 5 Related Party Disclosures**(a) Related parties**

The company's main related parties are the directors.

(b) Transactions with key management personnel

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

(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 2020 (2019: None).

Note 7 Capital commitments

There are no capital expenditure commitments on 30 June 2020 (2019: NIL).

Note 8 Events Occurring After the Reporting Date

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

Note 9 Company Details

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

Dharug Strategic Management Group Limited
1/50 Berry St,
North Sydney NSW 2060

DHARUG STRATEGIC MANAGEMENT GROUPLIMITED

ACN: 624 690 277

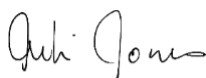
DIRECTORS' DECLARATION

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

The directors of the company declare that:

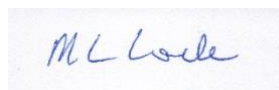
1. The financial statements and notes, as set out on page 5 to 11, are in accordance with the Corporations Act 2001 and:
 - a) comply with Accounting Standards - Reduced Disclosure Requirements;
 - b) give a true and fair view of the Company's financial position as at 30 June 2020 and of its performance 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 14th day of January 2021



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

Report on the Audit of the Financial Report

Opinion

I have audited the financial report of Dharug Strategic Management Group Limited (the Entity), which comprises the statement of financial position as at 30 June 2020, the statement of profit or loss and other comprehensive income, statement of changes in accumulated funds and statement of cash flows for the year then ended, note comprising a summary of significant accounting policies and other explanatory notes, and the directors' declaration.

In my opinion:

- a. the accompanying financial report of the Entity is in accordance with the Corporations Act 2001, including:
 - (i) giving a true and fair view of the Entity's financial position as at 30 June 2020 and of its financial performance for the year then ended; and
 - (ii) complying with Australian Accounting Standards - Reduced Disclosure Requirements and the Corporations Regulations 2001.
- b. the financial report also complies with International Financial Reporting Standards as disclosed in Note 1.

Basis for Opinion

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

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

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

Responsibilities of the Directors for the Financial Report

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

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



Auditor's Responsibilities for the Audit of the Financial Report

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

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

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

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

Pran Rathod - Director Audit Services
Registered Company Auditor

Dated at Sydney, this 21st day of January 2021