# City of London Corporation Committee Report

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| **Committee(s):**<br>Member Development & Standards Sub-Committee – For discussion | **Dated:**<br>15/10/26 |
| **Subject:**<br>Members' Learning and Development Update | **Public report:**<br><br>For Discussion |
| **This proposal:**<br>• **delivers Corporate Plan 2024-29 outcomes**<br>• **provides business enabling functions** | Diverse Engaged Communities |
| **Does this proposal require extra revenue and/or capital spending?** | No |
| **If so, how much?** | N/A |
| **What is the source of Funding?** | N/A |
| **Has this Funding Source been agreed with the Chamberlain's Department?** | N/A |
| **Report of:** | Town Clerk and Chief Executive |
| **Report author:** | Isaac Thomas, Town Clerk's Department |

## Summary

This report provides the Member Development and Standards Sub-Committee with an update on the rolling themes within the 2026/27 Member Learning and Development Programme, including the modules and learning opportunities offered to date. It also invites Members to suggest topics and modules for future delivery and provides an update on recent developments to the Members' Portal.

## Recommendations

Members are asked to:

- Note the update on the modules and learning opportunities provided to date; and
- Provide a steer on upcoming rolling programme themes and other training opportunities.

# Main Report

## Background

1. The Member Learning and Development Strategy 2025–2029, approved on 9 December 2025, established a rolling programme of development opportunities organised around quarterly themes.

2. The agreed themes for 2026/27 are:

| Quarter | Period | Theme/Focus |
|---|---|---|
| Q1 | April–June 2026 | Equality, Diversity and Inclusion |
| Q2 | July–September 2026 | Leadership Skills |
| Q3 | October–December 2026 | Health, Safety & Wellbeing |
| Q4 | January–March 2027 | Data and Information |

3. In addition to the quarterly themed programme, a number of ad hoc training opportunities have been provided to Members and are also covered in this report.

### Quarter 1: Equity, Equality, Diversity and Inclusion (April-June 2026)

4. The quarterly theme delivered between April and June 2026 focused on Equity, Equality, Diversity and Inclusion (EEDI). The programme comprised three all-Member sessions offered in a hybrid format:

   - **Members and Legal EEDI Obligations**, covering the Members' Code of Conduct, discrimination and the Equality Act 2010, the Public Sector Equality Duty and relevant legislative developments;

   - **Managing Bias with Cultural Intelligence**, covering how bias can form and operate and how Cultural Intelligence can help manage bias; and

   - **Engaging with Businesses and Workers in Your Ward**, providing an overview of the City Belonging Project and the City Corporation's worker engagement initiative.

5. More detailed attendance information and feedback from the sessions are provided at Appendix 1. Session materials and recordings, where possible, have also been made available through the Member Learning and Development section of the Members' Portal.

6. Feedback and lessons from the quarter will be used to develop and tailor the next EEDI-themed programme, scheduled for April to June 2027. Members are invited to provide any further insight, including requests for particular EEDI-related subjects or types of learning that they would find beneficial when this subject is revisited next year.

7. In designing the above modules, a significant steer from the EEDI Sub-Committee was that EEDI considerations should be embedded across the wider Member Learning and Development Programme rather than addressed solely

through the dedicated quarterly theme. Accordingly, the Member Development and Standards Sub-Committee were invited to apply an EEDI lens to all learning opportunities, including consideration of accessibility, equality of access, inclusive content and delivery, and the differing needs of Members and the communities they represent.

8. A report considered by the EEDI Sub-Committee on 30 September 2026 titled 'Member Training and Development Progress Update' is attached as a background paper, for this Sub-Committee's reference. The report reviews participation and feedback from the three all-Member sessions and considers lessons and potential priorities to take forward in future Member EEDI learning and development.

9. A short note on the discussion held at EEDI Sub-Committee on 30 September in relation to Member Learning and Development, is provided below:

   - Members discussed Diversity Networks and initiatives, providing the suggestion that relevant information and links to resources could be added to the Members' Portal.
   - The Committee discussed the effectiveness of in-person versus hybrid training, with a view that face-to-face sessions can be particularly valuable when covering sensitive EEDI topics. Concerns were raised about low attendance and how to encourage greater participation in voluntary training.
   - Members considered the challenge of ensuring that training reaches those who would most benefit from it, particularly decision-makers, and reflected on how to increase engagement with important but non-mandatory learning opportunities.
   - It was noted that the EEDI training attendance compared favourably with some other Member training.
   - Alternative learning formats were discussed, including the use of podcasts and other flexible, on-demand resources which Members could engage with at a time convenient to them. While these formats may improve accessibility, it was observed that they do not always provide the same opportunities for discussion and reflection as in-person sessions.
   - Members agreed on the importance of clearly communicating the purpose and benefits of training, helping Members understand what they will gain from attending and improving take-up.
   - Members discussed e-learning and how the use of certificates can encourage participation.
   - Concerns were raised about the volume of invitations and briefings received by Members. It was suggested that officers should continue to review proposed training and briefing activity, clearly indicating what is essential, recommended, or optional, to help Members prioritise their time effectively.

**Quarter 2: Leadership Skills (July-September 2026)**

10. The quarterly theme for July to September 2026 was 'Leadership Skills'. In liaison with the City Corporation's Human Resources Learning & Organisational

Development team, the following short e-learning modules were identified and promoted to Members:

| Module | Format | Duration | What the module covers |
|---|---|---|---|
| Managing Conflict | Online | 30 minutes | Explains how to manage workplace conflict effectively and professionally, avoid friction and damage to team spirit, diagnose causes of conflict, resolve disagreements and restore unity. It also considers how well-managed conflict can support growth and innovation. |
| Handling Questions | Online | 18 minutes | Explores how questions can help tailor a presentation to an audience's needs. Covers encouraging questions, preparing for them and responding effectively and confidently. |
| Having Difficult Conversations | Online | 30 minutes | Explores how to approach challenging conversations with confidence and clarity, understand what makes them difficult, use practical strategies, communicate clearly and listen actively. It also covers overcoming challenges, offering support and keeping discussions productive. |
| Effective Delegation | Online | 30 minutes | Covers how to hand over responsibility for a task while ensuring the person receiving it is set up to succeed. It aims to help learners use their time effectively and empower others to take on additional responsibilities and opportunities with confidence. |
| Communicating to Influence | Online | 30 minutes | Covers listening and questioning skills, understanding body language, building rapport and trust, and communicating messages clearly to influence others. |
| Change Management: Dealing with Change | Online | 15 minutes | Supports individuals to become more comfortable and confident with organisational change, play a positive role in implementing and supporting change, and make the most of opportunities arising from it. |
| Change Management: Change Leadership | Online | 30 minutes | Builds on the principles of dealing positively with change and focuses on the skills and confidence needed to lead others through change initiatives. |
| Achieving Objectives and Delivering Results | Online | 12 minutes | Explains the difference between objectives and goals, introduces SMART objectives and explores how to use them effectively. |

11. The modules provided flexible development opportunities across conflict management, handling questions and challenging conversations, delegation, influencing, organisational change and objective-setting.

12. Alongside the e-learning modules, Members were signposted to the presentation and recording from the ‘Chairing City Corporation Committees’ training delivered on 27 November 2025 by the Deputy Town Clerk and Assistant Town Clerk. These resources were also added to the dedicated Leadership Skills page on the Members’ Portal.

13. The session was designed for current and aspiring Chairs and focused on the responsibilities and expectations associated with chairing City Corporation committees. It covered:

    - the Chair’s role within the City Corporation’s governance arrangements;
    - routes to becoming a Chair and developing relevant experience;
    - agenda planning, work programmes, report commissioning and callovers;
    - managing meetings, debate and procedural requirements;
    - delegated decisions, briefings and liaison with officers between meetings;
    - presenting committee business and responding to questions at the Court of Common Council; and
    - time commitments, external responsibilities, succession planning and effective handovers.

14. A dedicated Leadership Skills page was created on the Members’ Portal, bringing together the available e-learning modules, recordings, presentations, guidance and supporting resources in one accessible location.

15. Relevant Local Government Association training materials and webpages for committee Chairs were also circulated and added to the Members’ Portal. Together, these resources provide Members with continuing access to practical guidance on the responsibilities associated with chairing committees.

16. Due to capacity constraints, it was not possible to provide tailored, in-person sessions as part of the Leadership Skills quarter in 2026/27. However, we are pleased to report that a new PA and Member Services Officer was successfully recruited and joined the team in September 2026. This additional resource will provide valuable capacity to support the coordination, promotion and delivery of Member Learning and Development activities, helping to ensure that future learning opportunities are increasingly tailored to Members' needs and interests.

17. The previous modules delivered in 2023/24 under the Leadership Skills Quarter are summarised at Appendix 2 for your reference. Members are invited to review these previous learning opportunities and provide feedback on their value and relevance, including whether any of the sessions should be repeated or refreshed in 2027, and to suggest any additional subjects, skills, or delivery formats they would like to see incorporated into the Leadership Skills theme for 2027/28.

**Ad-Hoc Training**

18. Since the last meeting of this Sub-Committee, several ad-hoc training opportunities have been provided:

**Emergency Planning and Major Incident Planning (July 2026)**

19. A hybrid all-Member training session on Emergency Planning and Major Incident Planning was delivered on 2 July 2026 and was attended by 18 Members (2 in person and 14 online).

20. While a recording of the session was not circulated due to the ever-changing nature of Major Incident Planning and the risk of outdated information being relied upon, the City of London Risk Register and other documents were shared with Members and added to the Members' Portal.

21. The aim of the session was to equip Members with the knowledge to help the City of London prepare for and respond to emergencies. The learning outcomes were to enable Members to:

    - explain the threats and hazards facing the Square Mile;
    - understand how the City Corporation prepares for and responds to emergencies;
    - support communities as Members during an emergency; and
    - interact effectively with City Corporation response structures.

**Digital Services All-Member Session: Microsoft CoPilot**

22. A learning session entitled "Microsoft Copilot: Tips and General Use 101" was delivered on behalf of the Chairman of Digital Services Committee on 23 July 2026 by Ashlee Barnard, Head of Digital Solutions. This session was in-person only and was attended by 13 Members.

23. The session provided a practical introduction to Microsoft Copilot and demonstrated how it could support everyday tasks across Microsoft 365. Content included key features, useful prompts and examples of how Copilot could support productivity, save time and assist Members in working with information. Time was also provided for questions on specific use cases.

24. The session was suitable both for Members new to Copilot and those who had begun using it.

25. Further dedicated CoPilot session are due to be delivered as part of the pilot scheme.

**Proactive Personal Security Briefings for Elected Members**

26. The City of London Police delivered a series of proactive personal security briefings for elected Members on 28 July, 4 August, 11 August and 18 August 2026. Delivered by a Counter Terrorism Security Adviser via Microsoft Teams, the sessions were designed to raise awareness of the evolving threats faced by those serving in public office and to provide practical guidance on personal security, vigilance and protective security measures. The briefings were offered proactively, rather than in response to any specific threat, and were overseen through established CONTEST governance arrangements.

27. Members were provided with practical advice and signposted to a range of national resources, including ProtectUK guidance, Cyber Griffin, National Cyber Security Centre materials, personal security guidance for councillors, and the Local Government Association's Seven Principles for Safer Canvassing.

28. The sessions align with the proposed Quarter 3: Health, Safety and Wellbeing theme and provide a useful foundation for future learning opportunities relating to personal safety, lone working, online intimidation, canvassing, constituency engagement and other Member-facing security considerations.

**Current Position**

**Proposals for Quarter 3: Health, Safety and Wellbeing (October-December 2026):**

29. The Quarter 3 Health, Safety and Wellbeing theme will run from October to December 2026.

30. Members are invited to provide feedback on the proposed sessions set out below, including their relevance and suitability, and to suggest any additional topics, learning opportunities or delivery formats that they would like to see incorporated within this theme.

**Preventing Harassment Training (SAP e-learning module)**

- Date: Available to complete at any time
- Format: SAP e-module
- Presenter: N/A
- Recorded: No
- Cost: Free (in-house)
- Content: Responsibilities for preventing bullying, harassment and sexual harassment, fostering a positive culture, recognising warning signs, responding to concerns, supporting individuals and managing workplace risks. This is a new module that has recently been developed by the Learning & Organisational Development Team.

**Further E-Modules available in-house**

- Date: To be confirmed
- Format: E-learning
- Presenter: N/A
- Recorded: No
- Cost: Free (in-house)
- Content: Available modules include: mindfulness, stress awareness, avoiding burnout, .

**In-House Health, Safety and Wellbeing Training Session**

- Date: November 2026 (TBC)

- Format: Hybrid (Committee Rooms/Teams)
- Presenter: Learning and Organisational Development Team and Health and Safety Director
- Recorded: Yes
- Cost: Free (in-house)
- Proposed Content (TBC and subject to feedback):
  - Wellbeing support available to Members.
  - The City Corporation's People Strategy and wellbeing priorities.
  - Health and safety at the City Corporation and Members' role and responsibilities.
  - Personal safety and safe working practices.
  - Resilience, stress management and maintaining a healthy workload balance.
  - Promoting a positive, respectful and inclusive Member/committee culture.

**In-House Police Safety Session**

- Date: To be confirmed
- Format: Hybrid (Committee Rooms/Teams)
- Presenter: City of London Police Authority
- Recorded: Yes
- Cost: Free (in-house)
- Proposed content: Practical personal safety and security guidance for Members.

**Staying Safe in Person as a Councillor**

- Date: 4 November 2026, 2.00pm-3.30pm
- Format: Microsoft Teams
- Presenter: Local Government Association
- Recorded: No (slides provided)
- Cost: Free
- Content: This event, funded by Government, has been specially devised for councillors who want to improve their awareness of personal safety, either because they are new to the role or want to refresh their knowledge and procedures. Built specifically around the unique role of the elected member, the session will centre on practical advice and guidance. Included within the webinar is advice on surgeries, canvassing, home visits, lone working, public meetings and de-escalation.

**Staying Safe Online as a Councillor**

- Date: 18 November 2026, 2.00pm-3.30pm
- Format: Microsoft Teams
- Presenter: Local Government Association
- Recorded: No (slides provided)
- Cost: Free
- Content: This event, funded by Government, has been specially devised for councillors who want to improve their awareness of

handling threats and harassment online and how to engage safely in the digital world. Built specifically around the unique role of the elected member, the session will centre on practical advice and guidance. Included within the webinar is advice on moderation tools, settings, techniques for handling harassment, de-escalation and reporting channels.

**Councillor Confidence: Building Self-Belief Beyond the Mask**

- Date: 10 December 2026, 1.00pm-2.30pm
- Format: Microsoft Teams
- Presenter: Local Government Association
- Recorded: No (slides provided)
- Cost: Free
- Content: Building confidence, resilience and self-awareness, managing self-doubt, developing practical coping techniques and strengthening personal effectiveness in the Member role.

31. **Invitation to Health and Wellbeing Board – 18 November 2026**
Following positive feedback on the Suicide Prevention session delivered as part of the 2025 Member Induction Programme, the Chair of the Health and Wellbeing Board has extended an invitation to all Members of the Court to attend the upcoming Health and Wellbeing Board on 18 November 2026, which will include an update on suicide prevention. This is intended to provide Members with a useful introduction to the subject, with the potential for further Member-focused training and resources to be developed thereafter.

32. Appendix 2 sets out the learning opportunities provided under this theme in previous years, and Members are invited to comment on whether any of these should be repeated or refreshed.

33. Previous Local Government Association health, safety and wellbeing resources have also been added to the Members' Portal, providing Members with continuing access to relevant guidance and learning materials.

**Quarter 4 -Data and Information (January–March 2027)**

34. Members are invited to discuss topics that could be incorporated into Quarter 4 - Data and Information (January–March 2027), to help ensure that future learning and development opportunities remain relevant, timely and responsive to Members' needs.

**Options**

35. Members are asked to provide a steer on the recommended learning modules going forward.

**Proposals**

36. It is proposed that officers proceed with the development and coordination of the Quarter 3 Health, Safety and Wellbeing programme, taking account of the Sub-Committee's feedback on the proposed content, priorities and delivery methods. The programme would combine internally delivered sessions, external learning opportunities and self-directed resources.

37. Feedback from the Sub-Committee, participating Members and relevant service areas will inform future iterations of the rolling programme

**Key Data**

38. Attendance information, participation data and Member feedback and lessons are provided at Appendix 1.

**Corporate & Strategic Implications**

**Strategic implications** – The proposals support the Corporate Plan 2024–2029 outcome of Diverse Engaged Communities by helping Members develop the knowledge, skills and confidence required to undertake their civic, representative and governance responsibilities effectively. The rolling programme also supports continuous Member development and access to relevant, timely and inclusive learning opportunities.

**Financial implications** - There are no direct financial implications arising from this report. The proposed internal and external sessions are currently expected to be provided without additional cost.

**Resource implications** - Coordination and promotion of the programme will be undertaken within existing resources. The appointment of the new PA and Member Services Officer provides additional capacity to support the coordination and delivery of Member learning opportunities.

**Legal implications** - There are no direct legal implications arising from the proposals in this report.

**Risk implications** - There are no direct risk implications arising from the proposals in this report.

**Equalities implications** – There are no direct equalities implications arising from the proposals in this report.

**Climate implications** - There are no direct climate implications arising from the proposals in this report.

**Security implications** – There are no direct security implications arising from the proposals in this report.

**Conclusion**

39. This report has provided the Member Development & Standards Sub-Committee with an update on the rolling themes within the 2026/27 Member Learning and Development Programme.

40. Members are invited to provide feedback on the proposed programme, identify any additional development priorities, and offer a steer on future learning

opportunities to help shape the continued development of the Member Learning and Development Programme and the Members' Portal.

**Background Papers**

- Report to EEDI Sub-Committee, 30 September 2026: Member Training and Development Progress Update

**Appendices**

- Appendix 1 – Summary of feedback
- Appendix 2 – Table of training provided under rolling themes in 2023-24

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# Summary of feedback to training sessions

**Appendix 1**

**Accessing Your Committee Papers Training (29 May and 1 June 2026)**
**Summary of Feedback for Member Development & Standards Sub-Committee**

Feedback forms submitted by three respondents indicated that the training was generally well received and provided practical support in helping Members access and navigate their committee papers.

Key data:

- Two-thirds of respondents rated the session as *very helpful* and one-third as *somewhat helpful*, with no neutral or negative responses recorded.
- The session was particularly valued for resolving individual access issues, introducing the Modern.Gov system, and supporting Members to set up access on personal devices.
- Most respondents reported feeling better equipped to carry out their role following the session, particularly in relation to accessing committee papers more efficiently. However, one response indicated that confidence in fully utilising the system would depend on continued access and ongoing use.
- Confidence levels were mixed, with respondents evenly split between *very confident*, *confident*, and *unconfident*, suggesting that while the session was helpful, some Members may require further support to embed their learning.
- There was clear support for offering the training again. Respondents suggested that future sessions could be refined to improve clarity of demonstrations and would benefit from being offered as refresher sessions, particularly to support Members experiencing ongoing or future access issues.
- Suggestions for further development included follow-up engagement (for example, checking in after several months to assess progress), additional training sessions as required, and broader digital development opportunities, including learning on emerging tools such as artificial intelligence.
- Additional feedback highlighted the value of one-to-one support alongside group sessions.
- Overall, the feedback indicates that the training was effective in addressing immediate access needs and supporting digital capability, with further opportunities to provide ongoing support to Members.

**Responses:**

**1. Overall, how helpful did you find this training session?**

- Very helpful (2 responses)
- Somewhat helpful (1 response)
- No neutral or negative responses recorded

**2. What aspects of the session were most and least effective, and why?**

- Helpful in resolving individual access issues.
- Supported initial setup and introduction to the Modern.Gov system.

- Demonstrated system capabilities effectively.
- Some difficulty noted with the clarity and pace of the app demonstration.

**3. Following this training, do you feel better equipped to fulfil your responsibilities as a Member?**

- Most respondents felt better equipped.
- Improved ability to access committee papers more efficiently.
- One respondent noted that effectiveness depends on continued successful access and use of the system.

**4. How confident do you feel in applying what you have learned?**

- Very confident (1 response)
- Confident (1 response)
- Unconfident (1 response)
- Mixed confidence levels, indicating a need for further support for some Members.

**5. Should this training be offered again in the future?**

- All respondents supported offering the training again.
- Suggestions included refresher sessions and improvements to delivery based on feedback.

**6. Do you have any suggestions for further learning or development arising from this session?**

- Follow-up sessions to review progress after implementation (e.g. after several months).
- Additional training where required.
- Interest in wider digital development, including AI-related sessions.

**7. Are there any additional comments, observations, or suggestions?**

- One-to-one support was highlighted as particularly valuable.

**Members' Equalities Law Training (1 June 2026)**

**Summary of Feedback for Member Development & Standards Sub-Committee**

- Feedback received from six respondents indicated that the training session was well received and broadly effective in supporting Members' understanding of equalities law and their associated responsibilities.
- Overall, all respondents rated the session positively, with no negative feedback recorded. The training was described as clear, well-structured, and appropriately pitched, with several respondents noting that it served as a useful refresher. The legal context and practical framing were particularly valued, contributing to increased reassurance and awareness among Members.

- In terms of the training's delivery, the pace, format, and presentation style were generally regarded as effective. However, some respondents suggested that the session could be enhanced by incorporating a greater variety of delivery methods, including the use of multiple presenters, and allowing more time for discussion of complex issues. There was also interest in incorporating case studies to further illustrate practical challenges and support application of the material.
- Confidence in applying the learning was generally high, although several respondents noted the value of ongoing reinforcement to embed learning over time.
- There was strong support for repeating the training in future. Suggestions included offering the session on a regular basis, with some respondents advocating that it be made mandatory to ensure consistent understanding across the membership. It was also noted that attendance can be self-selecting, with those most engaged more likely to participate.
- Respondents identified several opportunities to build on the session, including refresher training, additional legal content, and more time for discussion.

**Responses:**

**1. Overall, how helpful did you find this training session?**

- The training session was perceived as helpful, with 80% rating it as 'Very helpful' and the remaining 20% as 'Somewhat helpful'.

**2. What aspects of the session were most and least effective, and why?**

- Delivery was generally described as clear, well-paced, and well-presented.
- Content was considered thorough and useful, particularly as a refresher.
- The legal background and practical context were valued.
- Suggestions for improvement included:
    - Having more than one presenter to vary delivery style.
    - Allowing more time for discussion and exploration of complex topics (session was only an hour).
    - Including additional opportunities for interaction.

**3. Following this training, do you feel better equipped to fulfil your responsibilities as a Member?**

- Most respondents reported feeling better equipped or reassured in their role.
- The session improved awareness, confidence, and understanding of equality law and responsibilities.
- Some noted the content was useful but would benefit from:
    - A concise reminder or reference document.
    - Regular refreshers to reinforce learning.

**4. How confident do you feel in applying what you have learned?**

- Confidence levels were generally positive, with 60% feeling 'Very confident' and 40% 'Confident'.
- Some respondents indicated a need for reinforcement to build further confidence over time.

**5. Should this training be offered again in the future?**

- Strong support for repeating the training.
- Several respondents suggested:
    - Making the session mandatory on a regular basis (e.g. annually).
    - Increasing attendance and encouraging wider participation.
- Recognition that those who attend may already be more engaged than those who do not.

**6. Do you have any suggestions for further learning or development arising from this session?**

- Suggested areas for further development included:
    - Refresher sessions and follow-up workshops.
    - Additional time for discussion and case-based learning.
    - Further legal content and clarification of roles and responsibilities.
    - Guidance on communication, including appropriate language and tone.

**7. Are there any additional comments, observations, or suggestions?**

- Most respondents provided no additional comments.
- One response expressed appreciation to organisers and presenters.

**Member Training on Bias (9 June 2026)**

**Summary of Feedback for Member Development & Standards Sub-Committee**

- Feedback from four respondents indicates a mixed but generally positive view of the training session.
- The facilitators were broadly well received, with most respondents agreeing that they were knowledgeable and engaging. The session was also considered valuable in supporting understanding of cultural intelligence, where the majority of responses were positive.
- However, feedback on the session's impact on understanding of bias was more mixed, with responses spread across positive, neutral, and negative ratings.
- Qualitative feedback highlighted strengths in the overall concept and messaging, However, several areas for improvement were identified. Respondents noted that the content could be more concise and better tailored to Members' needs.
- Suggestions for improvement included reducing reliance on text-heavy slides and ensuring clearer articulation of session objectives. There was also a view that

stronger use of evidence and practical application would enhance the session's impact.
- Respondents also indicated that the training was worthwhile and should be delivered on a recurring basis.
- Overall, the feedback suggests that while the session addressed an important and valued topic, there is scope to strengthen delivery in the next round to maximise its effectiveness for Members.

**Responses:**

**1. The facilitators were knowledgeable and engaging**

- Strongly agree (1)
- Agree (2)
- Neutral (1)
- Overall positive perception of facilitators

**2. The session improved my understanding of bias**

- Strongly agree (1)
- Agree (1)
- Neutral (1)
- Disagree (1)
- Mixed views, indicating inconsistency in learning outcomes

**3. The session improved my understanding of Cultural Intelligence**

- Strongly agree (1)
- Agree (2)
- Neutral (1)
- No negative responses recorded
- Generally positive impact on understanding

4**. What could be improved?**

- Content could be more concise and less wordy.
- Need for clearer responses to Member questions.

5**. What was the most valuable content?**

- Explanation and promotion of cultural intelligence concepts.
- Recognition and acceptance of difference.
- Opportunity for discussion and reflection.

6**. What was the least valuable content?**

- Overly simplistic visuals.
- Slides containing too much text.
- Desire for more detailed and substantive content.

7**. Any other thoughts or feedback?**

- Suggestion that the session should be delivered regularly (e.g. annually).

**Engaging with Businesses and Workers in your Ward (16 June 2026)**

**Summary of Feedback for Member Development & Standards Sub-Committee**

- Three Members provided feedback. Overall, the responses were positive, with two rating the session “Very helpful” and one rating it “Somewhat helpful.”
- Respondents particularly valued the practical ideas, useful information and opportunities for interaction, including advice on engaging businesses, non-voting workers and residents.
- All three respondents supported offering the training again, although suggested frequencies varied between six-monthly, annually and more generally in future.
- Two respondents felt better equipped to fulfil their responsibilities following the training, while one felt their preparedness was broadly unchanged.
- A recurring practical request was for Members to receive the presentation slides and reusable tools or materials following the session.
- As the findings are based on three responses, they provide helpful qualitative feedback but should be treated as indicative rather than representative of all attendees.

1. **How helpful did you find the training session?**

    - Two respondents found the session very helpful, while one found it somewhat helpful.

2. **What aspects were most and least effective, and why?**

    - The most effective elements included information about City Belonging, practical ideas for engaging businesses and workers, and reassurance that Members across different wards faced similar engagement challenges.
    - The balance between information, inspiration and interaction was positively received.

3. **Do you feel better equipped to fulfil your responsibilities as a Member?**

    - Two respondents said the session had better equipped them, particularly by providing practical ideas and highlighting opportunities to work more closely with the City Belonging team.
    - One respondent felt approximately as equipped as before.

4. **How confident do you feel in applying what you learned?**

    - Two respondents reported feeling very confident, while one felt confident.

5. **Should this training be offered again?**

    - All three respondents supported offering the session again.

6. **Suggestions for further learning:**

    - Suggested approaches included a quarterly or six-monthly update, or an annual refresher.

- The online facilitation was also praised, particularly the presenter's efforts to involve and regularly check in with remote participants.
- Respondents requested access to practical tools and materials that could be used when engaging businesses, including the presentation slides. (These were shared on the Portal following the session).

**7. Additional comments, observations or suggestions:**

- One respondent expressed that they intended to follow up directly with relevant officers about the City Belonging ideas discussed during the session.

**Emergency Planning and Major Incident Planning (2 July 2026)**

**Summary of Feedback for Member Development & Standards Sub-Committee**

The session was attended by 18 Members, comprising 16 online attendees and 2 attendees in person. Although no feedback forms were completed, it was well attended and received positive verbal feedback from Members in the room. A Members also contacted officers afterwards to request supporting resources, indicating engagement with the subject matter.