



Dharug Strategic Management Group – Meeting 9

Working Group (DSMG WG) Meeting Minutes

Date: Thursday, 18 December 2025

Time: 9:00am – 11:00am

Location: Online

Attendance

Present:

- Dharug representatives (DSMG members)
- TfNSW project team representatives
- Gamuda and DT Infrastructure joint venture (GDTI-JV) contractor representatives
- Tika EQ representatives

1. Opening and Standing Items

1.1. Opening remarks – Welcome / Acknowledgement / Housekeeping

2. Governance – Action Items

Series of TfNSW on Country community consultations

- The staged approach to on Country community consultations was discussed and reaffirmed. It was noted that an initial session with senior Dharug knowledge holders was prioritised to occur ahead of any broader community engagement, to ensure cultural matters, sensitivities, and concerns could be discussed appropriately and in the first instance. This initial workshop would also include Urban design landscaping and be held 15 January 2026, at the Hassall Grove Neighbourhood Centre. The Dharug community information session will be held on Sunday 15 February 2026 at Muru Mittigar, 21 Guntawong Road, Rouse Hill.

Letter of Commitment

- The status of the draft Letter of Commitment was noted. It was discussed that a letter of intent/commitment had been prepared to articulate TfNSW's commitment to adhering to a Site Specific Exemption (SSE) Process to apply for the ongoing design development for works impacting the heritage listed BNI site. It was noted that the draft would be circulated to DSMG for review once finalised.



Establish Monthly Progress Summary to DSMG

- TfNSW and GDTI JV provided a verbal project status update outlining current and upcoming works along the Richmond Road corridor and noted that a monthly reporting structure was being developed to better support DSMG oversight. It was discussed that the monthly progress summary would include updated traffic studies, the permanent access layout, and updated maps of construction zones and access restrictions, alongside clearer sequencing information, photographs, and tabular summaries, to assist DSMG in monitoring works and identifying any emerging environmental or cultural sensitivities. Monthly reporting will be presented to DSMG from Thursday 29 January 2026.

3. Project Updates

Construction & Early Works

An update was provided on the current status of the Richmond Road project, including establishment of the main site compound, anticipated timelines for operational readiness, and the focus of works through early 2026. It was noted that the main site compound was being constructed near the South Street end of the project, with temporary facilities in place and the main compound expected to be operational by the end of February, accommodating project, Transport for NSW, and independent consultant functions. Early works were described as focusing on road widening activities along Richmond Road, including installation of barriers in January and completion of utility investigations through to the Australia Day long weekend, followed by excavation and pavement works. It was clarified that road widening would occur within the existing median and would not result in an increase to the overall road corridor width. DSMG noted that a broader understanding of the cultural values of the region was required, emphasising that the area should be considered and managed as an interconnected cultural and heritage landscape rather than as isolated project sites or discrete property boundaries, and cautioned against treating heritage as fragmented “puzzle pieces” within the wider cultural landscape.

4. General Items for Discussion

Women’s Area – Boundary Definition

- Discussion focused on the management of culturally significant areas, archaeological salvage and burial investigation processes, and the importance of earlier and more consistent consultation with Traditional Owners. It was noted that culturally sensitive areas near the site compound had been identified and secured as no-go zones, and that heritage considerations needed to extend beyond individual sites to the broader cultural corridor. Concerns were raised, on behalf of DSMG, regarding the late involvement of custodians in earlier site selection processes, with agreement that improved early engagement should be flagged and addressed in future projects. Protocols for works



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within women's areas were discussed and reaffirmed, including requirements for female-led attendance and strict conditions on male presence. The archaeological team outlined their approach to upcoming test excavations, confirming a hand-excavation methodology and ongoing consultation with knowledge holders. DSMG noted that any decisions regarding the lifting of women's area restrictions or post-investigation access should be deferred to discussion with senior knowledge holders, to ensure decisions are made collectively, respectfully, and in accordance with cultural authority.

Artefact Archaeologist Team

- Jenny and Josh from Artefact Heritage introduced themselves at the end of the meeting, outlining their experience, and confirmed their approach for the January/February test excavations, committing to sensitive, hand-excavation methods and ongoing consultation with knowledge holders.

5. Questions / Comments / Any Other Business

Site Access, Car Park, and Infrastructure Design Options

- Concept options for site access and car parking were reviewed, with discussion focused on vehicular and pedestrian access arrangements to DSMG-managed heritage land. Two primary options were presented, comprising a concrete culvert crossing and a rock-armoured track, and feedback was provided from a cultural, functional, and long-term management perspective. DSMG indicated a preference for the option located closer to the rear of the residential properties, noting reduced constraints for future infrastructure, lower overall impact on the site, and considerations relating to water management. Pedestrian safety was raised as a key consideration, with the inclusion of a dedicated pedestrian crossing or bridge separate from vehicle movements proposed for further investigation. It was noted that the preferred option would be progressed for briefing with Council in February, with continued refinement of design visuals and technical details to support pre-lodgement discussions with the Heritage Council and a targeted approval timeframe of May.

Project Governance, Documentation, and Communication Improvements

- Updates were provided on improvements to project governance, documentation, and communication, including the establishment of a dedicated DSMG Working Group portal to support document sharing and coordination. The portal was outlined as a secure, password-protected platform providing access to meeting papers, governance materials, project schedules, and key contacts for Working Group members. DSMG provided feedback that project imagery used within the portal and associated materials should accurately reflect the current condition of the land and avoid idealised or outdated visuals, noting the importance of accurate representation to prevent misunderstanding and to respect cultural and community sensitivities.

Cross-Project Coordination and Process Improvement



- Discussion highlighted the challenges associated with coordinating multiple projects across the Marsden Park corridor and the importance of more consistent engagement and cultural heritage processes. The need for shared learnings, clearer communication pathways, and a more unified approach to consultation was noted, with DSMG supporting efforts to avoid repeated process failures and ensure cultural considerations are addressed consistently across projects. It was noted that discussions would continue offline to explore improved coordination mechanisms.

Ministerial Event Rescheduling and Cultural Protocols

- An update was provided on the rescheduling of the ministerial event, noting revised timing between late January and early February. Availability of cultural representatives was discussed, with alternative arrangements identified where original participants were unavailable. DSMG confirmed its ability to support the event by providing culturally appropriate representatives and coordinating smoking ceremonies and other required cultural protocols.

Site Management and Compliance Issues

- Concerns were raised regarding site management and compliance in the vicinity of the shed area on a neighbouring TfNSW project site, noting that the matter related to a previously discussed breach of heritage approval. Increased activity in the area was highlighted, along with questions regarding the adequacy of existing management controls to prevent further encroachment or unauthorised works. It was noted that a report on the matter was pending and that further information would be provided in the new year.

6. Close Meeting

Next Meeting

Date: Thursday, 15 January 2026

Time: 9:30am – 11:30am

Location: TfNSW Parramatta Office, 4 Parramatta Square, Parramatta / Virtual