



Conflict Resolution  
Service

# Annual Report 2006 – 2007



*Empowering individuals to understand their differences and resolve conflicts peacefully, by providing a skilled and accessible dispute resolution service, since 1988.*

Level 3, Griffin Centre, 20 Genge Street, Canberra City ACT 2601

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## About the Conflict Resolution Service

The Conflict Resolution Service (CRS) was formally incorporated in 1988 to provide a peaceful alternative for the resolution of disputes, to the wider ACT community. The strong emphasis on providing a framework for people to resolve their own conflict was at the heart of CRS from the beginning and continues to influence the vision and mission of the Service today. The philosophy of empowering individuals to communicate with each other in a safe and neutral environment, allows people to become self-determining for a mutually acceptable outcome to their issues.

The Service is confidential, impartial, generally free for most disputes and with no waiting lists. Our Dispute Assessment Office is open during normal working hours; however, we offer mediation, facilitation, training and education six days a week, including nights, to suit the needs of our clients.

Currently, CRS is funded by the ACT Government through the Department of Disability, Housing and Community Services and the Department of Justice and Community Safety. Fees are also received from other income derived through membership, special projects and training activities.

### Objectives

- To establish and operate a professional, accessible, confidential and low cost conflict resolution service to assist in the resolution of disputes for the ACT community without discrimination.
- To promote co-operative dispute resolution values and techniques in the community through training and community education programs

### Mission

To empower individuals to understand their differences and resolve conflicts peacefully, by providing a skilled and accessible dispute resolution service.

### Vision

The community organisation known for the quality of its services and its role in making conflict resolution skills and processes accepted as part of everyday life

### Values

- Community based and community serving
- Transparent, fair and co-operative
- Respectful of individuals differences and choices
- Empowering the individual and the community
- Accessible, affordable and inclusive

### Some of the assumptions guiding CRS's Philosophy and Practice are:

- ✓ The best decision-makers in a dispute are the parties themselves.
- ✓ Disputes are most effectively resolved on the basis of interests and needs, rather than on the strict application of law, or on the exercise of superior power.
- ✓ To resolve a dispute, parties need to hear and understand each other through direct and constructive communication.
- ✓ A negotiated agreement is more likely to reflect the needs and to gain the commitment of the parties than a decision imposed from outside.
- ✓ Mediators can assist by providing an environment and a process for negotiation, enabling the parties to focus on the content of their dispute.
- ✓ Conflicts and disputes are a normal part of family and community life, not pathologies requiring a clinical treatment.
- ✓ People in dispute may need mediation and other services, not mediation OR other services; mediation complements other approaches to deal with conflicts, such as law enforcement, advocacy, Court, counselling or therapy

## BOARD OF DIRECTORS

<b>Position</b>	<b>Name</b>	<b>Comments</b>	<b>No. of Meetings Eligible to Attend</b>	<b>No. of Meetings Attended</b>
<b>Chair</b>	Rochelle White	Resigned 10.5.07	10	7
	John King	Commenced Acting Chair 10.5.07 Commenced as Board Member 15.11.06	8	7
<b>Vice Chair</b>	Vacant			
<b>Treasurer</b>	Amanda Aspden		12	11
<b>Secretary</b>	Rachel Bacon		12	8
<b>Board Member</b>	Ann Collaery	Resigned 18.10.06	4	1
<b>Board Member</b>	Pamela Jenkins	Resigned 11.12.06	6	2
<b>Board Member</b>	Jason Lange	Commenced 2.8.06	11	10
<b>Board Member</b>	Amy Middleby	Commenced 2.8.06 Resigned 16.8.06	2	2
<b>Board Member</b>	Norma Williams	Commenced 11.12.06 Resigned 15.3.07	3	2

## Staff



Executive Officer.....	Katrina Spyrides
Dispute Assessment Officer.....	Mary Hinchey
Dispute Assessment Officer.....	Kate Price
Training/Professional Standards.....	David Purnell
Community Education (HNP).....	Fiona McIlroy
Administrative Officer.....	Christina Worrall (resigned Dec 2006)
Accounts.....	Fariz Rachman (commenced March 2007)

## PANEL OF REGISTERED MEDIATORS



Mediators are registered annually with the Department of Justice and Community Safety.

The following mediators are registered under Section 5 or under Section 7(2) of the Mediation Act 1997 (ACT).

Nigel Biginell	Mino Hatami	Judy Scott
Paul Bonnett	Lawry Herron	Cynthia Shannon
Geoffrey Blackert	Mary Hinchey	Brenton Smith
Janine Brissett	David Hopkins	Ilsa Thompson
Tim Chadwick	Tim Johnstone	Annie Vickers
Caroline Charles	Shelley McInnis	Branka Vlaicevic
Rene Charles	Elizabeth McKenzie	Tony Wallace
Doreen Cope	Anthony Melican	Russ Whitewood
Jillian Crisp	Christine Mogg	Norma Williams
Annette Crotty	Calita Murray	Rhonda Woodward
Mariénéolle Curé	Christine Page	Rachel Wynd
Carolyn Farrar	Kate Price	Christopher Yong
Darren Gear	Brian Proctor	Stephen Young
Purnima Gurung	David Purnell	

## CHAIR'S REPORT



In 2006-07 the Conflict Resolution Service (CRS) has continued to provide a professional, accessible and effective dispute resolution and training service to the ACT community. Preventing, managing and resolving conflicts peacefully lead to significant positive social and economic outcomes. Put shortly, CRS empowers people to build, repair and strengthen social capital—the relationships and social connections between people.

The CRS Board is essentially involved in four distinct activities: monitoring the operation of CRS, especially its performance; making major decisions, especially decisions about strategy; improving the governance of CRS; and offering advice and counsel to the Executive Officer when necessary. It is inward looking, providing monitoring and making policy. It is also outward looking, providing accountability and formulating strategy. It is past, present and future focused.

CRS performed extremely well in 2006-07. While there is more detail in the Dispute Assessment Report, I will just briefly note the extent to which CRS helped to resolve disputes this year (the 2005-06 figures are in brackets for comparison). In 2006-07 CRS made 232 offers of mediation (169), which resulted in 103 mediation sessions (74) for 80 disputes (61), with an 88.75% resolution rate (72.97%). This is an excellent result.

In its decision making activity one focus of the Board has been on diversifying and strengthening CRS's funding base. Two points warrant mention here. Firstly, CRS is expanding strongly into the provision of training services. Secondly, I am pleased to report that CRS's two major funding agreements were extended this year.

In the third area of governance, the Board has worked hard over the last twelve months to improve CRS's financial reporting, risk management, staff structure, board training, community profile and fraud control. With the twentieth anniversary of CRS in 2008 and the end of the current CRS strategic plan this year, the current focus of the Board is on the strategic direction of CRS. The discussion between the Board, staff, members and community about this direction will begin at this year's Annual General Meeting.

The fourth activity of the Board – providing advice and counsel to the Executive Officer – has occupied the least amount of its time. CRS should count itself lucky to have such a passionate, committed and talented Executive Officer. On behalf of the Board, I would like to thank Katrina and the other staff of CRS, who have ensured that it continues to provide such an important community service. I also pay particular tribute to the CRS mediators. The Board takes considerable pleasure in reviewing monthly intake reports and client feedback, which are a testament to the mediators' skills and contribution.

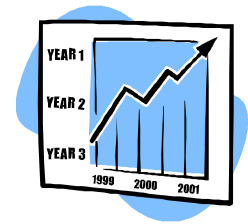
I would like to extend my thanks to the Board for helping CRS to realise its enormous potential. I put the effectiveness of the Board down to the experience, dedication, skill and judgement of the individual board members. I would particularly like to thank Rochelle White, who resigned from the Chair position in mid-2007. Rochelle made an enormous contribution to CRS.

Finally, the work of CRS is only possible because of its government support. On behalf of the Board, I would like to acknowledge and thank the ACT Department of Disability, Housing and Community Services and the ACT Department of Justice and Community Safety.

A handwritten signature in black ink, appearing to read 'John King'. The signature is fluid and cursive.

**John King  
Acting Chair**

# TREASURER'S REPORT



I am pleased to include in this annual report the independently audited financial statements for the 2006-07 financial year and the 2008 budget.

CRS has turned the corner and made a profit in the 2007 financial year after four years of losses. This great result is due to increased grant funding, including new grants, from the ACT Government and significant savings in some key expenditure areas including insurance, rent and audit fees.

There was also flow on effects from the 2006 financial year. In 2006 there was severe expenditure pressure associated with large one-off expenses related to the relocation of the CRS office. This necessitated a review of expenditure which identified recurrent savings. This included simple things such as changing banks to reduce bank fees. The recurrent nature of these expenditure changes meant CRS was well set up in terms of expenditure management for the 2007 financial year.

The EO and the board have focused on improving the financial management of CRS to ensure its ongoing profitability and viability. This has involved improved financial reporting, including monthly updates of cash flow forecasts for the year. Special attention has also been paid to ensuring large projects and purchases are carefully managed.

CRS is now in a position where the 2008 budget forecasts a surplus of approximately \$14,000. The budget is based on conservative assumptions about income and revenue, which

implies confidence that a surplus in this region will be realised. Achieving a surplus of this magnitude provides CRS with an opportunity to accumulate a 'buffer' of savings to help manage cash flows. It also provides funds to invest in expanding services as part of 'growing the business'. Activities that could benefit from investment include the development of income-generating activities such as training courses for private and public sector organisations.

This continues to be an exciting time for CRS to consolidate and expand the services it provides to the Canberra community.

I would like to convey my thanks to the staff, board and members of CRS who have been an inspiration and a pleasure to work with.

**Amanda Aspden**  
**Treasurer**

# EXECUTIVE OFFICER'S REPORT



CRS has continued to grow and meet the needs of the ACT Community, despite the many challenges which has seen service disruption during 2006-07.

## **Griffin Centre Relocation**

In September 2006, CRS finally relocated to the new Griffin Centre in Civic. This was the culmination of close to a year of uncertainty and negotiations to source finances from government and private lenders to fund the fit-out for the new office space. CRS sincerely thanks the ACT government for providing the majority of funding to see the relocation to fruition; and Westpac for providing an Equipment Finance loan for the balance.

But there was to be a baptism of a different kind on the horizon.....

## **Storm Damage**

CRS was severely affected by the storms which hit Canberra on February 28<sup>th</sup> this year. As CRS's offices are located on the top floor of the Griffin Centre, we sustained the most amount of damage due to collapsed ceilings and flooding - bringing with it damage to equipment and materials. However, this brought out the tenacity, patience and creativity of CRS staff on how we would get the service back up and running. Thanks to the Griffin Centre and the ACT Justice of the Peace Association we were able to set up a temporary Dispute Assessment Office to continue assisting clients. Despite minimal IT and communications equipment, mediations continued to occur in other venues for the month proceeding the storm; ongoing disruptions continued for 5 – 6 months whilst CRS was repaired. Thanks to the flexibility and patience of CRS staff, mediators and clients during this time.

## **Provision of Services**

CRS has seen an increase across all areas of mediation services. Mediations have increased by 39% which has also seen an increase in the number of mediation hours by 49%. The nature of disputes have also become more complex resulting in longer screening and assessment, which has been necessary to determine the needs of clients and the most suitable course of action CRS is able to offer.

CRS's philosophy has always prided itself on the best outcome for the client is the one they have determined themselves. Using the term 'outcome' does not necessarily always mean agreement for the parties. An outcome may indicate they have reached a level of understanding about each others needs and interests; an understanding of how the situation turned into a dispute; an understanding of what all parties in the dispute need to do in the future to resolve or manage the situation. It is on this basis that CRS provides the path for which clients can walk together, to find their way to an agreement. Indicative of the success of CRS model, a resolution rate of 88.75% was reached by clients who attended mediation during the reporting period.

## **Collaborations**

CRS has continued to work together with other agencies and programs in order to promote dispute prevention, management and resolution. A program called 'Play by the Rules' auspiced by the Australian Sports Commission and facilitated by ACT Dept of Territory and Municipal Services, invited CRS to be included in a Referral Guide for sports administrators on how to create fair and safe behaviour in sport and recreation. CRS also participated in a series of presentations to officials on complaint resolution for clubs and the services which CRS could offer such as mediation, facilitation and training for officials, players and parents.

CRS has also continued to have a growing connection with the young people of the ACT through inclusion in the "When Can I?" guide, a legal information handbook for young people developed by Legal Aid office ACT; and a booklet called "Relationship Things" auspiced by the YWCA, particular focus was on framing communication skills in relation to conflict resolution, in language that was accessible and natural for young people to implement in their day-to-day interactions

## **Family Law Reforms**

The reforms to the Family Law Act, which came into effect as of 1 July 2006, has introduced compulsory Family Dispute Resolution (mediation) for separated parents before application can be made to be heard in Court (some exemptions exist for Domestic Violence, Child Protection etc). Interim arrangements were in place between 1 July 06 to 1 July 07, which only applied to cases which had not made previous application for Court Orders. (After 1.7.07, all cases will need family dispute resolution before application can be made). In brief, Certificates will be required by parties to make application to the court which cite one of the following reasons (summarised)

- Party did not attend due to refusal or failure
- Was not deemed appropriate
- Did attend and made genuine effort
- Did attend but did not make genuine effort

CRS has seen a dramatic increase in the number of cases seeking family dispute resolution, which has brought with it significant labour and financial resource pressures. The changes have also brought about opportunities for increasing collaborations and raising CRS's profile through the Family Pathways Network, and inclusion in such events as Child Support Agency information sessions. CRS has applied to the Commonwealth Attorney Generals to become a Designated Organisation to provide Family Dispute Resolution, thus able to issue Certificate's.

(As of the date of publication, CRS has successfully gained the aforementioned status)

## **Housing Research Project**

CRS was commissioned by Housing ACT to develop a Conflict Management Model as part of the departments Managing Disruptive Behaviours Policy. The project has involved extensive research with Housing tenants and external stakeholders such as the AFP, Ombudsman, Welfare groups etc... Research has also covered other available state and territory models and legislative requirements. The initial findings have opened up questions

about addressing complex needs and the need for more specific models to address these situations. The project will be completed in the next reporting period.

## **Extension of ACT Government Funding Contracts**

CRS's two major funding contracts under Community Services Program (Dept Disability, Housing and Community Services) and Healthy Neighbourhood Project (Dept Justice and Community Safety) were both confirmed as being extended for another 3 years. Our appreciation to the ACT government which continues to acknowledge and support the important service CRS delivers to the ACT Community.

## **Acknowledgements**

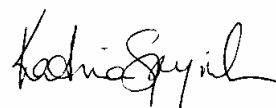
I would like to thank the staff and mediators of CRS who contribute immensely to the positive public image CRS has within the ACT community. Client satisfaction rate also supports the quality service which staff and mediators deliver - for the reporting period, service users rated staff and services 4.53 (5 being excellent) which is an outstanding achievement.

CRS also extends its thanks and appreciation to the departmental officers who have been very supportive and patient during 2006-07, particularly in light of our relocation and storm damage, which impacted on our service delivery.

To the Board of CRS who have provided unfailing support, guidance and time throughout the past year. Their commitment and actions have set a positive tone for the organisation and high standard for governance, which will contribute to the ongoing effectiveness of CRS for the years to come.

As CRS heads into its 20<sup>th</sup> year, I look forward to the opportunities, challenges and the knowledge that CRS will continue to assist the ACT community by:

*'Getting People Talking through empowering individuals to understand their differences and resolve conflicts peacefully, by providing skilled and accessible dispute resolution service*



**Katrina Spyrides  
Executive Officer**

# Dispute Assessment Office Report



## Overview

- 690 new enquiries
- 730 active disputes
- 232 mediation offers
- 80 disputes mediated
- 103 mediation sessions
- 353:40 hours of mediation
- **88.75% resolution rate**

## Dispute Types

Conflict Resolution Service provides the community with assistance in resolving conflict across a wide range of dispute types. Neighbourhood disputes continue to be the most common, with separated couple and family disputes next highest.

	Number	%			
Neighbourhood	344	47.1%	Facilitation	9	1.2%
Separated Couple	211	28.9%	Social	4	0.5%
Family	62	8.5%	Co-tenants	2	0.3%
Workplace (not Facilitation)	27	3.7%	Other	2	0.3%
Business/Consumer	24	3.3%	Not stated	2	0.3%
Tenant/Landlord	14	1.9%	Volunteer	1	0.1%
Not Applicable	14	1.9%	Body Corporate	2	0.3%
Youth (not Family)	9	1.2%	Acquaintances/friends	3	0.4%

## Presenting Problems

The tables below outline the range of issues for which assistance was provided, based on parties' comments at the time of dispute assessment.

### Substantive Issues

Issue	Number		Number
Separated couple - parenting	120	Dog	19
Fence	78	Child/teenager's behaviour	18
Trees/shrubs/plants	62	Invasion of privacy	16
Lifestyle/environmental	50	Workplace related complaints	12
Separated couple - property	47	Unsatisfactory service	12
Noise (not dog barking)	24	Other (substantive)	7
Relationship breakdown	20	Parenting (not separated couple)	5
Money/debt	19	Arrangements for elderly mother's care	1

Nb People may identify more than one issue

### Behavioural Issues

Issue	Number	(missed)	
Inability to communicate	47	Low intensity verbal abuse/swearing	12
Complaints	30	Other (behavioural)	8
Agreement Breakdown	28	Theft/damage	6
Refusal or failure to act on complaints	21	Assault	6
Lack of trust	19	Gossip and rumours	5
High intensity verbal abuse/swearing	18	Bullying	4
Threats of violence or things thrown	13	Harassment	1

## Dispute management

Information and referral continues to be an important part of the Conflict Resolution Service. Parties often seek information on how to handle the conflict themselves rather than requesting mediation. The service encourages parties to resolve disputes themselves by assisting them to clarify the issues that are most important and consider possible solutions that parties can apply themselves.

## Offers and acceptances

Mediation is not offered in all cases. Staff speak with the first party and assess whether a dispute may be suitable for mediation. If mediation appears to be suitable and the first party agrees, a file is opened and an offer of mediation is made to the other party involved.

Mediation is voluntary and both parties must agree for mediation to proceed.

Even when both parties agree to mediation, parties sometimes resolve matters themselves prior to mediation occurring. 52 such cases were pre-resolved by the parties themselves.

After both parties agree to mediation, one or other party may change their mind or the service may find that a dispute is not suitable for mediation due to factors that were not apparent in the initial assessment.

Cases where mediation was offered	232	One or other party withdraws	21
Offer accepted by the other party	87	CRS withdraws	1
No response from other party	81	At least one session arranged	80
Mediation declined by other party	29		
Pre-resolved before mediation	52		

The number of cases suitable for mediation and the rate of acceptance of offers of mediation vary by dispute type. For example, Neighbourhood disputes are frequently resolved through effective dispute counselling and providing information to parties. Also, the second party is often more likely to accept mediation in a separated couple dispute than in a neighbourhood dispute.

## Offers and acceptance in the most common dispute types

Dispute type	New enquiry	Offer made	Party B accepts	Session occurs
Neighbourhood	325	86	20	14
Separated Couple	198	102	47	69
Family	65	24	11	9

## Mediation sessions

80 disputes were mediated, with 353 hours 40 minutes of mediation in 103 sessions during the year. 120 mediation sessions were scheduled; there were 9 late withdrawals, parties did not show up for 3 sessions; and 24 sessions were postponed and rescheduled.

## Mediation outcomes

61 sessions reached written agreements, 21 sessions reached verbal agreement, 21 sessions reached no agreement.

31 sessions, parties agreed to continue at a later session.

Of 80 disputes that reached mediation, 71 achieved agreements in at least one session, giving a 88.75% resolution rate for disputes.

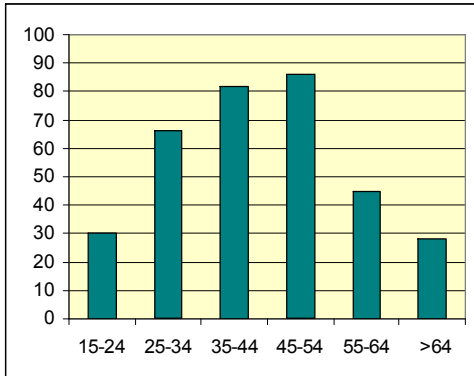
## Profile of people accessing the Service

1293 people accessed our services (not counting training and facilitations). 281 people attended mediation sessions.

## Gender

More women than men contacted the service first (58%:42%). Across all parties the number of women and men reflected the population (57%:43%).

### Age Range



### Disability

62 parties identified disabilities including physical, mental and intellectual disabilities. No case was refused and no parties were unable to participate in mediation due to disability.

### Cultural & Linguistic Diversity

Six people identified as being Aboriginal or Torres Straight Islander. 30 people identified languages other than English as the language they speak at home. Languages included Italian, Vietnamese, Spanish, Polish, Hindi, German, Chinese, Singhalese, Serbian, Samoan, Croatian, and Cantonese. Interpreters were used during Intake and/or mediation for four clients.

### Country of Origin

Australia	260	Greece	2	Mauritius	1
Not Stated	251	El Salvador	2	Korea	1
United Kingdom	12	Egypt	2	Israel	1
New Zealand	8	Croatia	2	Iran	1
England	7	China	2	Indonesia	1
Italy	5	Canada	2	Fiji	1
Germany	5	Tanzania	1	Columbia	1
Vietnam	4	Switzerland	1	Chile	1
USA	3	Romania	1	Brunei	1
India	3	Portugal	1	Brazil	1
Sri Lanka	2	Poland	1	Belgium	1
Spain	2	Philippines	1	Austria	1
Serbia	2	Papua New Guinea	1	Argentina	1
Macadonia	2	Pakistan	1		
Hungary	2	Netherlands	1		

# Healthy Neighbourhood Project



The Healthy Neighbourhoods Project (HNP) has continued to facilitate close and productive working relationships with many agencies that have a stake in delivering better outcomes to develop healthy neighbourhoods.

A partnership with Linkages and YWCA resulted in a booklet titled 'Calm Living: Strategies for tenants to get on better with neighbours'. These strategies were developed in response to a clear need for empowering neighbours to communicate more directly, and also seek appropriate support when dealing with disruptive behaviour.

CRS held six Neighbourhood Dispute Management Network (NDMN) meetings over the twelve months, and covered topics including the uses and misuses of Protection Orders (Legal Aid); the role of the Aboriginal Justice Centre in neighbourhoods; the role of the Ombudsman in keeping government accountable to the community; the impact of mental health issues and neighbourhood relationships; and the major changes and growth of the community housing sector.

The following agencies have participated in NDMN meetings for the period:

- Havelock Housing Assoc
- Tuggeranong Community Linkages
- Belconnen Community Service
- Aboriginal Justice Centre
- ADACAS
- Northside Community Service Linkages
- Woden Community Services
- Community Radio Station 2XX
- ACT Public Tenants Association
- Victims of Crime Assistance League
- Legal Aid ACT
- Woden/Weston Community Linkages
- Housing ACT
- YWCA
- Supportlink
- ACT Ombudsman's Office
- AFP
- Multicultural Women's Advocacy
- Joint Champions Group
- Centacare
- Neighbourhood Watch
- ADACAS
- Communities@Work
- Citizens Advice Bureau
- Mental Health Coalition

CRS has collaborated with other agencies to conduct outreach services in pre-mediation and dispute counselling. Where it has been identified (either by CRS or another agency) that a dispute is not ready to proceed to mediation due to the intractability of the issues or parties, outreach dispute counselling has been offered which allows more 'one-on-one' assistance for the people in dispute to work out the best way of resolving the issues. Of outreach visits conducted during the period, approximately 90% of disputes were pre-resolved. It is envisaged this project will be expanded in coming years to address the increasing need for home visits for the elderly, disabled or people with limited mobility due to carer responsibilities.

The research project for Housing ACT has given greater opportunities for liaison and consultation with Housing Managers and tenants. The primary consultation phase is complete, and a great deal has been learned in the process.

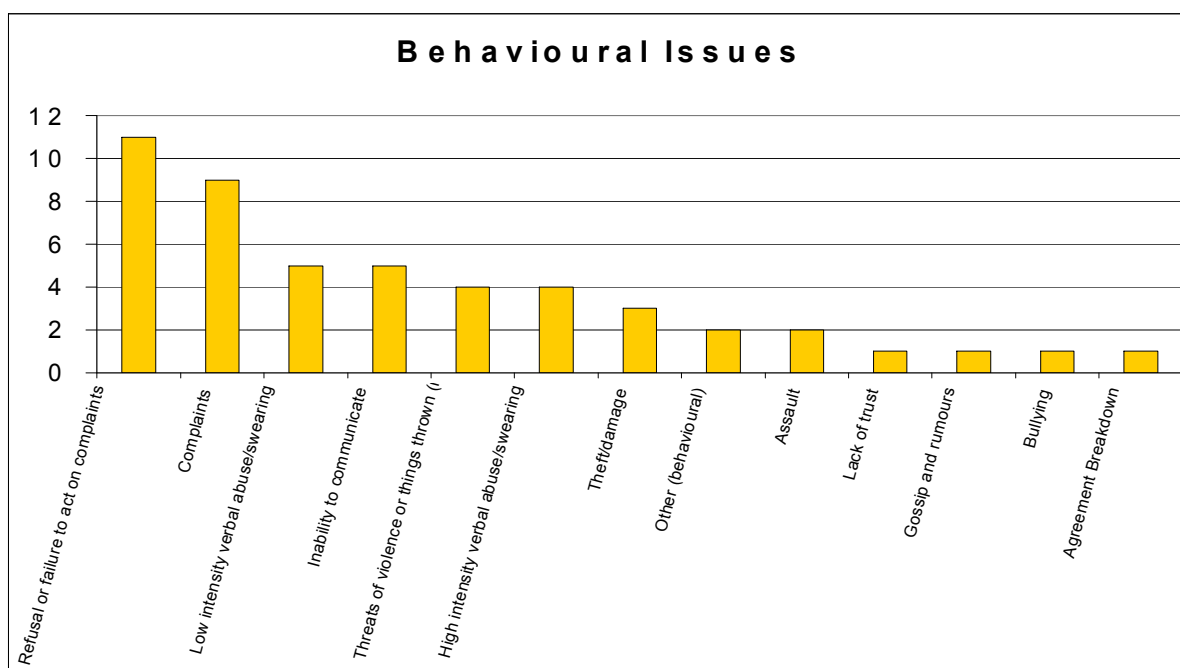
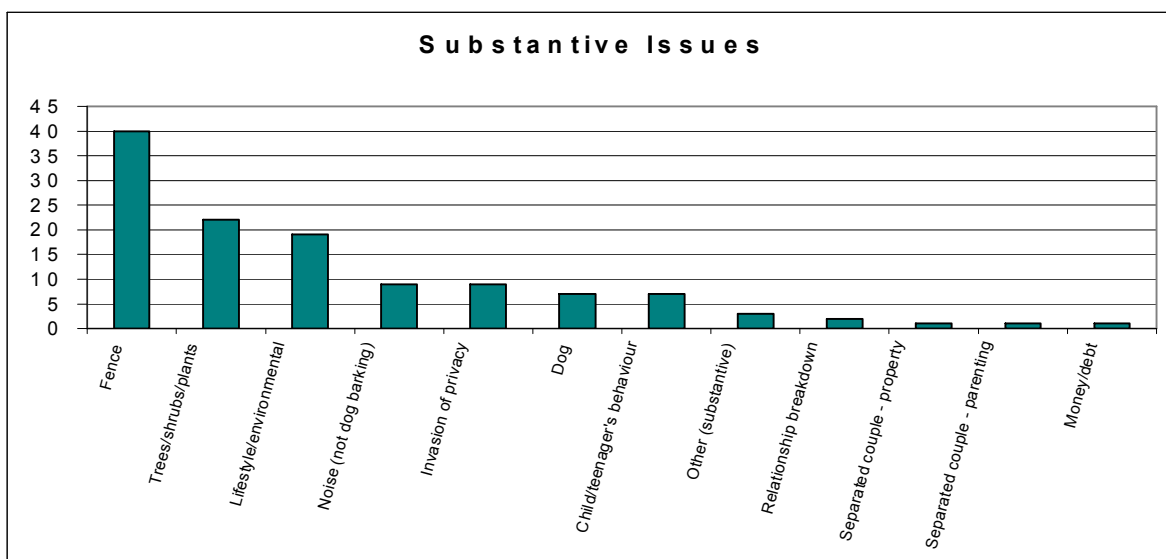
The inquiry into social capital and healthy neighbourhoods continues, with the establishment of a working party involving community services by January next year. Community education sessions have been delivered to a range of agencies, including Migrant Resource Centre, YWCA Young Mothers Stepping Forward, Women's Refuge, and a Disability Support agency.

Articles have been published in The Word, ACT Critical Incident Newsletter, Y News, Griffin Centre News, and Neighbourhood Watch. Topics include: 'Respect: Who wants it, who gets, who deserves it?' 'React or respond to a crisis?'

Community Radio station 2XX has made available regular spots during various radio programs to promote and raise awareness about CRS services and the Healthy Neighbourhoods Project in the community; this has included announcements on CRS “Tips for Better Communication Between Neighbours” which was broadcast during various programs, including non-English programs. Programs have also provided a creative format to promote the benefits of Healthy Neighbourhoods through verse and song (see back cover for a taste of lyrical delight!)

Neighbourhood disputes accounted for 47% of total disputes throughout the reporting period.

The major presenting problems are shown below:



# Training



## Overview

CRS is involved in a range of training programs – training new mediators, providing professional development for established mediators, and reaching out to the community in response to requests for training and education in conflict resolution and alternative dispute resolution.

## Basic Mediation Training

Several times in recent years CRS has offered, in conjunction with the ACT training provider Training in Health and Community Services (TRAHCS), now called Axis, a formal Certificate IV course in Community Mediation. This nationally-recognised course has 15 units, half of which are on mediation and the other half on generic skills valuable for workplaces and community life. In 2006 the course was offered and 17 students enrolled. Of these, 14 completed the course. In 2007, nine students enrolled, and the course began in March and will continue until October. Thanks to a subsidy from the ACT Department of Education, the cost to the trainees was only \$450. The seven mediation units were presented in three blocks of time by trainers from CRS with the assistance of coaches and assessors.

When the participants complete the course, the trainee mediators will be eligible for registration as mediators in the ACT, and some will seek work with CRS. If they are accepted onto our mediation panel, they will be mentored by an experienced mediator for their initial work.

Consolidation of Mediation training resources featured prominently during the period and

resulted in the finalisation of a comprehensive 'all-in-one' mediation manual. The manual was also complimented with update and development of training plans and resources; it is envisaged these will make it much easier for trainers in future to deliver the course.

CRS is planning to run its own separate course covering the seven mediation units only from the Certificate IV. This should help fill a gap in the market, as there are people who would like to complete the mediation units without undertaking the whole course, and within a shorter time-frame, and this will enable them to satisfy the competencies needed to register as mediators.

CRS is a member of the Association of Providers of Training Services (APTS) and this enables cross-fertilisation of ideas on training and assessment issues.

## Training Packages

Progressively, CRS has been developing standardized training packages which can be delivered to a cross section of government, community and private organisations. Modules have been designed to provide base knowledge and skills, but can be tailored to the needs of the client by incorporating specific role play scenarios and activities relevant to their industry or workplace.

# Community Education



CRS receives requests for assistance from community groups, private firms and government agencies. Sessions lasting from one hour to several days are arranged as needed to meet these enquiries. Content of sessions range from education on the services CRS delivers to more technical skills development on communication and dispute resolution. The following is a list of events and organisations which CRS has had the opportunity to educate on the benefits of alternative dispute resolution.

- Woden Interagency
- Canberra University (Chinese Court Delegation)
- ACT Shelter Forum
- Belconnen Community Services Interagency
- Multicultural Network MuMaMee
- Institute of Arbitrators and Mediators
- Child Support Agency
- People Support Team Housing ACT
- Law Society
- Woden Community Service
- BAC Flats craft group
- WCHM Women's Centre for Health Matters
- Gateway Housing
- Weston Ck Network
- Dept of Urban Services
- Woden Community Service
- Multicultural Network MuMaMee
- NDMN network
- BCS Interagency
- HACC Meeting
- Free Legal Advice Forum
- Multicultural Women's Advocacy
- ACT Shelter Meeting
- Shaw Possibilities
- WCHM
- Community Safety Field Day
- Calm Living
- ACT Magistrates Court Staff
- Sports and Recreation (TAMS)
- Sports and Recreation (TAMS)
- Quakers House
- ACT Shelter
- BAC Flats craft group
- MRC Living in Harmony Forum on Muslim women
- Canberra Connect
- ACT Housing Client Support workers
- Department of Education
- Multi-cultural Festival



# Professional Development

## Professional Development

As in previous years, CRS requires its mediators, in addition to completing three mediations a year, to undertake regular training and supervision to maintain their skills.

During 2006-2007, sessions have been offered on –

- Intake processes,
- Writing parenting plans,
- Agreement writing,
- Ethics and professional standards,
- Child-focused dialogues,
- Dealing with angry clients,
- Different aspects of the mediation process (eg exploration, private sessions),
- Protection orders,
- Power imbalances in mediation
- Workplace conflict.

As Mediation is becoming increasingly mainstream and incorporated in legislation, CRS has developed a range of topic areas designed to provide professional and organisational learning and development opportunities.

CRS courses were offered to external individuals and agencies in order for their practitioners to expand on existing practice and knowledge with current information in order to achieve exceptional outcomes for clients, customers and staff. Lively discussions on theory and practice with industry peers allows for shared experiences and new techniques.

## National Accreditation of Mediators

For some years the idea of a national standard for mediators has been explored. The National Mediation Conference commissioned a study led by Professor Laurence Boulle (Bond University) and this led in May 2006 to the adoption of a proposal to develop a national scheme based on the following principles:

- (a) Legitimacy and credibility,
- (b) Building on existing systems,
- (c) Self-regulation, (d) simplicity,
- (e) A clear framework and process,
- (f) Evaluative processes, and
- (g) Moving with the times.

A representative committee has been set up to carry this forward, and a draft set of standards has been produced. CRS has been working as a member of the National Dispute Resolution Network (NDRN) to respond to the draft with a view to ensuring that sufficient attention is paid to

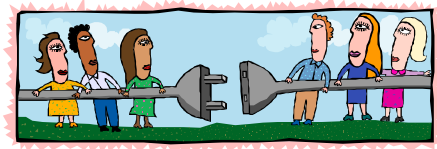
- (a) The variety of practice in the field,
- (b) The use of the co-mediation model by many agencies, and
- (c) The need to maintain and improve standards over time.

As part of the enforcement of National Standards, it is proposed Recognised Mediation Accreditation Bodies (RMAB) will emerge. The RMABs will serve several functions including: registering mediators, overseeing adherence to professional standards for those registered and providing a complaints process for consumers using those registered mediators. CRS already provides the aforementioned services so expects to become one of the Recognised Mediator Accreditation Bodies (RMAB) in 2008-09.

## Family Law

As of July 1, 2006, changes to the Family Law Act resulted in mediation becoming a mandated process for those seeking to make application to court to resolve parenting issues. Commensurate with these changes there has been more obligations put on Family Dispute Resolution Practitioners (mediators) to meet professional development and training requirements. CRS has always included professional development for mediators in the area of family law, however with the phasing in of these reforms, CRS has increased its mediator education in family law so as to expand and strengthen the knowledge and skill base of our panel.

## Agency Collaboration



CRS has worked with the following agencies during the reporting period (referrals were made to or from):

ACT Aboriginal Justice Centre  
ACT Chief Minister's Dept  
ACT Dept of Education  
ACT Dept of Disability, housing and Community Services  
ACT Dept of Justice and Community Safety  
ACT Dept Territory and Municipal Services  
ACT Human Rights Office  
ACT Legislative Assembly  
ACT Magistrates Court  
ACT Planning and Land Authority  
ACT Shelter  
ADACAS  
AIATSIS  
Australian Federal Police  
Belconnen Community Service  
Canberra Connect  
Canberra Men's Centre  
CANFACS  
Centacare  
Commonwealth Dept of Employment Relations  
Communities@work  
Community Development Network  
Community Justice Centre  
Domestic Animal Services  
Domestic Violence Crisis Service  
Environment ACT  
Family Court of Australia  
Family Relationships Centre  
Guardianship and Management of Property Tribunal  
Housing ACT  
Human Rights Commission  
Legal Aid Office, ACT  
Linkages  
Marymead  
Migrant Resource Centre  
Northside Community Services  
Office of the Community Advocate  
Parentline  
Rape Crisis Centre  
Relationships Australia  
Restorative Justice Unit  
Southside Community Service  
Supporting Families  
SupportLink  
Tenants Union  
Victims of Crime Assistance League  
Welfare Rights  
Woden Community Service  
Women's Information and Referral Service  
Women's Legal Centre  
YWCA

## Acknowledgements



CRS has been very fortunate to have the support of many friends, colleagues and organisations since it began in 1988. We would like to acknowledge and sincerely thank the following individuals and organisations who have volunteered their time, expertise and/or donated goods throughout 2006-07.

ACT Government (furniture)  
ACT Justices of the Peace Association (office space post storm damage)  
Canberra Men's Centre (furniture)  
Gabriel Collins (IT expertise)  
Graeme Collins (design of CRS offices)  
Griffin Centre (donation of furniture and temporary office during storm damage)  
Lawry Heron (manning CRS stall at Multicultural Festival, In-service Training)  
Michael Malyszko (manning CRS stalls, delivering brochures/surveys)  
Anthony Melican (In-Service training)

Annette Crotty (In-service training)  
Roger Bacon (donation of plants)  
Selina Cho (volunteer book keeping)  
Simon Price (assisting during storm 'packing', IT expertise)  
Stephen Young (assisting during storm 'packing')  
SupaBarn (donation of flowers)  
Tony Wallace (In-service Training)  
Tracey Whettnal (Indigenous Awareness Training)  
William Bashford (Assistance with relocating office equipment/furniture)

...the Staff & Board of CRS  
(Apologies if we have forgotten to include your name)

## Farewell

**Doreen Cope** was one of the original group of mediators with CRS. She has co-mediated in many mediations, mentored/supervised mediators and staff, and has been a source of valuable ideas and feedback about the Service. In recent years Doreen has delivered training on behalf of CRS to community groups, government agencies and private firms. She has also played a role in developing and delivering the mediation units of the Certificate IV in Community Mediation course in 2004 and 2006.

**David Hopkins** came to CRS in 2002, initially as the staff person working on Healthy Neighbourhoods and Outreach programs. In that role he formed many important links with the community sector. He then qualified as a mediator. His gentle style and sensitivity to people's needs made him a most valued member of the CRS team. We are pleased he has carried his skills to a job with the New Zealand Government coordinating mediation work for the Department of Building and Housing

**Pam Jenkins** commenced as a CRS Board Member in August 2005 to December 2006. Pam made a significant contribution to the strategic direction of CRS during this period, and provided valuable guidance and insight on a wide range of matters. Pam has gone onto become the Senior Manager Community Development Services in DHCS.

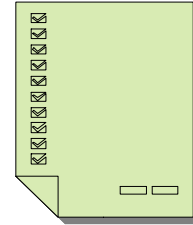


**Chris Page** has been a mediator with CRS since 2001; spent many years as a mediator and trainer with CRS. She brought much wisdom and commitment to her role as a mediator and trainer. Her special teaching and assessing skills were evident in her work with the Certificate IV mediation courses in recent years.

**Rochelle White** commenced as CRS Board Member in August 2005; in August 2006 Rochelle took on the role of Acting Chair, a position to which she was officially elected to in November 2006. Rochelle was instrumental in strengthening of governance and facilitating Board projects which contributed to compliance with best practice standards for CRS. Rochelle left CRS to take up a post in Jakarta as part of her role with AusAid.

**Norma Williams** has been with CRS since 2001; she has at various times been a mediator, trainer and board member. In particular, Norma contributed substantially to the community education/training program of CRS, working with a range of agencies on programs on communication skills, problem-solving, and conflict resolution. In particular Norma has left CRS and moved to be closer to her family in Perth where she has also gained a position with the Family Relationships Centre

# CLIENT FEEDBACK



58 clients returned questionnaires and provided feedback on their mediations, representing a response rate of 21%.

Below is an average of all responses. 1 means poor and 5 means excellent.

## Service delivery:

Contact with office staff	4.51
Venue and facilities	4.35
Written information	4.24

## Mediators were:

Were biased/very impartial	4.70
Confused things/made things clearer	4.37
Hindered/helped discussion	4.59
Were unskilled/very skilled	4.48

## If agreement was not reached during mediation, a later agreement was:

Not at all likely/certain, already made	3.20
---	------

## The respondents felt that mediation

Make things worse/great improvement	4.07
-------------------------------------	------

## Overall satisfaction with the Service:

Dissatisfied/highly satisfied	4.53
-------------------------------	------

## If agreement was reached it was considered to be:

Unfair/very fair	4.06
Unworkable/very workable	4.22

## What some people said they liked most about the Service: (selection)

*'Without the mediation this particular conflict and our mother's situation would have dragged on. Thank you for assisting in some resolution. Having mediators present ensured the session was not a "slinging" match. They ensured that no one person had a monopoly and that everyone had an opportunity to air their views.'*

*'It was managed very calmly and in a balanced, constructive and even-handed manner. (The mediators) were very helpful and sensitive throughout the emotional and financial mess.'*

*'All involved were very kind and helpful. The service was very professional. (The mediators) were fair and unbiased and I felt very safe & comfortable with them. I have, and still continue to recommend your service.'*

*'Openness and willingness of all staff to assist. Impartiality and a feeling that staff were genuinely interested in achieving an outcome.'*

*'Facilitators were well prepared, had done their 'homework'. They had a genuine interest/desire for a good outcome for clients...Thanks for providing such an easy to use and responsive service.' All surpassed my expectations. Their attitude was kind, caring yet professional. The structure of separate then joint consultations was effective and well thought through. The mediation lasted SIX hours and our mediators persisted with genuine interest and concern despite obvious fatigue. The result was thorough. The level of care was just excellent in every way. Thank you so much.'*

*'Your willingness to help. I think it takes a special sort of person to want to work in this field to help others, especially with marriage breakdowns. It is great to be able to talk with people who are very impartial but yet still understanding.'*

*'The fact there is a facility of neutrality offered to parties with a dispute outside of a court and it's free!'*

*'I was favorably impressed by the skills of the facilitators. Keep up the present standards. I thought the facilitators were very professional, able, pleasant, effective and skilled at guiding discussion to fruitful outcomes.'*

*'Facilitators listened to our comments and complaints - highlighted important issues - developed them into discussion topics. They interjected at appropriate times - to steer discussions 'back on track' They impressed me in getting those on the committee who rarely express a point of view or make comments, obviously feel comfortable, to actually share their point of view. It was a very instructive outcome. I felt the process was rewarding - an interesting*

*experience. Previous experiences have not been so positive for me. I think all went away with a lot of different attitudes, expectations and hope.'*

*'The fact that the session ran smoothly - professionally pre-empting any problems. The structure was helpful with someone leading the proceedings - there were no quiet moments where nothing was said.'*

*'I was extremely happy with everything. I can't suggest any improvements.'*

**CONFLICT RESOLUTION SERVICE  
INCORPORATED**

***Financial Statements  
For The Year Ended 30<sup>th</sup> June, 2007***

**Houston & Hanna**  
Chartered Accountants  
15/11 McKay Gardens  
TURNER ACT 2601

Phone: 02-62498515 Fax: 02-62496792  
Email: [kim@khanna.com.au](mailto:kim@khanna.com.au)

**CONFLICT RESOLUTION SERVICE INCORPORATED**

**COMMITTEE'S REPORT**

Your Board Members submit the financial report of Conflict Resolution Service Incorporated for the financial year ended 30 June 2007.

**BOARD MEMBERS**

The names of the Board Members of the Association as at the date of this report are:

Amanda Aspden  
Rachel Bacon  
Richard Duckett  
Jason Lange  
Gary Kent  
John King  
Katherine  
David Teather

**PRINCIPAL ACTIVITIES**

The principal activities of the Association during the year was to promote harmony in the community, by providing a skilled and accessible dispute resolution service, that empowers individuals to understand their differences and resolve conflicts peacefully.

**SIGNIFICANT CHANGES**

No significant changes in the nature of these activities occurred during the year.

**OPERATING RESULT**

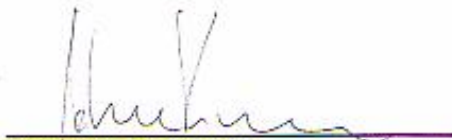
The net Surplus/(Loss) for the year ended 30th June, 2007, was \$ 2,850  
(2006: loss (\$7,888) ).

Signed in accordance with a resolution of the Members of the Committee.

Dated this 25<sup>th</sup> day of NOVEMBER. 2007

  
\_\_\_\_\_  
Committee Member

Amanda Aspden  
Name

  
\_\_\_\_\_  
Committee Member

John King  
Name

**CONFLICT RESOLUTION SERVICE INCORPORATED  
INCOME STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2007**

<b>2006</b>		<b>NOTES</b>	<b>2007</b>
<b>\$</b>			<b>\$</b>
	<b>INCOME</b>		
<u>266,653</u>	Revenues from Ordinary Activities	2	<u>296,581</u>
	<b>EXPENSES</b>		
181,602	Employee Expenses		227,440
<u>92,939</u>	Other Expenses from Ordinary Activities		<u>66,291</u>
274,541	<b>TOTAL EXPENSES</b>		<u>293,731</u>
<u>(7,888)</u>	<b>NET LOSS FROM ORDINARY ACTIVITIES</b>		<u>2,850</u>
<u>(7,888)</u>	<b>TOTAL CHANGES IN EQUITY OF THE ASSOCIATION</b>		<u>2,850</u>

**STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 30 JUNE 2007**

	<b>Accumulated Profits</b>
	<b>\$</b>
Balance at 1st July 2005	36,673
Loss 2006	<u>(7,888)</u>
Balance at 30th June 2006	<u>28,785</u>
Surplus (Loss) 2007	<u>2,850</u>
Balance at 30 June 2007	<u><u>31,635</u></u>

**CONFLICT RESOLUTION SERVICE INCORPORATED**

**BALANCE SHEET  
FOR THE YEAR ENDED 30 JUNE 2007**

<b>2006</b>		<b>NOTES</b>	<b>2007</b>
<b>\$</b>			<b>\$</b>
<b>CURRENT ASSETS</b>			
20,162	Cash Assets		33,554
-	Receivables		1,032
<u>2,567</u>	Other Prepayments		<u>2,630</u>
<u>22,729</u>	<b>TOTAL CURRENT ASSETS</b>		<u>37,216</u>
<b>NON-CURRENT ASSETS</b>			
<u>24,188</u>	Plant & Equipment	<b>4</b>	<u>44,442</u>
<u>24,188</u>	<b>TOTAL NON-CURRENT ASSETS</b>		<u>44,442</u>
<u>46,917</u>	<b>TOTAL ASSETS</b>		<u>81,658</u>
<b>CURRENT LIABILITIES</b>			
14,606	Payables	<b>5</b>	24,842
3,526	Provisions	<b>6</b>	10,355
	HP Loan		<u>5,460</u>
18,132	<b>TOTAL CURRENT LIABILITIES</b>		<u>40,657</u>
<b>NON-CURRENT LIABILITIES</b>			
-	HP Loan		<u>9,366</u>
	<b>TOTAL NON CURRENT LIABILITIES</b>		<u>9,366</u>
18,132	<b>TOTAL LIABILITIES</b>		<u>50,023</u>
<u><b>28,785</b></u>	<b>NET ASSETS</b>		<u><b>31,635</b></u>
<b>EQUITY</b>			
28,785	Retained Funds		31,635
<u><b>28,785</b></u>	<b>TOTAL EQUITY</b>		<u><b>31,635</b></u>

**CONFLICT RESOLUTION SERVICE INCORPORATED**

**CASH FLOW STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2007**

<b>2006</b>		<b>NOTES</b>	<b>2007</b>
<b>\$</b>			<b>\$</b>
<b>Cash Flow from Operating Activities</b>			
281,770	Grant income received		286,485
15,749	Receipts from customers		9,434
1,066	Interest received		662
(295,656)	Payments to suppliers and employees		(270,357)
<u>-</u>	Interest paid		<u>(654)</u>
<u>2,929</u>	<b>Total Cash Flow from Operating Activities</b>	<b>7(b)</b>	<u>25,570</u>
<b>Cash Flows from Investing Activities</b>			
<u>(1,702)</u>	Payments for property, plant & equipment		<u>(27,004)</u>
	Borrowings		<u>14,826</u>
<u>(1,702)</u>	<b>Total Cash Flows From Investing Activities</b>		<u>(12,178)</u>
1,227	Net movement in cash held		13,392
<u>18,935</u>	Cash at the beginning of the year		<u>20,162</u>
<u><b>20,162</b></u>	Cash at the end of the year	<b>7(a)</b>	<u><b>33,554</b></u>

## **CONFLICT RESOLUTION SERVICE INCORPORATED**

### **NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2007**

#### **NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES**

The financial report is a general purpose financial report that has been prepared in accordance with Accounting Standards, Urgent Issues Group Interpretations and other authoritative pronouncements of the Australian Accounting Standards Board and the requirements of the Associations Incorporation Act (ACT) 1991.

The financial report covers Conflict Resolution Service Incorporated as an individual entity. Conflict Resolution Service Incorporated is an Association incorporated in Australian Capital Territory under Associations Incorporation Act (ACT) 1991.

The following is a summary of the material accounting policies adopted by the Association in the preparation of the financial report.

#### **Basis of preparation**

The financial report has been prepared on an accruals basis and is based on historical costs and does not take into account changing money values or, except where stated, current valuations of non-current assets. Cost is based on the fair values of the consideration given in exchange for assets. The accounting policies have been consistently applied, unless otherwise stated.

#### **(a) Income Tax**

The Association is considered to be a community service association and is therefore exempt from tax under section 5010 of the Income Tax Assessment Act 1997.

#### **(b) Property, Plant and Equipment**

Each class of property, plant and equipment are carried at cost or fair value less, where applicable any accumulated depreciation and impairment losses.

#### **Plant and Equipment**

Plant and equipment is measured on the cost basis.

The carrying amount of plant and equipment is reviewed annually by the Association to ensure it is not in excess of the recoverable amount from those assets. The recoverable amount is assessed on the basis of the expected net cash flows which will be received from the assets' employment and subsequent disposal. The expected net cash flows have not been discounted to present values in determining recoverable amounts.

## **CONFLICT RESOLUTION SERVICE INCORPORATED**

### **STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (cont)**

#### **Depreciation**

The depreciable amount of all fixed assets are depreciated on a straight line basis over the useful lives of the assets to the Association commencing from the time the asset is held ready for use. The depreciation rates for Furniture, Plant and Equipment range from 13-40%.

#### **(c) Employee Benefits**

Provision is made for the company's liability for employee benefits arising from services rendered by employees to balance date. Employee benefits expected to be settled within one year together with benefits arising from wages and salaries, annual leave and sick leave which will be settled after one year, have been measured at their nominal amount.

Contributions are made by the Association to employee superannuation funds and are charged as expenses when incurred.

#### **(d) Revenue**

Revenue from the provision of services is recognised when the service has been provided to the clients. Grant income is recognised in the period for which it relates. Annual membership is accounted for as income at the time of receipt.

#### **(e) Goods and Services 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 Tax 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 the expense. Receivables and payables in the statement of financial position are shown inclusive of GST.

#### **(f) Cash**

For the purposes of the statement of cash flows, and financial instruments cash includes cash on hand, cash at bank and cash on deposit, net of any outstanding bank overdraft.

#### **(g) Impairment of Assets**

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

Where it is not possible to estimate the recoverable amount of an individual asset, the association estimates the recoverable amount of the cash generating unit to which the asset belongs.










**CONFLICT RESOLUTION SERVICE INCORPORATED**

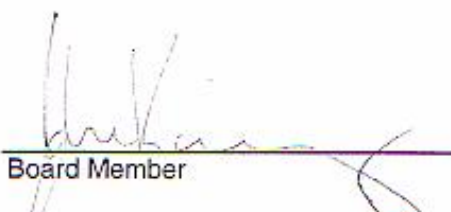
**STATEMENT BY MEMBERS OF THE COMMITTEE**

The Board declare that:

1. Presents a true and fair view of the financial position of Conflict Resolution Service Incorporated as at 30 June 2007 and its performance for the year ended on that date in accordance with Australian Accounting Standards, mandatory professional reporting requirements and other authoritative announcements of the Australian Accounting Standards Board.
2. At the date of this statement there are reasonable grounds to believe that Conflict Resolution Service Incorporated will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Board and is signed for and on behalf of the board by:

  
Board Member

  
Board Member

Dated: 25-11-07

**HOUSTON & HANNA**  
**CHARTERED ACCOUNTANT**

**K D Hanna FCA (Principal)**

Telephone: (02) 6249 8515  
(02) 6248 8175  
Facsimile: (02) 6249 6792

Suite 15, George Turner Offices  
11 McKay Gardens, Turner ACT  
GPO Box 810, Canberra ACT 2601

email: [kim@khanna.com.au](mailto:kim@khanna.com.au)

**INDEPENDENT AUDIT REPORT TO THE MEMBERS OF  
CONFLICT RESOLUTION SERVICE INCORPORATED  
FOR THE YEAR ENDED 30<sup>TH</sup> JUNE, 2007**

**Scope.**

I have audited the attached financial statements of Conflict Resolution Service Incorporated (The Association) for the year ended 30th June 2007. The Committee is responsible for the preparation and presentation of the financial statements and the information they contain. I have conducted an independent audit of these financial statements in order to express an opinion on them to the members of the Association.

My audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the financial statements are free of material misstatement. The procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial statements, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial statements are presented fairly in accordance with Australian Accounting Standards and Statutory requirements so as to present a view which is consistent with our understanding of the Association's position and the results of its operations.

The audit opinion in this report has been formed on the above basis.

**Audit Opinion.**

In my opinion,

- (a) the financial statements of the Association are properly drawn up:
  - (i) So as to give a true and fair view of matters required by subsection 72(2) of the Associations Incorporation Act 1991 to be dealt with in the financial statements
  - (ii) in accordance with the provisions of the Associations Incorporation Act 1991; and
  - (iii) in accordance with proper accounting standards, being Applicable Accounting Standards;
- (b) I have obtained all the information and explanations required;
- (c) Proper accounting records have been kept by the Association as required by the Act; and
- (d) The audit was conducted in accordance with the rules of the Association.

  
.....  
**Kim Hanna FCA**  
**Registered Company Auditor**  
Date.....26/11/07.....

## "Next Door Rap"

If there's tension in the air  
And they're getting in your hair  
Don't fume and rave and swear  
Just wander over there

What's up?  
Speak up!  
Share what's on your mind

Be kind  
Unwind  
See what you can find

Respond  
Don't react  
Use a little tact

Step back  
Avoid the flak  
Just stick to the facts

Be clear  
About what's on your mind  
Together you will find

As a pair  
You become aware  
A solution can be fair

If you still can't agree  
Call CRS (on 61624050)  
It's free!