



EALING MEDIATION SERVICE

SERVICE DELIVERY ANNUAL REPORT 2018/19

Helping People Communicate Effectively Without Conflict



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Charitable Incorporated Organisation 1169518
Regulated by The Charity Commission
Committed to equal opportunities and a member of the London Community Mediation Council

SERVICE DELIVERY ANNUAL REPORT 2018/19 (1.4.18 – 31.3.19)

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Ealing Mediation Service

For presentation to the AGM on 6.7.19

OVERVIEW

1. Introduction

Overall Aim

'Helping People To Communicate Without Conflict'.

Mission Statement

To provide a fully accessible, independent, impartial, confidential community mediation service, to quality assured standards, to all residents within the London Borough of Ealing (and where negotiated, in other local boroughs). To train local residents to gain the skills required to mediate and empower local people to communicate and resolve their differences in a peaceful manner. To work with partners to raise awareness of mediation, and its benefits, within the local community, and diversify the service into new areas.

Vision Statement

To be the centre of expertise on community-based mediation, alternative approaches to dispute and conflict resolution, and related training within the London Borough of Ealing.

EMS was established in 1997, following a one-year pilot project, as an unincorporated registered charity (No.1057438). At the AGM in July 2016 we took the decision to apply to become a Charitable Incorporated Organisation (CIO). Our subsequent application to the Charity Commission was approved, enabling us to become a CIO (No.1169518) and transfer the assets and liabilities of the previous, registered charity to the new CIO from 1.12.16.

The objects of the Service are:

To promote for the public benefit, predominantly, but not exclusively, in the local area or community of the London Borough of Ealing, the provision of services directed towards mediation, conciliation or reconciliation as between persons, organisations, authorities or groups involved or likely to become involved in dispute or interpersonal conflict both generally and, in particular, in any situation where that dispute or conflict results from or may lead to acts of violence, nuisance, vandalism, unlawful activity, abuse related to race, sex or disability, anti-social behaviour or breakdown of public order.

To advance for the public benefit the education of the public, particularly in the said local area or community, in the purposes and methods of such mediation, conciliation or reconciliation and, in particular, the understanding of the nature and causes of any such disputes or conflicts and of all means of managing them for purposes of peaceful resolution in the interests of good citizenship.

With 22 years of experience, EMS has established itself as the recognised provider of community mediation within the London Borough of Ealing, also offering a limited service in some neighbouring London boroughs where no local community mediation service exists. We work in partnership with a variety of agencies and also receive direct referrals from residents themselves. We ensure that our staff and volunteers are valued and supported and that our referrers and other partners are listened to, and communicated with, on a professional basis.

All our mediators have taken part in approved or accredited mediation training and continue to offer training & development opportunities externally and in-house and continuously supervise, train, support and develop our staff and volunteers. We benefit from the support of a dedicated team of Board members with

a variety of skills and experience who are committed to reviewing and embracing good practice and good governance and who work alongside our staff and other volunteers.

Having trained a small pool of mediators in Solution Orientated Conversations (SOC), assisting those clients who wanted mediation where the other party failed to engage or withdrew, we have been piloting this service which complements our community mediation practices.

Beyond community mediation we have continued our John Lyon's Charity funded project to provide peer mediation in primary schools. Having piloted a small number of restorative justice cases with Ealing Council and Ealing police our name has been put forward by CALM as a partner in restorative justice as part of the new pan-London Victim Support led victims service.

We continue to be an active member of the London Community Mediation Council (LCMC), adhering to their standards and working on London-wide strategic priorities, providing financial monitoring support and support for the annual London Mediators' Day event. We are also members of the National Council of Voluntary Organisations (NCVO), the Restorative Justice Council (RJC), Ealing Community Multi-Agency Risk Assessment Committee (ECMARAC) and Ealing Community Network (ECN).

The economic situation is challenging. Our main partner, Ealing Council is facing increased pressure on its resources which has had a knock-on effect in terms of having to decrease funding support. In trying to build capacity for the future we successfully applied for core strength funding from Comic Relief to renew office equipment and enable related staff training and IT support.

We are a unique service within the borough with a strong, positive reputation, which is cost effective, brings people together and empowers them to communicate and help themselves.

2. Work Programme, Statistical Analysis And Feedback

Highlights of our 2018/19 work programme achievements, plus statistical and feedback analysis, are attached as appendices.

3. The People Behind EMS

a) Volunteers

i) Mediators

Without our pool of volunteer community mediators we could not be able to operate such a successful Service. All our mediators are professionally trained and give their casework time and expertise free of charge. Our mediators, who mostly live within the local area, or have a connection to it, are a very diverse group of people who reflect the local population.

We would like to express thanks to all of the following persons who were registered as volunteer community mediators with the Service during 2018/19: Abdi Ali, Sheila Bates, Neeta Bhundpal, Bob Bollen, Jackie Campbell, Graham Clarke, Maggie Donnelly, Jean Fraser, Carey Haslam, Heather Loeb, Robin Marshall, Patric Morrison, Florence Ogunseitan, Eve Pienaar, John Pointing, Asgar Halim Rajput, Helen Read, Esther Saunders, Munawar Sheikh, Harbans Sidhu, Rega Sriskantharajah, Samantha Stotland & Barbara Zeitler. Lailit Joshi, Alison Lister and Paul Sandford undertook role play assessment, cross training and induction with a view to further assessment and joining the team in 2019/20.

ii) Trustees - Management Board

During 2018/19 our Board has consisted of the following members: Simeon Gann (Chair), Marion Hardy (Treasurer until March 2019), Jo Bennett (Treasurer from March 2019), Caroline Haywood, David Lines,

Emma Neilson, Munawar Sheikh and Samantha Stotland. We also thank Paul Murphy (Ealing Council rep) for his attendance at meetings.

A special thanks goes out to those who have undertaken the key roles of Chair of Treasurer. We do not currently have a Secretary so minute taking is rotated. We also wish to thank ex-trustee Robin Marshall for the voluntary support provided to our Treasurer and Service Manager in relation to the monitoring and presentation of the cashflow and accounts 2018/19. We also wish to thank Maggie Donnelly for her support and expertise in restorative justice.

iii) Other Volunteers

We also thank the two groups of 12 teenagers from The Challenge who volunteered with us over two days of summer 2018 raising awareness in four parts of the borough as part of the National Citizenship Scheme. We also thank Mitzi Clarke for giving up her time to be the Independent Examiner of our accounts 2018/19.

b) Paid Staff

i) Office Staff

Debbie Davey (30 hours per week) has continued as Service Manager supported by Karen Morrison as Case Manager (25 hours per week) and Margaret Carr as Administrator & Outreach Assistant (15 hours per week). As at 31.3.19, Debbie Davey had completed over 18 years with the Service, Karen Morrison 15.5 years with the Service and Margaret Carr 2.5 years with the Service.

ii) Freelance Support Staff

Clare De Meyer and Carey Haslam have continued to provide supervision, training and development support for our mediators. Paulette Morris and Marcia Lewis have continued to provide peer mediation training, evaluation and supervision as part of the peer mediation team.

We fully recognise and appreciate the contributions all paid staff have made to the Service over the last year.

4. Referrers/Partners

We continue to cover all of the geographical area of the London Borough of Ealing where we work in partnership with Ealing Council (specifically the Safer Communities Team, Noise & Nuisance Team, Tenancy Management and occasionally Adult and Children's Services), Ealing Police (mainly Safer Neighbourhood Teams), local registered social landlords (RSLs) and provide occasional paid for casework for neighbouring local authorities. We also work with other voluntary sector organisations, primarily through our involvement in Ealing Community MARAC and Ealing Community Network. We offer these agencies the opportunity to refer cases and regular access to mediation awareness workshops. In 2018/19 55% of cases were referred by agencies. Feedback from referrers has continued to be very positive.

5. Funding

We acknowledge the financial contributions made to us in 2018/19 by a mix of funders - the London Borough of Ealing, other neighbouring boroughs (Brent & Harrow), payments from various local registered social landlords, a small grant award from William Hobbayne Charity, small donations including those from clients, volunteers and the teenagers involved with us as part of The Challenge (National Citizenship Scheme), training delivery, plus the restricted funds secured from John Lyon's Charity and Comic Relief earmarked for expenditure by 2018/19. Full details can be found in the section on our work programme and in our annual accounts.

6. Membership

Our membership currently consists of all current staff (office and freelance staff), volunteers (mediators and trustees) and ex-volunteers J.Tilling, I.Kouchouk and A.Camm.

7. Moving Forward

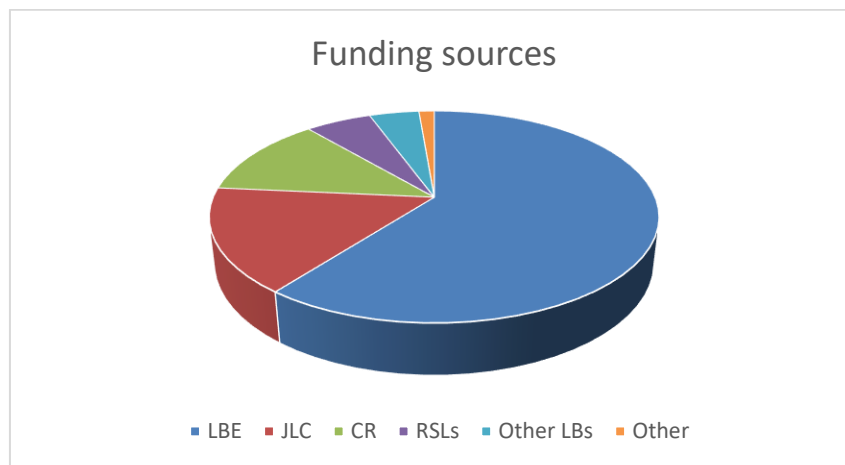
We are positively contributing to reducing conflict and anti-social behaviour and increasing the quality of life and community cohesion in West London. It has been a year since our first AGM, following our establishment as a CIO, and we want to see all members contributing and intend to increase our membership beyond just our own staff and volunteers, for which we have established a membership scheme and application process.

Having acknowledged the work achieved and the continuous improvements made over the last 22 years, we look forward to continuing to build upon these achievements, increasing capacity and diversifying where practical, mindful of the challenge of securing the necessary financial resources.

WORK PROGRAMME - HIGHLIGHTS & ACTIONS

1. Funding

- A work programme and associated budget were drafted and approved by trustees in June 2018. A Treasurer's report, including cash flow, came to each Board meeting throughout the year to enable trustees to monitor the financial situation. Funding for 2018/19 was mainly secured from the following sources: Ealing Council Direct Grant (£19,238), Ealing Council additional grant (£30,000), RSLs (£4604), other local authorities (£3471), William Hobbayne Charity (£515), training (£300), donations (£183). Comic Relief awarded us £10,000 and John Lyon's Charity £13,000 to be expended 2018/20. Expenditure has outweighed income by just over £12,000, reducing our reserves to just under £50,000 including the carryover of some restricted funds. Full details are contained in the independently examined accounts to be presented to the AGM 2019 and the Charity Commission.



- Volunteer R.Marshall has continued to provide valuable assistance to the Treasurer with finance issues and the presentation of the accounts. He has worked with the Service Manager to develop a data input spreadsheet system to run alongside and then replace the hard cashbook system and to identify restricted and unrestricted funds. The new system enables the accounts to be automatically presented in a format which meets the needs of the Board and the Charity Commission.
- Funders' monitoring requirements were fully complied with; quarterly reports were provided to Ealing Council in an agreed format to meet the Council's needs, and John Lyon's Charity received a report in June 2018. The report on our accounts, post CIO, 1.12.16 – 31.3.18 was approved at the AGM 2018 and submitted to the Charity Commission before the end of the calendar year.
- New Financial & Business Plan Priorities were identified by the Board in January 2019 and the Service Manager has spent significant time researching potential trust and grant funding streams, making use of Funding Central and Ealing Council's funding portal, working with the training staff on training & development ideas, as well as contacting neighbouring boroughs and RSLs to try to encourage further uptake of our services. There has been continued interest from Harrow and Brent and some commitment from RSLs to utilise community mediation services but long-term secure core funding remains a significant challenge.
- The London Borough of Ealing has already indicated that their funding support will reduce by a further £11,343 for 2019/20 which represents a 45% reduction since 2017/18. In November 2018 Brent Council's new Housing Management Team invited us to enter into partnership working with

them and signed a pilot SLA with us in January 2019 but staff changes there since then have affected progress.

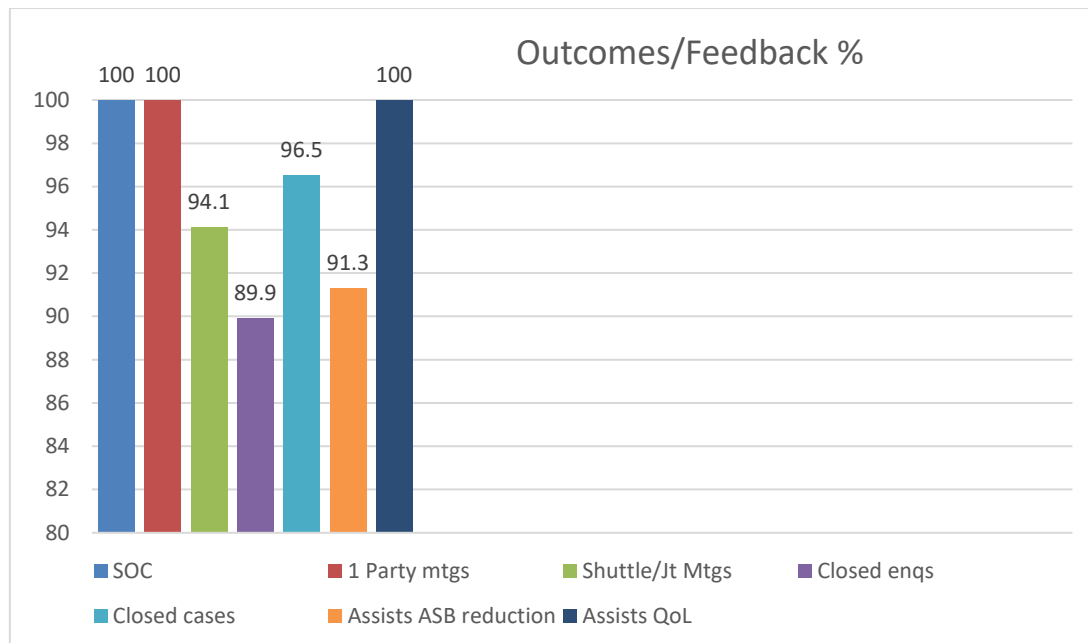
2. Projects

a) Neighbour/Community Mediation

- The Board and Ealing Council have been provided with quarterly monitoring reports throughout the year. We have also provided individual referrers with feedback on case progress and have responded to any requests from Registered Social Landlord's for statistical information on their cases.
- In 2018/19 we opened 172 new enquiries and 60 new cases and assisted 242 clients. Of those 242 clients, 162 were self-referrals, 33 referred by Ealing Council, 19 referred by RSLs (Catalyst, A2Dominion & Notting Hill/Genesis), 13 by Ealing Police, 5 by Ealing Council schools, 1 by Victim Support and 9 paid by Harrow Council. That is just above the level of enquiries as last year but fewer cases than anticipated. This may be due to restructuring within Ealing Council and the local police, a general reduction in the number of staff available to refer cases, and the potential impact of GDPR. However, some of the cases and clients continue to be more complex/challenging and resource intensive. Encouraging RSLs to use mediation at an early stage and commit funds remains an uphill struggle.
- This year we have organised 73 mediation appointments of which 15 were unfortunately cancelled or no shows by parties, despite the appointments being arranged to suit clients' known availability and the introduction of reminder text messages. One was cancelled by EMS due to risk assessment factors. Of the 58 mediation appointments held, 6 were Solution Orientated Conversation (SOC) conflict coaching, 32 were single party sessions, 1 shuttle and 18 joint sessions. The SOC sessions all resulted in client led action plans or improvement in coping 100%, 32 single party sessions resulted in 32 agreements by parties to mediate, which equates to 100%. The 16 joint sessions plus 1 shuttle resulted in 16 agreements/ partial agreements or improvements which equates to 94.1%. Overall, positive outcomes in 98.3% of all sessions. In addition, we also organised 124 telephone appointments for clients mainly with the Case Manager.
- This year we closed off 108 enquiries which did not proceed to become a community mediation case/session but there was direct engagement by EMS with the client/ enquirer. Of these 108, 97 gained some positive benefit from our involvement/ assistance, which equates to 89.8%. We also closed off 87 cases in total and 71 of these did not proceed to a SOC or community mediation session. Of these 71, 58 involved service engagement with one or more parties. Of these 58, 56 indicated some positive benefit from at least one client from our involvement /assistance, which equates to 96.5%. Overall 153 out of 166 closed enquiries/cases which did not proceed to a mediation session still benefited from our involvement/ assistance, which equates to 92.2%.
- This year we have received questionnaires with feedback from 41 clients and 30 referrers - 71 in total. Of these 71, 69 completed the question relevant to ASB levels and 63 completed the question relevant to quality of life. Of those 69, 63 (91.3%) positively indicated that community mediation aids the reduction of ASB levels and of those 63, 63 (100%) positively indicated that it improves (or potentially improves) the overall quality of life for residents. In addition, we undertook face to face questionnaires with 47 random members of the public across two days in W3, W5, W13 & UB5. Of those 47, 44 (93.6%) felt that having the service available in the borough could help to reduce ASB levels and 46 (97.9%) felt it improves overall quality of life.
- We have continued to regularly attend the monthly Ealing Community MARAC meetings, confirming any clients and outcomes on cases which have already been to mediation, providing reports as necessary and contributing to the discussions on potential suitable new referrals. We contributed to,

and provided case studies for, the annual scrutiny report on the work of the Ealing Safer Partnership.

- To try to increase rates of referral regular Mediation Awareness Workshops have been organised, including one specifically aimed at Ealing Council Tenancy Management staff. Our work has been acknowledged by the Council within the latest report of the Safer Ealing Partnership.



b) Peer Mediation In Schools

- The final tranche of John Lyon's Charity (JLC) funding in the sum of £13K was received in September 2018 as JLC had received our latest monitoring report and was satisfied that we could secure two further schools to complete the project by September 2019. This project has not been without its challenges but the peer mediation team (Service Manager, Lead Trainer - Paulette Morris & Assistant Trainer – Marcia Lewis), supported by the Board, has been able to make progress and maintain the support of the funder. The next report to the funder is due 1.8.19, by which time the project is due to complete and JLC does not provide continuation funding.
- At the beginning of 2018/19 we needed to secure two more schools and were confident at that time as Durdan's Park had expressed commitment and we also had a meeting set up with Dormers Wells Junior School, both in Southall. Unfortunately, due to staffing changes and commitments to other projects, neither school was able to commit to the programme before 2019/20. However, our newsletter about the project sent to primary schools in July 2018 resulted in several schools expressing an interest and we quickly secured Blair Peach and Viking Primary Schools and began compiling a waiting list.

Havelock Primary School, adjacent to Havelock Estate, Southall

- The final supervision session took place in summer term 2018. Delivery of the programme provides overall benefits to 55 staff and 460 pupils at this school as well as the 16 peer mediators. Quotes from the peer mediators a year into their role include:
"It helps the school and you help the school to solve their issues. The training we had to do helped me a lot because it improved my behaviour"

"Yes the project is working good. I get to solve problems. I have been more mature".
"There are less problems in our school now because everybody now knows how to be kind and sharing. I help people solve problems which makes me feel very responsible"
"The school encourages us to help others who are sad. I get to help others which I do like doing. I think I have changed because first I used to fight with others now I don't"
"I enjoy my role because you don't get a chance to do it when you leave the school and I feel happy when I solve problems"
"It is good to know that if you have problems you can solve them by yourself. It helped me to think more seriously in problems"
"I get to help others in situations they cannot handle. It has made me confident and makes me think positively"
"I do like itI think it has taught me to be respectful"
"Peer mediation is working. It is good for Havelock. It changed the way that I help people, now I help more people (children)"
*"We slove (solve) pollems (problems) like A***** fighting over it. It (is) good to help posin (person) that is lonely"*
"Peer mediation project at Havelock is working well and very productive. Every single class should have 4 peer mediators. This school gives support to me and the project because we can solve problems in an easier way. I enjoy being a peer mediator because I like solving different problems and I like to see people happy. My behaviour is now good"
"There have been less problems in the school. (Would like to see) more mediators each day. Teachers aren't the only solution to problems. It makes me feel proud of myself as I have helped someone"
"Problems are becoming rare at school. If there is a problem the peer mediators do their best to solve it and the teachers leave it to us so we could improve on how we solve the problems. You get to have an opportunity on solving problems. You also understand other people's feelings. It made (me) more mature over the year and it makes me think back and reflect about myself more often"
"We are helping children solve problems. I used to aruge (argue) a lot but I don't aruge (argue) now and make good choices"

Woodlands Academy, adjacent to Copley Close, West Ealing

- The training course was completed with 15 of the 16 peer mediators completing the programme by the Spring term 2018. The lead staff member at the school reported back: *"Our school values of tolerance, respect, self-belief and determination all linked to the peer mediation project. Generally, the training programme did meet my expectations. During the training, the only issue that arose was with one of the children who had initially been selected. She was unable to continue with the training as her behaviour in the playground was not of an appropriate standard and the training sessions appeared to have little/no impact for her. I feel the children have gained confidence in managing their own playground issues and are developing the skills of managing other people's friendship concerns"*. The trainers had worked in schools before where they had chosen a child that the school disagreed with. In the past the training had positively helped the child concerned and therefore they tried to give this child a positive opportunity but unfortunately, this did not work with this one particular child.
- The final supervision session was competed in the spring term 2019. Delivery of the programme provides overall benefits to 28 staff and 203 pupils at this school as well as the 15 peer mediators. The Assistant Trainer was concerned to receive feedback from the peer mediators that despite being introduced to the school in a whole school assembly they had not had the opportunity to be as active as they wished as regular meetings with the lead staff member had not taken place and the peer mediators did not feel they were sufficiently visible/accessible to pupils requiring their help. We raised our concerns with the school which acknowledged that this was due to a combination of internal staffing issues, which they aimed to address from summer term 2019 and we have requested a meeting with the lead staff member to secure progress.

- Quotes from the peer mediators a year into their role include:
"It teaches me how to take care of children"
"I can work with other peer mediators"
"It is enjoyable and very serious"
"I get to help other children with getting respected"
"I learn to like help (helping) other children and I like doing that"
"I get to help people and make them have a smile (smile) on there (their) faces"
"I like being helpful and supporting children"
"they really help, because I like helping people and it changes lives"
"I enjoy it because I get to help people"
"I get to meet new friends (friends)"
"I've (Become) more confident to speak up as the training has helped"
"I used to be shy but now I'm confident"
"Now I'm more confident dealing with arguments and I am much more positive"
"It made me come out of myself"
"I normally would have backed away if a friend got into a fight with my other friends but now, I can help them"



St John's Primary School, adjacent to Green Man Lane Estate, West Ealing

- Following the Head's original decision to disengage from the project after the first training day our letter to the Chair of Governors resulted in the Head meeting with the Service Manager and Lead Trainer and re-engaging with the project from May 2018. The Head's only concern related to the lack of diversity in the DVD and a compromise was reached.
- The training course was completed in the Autumn term 2018 with 16 peer mediators completing the programme. The lead staff member at the school reported back: *"We are promoting emotional well-being and mental health at our school and this programme allowed our children to feel like they were a part of positive promotion of emotional well-being. children and staff at the school now have a clear understanding of the peer mediation programme and what it entails. Children have thoroughly enjoyed taking part in the training programme and are eager to get started. The training sessions that the peer mediators attended were thoroughly enjoyed by the pupils involved and we had some positive pupil voice about these. The training video used for staff was a little outdated and we therefore did not want to use this for the children, however we were able to work around this and deliver the whole school assembly to the children in an alternative way. The pupils now have a clear understanding of what peer mediation is and what it involves. They have also learned some conflict resolving strategies that they will implement. This has given the children a sense of confidence and responsibility around the school. Staff also have a greater understanding of the role of peer mediators. It was very useful for me to sit in on the training session that the peer mediators received I felt that this gave me a clearer idea about how the program worked and I could see the positive impact it was having on the children".*
- Supervision has commenced and the peer mediators are enjoying their role. Two peer mediators have since left the school. Delivery of the programme provides overall benefits to 42 staff and 474 pupils at this school as well as the 16 peer mediators. Quotes from the peer mediators will be collated at the end of the supervision programme.

Blair Peach Primary School, Southall

- This school responded quickly to our newsletter and offer to meet. The training course was completed in the Spring term 2018 with 15 peer mediators completing the programme. The lead staff member at the school reported back: "Peer mediation fits in with the school's overall learning objectives and values in relation to behaviour management in the playground. Low key incidents are resolved by the children with little or no input from teachers. Children have become very confident and have tackled issues very well. At the beginning, there were a couple of children who were not on duty but were intervening which made matters worse. I had a meeting with the mediators to resolve this issue. The outcomes gained by the peer mediators are motivation and confidence. The children who participated in the workshops spoke highly of the lessons".
- Supervision has commenced and the peer mediators are enjoying their role. Delivery of the programme provides overall benefits to 40 staff and 490 pupils at this school as well as the 15 peer mediators. Quotes from the peer mediators will be collated at the end of the supervision programme.

Viking Primary School, adjacent to Viking Estate, Northolt

- This school responded quickly to our newsletter and offer to meet. The training course was in progress as at 31.3.19 and due for completion by the end of the Spring term with supervision already booked. Feedback from the lead staff member at the school is invited. Delivery of the programme will provide overall benefits to 31 staff and 240 pupils at this school as well as the peer mediators. Quotes from the peer mediators will be collated at the end of the supervision programme.

c) Restorative Justice

- We currently have two facilitators with RJ experience, M.Donnelly & C.Haslam, who indicated a willingness to take on a small number of pilot cases as case studies. During 2018/19 M.Donnelly completed work on an RJ case referred to us by Ealing Police which proved to be a long drawn out process due to the personal circumstances of the offender, changes in probation officer and the offender going back into prison. The victim, however, was very grateful for the opportunity and gained some closure from the experience. M.Donnelly also provided advice to the Safer Communities Team on a case, where RJ was being considered for a persistent ASB offender, and quotes for potential RJ training.



- The MOPAC funded pan-London victims service contract was re-advertised and we were invited to be part of a bid to provide related RJ services. The bid was led by Victim Support with CALM taking the lead for RJ. The bid was successful and the new service commenced from April 2019. This should lead to opportunities for training in RJ admin procedures and case standardisation, training for facilitators and spot purchasing of casework for Ealing and NW London.
- We continue to be a member of the Restorative Justice Council, which is now taking over the facilitation of the RJ London Network.

3. Strategies

a) Training & Development

- Lead trainer C.De Meyer has continued to work throughout the year with the Service Manager to review training based on feedback, needs and service development. C. De Meyer & C.Haslam are also meeting twice a year with the Service Manager and Case Manager to review mediator activity/engagement, supervision and any training needs arising. A variety of workshop ideas aimed at organisations have also been developed to advertise to partners.
- We were due to assess the remaining four Solution Orientated Conversations (SOC) trained mediators and planned to run another SOC workshop as a means of training, practice and assessment. We experienced logistical difficulties finding a mutually convenient date to set up a viable workshop. We delivered SOC training to Wandsworth Mediation Service and aim to run joint SOC training in future to share costs. One other development workshop was held for our mediators and it was agreed further workshops will only proceed with guaranteed attendance of six or more. Mediator Support Group (MSG) meetings take place twice a year and offer an opportunity for mediators to share their mediation experiences, concerns, tips and ideas as a group facilitated by the Case Manager.



- As we aim to keep our mediator pool at 25+, following interviews, a role play workshop took place to enable C.De Meyer & C.Haslam to assess three potential new mediators who had completed mediation training outside of the service and wished to volunteer for us. All three were recommended to gain further knowledge on the community mediation process and invited to observe a case and receive induction training before being reassessed. There is a trend that those approaching EMS to offer to volunteer as mediators, having trained elsewhere, are primarily middle-class White British or Asian. As a result, the diversity of the pool in future may not be as strong as it used to be unless we can attract funding to train mediators of our own choice from diverse but less privileged backgrounds. We have advertised for interested persons from diverse backgrounds to join our waiting list for such training via Ealing Community Network.
- We were offered LCMC subsidised attendance for staff at the All Mediation Conference in Central London, which included a presentation on community mediation. The Service Manager and our two supervisors attended and took the opportunity to network and promote community mediation. Our Chair and Service Manager attended the The College of Mediators' (CoM) annual conference in Milton Keynes which focused on community mediation, conflict coaching, workplace mediation and inter-generational mediation. We also sent our Service Manager and some of our mediators to the annual LCMC London Mediators Day event in Denmark Hill.
- As well as offering regular mediation awareness workshops, open to all partners, we have specifically delivered a workshop to Ealing Council's Tenancy Management Team and a presentation and Q&A session to Brent Council's Tenancy Management Team.

- The Service Manager has attended ECVS training opportunities related to funding, including data resources and statistics.

b) Publicity & Marketing

- During 2018/19 office staff were able to promote the Service in the following ways: Stall at the All Mediation Conference, leafleting and liaising with the police at Hanwell Carnival, leafleting and liaising with the Council stall at Greenford Carnival, stall with local police at Cleveland Park family day, stall at Berrymead Infant School community event on South Acton Estate, leafleting and liaising with the police at Safer Southall event, visits to William Hobbayne and Rectory Park Estate Community Centres, drop-in at the Havelock Estate community hub, distributing information packs to all newly elected Ealing Councillors, posters and newsletter to all Ealing primary schools, distribution of posters and flyers to staff from A2Dominion, Catalyst, Notting Hill Genesis, Ealing Council and Ealing police attending mediation awareness workshops. These activities reached out to over 400 people.



- The Service Manager delivered two awareness workshops and ran two promotional days involving two groups of teenagers from The Challenge NCS. The promotional days covered Gurnell Grove and Northolt leisure centres in W13 and UB5 and then Royale Leisure Complex and Walpole Park in W3 and W5. It had been planned for the second promotional day to include Greenford Broadway in UB6 rather than Walpole Park but due to the hot weather the NCS mentor redirected them to a location closer to their base. They spoke to and distributed 263 leaflets to members of the public. Engaging with the public resulted in 47 questionnaires being completed. Of the 47 who completed the questionnaire, 9 (19.1%) had heard of EMS before, 44 (93.7%) agreed that having community mediation available helps to reduce ASB and 46 (97.9%) agreed that it is likely to improve overall quality of life for residents; 31 (66%) said that they would consider trying it. In terms of publicising the service there were various publicity suggestions from those questioned reported back to the Board.
- Mediators had an opportunity to test and comment on the new website at an MSG. The website provides information about the Service and how to access other types of mediation and enables the public to make direct enquiries via an enquiry portal.
- William Hobbayne Charity kindly donated money towards publicity & marketing in 2017/18 and the remainder of this, carried over into 2018/19, was used to purchase a new publicity banner with the new CIO charity number in keeping with the design of the new leaflets and flyers.

c) IT/Equipment & Premises

- The Board agreed in 2017/18 that we should start to plan and budget for an IT upgrade covering key office equipment, hosting/cloud storage, software and data security. This proposal formed the basis of an unsuccessful bid made to Comic Relief Local Communities – Core Strength programme. 2017/18. However, the bid was resubmitted and was then approved to enable a programme of staff time, training, equipment and IT management to commence from August 2018. As a result, we have replaced the three Windows 7 PCs and the old Canon copier with three Windows 10 PCs, inclusive of Office 365 and virus protection software, and a new Canon copier all of which are wi-fi networked. We have also purchased three new Filemaker Pro 16 licences to enable the Mediation

Manager database to be accessed on all three PCs as well as being suitable for cloud-based hosting. The website domain name, web hosting, web email and Outlook system were all renewed. The Case Manager set aside time to set up, network and test the new equipment and staff spent training time adjusting to the new Windows 10 PCs and Office 365 system, using One Drive and Dropbox, operating the new copier, exploring the cloud-phone system, testing the cloud-based database hosting and updating the website. A PAT test was carried out to ensure that all the new and existing electrical equipment was safe.



- Hosting the database in the cloud has proven to be more challenging. In purchasing the new Filemaker Pro 16 licences the recommended reputable seller offered to cloud-host the database for a reasonable price and offered a free trial. The Case Manager worked with the host to upload the database securely but during the free trial period the system was very slow. The host offered to correct this for a fee with no guarantee that this would resolve matters and we were concerned that we could be tied into a contract with ongoing slow speed issues. We therefore took a decision to download the database back from the host, hold it securely on an office PC and seek an alternative host. The Case Manager has since been liaising with R.Stares (the designer of the database) and Filemaker Pro (now owned by Apple) to seek a viable alternative host as some options have proven not to be cost effective or have servers outside of the UK.
- After the database was returned from the cloud host we experienced some glitches in relation to duplication of the saved database, however, this was soon identified and resulted in no security issues.
- Last year was particularly challenging in terms of IT/equipment & premises resulting in service disruption, relocation of the office to Room 15, loss of Room 17 for nine months and some uncertainty in relation to the future of the premises and our tenancy. Since then, this year water penetration in Room 17 has been minimal and appears to have been resolved for now but has continued in Room 14 and there has been some minor water penetration via the windows in Room 15. We have gained back use of Room 17, although we have chosen to retain the office in Room 15. The radiator was replaced in Room 15, but this did not resolve the heating issue so throughout the Winter we experienced numerous visits by plumbers which did not resolve matters until Spring.
- We have developed a good working relationship with C.Sage, the new interim CEO at Age UK (Ealing), with regular communication via email and in person. She also attended our Board meeting in September 2018. All repairs issues relating to EMS premises have been reported to Age UK (Ealing) to action with the Council. Discussions have taken place relating to room booking procedures, security matters and the lease negotiations. Age UK (Ealing) has continued to charge us for use of two rooms and has enabled us to use an additional room and book ground floor rooms ad-hoc for meetings at no additional charge.
- A lease between the Council and Age UK (Ealing) was signed in October 2018. The Service Manager and C.Sage then met in November 2018 to discuss our tenancy and related security, access and health and safety matters going forward with a view to Age UK (Ealing) preparing a draft sub-tenancy agreement for us for comment/negotiation. A draft sub-tenancy, mirroring Age UK (Ealing)'s tenancy with the Council, was received in March 2019 for initial consideration and comment by our Board and is work in progress.

- There were two incidents, in January and February 2019, when EMS staff became aware the front door had been left unlocked when Age UK (Ealing) staff were not present and EMS staff had been left potentially vulnerable. These were reported to Age UK (Ealing) and some new measures have since been introduced to increase security onsite and further changes relating to access are envisaged.
- We have not experienced the same level of broadband problems as last year, however, we have still received occasional incorrect 'phone bills. On each occasion we have reported this to BT and the overcharge has been rectified on the next bill. A glitch in the cloud-phone logging/charging system appears to be responsible.

d) Quality Assurance

- In the light of GDPR the Service Manager, our Chair and the Board reviewed our data protection policy and procedures to meet the ICO deadline. Taking on Board guidance from the ICO and NCVO a new 'Data Protection & Sharing Policy', including privacy notices and legal justifications, was introduced in May 2018. Reference is made to this policy on our website and in our initial client contact literature.
- The Mediator Handbook was updated in June 2018 to reflect this. Suggested changes were also identified for the Staff Handbook. All mediators have been reminded of the need to keep data secure and then safely destroy any case related personal data at the end of a case. Trustees and staff have also been reminded of the need to keep personal data in relation to colleagues secure and then safely destroy it upon leaving EMS.
- Our 'Volunteering Policy' was also reviewed in June 2018. The Service Manager and Case Manager attended the Ealing Volunteer Centre's workshop on Volunteering Health Check in August 2018 and we passed the health check. The reviewed policy was approved by the Board in September.
- We received and dealt with a Subject Access Request (SAR) from one client during the year. The ICO notified us that they were satisfied that we had met our obligations to this client. The Service Manager and Case Manager have worked together to ensure that there is a common approach to dealing with a SAR and trustee C.Haywood is the lead Board member in relation to related guidance and practice.



- During the year one minor data breach occurred when an email containing some personal data was inadvertently shared by a staff member with a client. This was an honest mistake and actions were taken within 72 hours to contain the breach, risk assess and confirm that no persons were placed at any risk. Using the ICO online assessment tool we were advised "There is no requirement to notify the ICO. However, you should keep a record of the breach". The incident was properly recorded and none of those directly affected raised any concerns. The staff member was instantly aware of their mistake and has learnt from this. Full details were shared with the Chair and the Board made aware.

- We are currently reviewing our Safeguarding Policy which raised the question of who currently within the organisation should be responsible for assessment/action, bearing in mind that Charity Commission advice for charities on the Gov.uk website recommends that this should not fall on one individual, and trustee M.Hardy has offered to take on this role, with the Service Manager, as part of her health & safety/wellbeing remit. The Service Manager will continue to work with trustees M.Hardy and S.Stotland on this policy.
- We continue to be a member of National Council for Voluntary Organisations (NCVO), the Restorative Justice Council (RJC), the London Community Mediation Council (LCMC) and adhere to its agreed standards, Ealing Community Network (ECN) and a core member of Ealing Community Multi-Agency Risk Assessment Committee (ECMARAC). We are also registered with the Information Commissioners Office (ICO).

4) Management Structure

a) Membership & Good Governance

- Our Chair, S.Gann, has provided an update on any changes and new interest in trusteeship at each Board meeting. At the beginning of 2018/19, in addition to our Chair, our Board members were M. Hardy, I.Kouchouk, E.Turton, S.Stotland and M.Sheikh. D.Lines and C.Haywood joined the Board prior to the AGM in June 2018 and I.Kouchouk and E.Turton stepped down. Reactivating our advert on the Do-It website has ensured a steady flow of interested persons. Since the last AGM the Board has been joined by new trustees J.Bennett and E.Neilson. All current trustees' have been registered with the Charity Commission and our annual return for 2017/8 was submitted to the Charity Commission within deadline.
- In advance of the AGM/Members' Day 2018, consideration was given to how we might identify and encourage others to become members/supporters. Work was undertaken on a potential flyer with a view to an addition to the website, however, the Service Manager and Case Manager subsequently had reservations about this as in our enthusiasm to gain new members, beyond our staff and volunteers, we needed to be mindful to protect our organisation from rogue applicants in the absence of any agreed application vetting, approval/removal process or 'member code of conduct'.



- At the AGM 2018 it was proposed and agreed that external applicants should complete an application form and be provided with the constitution and a code of conduct, that all such applications will be considered by a panel consisting of at least one staff member and one trustee and a decision made within 21 days and reported to the next Board meeting with an emphasis on applicants demonstrating support for the welfare of the organisation and its objects. The removal process is covered by our constitution. Whilst there is the capacity for corporate membership in the constitution a step by step approach is being taken with initial focus on individual membership. Once the Board is satisfied that the application process for individuals is working then consideration will be given to developing a process for corporate membership. Since I.Kouchouck stepped down from the Board as Secretary/membership lead there has been a vacancy at Board level to take this initiative forward.
- At the September 2018 Board meeting our trustees gave consideration to their ten challenges for 2018/19 and in October 2018 trustees considered which roles/aspects of trustee responsibility they might like to lead or be involved with so that any skills gaps could be identified ahead of any further

trustee interviews. As at 31.3.19 the following roles were covered: Chair, Treasurer, employment issues, business planning, funding applications, policy review, welfare/health & safety/safeguarding and legal/data/compliance. Board minutes are covered by a rota and all Board members engage with the risk register. Secretary, membership and publicity & marketing roles were vacant. The Board has agreed in principle to a Vice-Chair role.



- The Chair and Service Manager have continued to work together to update the risk register focusing on identifying the three top risks, reviewing and mitigating risks in relation to finances, staffing, volunteers, premises, complaints and data. The risk register was first published in November 2016 and is now a working document, enabling the early identification of changes in risk and discussion at each Board meeting.
- All trustees were offered the opportunity to attend a mediation awareness workshop with the Service Manager in January 2019 and all trustees are offered the opportunity to attend trustee training. We continue to be a member of NCVO and all Board members are provided with their newsletters. The Chair has regularly highlighted NCVO and Charity Commission good practice and guidance at Board meetings and suggested facilitating training for trustees to focus on governance issues Charity Governance Code Steering Group Code for Smaller Charities and the NCVO Governance Wheel tool.
- The new policy on 'Handling Enquiries' (including zero tolerance in relation to vexatious and demanding clients) together with the revised checklist for clients for use at the start of the process, and not just when they meet with mediators, was introduced from the start of 2018/19. This has proven an effective tool. No formal complaints have been received and staff have felt enabled to withdraw the Service from unsuitable clients.
- Following correspondence from The Pensions Regulator, in relation to EMS CIO's auto-enrolment obligations, we were asked to complete a new statement of compliance which was met by the end of May 2019.
- We took part in the Lloyds Bank sponsored research project undertaken by the Institute for Voluntary Action Research (IVAR), in conjunction with Sheffield Hallam University, looking at the history and impact of small charities in four areas of the country including Ealing. Researcher, Charlotte Hennessey, from IVAR provided a presentation on the initial finds at our AGM/Members' Day event 2018. The research focused on distinctiveness, recognition, social value and funding. The study concluded that charities, such as ours, are hyper-local, locally embedded and contribute positively to community cohesion. The full research report was published in August 2018 and we are acknowledged in the publication.

b) London/National Representation

- We renewed our annual membership of the London Community Mediation Council (LCMC). LCMC is a collaborative of eight London based community mediation services through which we share good practice and make links to the College of Mediators and umbrella groups for other types of mediation. It meets six times a year and the Service Manager has continued to attend to represent the Service.

- During 2018/19 we contributed to LCMC collaborative work including assisting with the delivery of London Mediators' Day in October 2018 (which was also the launch event for the national Mediation Awareness Week), liaison with the College of Mediators and providing financial monitoring. LCMC has been working to ensure community mediation involvement in the All Mediation Conference 2018, encourage Registered Social Landlords (RSLs) to increase their usage of community mediation, reviewing ideas for the development of a new website and considering investing in research to quantify the impact of community mediation in London.

5. Staff & Volunteers

a) Staffing Structure, Terms & Conditions

- Our Service Manager has completed 18 years with the Service and is now generally working her 30 hours Monday – Thursday with some flexibility to swap a day for Friday and work outside usual office hours for training events when required. Our Case Manager has completed 16 years with the Service and is now generally working her 25 hours Tuesday – Friday, with some flexibility to spread the hours Monday – Friday, work from home on case calls and work evenings to cover caretaking as required. Our Administrator has completed two years with the Service and is therefore now entitled to full employment rights. She remains working 15 hours per week, Monday, Wednesday and Friday with the flexibility to occasionally swap a day. The HMRC guidance/rates regarding out of pocket and travel expenses remained unchanged during 2018/19. Staff pay was reviewed by the Board in October 2018 with a pay award backdated to April 2018. The Treasurer has identified the potential financial buffer required to meet any statutory or contractual responsibilities including staff redundancies should these be required.
- The Service Manager and Chair identified that the IT knowledge/expertise and related interest which the Case Manager has is an asset to the Service that could be incorporated into the Case Manager role/grade review going forward as it provides a cost-effective alternative to consultancy fees. This proved to be the case in terms of the fore-mentioned IT & equipment developments. The Service Manager, as part of succession planning, drafted the list of tasks covered by each of the three office roles, consulted with staff and shared these with the Board. The Case Manager has been training the Administrator in the drafting of more complex correspondence and the 'language of mediation'. The Service Manager has been involving the Case Manager in the quarterly supervision review and the Service's role at the monthly ECMARAC.
- The Service Manager and Case Manager each received an appraisal. The Administrator's formal appraisal has been delayed although regular feedback and support has been provided.
- With caretaker hours limited in the evenings to Mondays and Wednesdays there has been reliance on the Case Manager to cover evening mediations and for the Service Manager to cover evening and Saturday training or Board events. On occasions there may be a need to ask a trusted mediator to lock up or request and pay for caretaker cover as staff cannot always commit to being available for evening needs, especially those at short notice or those agreed with the client by mediators at pre-meetings without known availability of office staff. Age UK (Ealing) has indicated its intention for caretaking hours to be increased.

b) Volunteer Levels & Retention

- We aim to have 25+ mediators on our books and welcome mediators from all diverse backgrounds. Mediator numbers and commitment are reviewed annually, usually in March or April. Loss of volunteers is for a variety of reasons but most commonly due to a change in personal circumstances such as relocating outside of London, health, family or work pressures. Those who have trained elsewhere, and have potential to make good volunteer community mediators, are approached when we need to increase numbers and have insufficient monies or need to train our own new mediators.
- All our mediators are sent a revised annual promise, which sets out our commitments to our volunteer mediators and our expectations in return, together with a mediator handbook and code of conduct. Any changes or revisions are provided as they happen. All of our 'active' mediators are offered one to one supervision with C.De Meyer or C.Haslam and these staff meet with the Service Manager and Case Manager to review progress and mediator engagement. Mediators are also offered training and development opportunities to build knowledge and service capacity.
- A Mediator Support Group (MSG) is facilitated twice a year by the Case Manager and Volunteers' Week is acknowledged and certificates issued to active volunteers. The AGM in June 2018 provided an opportunity for all our volunteers to be acknowledged, take part in the discussions and share lunch together. The Case Manager arranged the end of year celebration in December 2018 and this took place at Toto Loco in Ealing.



- Although we did not experience any major difficulties allocating cases in 2018/19 there can be times when allocation can take time and there is a core group of mediators who take on the majority of the casework. We are always open to applications from trained mediators and would welcome more interest from BAME applicants. We have made efforts to interview/provide role play assessment for up to four new mediators annually.
- All volunteer vacancies appear on the national Do-It website and with Ealing Volunteer Centre. Our Chair follows up any potential trustee leads and our Administrator and Service Manager deal with other volunteering enquiries.

6) Other Issues Of Note

a) Equal Opportunities

- We have an Equality & Diversity policy and continue to take practical steps to enable all clients to have equal access to our service by ensuring that clients have their disclosed special needs considered when we are offering and arranging mediation. We make use of suitable accessible meeting space at suitable times; internet translation tools and approved interpreters and continue to update our database to include our own staff/volunteer language skills. Although the demand for interpreters has decreased over time we continue to use the professional translation/interpretation service HFLS when required. All client and staff data is securely held and any equalities information produced is in an anonymous format in order to meet data protection and funder monitoring requirements.
- All our peer mediation in schools work is with primary school age pupils, with peer mediators usually being trained in years four and five (age 8-10), although this work has positive implications

for all pupils/staff from the chosen schools. Our work with The Challenge NCS involves working with local teenagers (age 15-17). As a tenant of Age UK (Ealing) they are aware of our services and ensure they are advertised to older residents

- Although access to our office is not disability friendly, and the planned lift at Greenford Community Centre is not likely to proceed in the short-term, we have liaised with our landlord Age UK (Ealing) about booking ground floor space for mediations and other meetings/events when necessary and they have been able to accommodate this with notice.
- We are well aware that conflict has an adverse effect on the mental wellbeing of many of our clients and not all clients have the capacity to engage in the mediation process. We always handle all such clients with due care and empathy.
- Equal opportunities data relating to clients 2018/19 is included in the appendix.

b) Voluntary Sector

- The Service Manager continues to attend the quarterly Ealing Community Network meetings and network via Ealing CVS. She and the Case Manager make use of the Ealing Volunteer Centre's Volunteer Managers Good Practice meetings where workload/topic permits.



STATISTICAL ANALYSIS

1. Enquiries, Cases & Clients

See section 2.a) of the report on 'work programme highlights & actions'. Of the 242 clients we assisted, 220 (90.1%) were from Ealing borough. All peer mediation and outreach work was within Ealing borough.

2. Equal Opportunities & Data Collection

Data collection has been a requirement in relation to our Council grant funding. We collate accurate figures in an anonymous format. We collect data, where disclosed, on gender, ethnicity, age, disability, tenure, borough/ward/postcode, and type of dispute. All such data is securely stored and is only published for statistical purposes.

In 2018/19, of the 242 clients in total, 239 (98.8 %) were willing to disclose gender, 60 (24.8%) were willing to disclose their age group, 93 (38.4%) were willing to disclose ethnicity, 60 (24.8%) were willing to disclose their disability/health status, and of 230 premises/households 89 (38.7%) were willing to disclose their tenure. *Full details are set out in Appendix 1.*

a) Gender

Of the 242 clients in total, 239 (98.8%) were willing to disclose their gender. Of these 239, 105 (43.9%) were male and 134 (56.1%) female.

There has been an on-going trend that we assist more female than male clients.

b) Age

Of the 242 clients in total, 60 (24.8%) were willing to disclose their age group. Of those 60, 23 (38.3%) were aged 65+ and 1 (1.7%) were 16-24.

Trends show that the majority of our clients fall into the 25-64 age bracket and of those who disclosed their age, 36 (60%) fell into that age range.

c) Ethnicity

Of the 242 clients in total, in analysing the ethnicity, 23 (9.5%) were White British, 70 (28.9%) were from BA&ME communities and 149 (61.6%) chose not to disclose any ethnicity. Of the 93 (38.4) which disclosed ethnicity, 24.7% were White British and 75.3% were from BA&ME communities.

Trends show that where clients disclose their ethnicity we are regularly assisting over 70% BA&ME clients.

d) Disability/III Health

Of the 242 clients in total, 60 (24.8%) were willing to disclose their disability/health status. Of those 60, 45 (75%) had a declared disability/debilitating health problem.

Trends show that where clients choose to declare we are regularly assisting over 40% with a declared disability/debilitating health problem.

e) Tenure

The 242 clients in total were spread across 230 separate premises/households. Of those 230, 89 (38.7%) were willing to disclose their tenure. Of those 89, 42 (47.2%) were public sector social housing – Council or housing association related – 28 (31.45%) owner occupiers, 12 (13.5%) from the landlord/private rented sector, 4 (4.5%) from commercial premises and 3 (3.35%) other.

Trends show that where clients disclose tenure we are regularly assisting over 40% living in public sector accommodation.

f) Location

Of the 242 clients in total we assisted we can report their location as follows:

Disclosed LBE – 169 (69.8%) of clients. Undisclosed LBE – 51 (21.1%) of clients. Other – 22 (9.1%) of clients.

Total number of known Ealing borough clients: 220 (90.9%). Ealing Common provided us with the most Ealing clients (15) and Norwood Green with the fewest (no clients).

g) Types of Dispute

In 2018/19, 58.1% of all enquiries related to aspects of anti-social behaviour (including 51% of all anti-social behaviour enquiries being noise related); 6.4% to property matters (including access and boundaries), 24.4% to family issues (including family communication) and 8.7% commercial/financial matters and 2.4% other issues.

With regard to cases, 85% related to aspects of anti-social behaviour with 41.7% of these being noise related.

Year on year, anti-social behavior, and particularly noise, are by far the most popular dispute issues to be referred to community mediation. Enquiries relating to family matters, where community mediation is unsuitable, are automatically assisted and signposted on to the closest Family Mediation centre. Enquiries relating to commercial matters, where community mediation is unsuitable, are automatically assisted and signposted on to the Civil Mediation Council.

3. Cases - End Stage Reached

In 2018/19 we closed off 87 cases. Of those 87 cases, involving 195 clients, the end staged reached was as follows:

1. Referrer assistance only or parties invited to mediation but no engagement by any party – 12 cases (13.8%)
2. Engaged with one/some parties only (other party/parties did not engage) – 31 cases (35.65%).
3. Engaged with all parties, no mediation necessary or mediation proceeds but was cancelled by party/parties – 27 cases (31%)
4. Engaged with two or more parties and case proceeds to shuttle mediation – 1 case (1.15%)
5. Engaged with two or more parties and case proceeds to joint mediation or SOC – 16 cases (18.4%).

We were able to engage with parties in 75 cases (86.2%) and 17 (22.7%) of these proceeded to a mediation or SOC.

4. Cases – Outcomes Achieved

Of those 87 cases, the outcomes achieved were as follows:

1. No resolution or further action possible or case withdrawn by referrer and awareness of mediation increased only – 12 cases (13.8%)
2. Assistance provided to one or more parties – 50 cases (57.5%)
3. Improvement reported – 5 cases (5.7%)
4. Some issues resolved – 2 cases (2.3%)
5. Agreement reached/SOC plan/all issues resolved – 18 cases (20.7%)

We were able to assist clients in 75 cases (86.2%). Of these 75 cases, in 50 (66.7%) we provided direct assistance to one or more parties and in 25 (33.3%) we achieved improvement/resolution.

There are several significant facts to mention here. The quality of referrals (particularly how long the dispute has been on-going before referral) and the willingness of clients to engage are always factors. New referrers often take time to identify cases best suited to mediation and referrers with more experience utilise mediation in several ways; to not only resolve disputes but to also assist to determine who genuinely wishes to seek resolution where enforcement is inappropriate. As a result, clients referred by agencies may tell their referral agency that they agree to mediation but, in reality, feel under duress to engage in the

process, are seeking other options, choose to decline our invitation to engage in the process or decide, once we are involved, to negotiate direct with the other party.

In the case of self-referrals, where the first party initiates the case, there is always potential for the second party (or even the first party where they feel they've pushed it too far) to withdraw or for the first party to try to use mediation as if it is a legal service. There are also a number of disputes where often the parties are referred to us too late or are seeking legal judgment or enforcement action from us, which is inappropriate, rather than problem solving in mediation.

In every case we always make a minimum of three contacts to the parties to encourage them to engage in the process and, where one party is willing, we will automatically call the other if we have a number and they have not responded to written communication, although in some cases contact numbers are not always available to us. Where one party has shown a keen interest to resolve matters and the other has declined then we have offered the opportunity of a SOC as part of our pilot.

5. Cases - Ancillary Outcomes Achieved

Of those 87 cases the ancillary outcomes achieved were as follows:

1. No ancillary outcomes recorded – 10 cases (11.5%)
2. Referrer gained new insight – 5 cases (5.75%)
3. One or more parties felt listened to and/or able to cope better – 64 cases (73.55%)
4. Better communication/understanding reported – 8 cases (9.2%)

We were able to achieve positive ancillary outcomes in 77 cases (88.5%).

Where parties engaged, time was taken to explain the structure of the process and its benefits and how to engage further in the process. Time and care were taken to allow clients to be listened to, to vent their feelings and explore their options.

6. Appointments

This year we have organised 73 mediation appointments of which 15 were unfortunately cancelled or no shows by parties, despite the appointments being arranged to suit clients' known availability and the introduction of reminder text messages. One was cancelled by EMS due to risk assessment factors. In addition, we also organised 124 telephone appointments for clients mainly with the Case Manager.

7. Client & Referrer Feedback

In 2018/19, we received back questionnaires with feedback from 31 clients and 30 referrers - 61 in total - received. Of these 61, 59 completed the question relevant to ASB levels and 58 completed the question relevant to quality of life.

Of those 59, 53 (90%) positively indicated that community mediation aids the reduction of ASB levels and of those 58, 58 (100%) positively indicated that it improves (or potentially improves) the overall quality of life for residents. The questionnaires have all been read and analysed and feedback is set out in appendix 2, which also includes quotes/comments received.

In addition, we undertook face to face questionnaires with 47 random members of the public across two days in W3, W5, W13 & UB5. Of those 47, 44 (93.6%) felt that having the service available in the borough could help to reduce ASB levels and 46 (97.9%) felt it improves overall quality of life for residents.

We received no new formal complaints from clients in 2018/19. One former complainant contacted the Service Manager again and this was responded to by the Chair on behalf of the Board.

APPENDIX 1 - EQUAL OPPORTUNITIES & STATISTICAL DATA 2018/19

Based on 242 clients in 230 households/premises

GENDER

| | |
|-------------|-----|
| Male | 105 |
| Female | 134 |
| Undisclosed | 3 |

AGE

| | |
|-------------|-----|
| Under 16 | 0 |
| 16-24 | 1 |
| 25-44 | 10 |
| 45-64 | 26 |
| 65-74 | 10 |
| 75+ | 13 |
| Undisclosed | 182 |

ETHNICITY

| | |
|-------------------------|-----|
| Asian British | 0 |
| Asian - Indian | 6 |
| Asian - Sri Lankan | 0 |
| Asian - Other | 5 |
| Asian - Unspecified | 10 |
| Black British | 0 |
| Black Caribbean | 5 |
| Black African | 3 |
| Black - Somali | 1 |
| Black - Other | 1 |
| Black - Unspecified | 4 |
| Middle Eastern | 4 |
| Middle Eastern - Syrian | 0 |
| Mixed - White/Caribbean | 0 |
| Mixed - Other | 1 |
| Mixed Unspecified | 0 |
| White British | 23 |
| White - Irish | 4 |
| White - Polish | 4 |
| White - Other European | 3 |
| White - Other | 3 |
| White - Unspecified | 3 |
| Unspecified BA&ME | 13 |
| Undisclosed | 149 |

TENURE

| | |
|-------------------------|-----|
| Council | 15 |
| RSL | 27 |
| Owner/occupier | 28 |
| Private renter/landlord | 12 |
| Commercial | 4 |
| Other | 3 |
| Undisclosed | 141 |

AREA

| | |
|---------------------|----|
| Acton Central | 11 |
| Cleveland | 8 |
| Dormers Wells | 8 |
| Ealing B'Way | 8 |
| Ealing Common | 15 |
| East Acton | 1 |
| Elthorne | 10 |
| Greenford B'Way | 1 |
| Greenford Green | 4 |
| Hanger Hill | 6 |
| Hobbayne | 14 |
| Lady Margaret | 8 |
| North Greenford | 8 |
| Northfield | 10 |
| Northolt Mandeville | 5 |
| Northolt West End | 7 |
| Norwood Green | 0 |
| Perivale | 5 |
| South Acton | 12 |
| Southall B'Way | 4 |
| Southall Green | 4 |
| Southfield | 7 |
| Walpole | 3 |
| Other LBE related | 0 |
| Undisclosed LBE | 51 |
| Other | 22 |

DISABILITY/HEALTH

| | |
|----------------------|-----|
| Disabled/poor health | 26 |
| None | 15 |
| Undisclosed | 201 |

APPENDIX 2

A) CUSTOMER FEEDBACK 2018/19 – Based on questionnaires received representing 41 clients

| QUESTION | FEEDBACK | OTHER COMMENTS |
|--|--|--|
| 1. How helpful did you find our Service? | Very helpful - 30 (73.2%) Helpful - 11 (26.8%) | Helpful or better in 100% of responses. |
| 2. Were you properly informed about case progress? | Yes - 41 (100%) | On respondent ticked both Yes & No but there was nothing on the case file to suggest they had not been kept informed |
| 3. Did you feel it beneficial to engage with our office staff and/or mediators? | Yes - 41 (100%) | Yes in 100% of responses. |
| 4. Did you gain any personal benefits from using our Service? | 40 completed this question Yes - 40 (100%) | 100% of responses reported at least one benefit, 44% reported three or more benefits |
| 5. Would you use our Service again/recommend it to others? | Yes - 41 (100%) | No negative comments received |
| 6. Do you feel that having the option of community mediation available: a) helps to reduce anti-social behavior levels? b) helps to improve overall quality of life for residents? | 40 completed question (a) and 34 completed question (b) Yes - 37 (92.5%) No - 3 (7.5%) Yes - 34 (100%) No - 0 (0%) | Our target for both (a) and (b) was 80% so we met both targets. |

B) REFERRER FEEDBACK 2018/19 – Based on questionnaires received representing 6 separate referral agencies (Council, police & RSLs)

| QUESTION | FEEDBACK | OTHER COMMENTS |
|--|---|---|
| 1. How helpful did you find our Service? | Very helpful - 6 (100%) | Helpful or better in 100% of responses. |
| 2. Were you properly informed about case progress? | Yes - 6 (100%) | No negative comments received |
| 3. Did you feel it beneficial to engage with our office staff? | 5 completed this question Yes - 5 (100%) | No negative comments received |
| 4. What benefits have been achieved by making this referral? | One or more - 6 (100%) | 100% reported at least one benefit and 66.70% reported three or more benefits |
| 5. Would you use our Service again/recommend it to others? | Yes – 6 (100%) | No negative comments received |

| | | |
|---|--|---|
| 6. Do you feel that having the option of community mediation available: a) helps to reduce anti-social behavior levels? b) helps to improve overall quality of life for residents? | a) Yes – 4 (80%) No – 1(20%) b) Yes – 5 (100%) | Our target for both (a) and (b) was 80% so we met both targets. |
|---|--|---|

C) ADDITIONAL FEEDBACK 2018/19 - From 24 partners at Mediation Awareness Workshops

| QUESTION | FEEDBACK | OTHER COMMENTS |
|---|---|--|
| Having received mediation awareness training do you feel that having the option of community mediation available: a) helps to reduce anti-social behavior levels? b) helps to improve overall quality of life for residents? | 23 completed question (a) and 24 completed question (b) a) Yes – 22 (91.7%) No – 2 (8.3%) b) Yes - 24 (100%) | All participants indicated that they could see positive benefits of having the service available |

D) QUOTES FROM CLIENTS, REFERRERS AND PARTNERS 2018/19 – Taken from feedback questionnaires and emails

Clients

“I think this is a very good service but unfortunately the neighbour did not engage and turned down mediation twice. The Case Manager at EMS was very good and had a sympathetic listening ear. Would recommend this organisation to anyone. It was good, letters answered quickly, phone calls returned next day, very efficient staff”

“It was a shame the other party chose not to engage with the process but it was useful speaking to EMS”

“I always find the mediation service of great value, even if we do not get to the mediation stage of process. If anything it makes the party concerned more aware of the issues raised by myself and the seriousness of my intentions. In my case the main problems have been greatly alleviated, let's hope it's long term!”

“Being able to talk to an impartial mediator had a great positive effect during our dispute with our neighbours. I would recommend this service to anyone suffering from a breakdown in communication with their neighbours”

“The Service provided by EMS was excellent”

“I feel happy with the attempts to mediate.....on Solutions Orientated Conversations I found them useful.....people were very nice and professional”

“Thank you so much for listening to my story/feelings over the telephone. It helped get my feelings out and reduced the stress. I think this is a useful Service for residents in Ealing”

“EMS is an excellent, important and valued service. If both parties in a dispute are at fault a compromise can be reached”

“Other party did not wish to participate. However, I felt considerably better minded after long call with the Case Manager. She proved to be an excellent communicator with an excellent balance of empathy, listening, practicality skills and being easy to talk to”

“An essential service”

“Good service, however, could not resolve the issues and these will be decided by legal team. I hoped that EMS had more legislative powers to act”

“I think the mediators and office staff were helpful.....your help and input was very much appreciated”

“I would like you to know I have been delighted by all aspects of your service as well as the kindness and generosity with which you have assisted me. Thank you. Your sincerity, commitment to listening and understand as well as your fidelity to the truth and principles of your practice were a source of assurance, strength and pride”

Referrers

“I would definitely consider using this service again as it gives the police another option when dealing with ASB issues that are more of a civil matter”

“Possibly saves time and money but residents do not appreciate the funding involved”

“Many thanks for your help and professionalism”

“Quickly getting back to me by email, substantial update when necessary. Mediation is always a positive method of intervention, when considering alternatives.....I believe in mediation and will continue to promote it and make referrals”

Referrers at Service Manager’s mediation awareness workshops

“Trainer was very good at keeping us engaged”

“Most enjoyable was the interaction with the trainer”

“Most enjoyable was the trainer’s delivery and being able to ask questions”

“Always helpful to have access to this training”

“All of it very useful, very interesting thank you”