

2020-2021

ANNUAL REPORT



CRS

CONFLICT RESOLUTION SERVICE

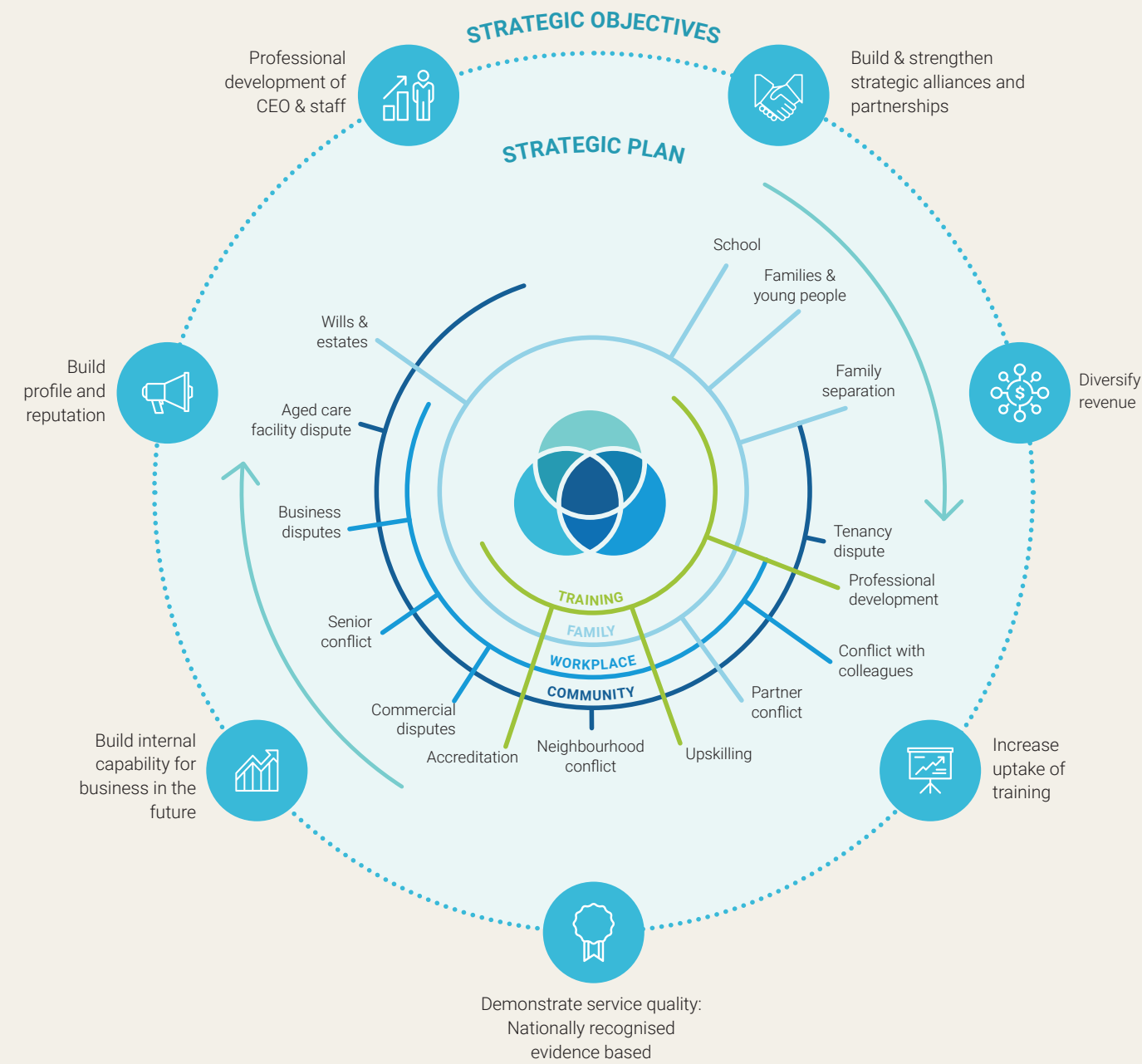
ACKNOWLEDGEMENT OF TRADITIONAL OWNERSHIP

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.

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STRATEGIC PLAN & OBJECTIVES 2020-2023



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.

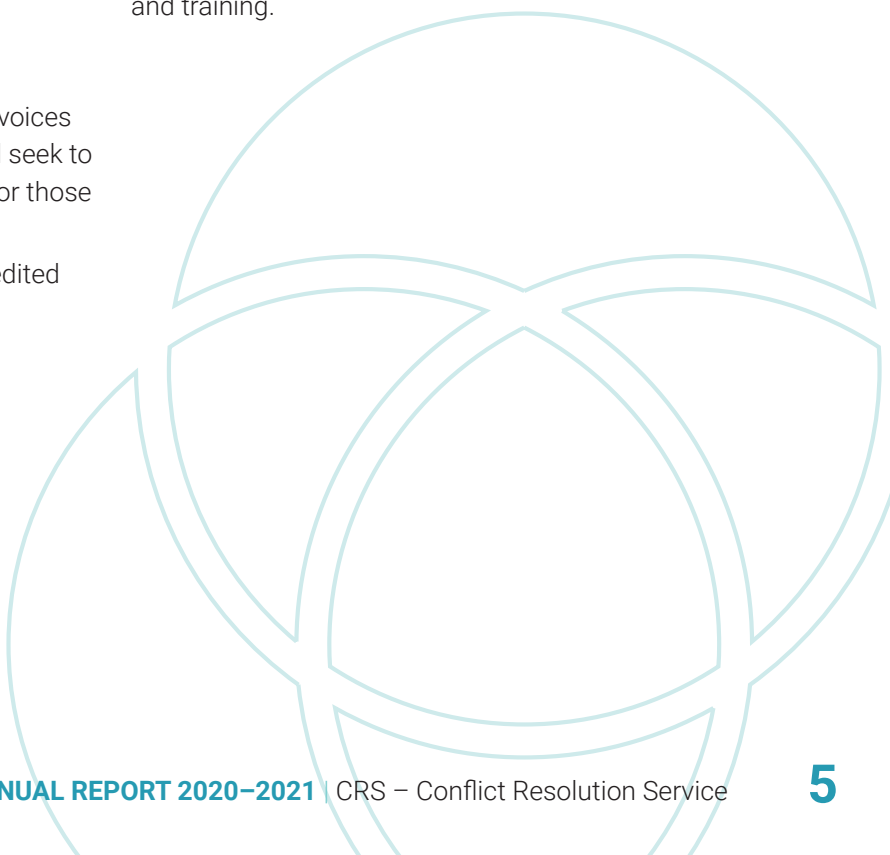
- As a not-for-profit organisation we are the leading alternative dispute resolution service in the Australian Capital Territory. Focusing on reducing the emotional and financial impact of conflict on the community.
- As accredited professionals we work in partnerships with courts and are the preferred 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.





*10% of conflict is due to difference in opinion.
90% is due to delivery and tone of voice*

OUR BOARD



Clive Rodger
Chair



Matthew Casey
Deputy Chair



Tom Daly
Treasurer



Genevieve Jacobs
Director



Zac Hatfield-Dodds
Secretary



Mirjana Wilson
Director



Anya Aidman
Director



Louisa Osborne
Minute Secretary

Thank you to outgoing Board Member John Ramadge for his tenure on the CRS Board. John contributed several years to the CRS Board and provided valuable advice to the Governance Sub-Committee.

BOARD MEETING ATTENDANCE 2020 / 2021

Board Member	Eligible	Attended
Clive Rodger	7	6
Matthew Casey	7	7
Tom Daly	7	6
Zac Hatfield-Dodds	7	7

Board Member	Eligible	Attended
Genevieve Jacobs	7	5
Anya Aidman	7	6
Mirjana Wilson	7	5
John Ramadge	3	2

OUR PEOPLE



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 Training, Families and Youth

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



Cindy Young
Team Leader, Youth and Families

- NMAS Accredited Mediator
- Bachelor of Science in Psychology



Elizabeth Woods
Practitioner

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



Ros Lockley
Practitioner

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



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)



Katherine Rourke
Intake Coordinator

- NMAS Accredited Mediator
- Bachelor of Arts in Community Development
- Cert IV in Business and Legal Administration



Lynda Schilg
Office Coordinator

- NMAS Accredited Mediator



Alex Floros
Coordinator, Communications and Marketing

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

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



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



Vesna Flower

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



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.

MESSAGE FROM THE CEO



Welcome to the 2020 - 2021 Annual Report. The challenging environment of the past few years is having significant long-lasting impacts on all individuals.

CRS has continued our strong support for the Canberra Community to resolve conflict notwithstanding many obstacles. We continued to operate a hybrid model of services throughout the year providing a choice for individuals for on-line or face-to face programs which enabled the organisation to have greater geographical reach.

During this last 12 months we have seen a 39% increase in service demand across all program areas. This is reflected in:

- 15% increase to the number of families looking to finalise their family separation matters
- 57% increase in the number of families within the Family Support Program
- 200% increase in the number of mediations between young people and their families
- 87% increase in enrollments to Mediation Training.

This years annual report focuses on relationships being at the core of what we do. We have seen relationships endure stress, conflict and heartache but we also see relationships form, rebuild and grow. We continue to develop and foster key relationships, some of which are:

- ACT Government - allows CRS to work together to build families, communities, and neighborhoods
- ACT Courts - enables those in conflict to settle disputes where appropriate in a resolution process that allows individuals to agree to outcomes that seek to reduce or resolve the conflict between each other
- Community Partners - Has enabled CRS to continue a pilot program to support young people under the age of 16 and their families who are at risk of homelessness due to family conflict

- Naractiv – This partnership has revitalised the delivery of the mediation training which brings a fun, activity-filled course that goes through each step of the mediation process while highlighting important skills needed to become a proficient mediator. This new form of pedagogy has been enthusiastically received.

I would like to acknowledge our many supporters, sponsors and partners who have played a big role in the development of Conflict Resolution Services over the past 12 months.

The 2020 - 2023 Strategic Plan highlights the importance of diversifying our revenue streams, building staff and Board capability and providing services to the most vulnerable in our community. We have worked towards several key objectives:

- 1. Build profile and reputation:** A move to a purpose built office. The office includes dedicated mediation rooms, a training room and a space dedicated to staff where they can implement their self-care strategies. All rooms are fitted out with the latest technology which allows for flexibility in how we provide services. All rooms are available to rent providing another source of revenue to the organisation. I would like to thank Archer Designs for creating an environment that meets the needs of the people we provide services to. In designing not only the office space but spaces that allow for those experiencing conflict a safe and comforting space to resolve the conflict they are experiencing. We look forward to officially opening the office early 2022 and reporting on this in the next annual report
- 2. Increase uptake of training:** A partnership with Naractiv has been key to the final stage of the Mediation Training program review. Since the inception of this partnership, this program has seen an increase of enrollments by over 87% to previous years. The training program will be expanded not only nationally but internationally. Continuous review of requirements will identify further improvements and growth of programs offered

- 3. Building internal capability for business in the future:** The reporting year included newly created executive level positions while also increasing the number of practitioners to work within our family support program to align with the commitment from the ACT Government to further fund the Safe and Connected Youth Program

- 4. Build and strengthening strategic alliances and partnerships:** Conflict Resolution Service on behalf of the ACT Government were available to support residential landlords and tenants to resolve tenancy disputes arising due to COVID-19. This process is referred to as 'Residential Tenancy Mediation' (RTM). The purpose of RTM is to negotiate options and work collaboratively to agree on a path forward. RTM can assist both parties to put everything in perspective, look at a situation from different angles and work out a solution that all parties can live with

These achievements are only possible when supported by skilled and educated Practitioners who continually work to provide positive outcomes for those in our community and a strong management and corporate support team. A special thank you to all our Practitioners on staff and on our panel and all staff in supporting roles for your support, commitment and hard work over the past 12 months.

I would like to acknowledge the volunteer Board of Directors and thank them for their continued support and guidance, contributing to our successful year. We are now in a strong position and have the foundations to continue to refine our service delivery, grow sustainability and continue to be experts in our field.

Melissa Haley
CHIEF EXECUTIVE OFFICER

MESSAGE FROM THE CHAIR



It is of the very nature of conflict that it is ambivalent. The negative impact of conflict seems to have come to the fore during COVID - 19.

Although we celebrate the degree of co operation in our community at one level , we also appreciate that close proximity has brought the exacerbation of conflicts for many families. Many families have been put under strain. Neighbours who often don't see each other often are now often seeing each other too often.

The demand for CRS services seems to always increase. However this year has been special in its surge. There is an ever growing appreciation on the value of mediation in resolving conflict. A mediated dispute enlists a trained, skilled, experienced and importantly independent third party to help those in dispute to reach agreement. It does not impose a solution. It helps those in conflicts to hear the voice of the other, and to come to a better understanding of why they are in dispute. Compromise is generally part of the outcome. Through the process people are respected, empowered and engaged.

The process of mediation contrasts to that of litigation. The starting point of litigation is adversarial. The culture of litigation is highly positional and confrontational. This was until fairly recently the default position of lawyers when engaged in dispute resolution. It is starting to change for good reason. Distinguished Canadian Law Professor Julie Macfarlane recently wrote "The adversarial paradigm means that everything that lawyers do is situated within a model of either winning or losing because that is what happens in a trial. You don't partly win at a trial. There is either a judgement in your favour and an award, or there is not." The process can be disempowering and intensify animosities.

Alternative dispute resolution embraces a range of resources for resolving or mediating disputes non judicially. It covers mediation, conciliation and arbitration, facilitation, neutral evaluation, and community dispute resolution. It relies on the experience, integrity, independence and skill of the independent third party.

CRS has had over 30 years experience in resolving conflicts in Canberra. Its methodology has evolved and its outcomes are constantly evaluated. We are now commissioning a comprehensive review by a leading consultancy to evaluate our methodology and importantly our outcomes and their contribution to the wider community. The Board believes this is an important step in ensuring we can demonstrate to the ACT Government, who funds a majority of what we do, that it is both cost effective and adds to the wellbeing of the Canberra community. Because of the excellence of our staff and Panel CRS has developed an excellent reputation for its work. The study should provide a quantitative evaluation of our work.

I am proud of the invaluable work done by all the staff at CRS. This has been a difficult and life changing year. We have moved to purpose-built premises which has enhanced staff resources, well being and productivity. We have been commissioned to take leading roles in new programs. We have clearly lifted our profile in the community. I am grateful to the CEO Mel Haley and to her team for their competence and dedication. I am also very appreciative of the Board and each of its members for all their wisdom, strategic input and collectively fulfilling the role of effective governance of an important organisation in the Canberra community.

Clive Rodger
BOARD CHAIR

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MESSAGE FROM THE TREASURER

With the continued disruption of COVID-19, I am proud of CRS' ability to overcome these challenges to ensure that our core services are delivered safely and effectively to the community.

Our ability to adapt has also continued the improvement of our fee-for-service programs and presented new opportunities for future growth, strengthening an alternative income stream to fund our charitable services that are at the core of CRS.

To that end, I am pleased to report a consecutive year of significant surplus which has strengthened our net asset position. Our surplus for the 2020-21 financial year is largely driven by Federal Government support in the recovery from COVID-19, the increase in our fee-for-service programs and remaining conscious of our routine expenditure.

Any profit made by CRS in respect of its fee-for-service activities assists us to deliver our charitable services that are not covered by our existing government grants.

I am also pleased to report that CRS received confirmation that our core ACT Government funding has been extended to June 2023, but without a material funding increase. We are mindful of the ACT Government's change to its procurement process for funding beyond June 2023 and accordingly, we are preparing for this well in advance.

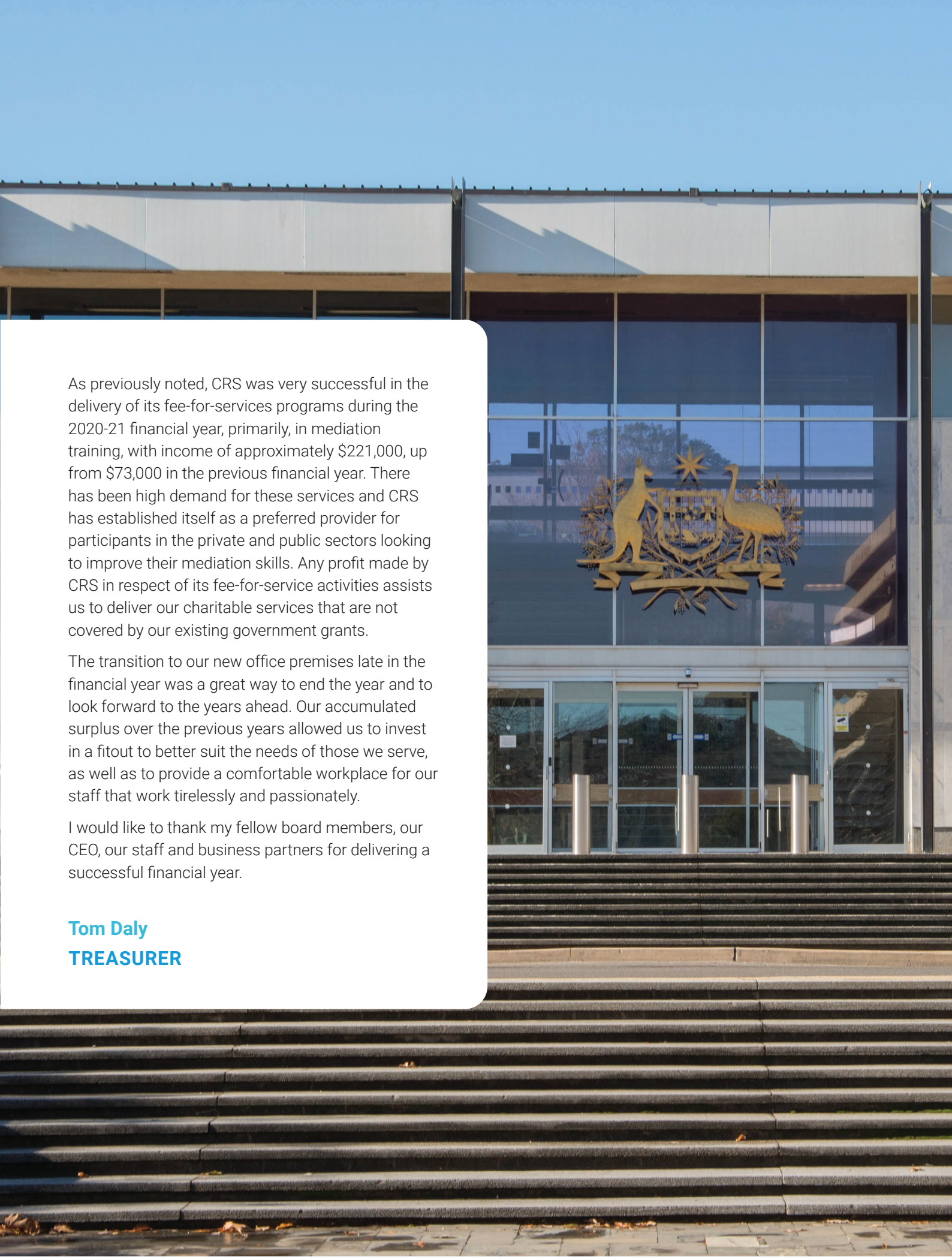
Throughout the 2020-21 financial year, CRS contributed to the delivery of an extended Safe and Connected Youth Program (SACY) following the pilot program in the previous financial year, with total grant income under SACY of \$290,000, up from \$90,000 in the previous financial year. CRS was the lead agency for the pilot program, collaborating closely with other Canberra charities and ACT Government. Contributing to the extension of SACY was a great result for CRS and demonstrates the quality of service, professionalism and commitment to reducing the risk of youth homelessness in our community. More recently, the ACT Government announced a \$7m commitment to SACY, with CRS well positioned to continue as a major contributor to the delivery of these services in the year ahead.

As previously noted, CRS was very successful in the delivery of its fee-for-services programs during the 2020-21 financial year, primarily, in mediation training, with income of approximately \$221,000, up from \$73,000 in the previous financial year. There has been high demand for these services and CRS has established itself as a preferred provider for participants in the private and public sectors looking to improve their mediation skills. Any profit made by CRS in respect of its fee-for-service activities assists us to deliver our charitable services that are not covered by our existing government grants.

The transition to our new office premises late in the financial year was a great way to end the year and to look forward to the years ahead. Our accumulated surplus over the previous years allowed us to invest in a fitout to better suit the needs of those we serve, as well as to provide a comfortable workplace for our staff that work tirelessly and passionately.

I would like to thank my fellow board members, our CEO, our staff and business partners for delivering a successful financial year.

Tom Daly
TREASURER



DISPUTE RESOLUTION

A SERVICE TO SUPPORT THE COMMUNITY IN DISPUTE RESOLUTION INVOLVING:

Housing ACT
ACAT

Magistrates Court
SupportLink

Daniel, Lucy and Peter

Daniel was the proprietor of a busy restaurant within the leafy suburbs of Canberra. Lucy and Peter were a retired couple who lived in a first floor apartment directly above the outdoor area of the restaurant. As a result of an incident in December 2020, Daniel made an application for a Workplace Protection Order against Lucy and Peter. An interim Workplace Protection Order was granted. The incident involved, amongst other things, Lucy telephoning the restaurant complaining about the level of noise which escalated to her yelling at a staff member causing distress to the employee. With the noise continuing, Lucy and Peter used their pressure hose to wet the restaurant's outdoor dining area, spraying water onto the patrons who were celebrating a wedding rehearsal dinner below them. Daniel initiated the mediation process in the hope that the matter could resolve without continuing legal proceedings. Lucy and Peter accepted our invitation to participate in the process.

Lucy and Peter disputed that they telephoned the restaurant that evening or that they intentionally used

their hose to wet the patrons of the restaurant. The mediation process allowed Daniel, Lucy and Peter to have an open dialogue and explain their perspectives. Lucy was able to explain that she had bought Peter a variety of tools and gadgets for Christmas including a new expandable garden hose. Peter had installed the hose and was testing it out by watering their pot plants and cleaning their balcony. The connection to the hose broke, causing water to gush out of the tap and down towards the patrons seated below. He had tried his best to shut the water off quickly to minimise the amount of water spilling over the balcony.

The mediation process allowed the parties to have a meaningful conversation, which they otherwise were not able to do. Lucy and Peter were able to explain that the water incident was accidental and not one with any malice or intent. The parties worked through and found solutions to issues that were affecting them resulting in Daniel not needing to pursue his legal proceedings for a Final Workplace Protection Order.

37%
INCREASE
in supportlink referrals

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 be **positive** contributors to society and **each other**. When conflict is not managed appropriately the dispute escalates which then results in at times 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**.

FAMILY DISPUTE RESOLUTION

Jane and Tom's Story with 4-year-old Ellie

Care Arrangements: Ellie lived with Jane and spent time with Tom every second weekend. This arrangement had been in place since their separation.

Jane and Tom had been together for about 10 years before separating over the Christmas holidays. Their dispute involved the ongoing care arrangements for their soon to be five year old daughter, Ellie. At the time of their separation, Jane offered Tom for Ellie to live week about between them. Tom, however, was unable to accommodate this arrangement due to his work commitments. Fast forward to just over a year and Tom sought more time with his daughter.

During the intake process, both parties identified their desire for their daughter to spend more time with Tom with the intention to gradually progress to a week-about arrangement. Ironically, both parties proposed the same initial arrangement during their separate intakes, however, they had not been able to communicate this to each other. Their relationship had significantly deteriorated, and handovers were increasingly hostile and uncomfortable. Their communication was limited and unhelpful. Both Jane and Tom acknowledged that they sought to draw a line in the sand and move forward. With no evident issues resulting to violence and enough good will between the two of them, the matter progressed to mediation.

The mediation was conducted in a shuttle style. This was partly due to the different conflict styles of the parties as well as their desire to have their own space to consider options. Jane's conflict style was combative and at times hindered the mediation process. Since her intake, Jane had changed her position and presented as very positional. In contrast, Tom was compromising and had difficulty asserting a position. The use of shuttle mediation allowed us to assist Tom in creating an environment whereby he was able to confidently discuss his proposals, giving Jane enough context for her to understand his position. Similarly, the shuttle mediation allowed Jane to engage in more reflective practice and reality test her proposals.

The dynamic between the parties as well as their individual needs played a significant role in the conduct

of the mediation process. While Jane chose not to have a support person with her during the process, Tom had the benefit of his sister in the room. His sister proved to be the defusing element when she and Jane were able to converse for a few minutes nearing the end of the mediation.

Jane and Tom were able to achieve an outcome that addressed a variety of issues including the increased time spent by Ellie with Tom, school holiday arrangements and special days as well as how they were going to communicate in the future. Both parties were appreciative and thankful for our assistance in resolving their dispute.



FEEDBACK: I acknowledge, that the mediator was quite experienced, with high performance on understanding the need of both parties, and quite fair.

15%

INCREASE

in families seeking mediation services to navigate care arrangements and property settlements.



NEIGHBOURHOOD DISPUTE RESOLUTION PROGRAM

THIS PROGRAM AIMS TO ASSIST THE COMMUNITY AND HOUSING ACT IN THE PREVENTION AND RESOLUTION OF NEIGHBOURHOOD DISPUTES.

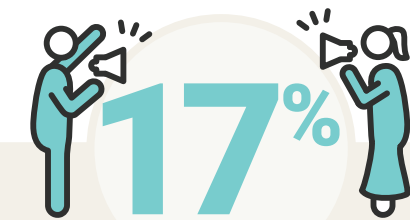
Judy and Kate

Judy reached out to CRS seeking assistance with a neighbourhood dispute. Judy was retired and spent a lot of her time at home and in her garden. Judy was being negatively affected by her neighbour, Kate's noisy air conditioning unit. Kate worked from home and would frequently use her air conditioning unit to heat and cool her home.

Kate had already tried to do everything she could to reduce the noise the outdoor air conditioning unit made. Her attempts involved moving the unit to another angle in an attempt to reduce the noise. This proved to only increase the noise level of the unit.

Judy and Kate had several discussions about the air conditioning unit, but Kate became increasingly frustrated of Judy's constant nagging and complaints about the unit. Kate felt that she had tried everything she could to appease Judy. The dialogue between them escalated resulting in an argument and Kate told Judy to "take me to Court".

Rather than initiate proceedings, the parties agreed to participate in mediation. With the benefit of a skilled mediator, Judy and Kate were afforded the opportunity to have a safe and confidential conversation. They were able to explore various options to reduce the level of noise the unit made and came to an agreement to share the cost of a covering that would help mitigate the noise. They also agreed to regularly meet for coffees to get to know each other better and manage any future conflict better.



INCREASE
in Neighbourhood Disputes

67%
INCREASE

in Housing ACT Disputes

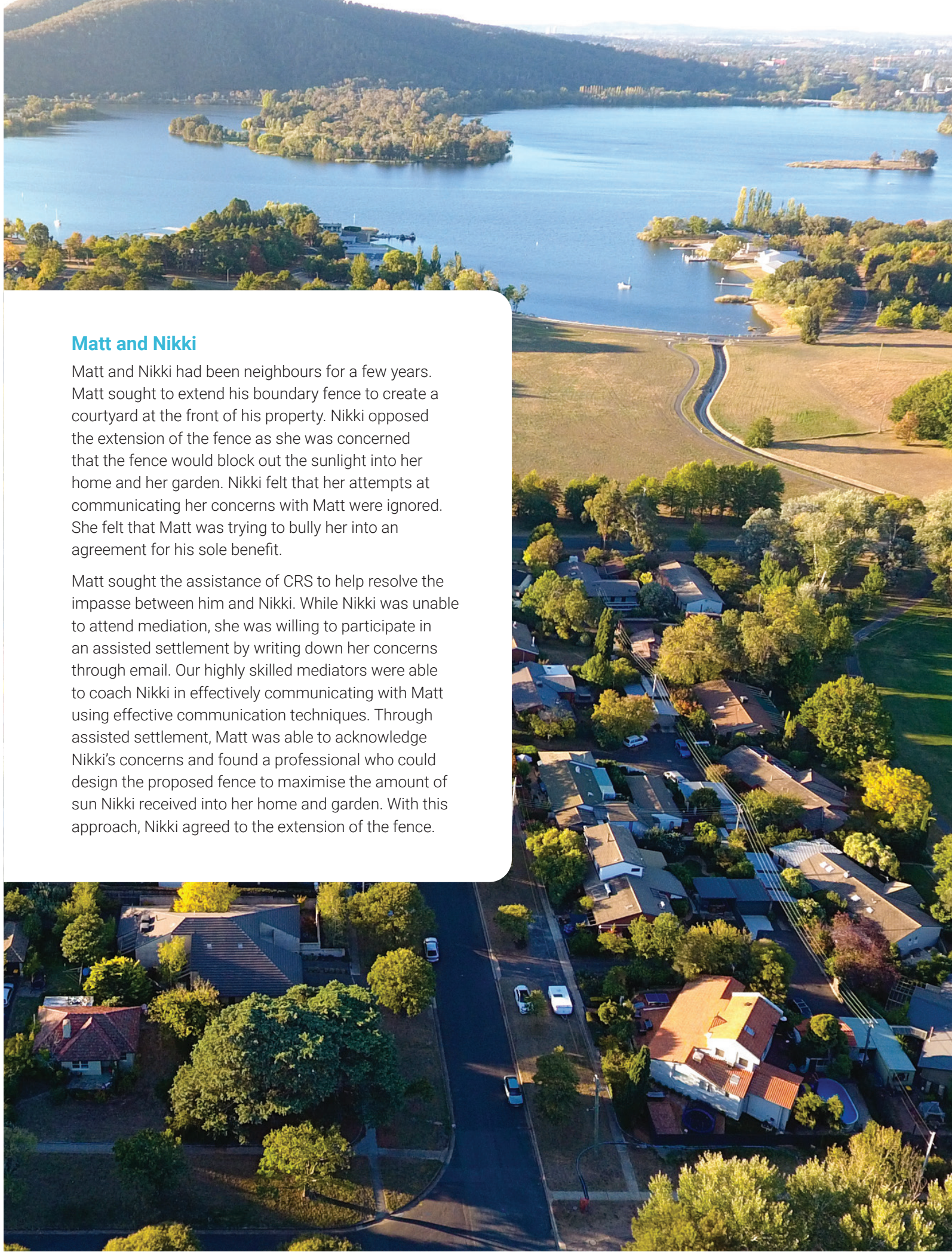


FEEDBACK: I very much enjoyed the experience, and understand my neighbour more

Matt and Nikki

Matt and Nikki had been neighbours for a few years. Matt sought to extend his boundary fence to create a courtyard at the front of his property. Nikki opposed the extension of the fence as she was concerned that the fence would block out the sunlight into her home and her garden. Nikki felt that her attempts at communicating her concerns with Matt were ignored. She felt that Matt was trying to bully her into an agreement for his sole benefit.

Matt sought the assistance of CRS to help resolve the impasse between him and Nikki. While Nikki was unable to attend mediation, she was willing to participate in an assisted settlement by writing down her concerns through email. Our highly skilled mediators were able to coach Nikki in effectively communicating with Matt using effective communication techniques. Through assisted settlement, Matt was able to acknowledge Nikki's concerns and found a professional who could design the proposed fence to maximise the amount of sun Nikki received into her home and garden. With this approach, Nikki agreed to the extension of the fence.



SUPPORTING WORKPLACES TO MANAGE CONFLICT

Bonnie and Alyssa

Danielle, the principal of a school referred two staff members to mediation. Bonnie was an executive teacher who had worked at the school for a few years. Alyssa was also a teacher, only recently joining the school faculty. The parties were referred to mediation due to their increasingly level of conflict.

During the intake process, Alyssa identified that she felt that she was being gaslighted by Bonnie. She felt that Bonnie was intentionally ignoring her, being rude towards her and making her feel like it was all “in her head”. She felt that Bonnie was turning other staff members against her and excluded her from conversations in the staff room. Bonnie asserted that Alyssa was young and a bit too sensitive. It was her view that there was no conflict between her and Alyssa but rather the conflict was with Alyssa and other staff members. She had tried to form friendships with other staff by giving them nicknames, which caused a level of uncomfortableness within the faculty. Those staff members would confine in Bonnie and Bonnie was trying to assist in the situation.

The parties attended mediation and were able to air their concerns and acknowledge past behaviour. It also resulted in them working through a communication plan to be utilised within the workplace. Bonnie was able to express that Alyssa’s nicknames for other staff members were inappropriate. Alyssa was otherwise unaware that her approach to build rapport and friendships with other staff members may have not been received as well as she thought.

Following the mediation, the referrer expressed that she could see changes in the behaviour of both parties as well as the change in the dynamics within the staff faculty. Bonnie and Alyssa were able to speak to each other politely and without any animosity.

Cameron and Jamie

Cameron and Jamie worked for a small community organisation. They had known each other for many years, often crossing professional paths until finding themselves both working at the same workplace. They held similar roles within the organisation, which is where the conflict started.

They were referred to mediation by their employer following an escalation of conflict during a staff meeting. The increased pressure of the pandemic coupled with navigating working from home caused Jamie a lot of distress. She found Cameron undermining and would often delegate work to her notwithstanding she had her own projects to complete. This caused Jamie to take time off from work, resulting in delays in the delivery of projects. From Cameron’s perspective, he felt he was organised and thought his outline of tasks was helpful in meeting targets as their projects often overlapped. Cameron was otherwise unclear as to what he had done to cause Jamie such distress.

The parties attended mediation and were guided by one of our highly experienced mediators. They were provided with the opportunity to have an open conversation where they were able to express their respective views. The mediation allowed them to understand the other in their approach to work as well as identify a need for clarity around their respective roles with their employer. Following the mediation, the parties left our office to have a coffee together and agreed that they would have better communication in place to avoid the same situation in future.

**Over
HALF** 
of Australian workers have
experienced one or more serious
incidences of conflict or other negative
impacts from work.

**ONE
in
5**

workers have experienced
major problems in
communication with a
co-worker or boss at work.



Alice and Taylor

Alice and Taylor were employed by an accounting firm. Alice was Taylor’s director and had been experiencing some tension with Taylor. Taylor had recently been promoted to senior accountant as her work ability impressed the partners. Alice described some defiance from Taylor as well as her abrupt behaviour had caused tension with other staff members since receiving her promotion. Alice had a large team of accountants to manage and found it hard trying to ensure harmony within the team. She sought assistance through CRS and was offered conflict coaching.

Conflict coaching provided Alice with the opportunity to describe what she was

experiencing and better understand the cause of the current dynamics. It was identified that her conflict style was accommodating, and she acknowledged that she was constantly trying to please everyone within the team. With a mediator, she was able to practice conflict coaching techniques in preparation for having a discussion with Taylor about her behaviour within the workplace. Following the session, Alice reported that she implemented the techniques explored during the coaching session during her discussion with Taylor with positive results. Alice returned for further sessions to build upon the skills needed when having difficult conversations with others.

SUPPORTING FAMILIES



SAFE AND CONNECTED YOUTH PROGRAM

Providing therapeutic Case Management to young people under the age of 15.

FAMILY SUPPORT PROGRAM

Providing support to families that are experiencing family conflict between 8 - 25 years.

Story of Lisa and Hannah who were referred by Hannah's school

Lisa reached out to Family Support Program on the recommendation from Hannah's school. Hannah who is 14 had recently left the family home and refused to return once she disclosed that she had been the victim of a sexual assault with the alleged perpetrator being Lisa's ex-partner.

Hannah's mental health had been impacted from the death of her father at an early age, Lisa's past relationships with an abusive partner and Hannah's increasing use of alcohol and other drugs. While Hannah was experiencing homelessness, she would either couch surf with friends, or sleep rough. The concerns for Hannah's safety had an impact on Lisa's mental health.

Lisa was eager to engage with the service immediately. She attended multiple appointments and received communication and conflict coaching. Hannah was willing to attend appointments however was hesitant to share too much about what was happening. Meeting with Hannah consistently at school assisted the worker to build trust and rapport with Hannah. Once this was established, Hannah's active engagement with the service lifted considerably.

Both Lisa and Hannah were eager to participate in mediation (Family Meetings). The Family Meetings were successful, Hannah was able to discuss a number of topics with Lisa that she had not been able to in the past. Lisa was receptive to these conversations and came to conclusions about how she would like to have a better, more fulfilling relationship with Hannah and how to implement these changes.

The support provided to Hannah assisted her to achieve a number of positive outcomes, such as improvements in her physical health, mental health, engagement with school, and better communication and relationship with her mum. Lisa and Hannah have seen significant improvements in their mother/daughter relationship. Through the support provided, they are now able to speak to each other in safe and respectful ways and manage their own disagreements without escalating into fights.

Hannah has returned to the family home and not experienced further episodes of homelessness. Lisa and Hannah agree to return to mediation should they have unresolved disputes in the future.

MEDIATOR

DISPUTE

PROBLEM

CONFLICT

Story of Jenny and Sean who were referred by Sean's school

Sean's school contacted the service as Sean who was 15 was seeking support for a range of school and personal issues. Sean and Jenny have had continuous conflict at home regarding concerns of academic performance, study routines, personal independence, and house chores. Sean has grown up second generation Australian, with Jenny migrating from Indonesia; this dynamic meant that their conflict often escalated because of radically different cultural expectations.

Conflict at home had been increasing since Sean had been the victim of bullying and assault by several young people at his school. One incident was so severe that Sean placed a Personal Protection Order against the perpetrator. These incidents were increasingly making school an unsafe environment for Sean, as such his attendance and academic performance were suffering.

Jenny disclosed a history of experiencing domestic violence committed by Sean's late father. This shared experience would lead to both parties becoming highly distressed during times of conflict. There were also no significant family supports for either Sean or Jenny in Canberra leading to feelings of isolation.

At every stage of support, Sean has engaged well with the service. Jenny did engage with the service with some hesitation in the beginning, however after the initial family meeting she began to engage in coaching and family meetings with more enthusiasm.

Because of Sean's age and the needs of the family, they were referred to the Safe and Connected Youth Program. Through the integrated, collaborative support from the Family Mediator and Therapeutic Case Worker, Sean was assisted to achieve several positive outcomes; these include improvements in his physical well-being through support provided to access a gym membership at no cost, improved skills and qualifications for employment through his attainment of a white card and asbestos awareness card.

Both parties were enthusiastic to participate in family mediation to make practical arrangements on issues that would often cause conflict in the past. Jenny and Sean have begun using the skills learned in communication coaching to make proposals, requests, and negotiation with each other. Sean and Jenny have seen a significant decrease in the amount of fighting and arguing at home. Through the support provided, they are now working toward arrangements they would like to implement to have a more fulfilling relationship as mother and son.

Story of Sophie, Ava and Mary who were referred by Child and Youth Protection Service

CYPS referred the family to the service due to the high level of conflict in the home between Sophie who is 12 and her sister Ava who is 15. During conflict, Sophie would leave the family home and run away to her father's house. This was a serious safety concern due to Sophie's age and that she would leave the home at any time during the day/night and not tell anyone where she was going.

There is a long history of family violence in the family, which both Sophie and Ava were witness to, and Mary and Ava were subject to. Due to the history between the family, and their father, when conflict does occur the family struggles to resolve it due to the disconnect between the two homes, and Sophie's mother and father not having any communication at all.

Mary struggled to put boundaries in place and assert herself. Due to the history of family violence Mary struggled during conflict and was unable to address it successfully.

Initially, Ava was unsure how the service would support her and thought the support would be more suitable for her sister. However, after intake and the first coaching session Ava said she would like weekly sessions as she found it really helpful and liked being able to reflect on why conflict is occurring at home and working on ways to improve it.

Mary has also been actively engaged. Mary participates in coaching fortnightly and during coaching is very reflective and engaged in the process. Sophie has been participating, however has not been as engaged as Mary or Ava.

Ava has been supported to explore the main areas of conflict between herself and her sister. They have also been exploring the unmet needs Ava has within her relationships that are creating the animosity between

herself and Sophie. The support has enabled Ava to also begin expressing her feelings and needs in an assertive manner, that is also non-confrontational. Ava is becoming more aware of her conflict triggers and more aware of how her responses play into conflict.

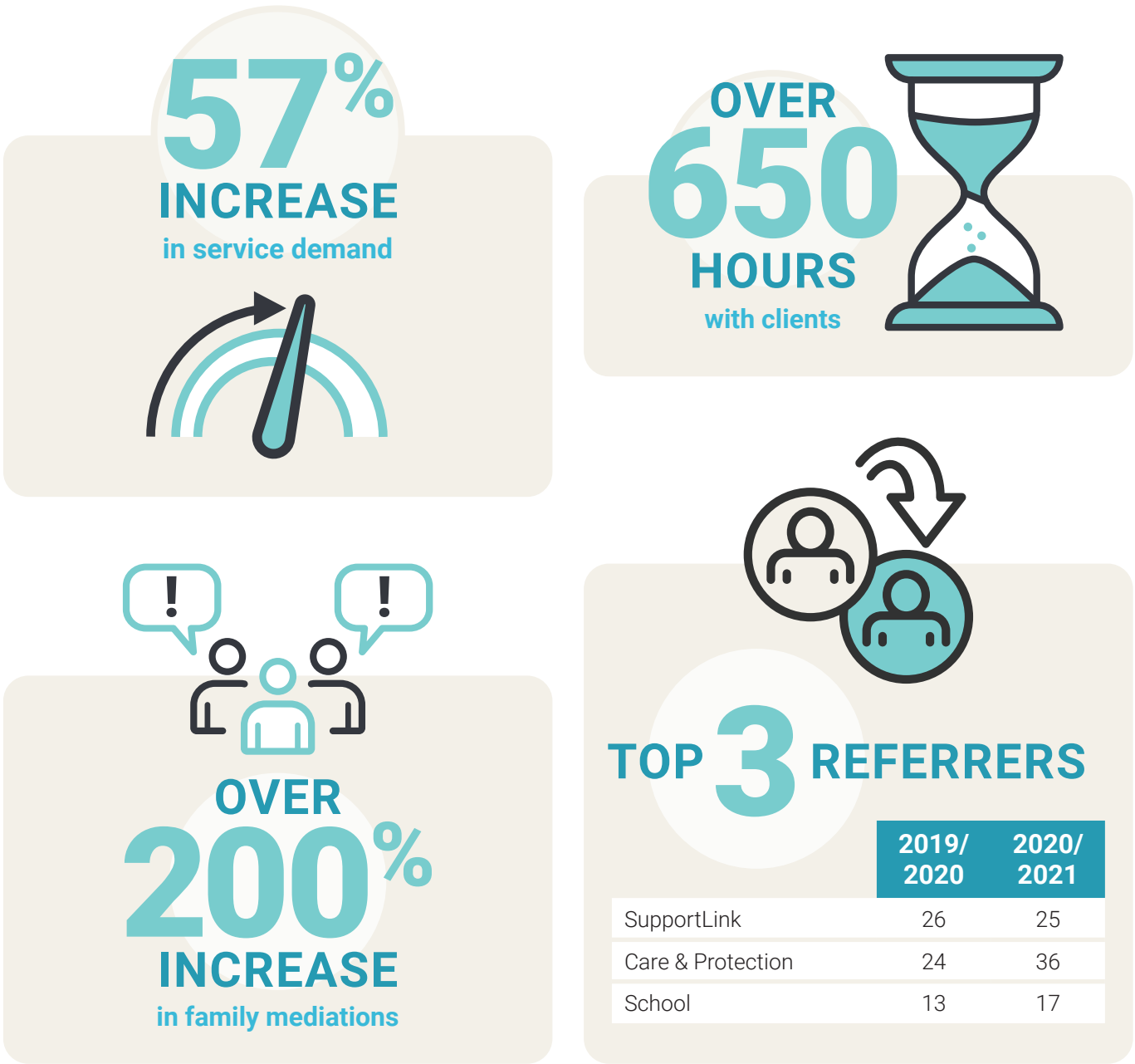
The service has been client led when working with Sophie and focusing on building trust and providing consistency to Sophie, by meeting with her fortnightly, at the same time and place. The family has been linked in with the Safe and Connected Youth Program so Sophie, Ava and Mary are receiving support through a collaborative, integrative system.

Mary has been supported to identity and explore what unmet needs both Ava and Sophie may be experiencing within their relationship, and how Mary is able to support both the girls. Mary also identified that she doesn't feel confident in expressing herself, or setting boundaries, so together her and the practitioner have been developing skills and strategies around how Mary can become more assertive.

The family members have also been able to begin identifying their role in conflict and how they respond. This has led to all three of them starting to become more reflective and accountable of their decisions and actions.

Members of the family have commented on the change in relationship between Ava and Sophie and that conflict has significantly decreased. The practitioner has also noticed a decrease in reports from Ava and Sophie about conflict; Sophie is no longer running away from her mum's house.

The practitioner is preparing Ava for family mediation with Mary, as Ava feels she is ready, with the support of the mediator, to have an open and honest conversation with her mum without it escalating to conflict.



“
FEEDBACK: The mediators were professional and very focussed on keeping the session on track. This meant we came to a joint agreement for moving forward by the end of the session. They gave us both space to voice our feelings in a supported environment.

TRAINING PROGRAM

CONFLICT RESOLUTION SERVICE & NARACTIV PARTNER TO BUILD AN EXCITING INTERACTIVE MEDIATION TRAINING PROGRAM

Conflict Resolution Service is the only Nationally Accredited Mediation Training Provider based in the ACT. Naractiv uses theatre-based learning and techniques to build a narrative around communication to resolve disputes.

This partnership has changed the way training is delivered. What was once a content heavy course is now a fun, interactive course that teaches communication styles and the process of mediation by doing, not reading.

Naractiv
'what's the story?'



Since the partnership registrations for training have

JUMPED BY 87%
to previous years



FEEDBACK: The multiple modes of learning were great. I thought it was really useful to both mediate and role play. It was good to hear the coaches feedback in all of the mediations I was a part of. It was also useful learning from other students when they were mediators.



OUR SUPPORTERS

Access Canberra

ACT Government

ACTCOSS

Attorney General's Department

Australian Federal Police

Benestar

CharterPoint

Child & Family Centres

Canberra Business Chamber

Child Youth & Protection Services

Community Services Directorate

EY

Elrington's

Environmental Defenders Office

Education Department

Family Law Pathways Network

Housing ACT

Hands Across Canberra

In2itive

Justice and Community Safety

Justin Huehn Designs

Joint Pathways Network

Law Society ACT

Legal Aid ACT

Litivity

Living Designs

Magistrates Court

Marymead

Mediation Standards Board

Menslink

Naractiv

Neighbourhood Watch

Northside Community Services

Nexis Business & Accountants

OneLink

PS Alerts

Relationships Australia

Region Media

Restorative Community Network

RSPCA

Secret Keeper Counseling Services

Southern Cross Austereo

SupportLink

Tempo Strategies

Threesides

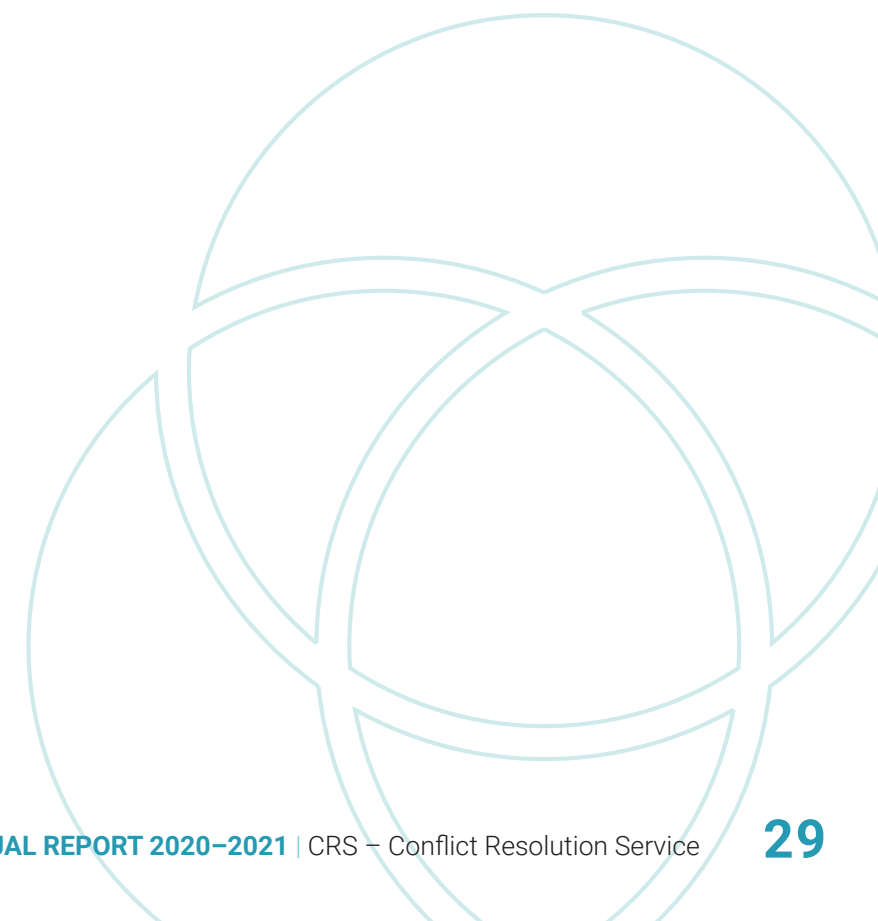
Woden Community Services

Women's Legal Centre

Youth Coalition

Youth, Housing and Homelessness Network

2XX Radio





FINANCIAL STATEMENTS

CONFLICT RESOLUTION SERVICE INCORPORATED
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021
ABN 65 639 472 211



Conflict Resolution Service Incorporated
ABN 65 639 472 211

COMMITTEE'S REPORT

Your Committee members submit the financial report of Conflict Resolution Service Incorporated for the financial year ended 30 June 2021.

COMMITTEE MEMBERS

The names of Committee members throughout the year and at the date of this report are:

Chair	Clive Rodger
Deputy Chair	Matt Casey
Treasurer	Tom Daly
Secretary	Zac Hatfield Dodds
Member	Genevieve Jacobs
Member	Anya Aidman
Member	Mirjana Wilson

PRINCIPAL ACTIVITIES

The principal activities of the Association during the year were to provide professional, accessible and effective dispute resolution and training services which help and empower people to prevent, manage and resolve conflicts peacefully.

SIGNIFICANT CHANGES

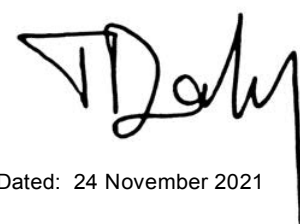
No significant changes in these activities occurred during the year.

Certain prior period amounts in the statement of financial position and the notes to the financial statements have been reclassified to conform to current period presentation. Such reclassifications did not affect previously reported results.

OPERATING RESULT

The net operating surplus of the Association for the year ended 30 June 2021 was \$325,095 (2020: surplus \$96,744). The operating surplus includes \$289,928 (2020: \$91,272) in COVID Support received from the Commonwealth Government.

Signed in accordance with a resolution of the members of the Association.



Dated: 24 November 2021

Conflict Resolution Service Incorporated
ABN 65 639 472 211

**STATEMENT OF PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2021**

	Note	2021 \$	2020 \$
Revenues			
Operating	2	1,271,464	976,233
Government COVID Support	2	289,928	91,272
Total revenue		<u>1,561,392</u>	<u>1,067,505</u>
Expenses			
Employment costs	3	(904,308)	(643,825)
Depreciation and amortisation charges		(37,897)	(63,919)
Other expenses		<u>(294,092)</u>	<u>(263,017)</u>
Total expenses		<u>(1,236,297)</u>	<u>(970,761)</u>
Surplus for the year		325,095	96,744
Other Comprehensive Income for the year		-	-
Total Comprehensive Income for the year, attributable to the members of Conflict Resolution Service Incorporated		<u>325,095</u>	<u>96,744</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 2021

	Note	2021 \$	2020 \$
CURRENT ASSETS			
Cash and cash equivalents	4	382,536	379,871
Receivables	5	18,479	11,030
Prepayments		11,191	6,092
TOTAL CURRENT ASSETS		412,206	396,993
NON-CURRENT ASSETS			
Plant and equipment	6	234,524	44,981
Right of use asset		366,000	123,827
TOTAL NON-CURRENT ASSETS		600,524	168,808
TOTAL ASSETS		1,012,730	565,801
CURRENT LIABILITIES			
Trade and other payables	7	51,798	95,575
Unearned revenue	8	-	107,364
Lease liability		41,580	36,989
Provision for staff leave entitlements	9	57,053	35,025
TOTAL CURRENT LIABILITIES		150,431	274,953
NON-CURRENT LIABILITIES			
Lease liability		341,296	94,940
TOTAL NON-CURRENT LIABILITIES		341,296	94,940
TOTAL LIABILITIES		491,727	369,893
NET ASSETS		521,003	195,908
MEMBERS FUNDS			
Retained surplus		521,003	195,908
TOTAL MEMBERS FUNDS		521,003	195,908

The accompanying notes form part of these financial statements.

Conflict Resolution Service Incorporated
ABN 65 639 472 211

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2021

	Note	2021 \$	2020 \$
OPERATING ACTIVITIES			
Receipts from government and others		1,446,437	1,147,764
Interest received		112	339
Payments to suppliers and employees		(1,216,443)	(872,940)
Net cash from operating activities		230,106	275,163
INVESTING ACTIVITIES			
Purchase of PP&E		(227,441)	(61,946)
Net cash from investing activities		(227,441)	(61,946)
Net movement in cash and cash equivalents		2,665	213,217
Cash and cash equivalents at beginning of year		379,871	166,654
Cash and cash equivalents at end of year	4	382,536	379,871

The accompanying notes form part of these financial statements.

Conflict Resolution Service Incorporated
ABN 65 639 472 211

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2021

	Retained Surplus	Total
	\$	\$
Balance at 30 June 2019	103,184	103,184
Adjustment AASB 16 Lease	(4,020)	(4,020)
Net surplus for the year	96,744	96,744
Balance at 30 June 2020	195,908	195,908
Net surplus for the year	325,095	325,095
Balance at 30 June 2021	521,003	521,003

The accompanying notes form part of these financial statements.

Conflict Resolution Service Incorporated
ABN 65 639 472 211

NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2021

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

Plant and equipment is stated at historical cost less accumulated depreciation and any accumulated impairment losses. Such cost includes the cost of replacing parts that are eligible for capitalisation when the cost of replacing the parts is incurred. All other repair and maintenance costs are recognised as incurred.

Depreciation

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.

Conflict Resolution Service Incorporated
ABN 65 639 472 211

(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.

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

Revenue is recognised in accordance with *AASB 15: Revenue from Contracts with Customers* (AASB 15) and *AASB 1058: Income of Not-for-Profit Entities* (AASB 1058).

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.

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

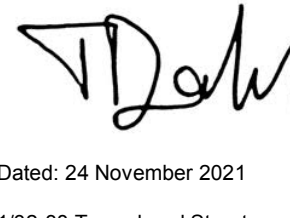
STATEMENT BY MEMBERS OF THE COMMITTEE

The Committee has determined that the Association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 of the financial statements.

In the opinion of the Committee of the Association –

1. The financial report, including notes, as set out on pages 3 to 10 are in accordance with the *Associations Incorporation (ACT) 1991*, and the *Australian Charities and Not-for profits Commission Act 2012*, and
 - a) Comply with the Accounting standards to the extent detailed in Note 1 to the financial statements; and
 - b) Give a true and fair view of the Association's financial position as at 30 June 2021 and of its performance for the year ended on that date.
2. In the Committee's opinion there are reasonable grounds to believe that the Association will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Committee.



Dated: 24 November 2021

1/32-38 Townshend Street
Phillip ACT 2606

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
CONFLICT RESOLUTION SERVICE INCORPORATED
FOR THE YEAR ENDED 30 JUNE 2021**

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 2021 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 2021; and notes to the financial statements, including a summary of significant accounting policies.

Auditor's Opinion

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:

- i. giving a true and fair view of the Association's financial position as at 30 June 2021 and of its financial performance for the year ended on that date; and
- ii. complying with Australian Accounting Standards, to the extent described in note 1 to the special purpose financial report, and the financial reporting requirements of the *Australian Charities and Not-for-profits Regulation 2013*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Association in accordance with 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 our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Emphasis of Matter – Basis of Accounting

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.

Responsibilities of the Committee for the Financial Report

The Association's Committee 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.

Auditor's Responsibilities for the Audit of the Financial Report

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

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

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the 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.

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



Adrian Kelly
Registered Company Auditor
Charterpoint Pty Ltd

Dated this 24th day of November 2021

INDEPENDENT REVIEW REPORT

REPORT ON THE DETAILED PROFIT AND LOSS STATEMENT

TO THE MEMBERS OF CONFLICT RESOLUTION SERVICE INCORPORATED

We have reviewed the detailed Profit and Loss Statement of Conflict Resolution Service Incorporated (the Association) for the year ended 30 June 2021. The statement has been prepared for distribution to the members of the Association.

Association's Responsibility for the detailed income statement

The Association is responsible for the preparation and presentation of the detailed profit and loss statement and the information contained therein. This responsibility includes establishing and maintaining internal control relevant to the preparation of the statement that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express a conclusion on the statement based on our review. Our review has been conducted in accordance with Australian Auditing Standards applicable to review engagements. Australian Auditing Standards requires us to comply with the requirements of the applicable code of professional conduct of a professional accounting body.

A review consists of making enquires primarily of persons responsible for financial and accounting matters and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Australian Auditing Standards and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

Conclusion

Based on our review, which is not an audit, nothing has come to our attention that causes us to believe that the detailed profit and loss statement of Conflict Resolution Service Incorporated for the year ended 30 June 2020 is not prepared, in all material respects, in accordance with the accounting policies used.



Adrian Kelly
Partner and Registered Company Auditor
Charterpoint Pty Ltd

Dated 24th day of November 2021

*True forgiveness is when you can say:
"Thank you for that experience"*

OPRAH WINFREY



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CONFLICT RESOLUTION SERVICE