



CRS

CONFLICT RESOLUTION SERVICE

ANNUAL

REPORT

2019-2020



ACKNOWLEDGEMENT OF TRADITIONAL OWNERSHIP

Conflict Resolution Service acknowledges that Canberra has been built on the lands of the traditional owners. We pay our respects to their elders past, present and emerging. Conflict Resolution Service welcomes and celebrates the Aboriginal and Torres Strait Islander culture and their ongoing contribution to the ACT Community.



MISSION

To provide accredited professional dispute resolution services to reduce the emotional and financial impact of conflict in our community

WHO WE ARE

We are a not-for-profit nationally accredited dispute resolution service. We support families, workplaces and the community to prevent, manage and resolve conflict. We build trust, empathy and social capital in our community

WHAT WE DO

Conflict Resolution Service is a nationally accredited mediation service that resolves conflict professionally, competently and compassionately.

- As a not-for-profit organisation we are the leading alternative dispute resolution service in the Australian Capital Territory. Focusing on reducing the emotional and financial impact of conflict on the community.
- As accredited professionals we work in partnerships with courts and are the preferred provider for Government, businesses, the community and individuals to resolve conflict.
- In a distinctive way we respect the rights and voices of all parties engaged in resolving conflict and seek to ensure our costs are low to facilitate access for those on low incomes in our community.
- We are the only locally based Nationally Accredited Mediation Training organisation.

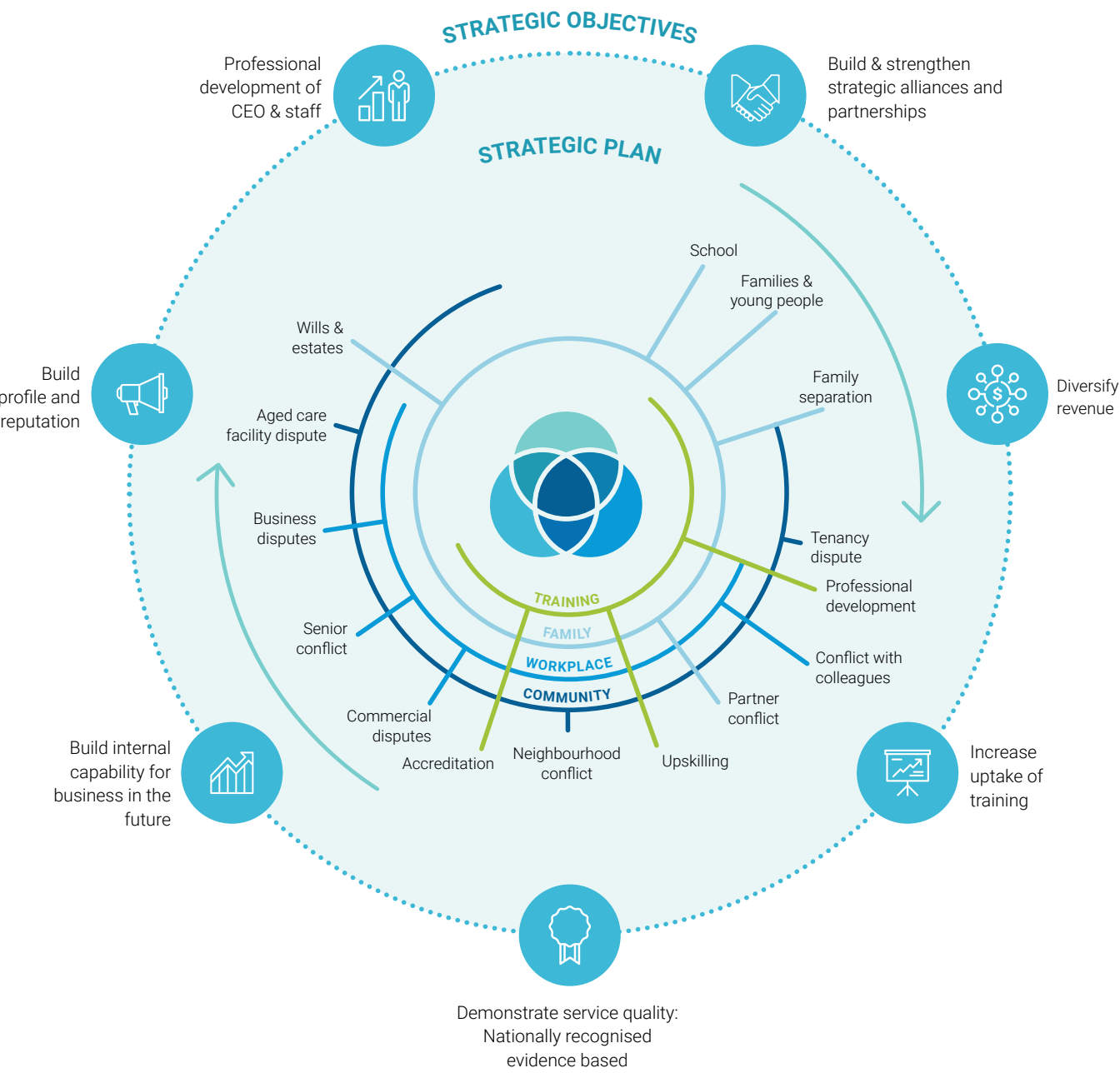
AS A CHARITABLE ORGANISATION CONFLICT RESOLUTION SERVICE KEEPS COSTS LOW TO ENSURE THE CANBERRA REGION CAN ACCESS SERVICES THEY REQUIRE IN A TIME OF NEED.

Conflict Resolution Service is a registered not-for-profit Organisation that has been supporting the Canberra Region in Dispute Resolution Services for over 30 years. Our professional services include:

- family dispute resolution
- community mediation & education
- crisis mediation to prevent youth homelessness
- conflict coaching for families and individuals
- workplace conflict management
- training and professional development for individuals and organisations.

Services are offered to individuals, government agencies and the private sector. CRS is funded by the ACT Government with additional income being generated through fees for commercial mediation, facilitation and training.

STRATEGIC PLAN & OBJECTIVES 2020-2023



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MESSAGE FROM THE CEO



I AM DELIGHTED TO PRESENT THE 2019 / 2020 ANNUAL REPORT FOR CONFLICT RESOLUTION SERVICE.

A year of great achievements amongst a challenging environment. The organisation was not immune to the affects which the 2019 / 2020 year brought however, like many, we took the situation as an opportunity to set a new direction and adopted a different way of providing services. This resulted in moving services to online platforms which has seen the organisation reach more people geographically and provide services at times which work for our clients. Additionally, a grant from the Hands Across Canberra Rapid Response round enabled the organisation to provide more flexible work environments for staff to adapt to the new way of operating.

Online platforms along with existing face to face services ensured the organisation was in a position to continue operating, in what was and continues to be a volatile environment.

Despite the challenging environment, the organisation managed over 750 disputes involving over 1,500 individuals throughout the year. Across the 750 disputes over 81% came to a resolution that did not require further adversarial engagement. SupportLink, Child Youth and Protection Services and Canberra School's continue to be our highest referrer's for Alternative Dispute Resolution Services and the Family Support Program.

Working with young people and their families experiencing family conflict has been a major focus of the organisations work and advocacy over the course of the year. In October 2019 the organisation was recognised at the Yogie Awards winning Excellence in Implementation of Evidence-Informed Practice and our very own Janine Brissett winning Outstanding Contribution to Young People. These accolades not only represent the work in which we do but also highlights the need for family support services in our community.

The recognition continued with successfully securing additional funding for an evidence-based program funded by the ACT Government to support young people and their families at risk of homelessness, The Safe and Connected Youth Program. Together in partnership with Northside Community Services, Woden Community Services, Marymead and the Youth Coalition we piloted the first stage of reconnecting families with their children to avoid long term youth homelessness. The Safe and Connected Youth Program works similarly to the Family Support Program however, provides further intervention to young people under the age of 16. We know one of the highest contributing factors to youth homelessness is family conflict. Being in a position to bring the Safe and Connected Youth Program in to the Family Support Program has enabled the organisation to broaden the scope of services to families and young people.

A major achievement for this year was the development of the 2020 - 2023 Strategic Plan. The plan sets out 7 key objectives for the organisation. The 2020 - 2023 plan highlights the importance of diversifying our revenue streams, building staff and Board capability and providing services to the most vulnerable in our community.

Directly related to the Strategic Plan was to increase our staff capability. A further four new positions were created across the organisation. The increase in capability has enabled the organisation to meet the ever-increasing demand for workplace disputes, training, family dispute resolution and Family Support Program. A focus of this year's report is on Our People. Our People are highly educated and bring a wealth of skills, experiences and backgrounds which enables us to manage all disputes that people have.

The mediation training program has seen enrolments increase by 50% over the course of the year. With the implementation of online delivery and the development of online modules, participants now have access to flexible learning options that can be tailored to suite the individual needs of each participant. Alternative Dispute Resolution is increasingly becoming the preferred

method to resolve disputes. As the only Nationally Accredited provider in Canberra we have been supporting workplaces to upskill their staff to provide mediation services internally which has seen a decrease in workplace conflict.

Reflecting on the past year brings mixed emotions but

most of all, I have so much admiration for the people who make CRS an organisation. Not only do I see the pride that everyone takes in their work or the empathetic approach that each and every client receives, I see the real passion for everyone to share their knowledge and skills which as a result provides a positive way forward for people in some of the most complex situations. Thank you to each and every one of you for making CRS the organisation it is.

I would like to thank and acknowledge our highly skilled and dedicated Board of Directors. Thank you for your stewardship and commitment this past year.

The 2019 / 2020 year was challenging, and without our supporters, sponsors, and partners we would not be in the position we are today to continue providing crucial services to the most vulnerable in our community. As an organisation we are committed to re-building relationships to reduce the emotional, social and financial impact that conflict causes. 2020 / 2021 will see continued investment in to new operating systems, building staff capability, relocating to more appropriate fit for purpose office space, the development of a philanthropic and donations strategy and the retendering of services.

MELISSA HALEY
CHIEF EXECUTIVE OFFICER

Reflecting on the past year brings mixed emotions but most of all, I have so much admiration for the people who make CRS an organisation.

MESSAGE FROM THE CHAIR



IT HAS BEEN A DIFFERENT, EXCITING, PRODUCTIVE AND TRANSFORMATIVE YEAR FOR CRS.

COVID-19 has presented challenges and crises. It has become somewhat hackneyed to say "Don't waste a crisis" CRS has used the opportunity by improving operations, changing the way we do things, repurposing and rearticulating our mission, enlarging staff numbers and lifting our profile. Additional funding provided by Job Keeper, Cash Boost, Territory Government concessions and specific purpose grants has enabled CRS to extend its reach to those in special need. The role of the CEO is changing from an operational to a strategic focus. Our very capable CEO Mel Haley will increasingly hand over the operational reins to the Director of Alternative Dispute Resolution. Her focus will be on implementing the Strategic Plan adopted at the beginning of 2020.

The focus of this Annual Report is people: those who deliver our services, those who serve on the Board and, most importantly, those who CRS serves—its clients.

The year began with a Board decision to undertake a strategic review. We are grateful to Lynette Glendinning for facilitating the process. All aspects of our operations and raison d'être were visited as part of the review. We have rearticulated CRS missional purpose and activity as 'a nationally accredited mediation service that resolves conflict professionally, completely and compassionately'. These three adjectives are important. The staff and mediators who deliver our services are accredited, experienced professionals.

Elsewhere in this report there are more details about the competencies of our frontline mediators. CRS prides itself on regularly reviewing methodologies to enhance our conflict resolving capabilities to ensure we are using best practice interventions. It encourages its staff to undertake professional development to enhance our providers skill set. Over the course of the year the organisation funded and supported two staff members to complete a Certificate IV in Training and Assessment and Certificate IV in Leadership and Management. Additionally, our CEO completed their Family Dispute Resolution Postgraduate Certification and Child Inclusive Practice Certificate. CRS is also compassionate, meaning going out of our way to help the physical, mental emotional and existential needs of people experiencing the deleterious impact of unresolved, debilitating conflict.

A new priority and emphasis has been placed on training. We are in the throes of increasingly moving our courses online, updating content and modes of delivery. A clear object of CRS under its Constitution (2016) is to provide relief of the impact of human suffering, distress, poverty and misfortune by, inter alia, 'engaging in education, training and community restoration'. We

encourage developing skills in positive communication, problem solving, assertiveness and conflict resolution skills. One of the most effective ways to disperse these skills across the community is through training

as many people as possible. Since revamping our courses and providing a more flexible mode of delivery our attendee numbers have substantially increased.

Refocussing many aspects of our activity has been a key outcome of our strategic review. We are now financially secure, have outstanding leadership and

undertaking important and greatly valued work. We have lifted our public profile with much greater community awareness of CRS and its many activities

I wish to thank all staff and our mediators for their dedication, commitment and competence. I also wish to thank my fellow Board members for their very significant contribution to the governance of CRS. I greatly value all who contribute to our activities.

The focus of this Annual Report is people: those who deliver our services, those who serve on the Board and, most importantly, those who CRS serves—its clients.

CLIVE RODGER
BOARD CHAIR

MESSAGE FROM THE TREASURER

IN AN UNPRECEDENTED YEAR OF ECONOMIC UNCERTAINTY, CRS HAS ENDED THE FINANCIAL YEAR 2019-20 WITH A CONSIDERABLE SURPLUS.

The commitment of our staff and the support from government, our business partners and the community have been key contributors to the unusual but important surplus in a challenging year.

CRS's response to COVID-19 allowed us to continue providing our much needed services in Canberra and the surrounding region efficiently and effectively. This included working remotely and adapting to online delivery of our services. This has been a dramatic change to how CRS operates and I believe that we have grown considerably as an organisation and achieved financial improvements by doing so.

In last year's annual report, I mentioned that the restructure of our fee-for-service programs, training and consulting activities contributed to our surplus for the financial year 2018-19. We continued to realise these benefits in financial year 2019-20, with an increase in fee-for-service revenues of 17% on prior year. It should be noted that due to COVID-19, this increase was well below budget. We expect to see continued but moderate improvement in our fee-for-service programs in the year ahead as COVID-19 remains. Improving our fee-for-service programs is a key strategic objective of CRS to allow for a sustainable alternative revenue stream given our core funding arrangements have not increased over the years.

Whilst we are appreciative to have recently received confirmation that our core funding arrangements have been extended to financial year 2021-22, the demand for our services only continues to increase, particularly as we see the impacts of COVID-19 on wellbeing. In light of this, CRS has achieved additional grants during the 2019-20 financial year, including for the Safe and Connected Youth (\$90,000) program, the Restorative Justice program (\$25,000) and the Residential Tenancy Mediation program (\$30,000). CRS has also secured grants to be realised in the 2020-21 financial year including an additional grant for the Safe and Connected Youth program (\$80,000).

The financial implications of COVID-19 to CRS for the 2019-20 financial year impacted in a number of ways. As previously noted, despite reporting an overall increase in our fee-for-service revenues, CRS experienced a reduction in revenue of over 15% during March to June 2020 compared to the prior year. As a result, CRS was eligible for the Federal Government's JobKeeper scheme which provided much needed support to our staff and the continued operations of our non-funded programs. The Federal Government's Cash Flow Boost and rental relief for our office premises at the Griffin Centre also provided vital financial support. Collectively, these three key relief measures resulted in approximately \$136,000 of financial benefits for CRS for financial year 2019-20, allowing CRS to continue to provide Alternative Dispute Resolution Services.

Continuing our investment in the CRS brand and to raise awareness of the issues were at the core of CRS' charitable objectives, we increased our spending in marketing and communications by 52% on prior year. This investment has contributed to CRS obtaining additional grants, building a stronger pipeline of fee-for-service opportunities, strengthened business partnerships and acknowledgement from government of the key role that CRS plays in meeting the needs of mediation and dispute resolution services in Canberra. Other areas of increased spending include investing in new office equipment, upgrades to our facilities and staff costs. All costs were managed appropriately during COVID-19 period of the 2019-20 financial year.

Our balance sheet for the financial year 2019-20 shows a significant improvement to our net asset position, with an increase of 90% on prior year, largely driven by our surplus but also through maintaining strong cash reserves well in excess of our liabilities. CRS is in a sound financial position for the years ahead and I would like to thank the Board, CEO and our staff for their ongoing commitment and passion for the important work we do.

TOM DALY
TREASURER

CRS's response to COVID-19 allowed us to continue providing our much needed services in Canberra and the surrounding region efficiently and effectively.

FAMILY SUPPORT AND SAFE AND CONNECTED YOUTH PROGRAM

SAFE AND CONNECTED YOUTH PROGRAM

The Safe & Connected Youth Program, is a collaborative project aimed at providing an interim solution to address the gap in services and support for children and young people under the age of 16 who are experiencing or at risk of homelessness in the ACT. The project is a collaboration between:

- The Youth Coalition of the ACT, which provides project coordination, research and development
- Conflict Resolution Service, which provides conflict coaching and mediation to families where young people are at risk of homelessness due to family conflict
- Northside and Woden Community Services, who provide Therapeutic Case Management
- Marymead who provide interim accommodation

Family conflict and breakdown can lead to a range of negative outcomes, such as disengagement from social circles, education, including school suspension, and possible involvement with statutory child protection and the criminal justice system.

FAMILY SUPPORT PROGRAM

The Family Support Program works with **young people** and their parents/ carers and other family members when there is ongoing and **persistent conflict** at home. Research shows family conflict is one of the highest contributing factors to young people becoming homeless.

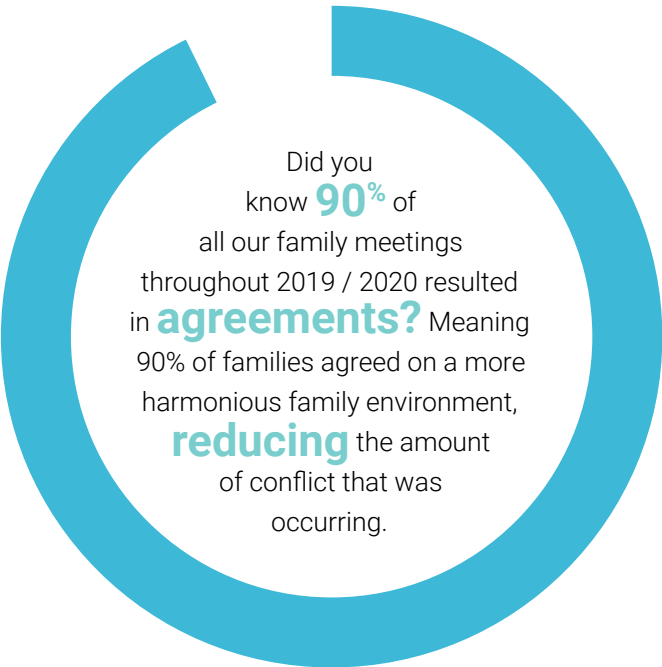


We work with the **entire family** unit in a family-based intervention which is proven to be effective at **improving family functioning** and preventing young people from leaving home.

FAMILY SUPPORT MODEL



Safe & Connected Youth Program.



Mission Australia, Youth Survey 2019

Young people that have experienced homelessness also experience: **lower aspirations** for study; significant personal concerns about **family conflict**, mental health and suicide; increased **bullying**; poor family functioning; lower levels of happiness; increased levels of psychological **distress**; and less positive feelings about their future.

The 2016 Census reported that **almost 1/4** of Australia's homeless population were aged between **12 and 24** and **14%** were **under the age of 12**

The Cost of Youth Homelessness in Australia study:

Over half of young people under the age of 25 receiving support from homeless services **slept rough** at least once prior to turning 18.

The most dominant form of homelessness among young people is **couch-surfing**

FAMILY SUPPORT MODEL

CASE STUDY

FAMILY DETAILS

Young person: Daisy, 14 years

Mother: Caitlyn

Referral: Restorative Justice Unit

BACKGROUND

Caitlyn contacted police with concerns for her 14-year-old daughter's safety. Caitlyn has been struggling with Daisy's declining behaviour that involves self-harm and aggression towards Caitlyn. Caitlyn's separation from Daisy's father a number of years ago has also impacted Daisy's mental health and wellbeing.

Daisy was abusing alcohol and risk of homelessness due to the persistent conflict with her mum. Following a family violence situation, a bail condition imposed against Daisy did not allow her to reside with her mum. As a result, Daisy was placed in a care arrangement with her maternal grandparents.

INTERVENTION

Caitlyn willingly took the opportunity to come on board with the program. Caitlyn attended multiple appointments and received communication and conflict coaching.

Initially, Daisy was hesitant about getting involved however, Daisy after settling in with her grandparents was willing to attend her intake and coaching appointments.

"After receiving support, both Daisy and Caitlyn felt ready to have a family meeting."

The family support worker provided considerable face-to-face and phone support to both Caitlyn and Daisy. The support has aided Caitlyn to rebuild her relationship with her daughter. Caitlyn was better able to listen to Daisy's worries and improved the communication with her. The support has raised Daisy's self-awareness towards her needs and feelings. Daisy is now able to voice her concerns assertively, without becoming aggressive. After receiving support, both Daisy and Caitlyn felt ready to have a family meeting.

Throughout the family meeting Daisy was able to voice her frustrations regarding Caitlyn's decision to call the police. Hearing this was a challenge for Caitlyn, but she was able to acknowledge that her actions had a significant impact on Daisy. Caitlyn was able to tell Daisy that she called the police out of love and concern, and not in an attempt to get her into trouble.

Caitlyn and Daisy were planning to take a holiday together during the school break – this would be their first time together in months. The family meeting gave them an opportunity to plan this holiday and make some agreements on how they would make it as enjoyable as possible.



30 people attend the
Nationally Accredited
Mediation Program

70 people attended
conflict resolution
training

MEDIATION TRAINING PROGRAM

OVERVIEW

Our Mediation program is a Nationally Accredited Training Program. Therefore, the structure and accreditation requirements are in adherence to the National Mediation Standards. The training course is a 5-day course with an additional day for a final assessment for those that wish to be Nationally Accredited. On successfully passing the assessment you are eligible to be registered for a period of two years.

The Mediation training course combines up-to-date theory and practice with opportunities for role plays and workshops, one-on-one coaching and personalised feedback.

THE COURSE WILL TAKE PARTICIPANTS THROUGH:

- The philosophy, principles and ethics of mediation
- Understanding conflict
- Cross-cultural issues
- Power dynamics
- Screening and assessing disputes
- The stages of mediation
- Debriefing and reporting
- Negotiation techniques and skills
- Coaching
- Building a career as a mediator
- Legislative and industry frameworks
- Operating as a sole or team practitioner

PARTICIPANTS WILL GRADUATE WITH:

- The practical skills to diagnose and respond to conflict
- The insight to tailor practices and strategies to different settings, including workplaces, commercial relationships, families, neighbourhoods and schools
- Confidence in working within difference cultural contexts, and responding appropriately to individual relationship dynamics and emotional needs
- Pathways to a rewarding career in mediation
- The course is designed to support the practice of Mediation and Co-Mediation across a broad range of government and private sectors including various industries, agencies, and community groups.

WHAT DID YOU FIND MOST USEFUL ABOUT THE COURSE?

"The process of mediation - well explained and we had plenty of opportunity to practice."

"The explicit teaching of communication skills. Repeated opportunities to practice. Prewritten scripts."

"Practical tools were very helpful - useful approaches, strategies, phrases, scripting etc that could be applied to either role plays or real life scenarios in time."

"Very comprehensive feedback from coaches regarding role plays, plenty of role plays in order to hone phrases and introductions."

GENERAL FEEDBACK

"Thanks to both Ros and Jenny for your time and efforts with us all as well as the cast of role play supporters for making it a very safe and supportive environment to learn."

"I want to pass on my thanks to CRS, and to you especially Ros, for the mediation training course just completed. I found it really valuable and have already applied some of the learnings about conflict and underlying needs and interests in real life situations."

"Thank you for the assessment, training, role playing and assistance. It was a wonderful course and a new learning experience."



NEIGHBOURHOOD DISPUTES LIVING IN THE COMMUNITY

Andy and Bob have been neighbours for 10 years. Throughout the 10 years Bob and Andy have had a good relationship and watched each other's place when they went on holidays.

Andy returned home after being away for a few days and found his garden plants had died. He suspected that his garden had been poisoned. Recently, Bob had spoken to Andy about the amount of weeds in Andy's garden and had asked on several occasions for Andy to do something about it. Andy didn't engage in these conversations with Bob and had started to avoid Bob when he was in the front garden.

Andy engaged the service to have mediation between himself and Bob after being referred by Legal Aid.

During the mediation session Andy found out Bob had recently retired and therefore, was spending more time at home. Bob admitted that he felt a little lonely since retirement and was trying to keep himself busy. However, with a bad back he found gardening really difficult and had sprayed weed killer on his own front yard. Bob didn't think it would have impacted Andy's front garden.

Andy was dealing with ageing parents and was spending a huge amount of time organising more suitable accommodation for his parents. Andy was tired and stressed and didn't have the time to spend in his garden. Andy valued the relationship that he

and Bob had however, was finding him really intense, with everything going on for Andy he didn't have the energy to engage with Bob.

The mediation session created a safe environment which allowed Bob and Andy to talk about what was going on for them. Both Andy and Bob wanted to keep their good relationship and acknowledged they let what was going on personally for them impact the relationship they had.

Bob offered to help Andy in his garden while he had all this free time so that Andy could concentrate on his elderly parents. Andy was really appreciative of this and accepted the help. Both Andy and Bob agreed to meet on a Sunday afternoon each week to have a coffee to get their neighbourly relationship back on track again.

The mediation session created a safe environment which allowed Bob and Andy to talk about what was going on for them.

DISPUTE RESOLUTION SERVICES

USING ALTERNATIVE DISPUTE RESOLUTION SERVICES TO MANAGE CONFLICT

Using alternative dispute resolution methods such as coaching or mediation allows individuals to take responsibility for their part in the conflict and together address changes that will help them both live outside of the conflict. When conflict is not managed appropriately the dispute escalates which then results in adversarial processes. While there is a place for adversarial processes there are associated resources, time and financial pressures which rarely result in positive outcomes for all parties. All of which can be mitigated by resolving conflict early.

Ideally, equipping individuals with the essential skills to manage conflict promotes a culture of addressing concerns early for a harmonious life.



Forbes identified managers spend **25% – 40%** of their time dealing with workplace conflict. Workers who take time off because of stress, anxiety, or a work conflict will be **off the job** for about **21 days**.

CONFLICT COACHING

Coaching is a one on one approach to upskilling individuals to develop strategies and processes to resolve their own disputes. Individuals have the opportunity to set the agenda for the coaching session around the skills they would like to develop. This enables the coach to tailor the session to where an individual believes they have a skill gap.

The coach uses an array of methods including questioning, para phrasing, and scenario-based learning to upskill the individual. When there is more than one coaching session allocated, the individual has the opportunity to practice what they learnt in session 1 and reflect on this in session 2.

Additionally, a coaching session educates individuals on conflict styles and how to work with different styles within the workplace. This is helpful for individuals working in their current situation and future personal and work environments.

Coaching is also used to assist individuals in preparation for mediation. The sessions concentrate on equipping individuals with the tools they will require for a successful mediation. This includes but is not limited to:

- Ability to make 'I' statements
- Identify their goals for mediation and the steps to reach a successful outcome
- Assistance in choosing language to use within the mediation session to interact more effectively.

Research by the Australian Human Resources Professionals consider **early intervention** as a 'golden rule' in effectively managing conflict at work. **Addressing potential disputes early** in their life cycle is essential to controlling all the costs before the situation escalates beyond your ability to effectively intervene.



The Australian Institute of Family Studies found **29% of Australian** workers feel a high amount of stress in relation to their job. **44%** feel a high amount of stress at work. **1 in 5 workers** have experienced major problems in communication with a co-worker or boss at work. **Over half of Australian** workers have experienced one or more serious incidences of conflict or other **negative impacts** from work.

MEDIATION

Mediation is a conflict resolution process in which a neutral third party (mediator), who has no authority to make binding decisions for individuals, mediates a conflict or dispute to assist individuals to improve their relationships, enhance communications, and use effective problem-solving and negotiation procedures to reach voluntary and mutually acceptable understanding or agreements on contested issues.

The National Mediator Practice Standards describes the process of mediation as: ‘...a process that promotes the self-determination of participants and in which participants, with the support of a mediator:

- Communicate with each other, exchange information and seek understanding
- Identify, clarify and explore interests, issues, and underlying needs
- Consider alternatives
- Generate and evaluate options
- Negotiate with each other
- Reach and make own decisions.

All our services are confidential. Information can only be disclosed to the other party the grievance is with only when consent has been given to do so.

All our services are voluntary and work on the basis that people who are accessing our services have ‘good will’ to work through their conflict to reach a positive outcome. At times we find that one party has a willingness to resolve their conflict however, the other party does not. Unfortunately, when these situations arise, we are unable to proceed with services.

All our services are confidential. Information can only be disclosed to the other party the grievance is with only when consent has been given to do so.

FEEDBACK

“The mediator was extremely professional in her approach and assisted both parties with a gentleness in her guidance during the actual mediation. The first meeting with the mediator was managed well in my opinion, with expectations and processes set clearly with me. I found myself feeling relatively comfortable in the ‘uncomfortable-ness’ of the mediation process and it is my opinion, it was the mediator who built the empathetic safety net to support this and I thank her. I would recommend CRS to any who may be in need of your services in the future.”

CASE STUDY

Jade and Megan had worked together for several years. Following a verbal incident between them, their working relationship broke down, causing a stressful and conflictual work environment. The conflict was left unresolved and impacted the work of both parties as well as their ability to communicate.

The parties attended mediation to resolve the dispute. Jade, found the conflict difficult to deal with and felt very emotional. The ongoing conflict negatively affected her work having to take time off and reduce her work hours. Megan identified a lack of trust between the parties, causing hostile

interactions that did not help an already deteriorating work relationship. Both parties were seeking to address their concerns in respect of their conflict and otherwise improve their working relationship.

With this common goal along with the assistance of a mediator, Jade and Megan were able to reach an agreement that improved their relationship as well as their communication. CRS were able to provide a safe environment where Jade and Megan were able to communicate openly and amicably, resulting in a positive agreement.

FAMILY DISPUTE RESOLUTION

CASE STUDY

FAMILY DETAILS

Parents

Clarissa and George

Children

Lucas 5 & Emily 7

BACKGROUND

Clarissa and George were together for 15 years. Both Clarissa and George had stable careers for the most part and both managed the day to day family and work life. In the three years before separating Clarissa felt distant from George and their relationship became lonely with little communication between the two of them. Clarissa made the decision to end the marriage which surprised George. George didn't want the relationship to be over but also felt they had grown apart.

George and Clarissa decided to trial being separated still living under the one roof. While this arrangement worked in caring for the children. Clarissa felt neither of them were moving on with their life. Clarissa had recently met someone and wanted to finalise the separation between her and George.

Negotiations between George and Clarissa started off amicably however, as time went on both Clarissa and George struggle to agree on their financial settlement and the care arrangements for their two children and decided they needed mediation to work through these issues.

INTERVENTION

Throughout the initial intake session the mediator identified that both George and Clarissa were exhausted, both wanted closure however, struggled to see past their own needs and those of each other and the children.

In assessing the suitability of the case for mediation. The mediator worked individually with Clarissa and George to move them from an oppositional

perspective to a more collaborative style of negotiation that focused on their children's needs post separation.

After the individual coaching, George and Clarissa attended two mediation sessions. Throughout the mediation sessions both parties were able to discuss the emotional impact they were both experiencing and develop a common goal and shared co-parenting alliances for Lucas and Emily. An outcome statement was drawn up together which informed how they would communicate about the children's needs, their financial arrangement, time spent with each parent and how they would manage any changes to the outcome statement in the future.

FEEDBACK

“I found the entire process mostly positive, and it achieved the outcome I was hoping for. In the initial interview it felt like I was probably going to struggle to have my voice heard, but that wasn't the case in the final session which went really well.”

“Our mediator was warm, friendly, well prepared, stayed in the process and left the talking to the participants. The mediator was exceptional at recording the main points of each participant and then reflecting them back accurately. She focused on reaching fair a reasonable outcomes and was very timely in communicating these. The process did help me to grow in understanding of the other party's experiences, perceptions and needs for the future. The outcomes reached were indeed reasonable and actionable way forward.”

FAMILY DISPUTE RESOLUTION & CHILD INCLUSIVE PRACTICE

CHILD INCLUSIVE PRACTICE

Child Inclusive Practice within Family Dispute Resolution process enables families to hear the voice of their children during separation. Conflict Resolution Service has 7 qualified Child Consultants who work with families, children and mediators to reduce the impact family separation has on children.

Family separation can be a time of high conflict. While parents may think they are shielding their conflict with one another from their children. It has been proven that children still feel the burden that conflict carries. Engaging a child consultant when working through parenting matters and time spent with each parent reduces the burden on children and educates parents on the current and future needs of their children.

“The child consultant was able to bring together common themes that were felt by all three children.”

In separate meetings with Kate and James the child consultant discussed the impact their conflict for each other was impacting the children.”

CASE STUDY

FAMILY DETAILS

Parents: Kate & James

Children: Kayla 15, Sebastian, 13, Cory 8

Care arrangements: Primary care of Kayla, Sebastian & Cory is with mum. Cory sees dad every second weekend. Kayla and Sebastian have not had contact with dad for 24 months.

BACKGROUND

Kate and James have been separated for 5 years. By agreement of both Kate and James they engaged Family Dispute Resolution to mediate the future care arrangements for their three children. James was concerned about not having contact with all three children and felt like his role of being a dad was not valued by his ex-partner Kate. James felt Kate was manipulating the situation.

Kate had a close relationship with the children and often discussed the conflict that was occurring between her and James. Kate was not interested in assisting the children to re-build their relationship with their dad and suggested less not more contact was what was needed moving forward.

INTERVENTION

Kate and James admitted they were both triggered by each other and struggled to have a harmonious relationship. The children had been witness to high conflict behavior from both Kate and James pre and post separation.

Both Kate, James and the children agreed to participate in the Child Inclusive Practice program. A child consultant met with each of the parents and all three children. The following was identified:

1. Kayla felt her dad didn't have time for her and felt she was a nuisance and a needy teenager. Kayla was really struggling with the separation and wanted to have a relationship with her dad but felt bad if she discussed this with her mum.
2. Sebastian hates fighting and felt scared. Sebastian thought it would be easier on his dad if he didn't go see him as drop off and pick up times was when the fighting occurred. Sebastian loved his dad.
3. Cory felt lonely when he went to his dads without his siblings however, just wanted to keep everyone happy. Corey thought the same as Sebastian, if he stopped seeing dad then his parents wouldn't fight.

The child consultant was able to bring together common themes that were felt by all three children. In separate meetings with Kate and James the child consultant discussed the impact their conflict for each other was impacting the children.

In a careful and respectful manner without blaming the child consultant was able to discuss with dad how much the children wanted to have a relationship with him but what they needed was to feel loved, safe and secure.

Likewise the child consultant was able to discuss with mum how the children were feeling and some of the emotional burden they were carrying which was impacting them having a connection with both mum and dad.

Both Kate and James were unaware of the impact the conflict together was impacting the children. While the feedback session was facilitated separately with the child consultant both James and Kate acknowledged the communication between each other had to improve and agreed they both played a part in ensuring their children felt safe and secure with both parents.

It was agreed by Kate and James that the child consultant should be present at the mediation. While the child consultant also debriefs the mediator facilitating the mediation, in this case the child consultant attended the mediation when James and Kate were discussing the future care arrangements of the children.

James and Kate with the assistance of the mediator and child consultant were able to agree on a path moving forward which focused on Kayla's, Sebastian's and Cory's best interests. Both Kate and James agreed to coming back to mediation in six months time to review their plan and make any necessary changes that the children required.

Families caught in a cycle of high acrimony can benefit from attending FDR to refocus on their parental alliance, relieving children from the exhausting need to maintain strategies to keep their world in some sense of order. They can, once again, become children.

(Family Court of Australia)

The Annual YOGIE Awards 2019

WINNERS 2019 YOGIE AWARDS

Excellence in Implementation of
Evidenced-Informed Practice



Janine Brissett, Minister Rachel Stephen-Smith,
Hamish Guthrie, Roslyn Lockley

JANINE BRISSETT 2019 YOGIE AWARD WINNER

Outstanding Contribution to Young People



Minister Rachel Stephen-Smith, Janine Brissett

OUR PEOPLE

CONFLICT RESOLUTION SERVICE BOARD OF DIRECTORS



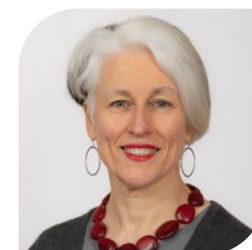
CLIVE RODGER
Chair



MATTHEW CASEY
Deputy Chair



TOM DALY
Treasurer



GENEVIEVE JACOBS
Director



ZAC HATFIELD-DODDS
Secretary



JOHN RAMADGE
Director



MIRJANA WILSON
Director



ANYA AIDMAN
Director



LOUISA OSBORNE
Minute Secretary

BOARD MEETING ATTENDANCE 2019 / 2020

BOARD MEMBER	ELIGIBLE	ATTENDED
Clive Rodger	6	6
Matthew Casey	6	4
Tom Daly	6	4
Zac Hatfield-Dodds	6	5

BOARD MEMBER	ELIGIBLE	ATTENDED
Genevieve Jacobs	6	5
John Ramadge	6	6
Anya Aidman	6	4
Mirjana Wilson	1	1

OUR PEOPLE

OUR STAFF



MELISSA HALEY
Chief Executive Officer

- Postgraduate Family Dispute Resolution Practice, College of Law
- Bachelor of Educational Studies, University of Canberra
- Diploma Business Management
- NMAS Accredited Mediator
- Child Inclusive Consultant
- Australian Institute of Company Directors
- Certificate IV Training and Assessment



JESS WOLSKI
Director, Alternative Dispute Resolution Service

- Bachelor of Laws
- Graduate Diploma in Family Dispute Resolution Practice
- Masters in Applied Law (Family Law)
- Graduate Diploma in Legal Practice



HAMISH GUTHRIE
Manager, Family Support Program

- Bachelor of Arts in Sociology and Political Science
- NMAS Accredited Mediator



ALEX FLOROS
Coordinator, Communications and Marketing

- NMAS Accredited Mediator
- Certificate IV in Leadership and Management (currently)



ELIZABETH WOODS
Practitioner

- Master of Arts
- Graduate Diploma Psychology
- Family Dispute Resolution Practitioner
- NMAS Accredited Mediator
- Diploma in Community Counselling
- Diploma in Teaching



JANINE BRISSETT
Practitioner

- BA in Communication and Counselling (UC) 2003
- Registered Family Dispute Resolution Practitioner NMAS Accredited Mediator
- Primary School Teacher (TPTC) Victoria
- Cert IV Mediation 2007



PRIYANKA KESU
Practitioner

- Graduate Diploma of Counselling (In Progress)
- Bachelor's Degree in Industrial Biotechnology
- NMAS Accredited Mediator



NATHAN FORATO
Practitioner

- Diploma of Youth Work
- Mediation Training (currently)



ROS LOCKLEY
Practitioner & Training Facilitator

- Advanced Diploma in Law (LPAB)
- NMAS Accredited Mediator
- Cert IV in Training & Assessment
- Cert IV in Breastfeeding Counselling
- Cert IV in Breastfeeding Education



MUDIT BHANDARI
Intake Coordinator

- Bachelor of Law (Honours)
- Mediation Training (currently)



LYNDA SCHILG
Office Coordinator

- NMAS Accredited Mediator

OUR PEOPLE

MEDIATION PANEL



Dr. HANNA JAIRETH

- Master of Arts & Doctor of Philosophy (Politics & International Relations), Australian National University, ACT (1991, 2001)
- Bachelor of Arts/ Law (Hons), Australian National University, ACT (1985)
- NMAS Accredited Mediator



Dr. ANNE MACDUFF

- PhD (Law) 2017, Australian National University
- Masters of Higher Education, 2006, Australian National University
- Bachelor of Laws, 1999, Australian National University
- Bachelor of Arts (First Class Hons) 1997 Australian National University
- NMAS Accredited Mediator



RENEE TOY

- Graduate Diploma of Legal Practice, Australian National University
- Bachelor Communications (Journalism) / Bachelor of Laws (LLB), University of Canberra
- Graduate Diploma of Family Dispute Resolution, College of Law, Sydney
- NMAS Accredited Mediator



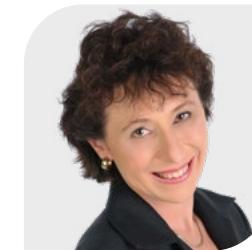
JENNY DEVLIN

- BA (Hons)/LLB (Hons), Uni. Melb, (1998)
- MA (Peace Studies), ICU, Tokyo, (2010)
- Registered Family Dispute Resolution Practitioner (FDRP) (2002; 2008)
- Certified Life Coach (2018)
- NMAS Accredited Mediator



NIGEL BIGINELL

- Master of Dispute Resolution (MDR) UTS, Sydney
- Batchelor of Arts (Modern Asian Studies) Griffiths University, Qld
- Advanced Practitioner Member with Resolution Institute
- NMAS Accredited Mediator
- Certificate IV in Workplace Training and Assessment



JUDY SCOTT

- Masters of Business Administration Southern Cross University Lismore
- Masters of Adult and Workplace Education Queensland University of Technology
- BSC (hons) Psychology Birmingham University UK
- Registered Family Dispute resolution practitioner (Attorney generals department)
- NMAS Accredited Mediator
- Certificate IV community mediation (CRS)
- Certificate IV business and workplace coaching
- Certificate IV training and assessment



ANNA WYNNE

- Bachelor of Arts/Bachelor of Law Degree (Honours)
- NMAS Accredited Mediator
- Accredited by the Family Division of the Law Council of Australia as an Independent Children's Lawyer.



VESNA FLOWER

- Diploma in Legal Practice, 2003, ANU
- Diploma in Law, 2000, LPAB University of Sydney
- Organisational Behaviour, 2016, Macquarie University
- NMAS Accredited Mediator



JAMIE ROYAL

- Bachelor of Commerce Accounting and Finance, University of Canberra
- Family Dispute Resolution Practitioner
- NMAS Accredited Mediator



DAVID PURNELL OAM

- BA (Hons), from ANU, 1962
- NMAS Accredited Mediator

OUR SUPPORTERS

Access Canberra	Housing ACT	PS Alerts
ACT Government	Hands Across Canberra	Relationships Australia
ACTCOSS	In2itive	Region Media
Attorney General's Department	Justice and Community Safety	Restorative Community Network
Australian Federal Police	Justin Huehn Designs	RSPCA
CharterPoint	Joint Pathways Network	Secret Keeper Counseling Services
Child & Family Centres	Law Society ACT	Southern Cross Austereo
Canberra Business Chamber	Legal Aid ACT	SupportLink
Child Youth & Protection Services	Litivity	Tempo Strategies
Community Services Directorate	Magistrates Court	Threesides
EY	Marymead	Woden Community Services
Elrington's	Mediation Standards Board	Women's Legal Centre
Environmental Defenders Office	Menslink	Youth Coalition
Education Department	Neighbourhood Watch	Youth, Housing and Homelessness Network
FM 104.7	Northside Community Services	2xx Radio
FM 106.3	Nexis Business & Accountants	
Family Law Pathways Network	OneLink	

FINANCIAL STATEMENTS

CONFLICT RESOLUTION SERVICE INCORPORATED
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2020
ABN 65 639 472 211



Conflict Resolution Service Incorporated
ABN 65 639 472 211

STATEMENT OF PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2020

	Note	2020 \$	2019 \$
Revenues	2	1,067,505	790,646
Expenses			
Employment costs	3	(643,825)	(566,792)
Depreciation and amortisation charges		(63,919)	(1,017)
Other expenses		<u>(263,017)</u>	<u>(221,900)</u>
Surplus for the year		96,744	937
Other Comprehensive Income for the year		-	-
Total Comprehensive Income for the year, attributable to the members of Conflict Resolution Service Incorporated		<u>96,744</u>	<u>937</u>

The accompanying notes form part of these financial statements.

Conflict Resolution Service Incorporated
ABN 65 639 472 211

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2020

	Note	2020 \$	2019 \$
CURRENT ASSETS			
Cash and cash equivalents	4	379,871	166,654
Receivables	5	11,030	4,813
Prepayments		6,092	3,002
TOTAL CURRENT ASSETS		<u>396,993</u>	<u>174,469</u>
NON-CURRENT ASSETS			
Plant and equipment	6	44,981	8,853
Right of use asset		123,827	-
TOTAL NON-CURRENT ASSETS		<u>168,808</u>	<u>8,853</u>
TOTAL ASSETS		<u>565,801</u>	<u>183,322</u>
CURRENT LIABILITIES			
Trade and other payables	7	95,575	36,804
Unearned revenue	8	107,364	20,470
Lease liability		36,989	-
Provision for staff leave entitlements	9	35,025	22,864
TOTAL CURRENT LIABILITIES		<u>274,953</u>	<u>80,138</u>
NON-CURRENT LIABILITIES			
Lease liability		94,940	-
TOTAL NON-CURRENT LIABILITIES		<u>94,940</u>	<u>-</u>
TOTAL LIABILITIES		<u>369,893</u>	<u>80,138</u>
NET ASSETS		<u>195,908</u>	<u>103,184</u>
MEMBERS FUNDS			
Retained surplus		195,908	103,184
TOTAL MEMBERS FUNDS		<u>195,908</u>	<u>103,184</u>

The accompanying notes form part of these financial statements.

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2020

	Note	2020 \$	2019 \$
OPERATING ACTIVITIES			
Receipts from government and others		1,147,764	810,755
Interest received		339	1,003
Payments to suppliers and employees		(872,940)	(809,523)
Net cash from operating activities		275,163	2,235
INVESTING ACTIVITIES			
Purchase of PP&E		(61,946)	(9,870)
Net cash from investing activities		(61,946)	(9,870)
Net movement in cash and cash equivalents		213,217	(7,635)
Cash and cash equivalents at beginning of year		166,654	174,289
Cash and cash equivalents at end of year	4	379,871	166,654

The accompanying notes form part of these financial statements.

NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2020

1. Statement of Significant Accounting Policies

The financial statements are special purpose financial statements that have been prepared in order to satisfy the financial requirements of the *Associations Incorporation Act 1991 (ACT)* and the *Australian Charities and Not-for profits Commission Act 2012*. The Committee has determined that the Association is not a reporting entity. The financial statements have been prepared on an accruals basis and is based on historic costs and does not take into account changing money values or, except where specifically stated, current valuations of non – current assets.

The following significant accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of these financial statements.

(a) **Cash and Cash Equivalents**

Cash and cash equivalents include cash on hand and deposits held at call with banks, other short term highly liquid investments with original maturities of three months or less, and bank overdrafts.

(b) **Employee benefits**

Provision is made for the Association's liability for employee benefits arising from services rendered by employees to balance date. Employee benefits have been measured at the amounts expected to be paid when the liability is settled.

(c) **Property, Plant and Equipment**

The depreciation amount of all fixed assets is depreciated over the useful lives of the assets to the Association commencing from the time the asset is held ready for use.

(d) **Leases**

At inception of a contract, the Association assesses if the contract contains or is a lease. If there is a lease present, a right-of-use asset and a corresponding lease liability is recognised by the Association where the Association is a lessee. However, all contracts that are classified as short-term leases (lease with remaining lease term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

Initially the lease liability is measured at the present value of the lease payments still to be paid at commencement date. The lease payments are discounted at the interest rate implicit in the lease. If this rate cannot be readily determined, the Association uses the incremental borrowing rate.

Lease payments included in the measurement of the lease liability are as follows:

- fixed lease payments less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options;
- lease payments under extension options if lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The right-of-use assets comprise the initial measurement of the corresponding lease liability as mentioned above, any lease payments made at or before the commencement date as well as any initial direct costs. The subsequent measurement of the right-of-use assets is at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset whichever is the shortest. Where a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Association anticipates to exercise a purchase option, the specific asset is depreciated over the useful life of the underlying asset.

(e) **Trade Receivables**

Trade Receivables include amounts due from members as well as amounts receivable from customers. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Conflict Resolution Service Incorporated
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The Association recognises a loss allowance for expected credit losses on financial assets that are measured at amortised cost. Expected credit losses are the difference between all contractual cash flows that are due and all cash flows expected to be received, all discounted at the original effective interest rate of the receivable.

At each reporting date, the Association recognises the movement in the loss allowance as an impairment gain or loss in the statement of profit or loss and other comprehensive income. The carrying amount of financial assets measured at amortised cost includes the loss allowance relating to that asset.

(f) **Revenue and Other Income**

Revenue recognition

The Company has applied *AASB 15: Revenue from Contracts with Customers* (AASB 15) and *AASB 1058: Income of Not-for-Profit Entities* (AASB 1058) using the cumulative effective method of initially applying AASB 15 and AASB 1058 as an adjustment to the opening balance of equity at 1 July 2019. Therefore, the comparative information has not been restated and continues to be presented under *AASB 118: Revenue* and *AASB 1004: Contributions*. The details of accounting policies under AASB 118 and AASB 1004 are disclosed separately since they are different from those under AASB 15 and AASB 1058, and the impact of changes is disclosed below and in the relevant notes to the financial statements.

In the current year

Operating Grants and Donations

When the Company receives operating grant revenue or donations, it assesses whether the contract is enforceable and has sufficiently specific performance obligations in accordance with AASB 15. When both these conditions are satisfied, the Company:

- identifies each performance obligation relating to the grant;
- recognises a contract liability for its obligations under the agreement; and
- recognises revenue as it satisfies its performance obligations.

Where the contract is not enforceable or does not have sufficiently specific performance obligations, the Company:

- recognises the asset received in accordance with the recognition requirements of other applicable accounting standards (for example AASB 9, AASB 116 and AASB 138);
- recognises related amounts (being contributions by owners, financial instruments, provisions, revenue or contract liability arising from a contract with a customer); and
- recognises income immediately in profit or loss as the difference between the initial carrying amount of the asset and the related amount.

If a contract liability is recognised as a related amount above, the Company recognises income in profit or loss when or as it satisfies its obligations under the contract.

In the comparative period

When grant revenue is received whereby the Company 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 until the service has been delivered to the contributor, otherwise the grant is recognised as income on receipt.

Donations and fundraising are recognised as revenue when received. Revenue from the sale of goods comprises revenue earned from the sale of goods donated and purchased for resale. Sales revenue is recognised when the control of goods passes to the customer. Revenue from the rendering of a service is recognised upon the delivery of the service to the customer.

Interest

Interest revenue is recognised using the effective interest method.

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

(g) **Goods and service Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of expense. Receivables and payables in the balance sheet are shown inclusive of GST.

(h) **Impairment of assets**

At each reporting date, the Association reviews the carrying values of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher assets fair value less cost to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expenses to the statement of profit and loss and other comprehensive income.

Conflict Resolution Service Incorporated
ABN 65 639 472 211

(i) **New and Amended Accounting Standards Adopted by the Entity**

Initial application of AASB 16

The Association has adopted *AASB 16: Leases* retrospectively with the cumulative effect of initially applying AASB 16 recognised at 1 July 2019. In accordance with AASB 16 the comparatives for the 2019 reporting period have not been restated.

The Association has recognised a lease liability and right-of-use asset for all leases (with the exception of short term and low value leases) recognised as operating leases under *AASB 117: Leases* where the Association is the lessee. The lease liabilities are measured at the present value of the remaining lease payments. The Association's incremental borrowing rate as at 1 July 2019 was used to discount the lease payments.

The right of use assets for the Association's office and carpark were measured at their carrying amount as if *AASB 16: Leases* had been applied since the commencement date, but discounted using the Association's weighted average incremental borrowing rate on 1 July 2019.

The following practical expedients have been used by the Association in applying AASB 16 for the first time:

- for a portfolio of leases that have reasonably similar characteristics, a single discount rate has been applied;
- leases that have remaining lease term of less than 12 months as at 1 July 2019 have been accounted for in the same was as short-term leases;
- the use of hindsight to determine lease terms on contracts that have options to extend or terminate;
- applying AASB 16 to leases previously identified as leases under *AASB 117: Leases* and *Interpretation 4: Determining whether an arrangement contains a lease* without reassessing whether they are, or contain, a lease at the date of initial application; and
- not applying AASB 16 to leases previously not identified as containing a lease under AASB 117 and Interpretation 4.

The Association's weighted average incremental borrowing rate on 1 July 2019 applied to the lease liabilities was 5%. The difference between the undiscounted amount of operating lease commitments at 30 June 2019 of \$184,513 and the discounted operating lease commitments as at 1 July 2019 of \$165,948 were \$18,565 which is due to discounting the operating lease commitments at the Association's incremental borrowing rate.

We have audited the accompanying financial report, being a special purpose financial report, of Conflict Resolution Service Incorporated (the Association) which comprises the Statement of Financial Position as at 30 June 2020 and the Statement of Profit and Loss and Other Comprehensive Income, Statement of Cash Flows and Statement of Changes in Equity for the year ended 30 June 2020; and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial report of the Association is in accordance with the *Associations Incorporation Act 1991* of the Australian Capital Territory and the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- ### Basis for Opinion

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

We draw attention to Note 1 to the financial report which describes the basis of accounting. The financial report has been prepared to assist the Association to meet the requirements of the *Associations Incorporation Act 1991*. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

The Committee of Conflict Resolution Service Incorporated is responsible for the preparation and fair presentation of the financial report in accordance with the financial reporting requirements of the *Associations Incorporation Act 1991* and for such internal controls as the Committee determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Committee is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable matters relating to going concern and using the going concern basis of accounting unless the Committee either intends to liquidate the Association or cease the operations, or has no realistic alternative but to do so.

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.

- 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 Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Committee.
- Conclude on the appropriateness of the Committee's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association'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 Association 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.

Ak

Adrian Kelly
Registered Company Auditor
Charterpoint Pty Ltd

Dated this 5th day of November 2020



“The CRS team were extremely helpful during a tough time in my life. I felt heard, understood and comfortable with coaching and moving through the mediation process”.

“I was nervous about undertaking a 5-day course online but I felt incredibly supported and reassured by the CRS team that the process would be seamless. I was able to attend the course with ease and the training content and delivery was exceptional”.

