



Community Resilience Training Programme for Faith Leaders

Evaluation

April 2026

Contents

1. Executive summary
2. Introduction & Methodology
3. Content
4. Delivery
5. Networking & Collaboration
6. Marketing & Recruitment
7. Impact
8. Future considerations



Executive summary (Part 1)

An evaluation was conducted of the Community Resilience Training Programme to assess what worked well or less well about it. The aim of the evaluation was to assess its different components including its content, delivery, and impact on networking/collaboration as well as the difference it made over time. The evaluation found the following:

Key Strengths

- **Practical & relevant content.** The programme's content was consistently praised for being grounded in real-world scenarios and directly applicable to participants' community roles. Modules covering first aid, psychosocial support, security awareness, public health, hate crime, social cohesion, and climate resilience all received positive feedback.
- **In-person format.** The in-person format was strongly preferred by participants and seen as central to the programme's success. Attendees felt that the physical setting enabled deeper focus, relationship-building, and more meaningful learning than online alternatives. The weekly evening structure also worked well logistically, allowing participants to build familiarity with one another over time.
- **Facilitation tone & quality.** Trainers created a comfortable, inclusive and respectful learning environment that encouraged open participation. Participants noted that facilitators maintained a relaxed pace, welcomed questions, and treated everyone as an equal. This style of facilitation was key to keeping participants engaged across multiple sessions. The main LBFN trainer stood out for his welcoming and friendly manner, with strong support from his team.
- **Interactive design & use of case studies.** The use of real-life case studies, table discussions, and workshop activities was highly valued for making content feel relevant and engaging. Participants appreciated the peer learning dynamic as these interactive elements helped bridge the gap between theory and practice.

Executive summary (Part 2)

Key Strengths (Cont.)

- **Networking & multi-agency connections.** Networking was repeatedly described as one of the most powerful elements of the programme. The training facilitated direct connections between faith leaders and emergency planners, local authority officers, and partner organisations — resulting in follow-up meetings and collaborative relationships. These connections have proven foundational for ongoing local resilience activity.
- **Confidence building & behaviour change.** The programme produced tangible outcomes beyond the classroom. Multiple participants reported applying their skills directly after training — from administering first aid to coordinating community responses during incidents (e.g., aiding someone having a fit, enabling a quicker ambulance response, mobilising volunteers with blankets and refreshments). This demonstrates that the training translated into genuine confidence and action.
- **Logistics & organisation.** Participants praised the practical organisation of the programme, including venue quality, parking, and food provision. The attention to logistical detail contributed to a positive overall experience



Executive summary (Part 3)

Areas of improvement

- **Content breath versus depth tension.** There was a recognition between the trade-off between breadth and depth. The programme covered a lot of ground which meant it remained at overview level, without sufficient depth on key topics.
- **Content gaps.** A few gaps were identified in the content. It did not fully address the unique operational challenges of faith settings—for example, practical concerns like how to safely evacuate people if shoes have been removed. Participants also noted insufficient coverage of supporting vulnerable groups, such as people with disabilities or those living alone. Additionally, because the material spanned three boroughs, not all content was relevant to every participant.
- **Packed sessions & insufficient time for Q&A.** Time management within sessions was a recurring issue. Despite LBFN asking speakers to reduce their content and allow more time for interaction, this did not always happen. At times, speakers allocated slots were rushed, leaving little room for questions or participant contributions. As a result, the Q&A sessions were rushed too.
- **Follow-up & materials.** Slides were not shared after sessions. Attendee contact lists were also not consistently provided, limiting participants' ability to stay connected and cascade their learning.
- **Format & duration trade-offs.** While the face-to-face format was valued, there were mixed views regarding the 4-week evening block, some found it either too long or too compressed. For example, a few participants found the evening sessions tiring.

Marketing, recruitment & reach. Reaching new and diverse audiences was described as the *"quite hard"* (Stakeholder) part of running the programme. Outreach relied heavily on existing borough networks, producing uneven representation across the three boroughs. Engaging younger participants was also a challenge.

Inconsistent attendance & cohort cohesion. Attendance fluctuated across sessions. This variability undermined the networking potential of the programme and reduced the ability of participants to build on learning week-to-week.

Introduction & Methodology



Background to the evaluation

In 2017, following the tragic events at Grenfell Tower, London Bridge, Westminster and Finsbury Park, as well as the Manchester Arena attack, London Boroughs Faiths Network (LBFN) was invited to run a pilot community resilience training programme for community leaders. The training was very successful and received positive feedback.

In 2022, Lord Toby Harris, as part of his review of London's readiness for terrorist attacks, recommended resilience training for faith organisations based on the 2017 pilot programme. Although the COVID-19 pandemic halted the rollout of this training across London, it demonstrated the vital contribution that faith groups make to responding to emergencies.

In 2023 and 2024, the London Boroughs Faiths Network (LBFN) delivered a Community Resilience Training programme ('the programme') for faith leaders funded by the Greater London Authority (GLA) as a testament to collaborative effort and dedication towards enhancing community safety, resilience awareness and wellbeing. Through three cohorts spanning West, East and South London, this programme has united individuals from diverse faith backgrounds and ethnicities, all committed to building resilience within their communities.

The overarching key objectives of the programme are to:

- improve understanding of resilience in London
- improve preparedness for emergencies
- improve collaboration between partners

Evaluation aims

In November 2025, the resilience team commissioned the Opinion Research Team to evaluate the training programme by focusing primarily on cohort 7 which took place from 27 November until 11th December, over 4-weeks on a Thursday evening (6pm-9pm). There was also input into the evaluation from earlier cohorts (1-5).

The training was led by the main LBFN trainer, Steve Miller (CEO, London Boroughs Faith Network in collaboration with three local authorities (Barnet, Brent and Harrow).

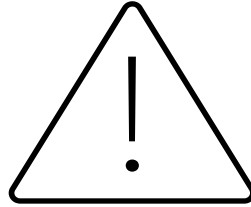
The aim of this evaluation was two-fold:

1.To assess the **training programme** in terms of **what was working well and less well**. This included an assessment of:

- **Content.** To what extent has the training met its key objectives? What were the most and least valuable aspects?
- **Delivery.** What worked well or less well about the delivery?
- **Collaboration/Networking.** How did the training improve collaboration and networking between partners?
- **Marketing/recruitment.** How did marketing/recruitment work out?

2.To understand **what differences (if any)** the training has made to attendees over time.

Research limitations

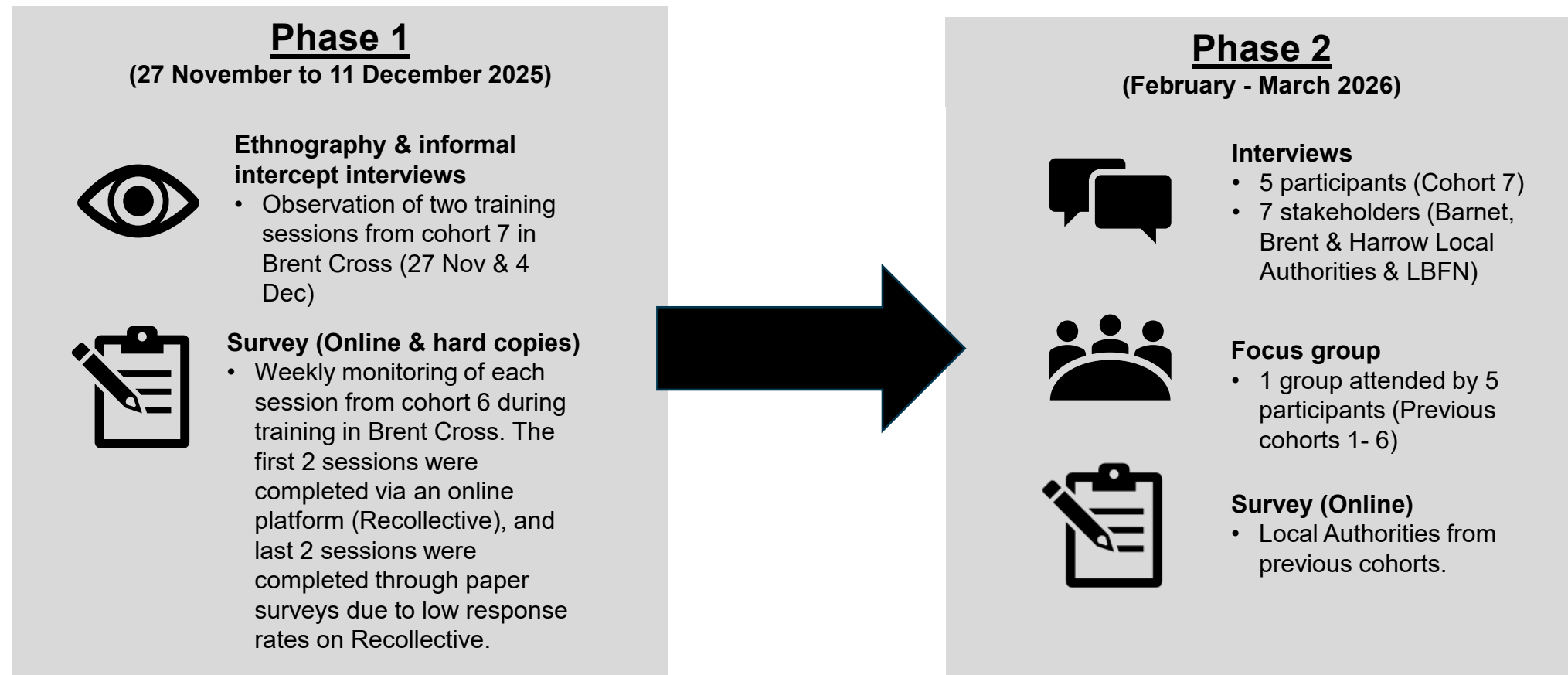


Although the evaluation provides valuable insights, it is based solely on the contributions of those who participated in the fieldwork. This means that some voices—particularly those who did not or could not take part—are not captured in the findings.

Response rates to the post-session survey were inconsistent and there was a low response rate (5 out of 15) to the survey for the boroughs which participated in the training programme previously.

Methodology

The evaluation was split into two phases and findings from those phases form the bulk of this report.





Content



Overall, all participants and stakeholders found the content valuable and relevant

Overall, attendees expressed satisfaction with the training. They widely regarded its content as valuable and relevant, with positive effects on their understanding of community resilience and preparedness.

- The training was described as comprehensive and informative, with no modules deemed irrelevant. For example, from the attendees who completed post learning surveys (Annex 1 – Cohort 7) we learnt:
 - All attendees found that the course overall was useful, interesting and engaging.
 - All attendees found all the modules engaging, interesting and useful.
- The programme was consistently judged as highly relevant to the immediate needs of faith communities. For example, some participants noted that the training clarified the roles of different community actors in emergencies, which was found valuable. Also, another participant noted that security (including terrorism-related content) and health topics were especially relevant to their organisational role.

“I would say so, it was valuable, yeah, definitely useful and it's something that needs to be done.” (Participant)

“100% is worth it.”
(Participant)

“Very informative.”
(Participant)

“very good.”
(Participant)

“brilliant.”
(Participant)

“I thought the content that was covered was quite comprehensive and it covered many different areas from first aid to, you know, premises security delivered by CST. And then other exercises were useful.” (Stakeholder)

Mostly, participants reported improved knowledge of community resilience as well as preparedness for emergencies

Participants appreciated the foundational knowledge provided, especially those with little prior experience in community resilience, describing the sessions as an **"eye-opener"** and a **"steep learning curve"**.

Core topics including security/counter-terrorism, first aid, public health, mental health, and local incident response — resonated strongly with participants.

- Most attendees who completed the post-lesson survey said they had a better understanding of all the different topics covered (Annex 1 – Cohort 7) except for the following two topics:
 - Ability to **help reduce hate crime** where views were more varied.
 - Ability to **support people in emergencies** where views were more neutral.
- **Intro to community resilience, emergency first aid basics, emergency response & psychosocial support session.** Some participants found these sessions particularly interesting due to its relevance for faith groups in supporting community's post-incident and the opportunity it provided to make valuable new contacts (e.g., with Victim Support). For example, one participant said to find it valuable for emphasising the importance of offering emotional support and simple acts of kindness during emergencies.
- **Climate change session.** A few participants said this session stood out for its variety of speakers and the lively discussions it generated, which they found stimulating and informative. For example, one participant described it as academically 'fascinating'.
- **Martyn's Law and the Terrorism Protection of Premises Act.** A significant number of participants appreciated the inclusion of legal requirements as a **key takeaway**. For example, one participant found this information directly relevant and actionable for their organisation.

" I like that it went for sort of the mental health side as well as the physical health side." (Participant)

"Things like climate and weather, with my scientific background, that was fascinating." (Participant)

"But one key thing that I took out after I attended, for example, was the legal requirements of the Martyn's Law " (Participant)

Even to participants with prior knowledge felt that the content was relevant and useful

Even when content was familiar, revisiting these topics was useful for refreshing knowledge or learning about recent changes. For example:

- Some participants with prior experience in emergency preparedness attended to refresh knowledge and reported that these needs were met.
- Fire safety was a familiar topic valued for providing refreshers and updates on recent changes.

“ I think, I mean, a lot of it I knew about fire and, you know, on all these sort of things, but I thought it's quite good to listen to it again because something changed.” (Participant)

The breadth and practicality of the content surpassed initial expectations for most participants

Most participants appreciated the **broad and practical** nature of the content.

The breadth of the programme expanded understanding from individual to community resilience. Participants appreciated training models that addressed a wide range of topics relevant to their roles and current issues.

Also, **practical skills and real-life scenario** were valued by significant number of participants.

- Sessions such as first aid, psychosocial support, and local emergency-planning procedures were praised for their practical content. For example, during First Aid, participants found the delivery from the British Red Cross representative engaging and valued the refresher on practical first aid skills.
- Practical exercises and real-life scenarios helped bridge gaps between local authorities and community leaders, making the content more relevant and actionable as it helped participants understand their roles in real emergencies

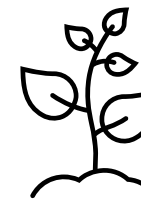
“seeing it at a broader level was very helpful... to see what resilience meant in different ways— climate, health, safety, and security” (Participant)

“there was every aspect around resilience” (Participant)

“ I liked the first aid stuff. I liked the practical stuff they were doing. I liked the safety stuff they went through. When the fire brigade guy came, that was, yeah...quite really, really interesting.” (Participant)

“I like the use of case studies... Everybody used examples, their real-life examples” (Participant)

Areas to build on



Content overload. A common concern was that sessions tried to cover too much material, leading to rushed delivery and loss of depth. Key topics ended up being overview-only, leaving participants wanting more. Indeed, while most found all content interesting or useful, some noted the challenge of remembering everything due to the volume covered in a short period. Stakeholders recommended either reducing content density or extending the programme

A few content gaps. Some gaps in the content were noted. For example, faith settings bring unique operational challenges that the content did not fully address. Participants raised practical questions such as: "If you're taking your shoes off, how do you evacuate people?" — a real issue in many places of worship. Also, content on supporting vulnerable groups (e.g., people with disabilities or those living alone) was noted as missing or insufficiently addressed by at least one participant.

Locality-specific content. There were three boroughs and therefore not all content was relevant for all participants.

Lack of clear learning objectives. A few participants felt that, although the content was comprehensive and valuable, the sessions would benefit from clearer communication of the session aims and what participants could expect to achieve at the start of each session.

"Some of them could have gone into more depth, but I understood that time was short." (Participant)

"It was a taster... 20 minutes doing first aid isn't making somebody a first aider" (Stakeholder)

"it was a shame...most of us were from Brent, so that was another area, and we were a bit disappointed that we were learning all about Barnet which was great, and there was nobody from Brent." (Participant)

"the aims weren't clear of what the session— to me at least— what the session was hoping to achieve." (Stakeholder)



Delivery



Most participants and stakeholders appreciated the relaxed, welcoming and friendly atmosphere facilitated by the main LBFN trainer and supported by his team

Most participants noted that the welcoming and relaxed atmosphere, together with the provision of food and refreshments, contributed positively to the overall experience.

- Most participants described the training as **well-organised** and on arrival, **the main LBFN trainer and his team were welcoming and helpful** towards participants.
- The **lead LBFN trainer was widely praised** for making sessions relaxed, accessible, and well-pitched. Facilitation was consistently praised for warmth, clarity and local relevance. This helped participants feel comfortable to contribute and engage openly. For example, one participant observed that the flexible structure and clear management of expectations, contributed positively to meeting their needs.
- **Venue** location and free parking were **appreciated** for their convenience.

"I think it was very well organised." (Participant)

"I think the fact that we provided food, tea, coffees, that was really welcoming as well. And there was always a really welcoming energy in the room." (Stakeholder)

"it worked well that they were flexible...before the training itself starts, we are given opportunity to, talk, mix, and they provided refreshments." (Participant)

"made everybody... comfortable" (Participant)

"[The main LBFN trainer] didn't... speak down on you" (Participant)

"And also, [the main trainer] gave so much input, you know, through how long he's been working on these emergency planning sessions and how it's going to evolve...how in the future we could make it all evolve" (Participant)

The in-person format and interactive delivery style were a key strength of this training, fostering active participation and learning

In-person and **interactive delivery** (such as discussions and tabletop exercises) over several weeks was seen as a highly effective model, fostering deeper engagement and participation compared to online formats.

Indeed, **interactive sessions** were consistently described as the **most memorable and useful** parts of the training, directly building confidence and real-world readiness..

- Sessions that were interactive and discussion-based were considered most engaging; participants valued opportunities to share experiences, compare approaches, and learn from each other rather than just listening to presentations.
- Sessions that were less interactive were noted as less beneficial. For example, a participant noted that the psychosocial support presentation had been less interactive.

"I always think they work way better in person" (Stakeholder)

"you wouldn't get the same response on a Zoom" (Participant)

"I think the discussions, it was quite interactive, and I thought that was really good as well. It wasn't people just talking at people. Whole session, lots of opportunities for people to engage and ask questions and discuss, and I thought that was useful." (Stakeholder)

"particularly [the main trainer's] presentations and discussions...were very interactive." (Stakeholder)

"I got more from being in person than...online" (Participant)

"The presentations were all very, very good." (Participant)

Expert-led sessions over 4-week period with a variety of speakers contributed to the value and engagement of the training

Having **multiple expert speakers** was a **key strength** and contributed positively to learning outcomes.

- Most participants found the training delivery engaging, citing the involvement of **multiple experts** and varied session leaders as a strength.
- A significant number of participants appreciated the expert's **use of examples and real-life scenarios**.
- The **4-week structure** was generally seen as beneficial, allowing flexibility for attendees who could not commit to a single intensive session and offering potential for enabling deeper relationship development over time.

"I think on the whole it was all very...engaging. And I think [the main trainer]...he brought in so many different people, experts... to run the different sections...that it was really engaging" (Participant)

"I like the use of case studies. Everybody used examples, their real-life examples, their own personal experience."
(Participant)

"I think the climate change one was quite varied in terms of different speakers...There was quite a lot of discussion in that one." (Stakeholder)

"the presentations were all very, very good" (Participant)

Areas to build on



Materials and takeaways. Participants wanted clear signposting with timely access to slides, resource packs and tangible recognition of completion (e.g. certificates) to help them share learning and feel a sense of achievement.

Follow-through and sustainability. Participants flagged weak signposting after the training, unclear coordination with blue-light services. Without stronger follow-through, there was a real risk of the programme becoming a *"tick-box"* exercise.

Limited space. A few noted that the room was a bit tight so limited space for the first aid practical.

Lack of time. Participants noted that the sessions felt rushed due to a lack of time to cover everything. It also meant time constraints for discussion and presentations slotted at the end of the session.

4-week format and attendance. Not all participants were able to make all the sessions. Participants and stakeholders suggested alternatives such as shorter sessions, block formats, long extended day or hybrid/online options to reduce this barrier. It was also suggested that integrating training with existing community events (e.g., volleyball tournaments) could improve engagement and reach.

"the first aid session on the first day was a bit tricky when we got to kind of people having a practical opportunity. There wasn't really much room.
(Stakeholder)

"honestly think that we could have had more time because what people really enjoyed was the discussion,...and it meant that the presentations, like for example...I was supposed to deliver a presentation and was meant to have I think 20 minutes for it and ended up compressing it to 5 minutes." (Stakeholder)

"I almost felt sorry for the last speakers, kind of the sessions at the end, whoever had those, that perhaps they were a bit rushed sometimes and perhaps didn't get to go into the detail they would have wanted to or get into the conversations." (Stakeholder)

Networking & Collaboration



All attendees appreciated the in-person format as it was the enabler for networking and collaboration

The opportunities to network and collaborate thanks to the in-person format were enormously appreciated by everyone. Indeed, the in-person helped relationship-building, exceeded expectations compared to previous, more passive events or online sessions.

Interactive elements and a welcoming atmosphere contributed to effective networking and trust-building among participants

- Interactive discussions and practical exercises were particularly effective in fostering relationship-building compared to passive presentations.
- Provision of food, refreshments, and informal social time created a positive environment conducive to networking and informal exchanges. For example, several participants noted that the informal moments were where many meaningful conversations and contact exchanges happened, rather than during the formal content.

[Networking] "the most powerful thing"
(Participant)

"There's some good networking going
on here" (Participant)

Networking was a key benefit and high value outcome, bridging gaps between local authorities, faith leaders, and experts, promoting mutual understanding and engagement

The networking was not merely social — it produced tangible cross-sector outcomes. Some participants appreciated the collaborative tri-borough approach, which facilitated resource sharing, diverse expertise, and cross-borough networking.

Bridging gap between sectors

- Some participants observed that the training helped bridge gaps between local authorities and community/faith leaders, providing a platform for mutual understanding and future engagement.
- Some participants expressed that networking with external experts is more effective than relying solely on internal community members for delivering seminars or information, emphasising the value of external partnerships established through the training.

“...we met Barnet... Harrow... Brent Emergency Planning Officer” (Participant)

[Many valued] “that cross-pollination of different boroughs.” (Stakeholder)

“ As a council employee responsible for resilience. So, it's definitely created a desire on me to engage more closely with my communities” (Stakeholder)

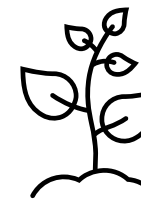
Networking led to learning about available support and local contacts

Networking enabled participants to learn about **available support and local contacts**. New contacts and intentions to follow up were commonly reported, suggesting the training succeeded in bringing together people who would not otherwise have met. Indeed, there was consensus that building relationships before emergencies is crucial, and the training helped lay this groundwork by fostering trust and familiarity among stakeholders

- A few participants established valuable contacts with local emergency planning officers and peers from other faith communities and rest centres.
- One participant noted that collaboration with local authorities improved post-training, with more effective information dissemination during emergencies and increased engagement between councils and community groups.
- Several participants highlighted that the training provided a clear structure for knowing, making it easier to access support and information during emergencies.
- This led to joining council events such as electrical outage planning sessions, received referrals to the Terrorist Action Course, and in some cases formed internal emergency planning groups as a direct result of the training.

"who to ask if something comes up"
(Participant)

Areas to build on



Attendees' introductions. While most found networking beneficial, one participant felt that introductions could have been more structured to maximise collaborative potential.

Inconsistent attendance. The training created meaningful cross-borough connections, but as already flagged, inconsistent attendance and limited post-course follow-up weakened the long-term impact of those networks. Religious festivals, evening sessions, and competing community commitments created friction.

Lack of structured follow-up and engagement. . Participants also wanted clearer "what next" pathways after attending — including attendee lists, named local emergency contacts, and tangible next steps (e.g. rest-centre sign-up, mapped tasks) to convert initial interest into lasting engagement.

Explicit networking sessions. Opportunities for cross-borough and cross-sector networking were valued, though some suggested more explicit networking sessions could further strengthen connections. One participant suggested that future training should focus on building closer working relationships between faith leaders and professional emergency responders, moving from being “just an add-on” to working alongside professionals in a more integrated way.

Uneven borough representation. Attendees and officers from different boroughs were sometimes mismatched, reducing local relevance. Some participants were disappointed by the low uptake of the training among others, expecting broader participation.



Marketing & Recruitment



Existing networks and proactive borough staff play a significant role in marketing and recruitment, but there is potential to expand beyond current circles

Overall, stakeholders feel that while there is strong engagement among existing networks and mature participants. The programme reached participants primarily through existing networks — faith forums, GLA contacts, and borough communications. Also, CVS groups, and voluntary sector representatives were useful for recruitment, though their reach could be further maximised.

Outreach Channels that worked well

- **Faith based organisations.** They appeared effective in reaching relevant community leaders responsible for disseminating such opportunities. For example, one participant joined the training because information was sent directly to their church, and as the leader of the advocacy and empowerment team, it was their role to identify beneficial opportunities for church members.
- **Digital tools.** Such as WhatsApp, email, Eventbrite, and social media were also used, but often as one-off pushes rather than sustained campaigns.
- **Direct outreach method.** Where capacity allowed, phone calls and door-knocks to places of worship proved highly effective.
- **Personal, relationship-based contact was most effective.** Generic communications were consistently outperformed by direct, personal outreach. Participants often joined simply because someone they knew personally invited them.

"Local authority colleagues have made phone calls or literally knocked on the door of places of worship." (Stakeholder)

Borough staff faced significant internal barriers which impacted their ability to do marketing and recruitment

While some boroughs achieved good turnout through their networks and proactive follow-up (including phone calls), others struggled due to lack of experience or limited contact information for target audiences.

Borough staff faced limited communications capacity, a lack of targeted contact lists, slow internal approvals, and no central template library. This made localised marketing and recruitment difficult and inconsistent.

Audience targeting was uneven

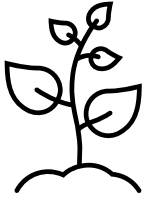
- There is recognition that the process of cascading information and engaging wider audiences, including through local authorities, has been slow and is still developing
- Outreach was often generic or cross-borough, which actively reduced local uptake. For example, holding a session in Brent dampened participation from Harrow residents.
- Beyond geography, targeting skewed toward older, already-engaged volunteers, leaving younger people largely unreached.

" we could maximize our reach a little bit better." (Stakeholder)

"If there was just a folder on Resilience Direct with all of the information on it. That would have been... really useful." (Participant)

"Because the event was in Brent, we probably affected our take-up locally." (Participant)

Areas to build on



"We didn't get any younger people participating." (Stakeholder)

"It was a shame because most of us were from Brent." (Participant)

Marketing and recruitment efforts could be improved by broadening outreach—especially to younger people—and making information more accessible.

- Most participants found marketing and recruitment to be challenging, citing difficulties in reaching faith and community groups effectively despite using multiple channels (emails, social media, council websites, distribution lists, posters with QR codes).
- Some participants noted that the generic communications were less effective; more targeted, borough-specific messaging (e.g., "London Borough of Barnet wants you") was suggested as likely to improve engagement.
- A key area for improvement identified was the lack of younger participants. Participants recommended clearer audience mapping and borough-tailored messaging to address this.
- A few stakeholders expressed frustration at not having access to previous marketing materials or strategies.

Suggestions for improvement

- Collaboration between boroughs and sharing best practices or marketing templates were recommended to maximise reach and efficiency. Stakeholders called for a preset campaign of staggered marketing materials (e.g., multiple leaflets sent at intervals) rather than a single announcement and a shared central resource with all the relevant templates and information together
- Several stakeholders highlighted the importance of high-status endorsements (e.g., letters from chief executives or local authorities) and prestigious venues (such as New Scotland Yard) in raising the profile and appeal of the training.
- There is an openness to external collaboration and advertising through established local health initiatives (e.g., Brent Health Matters), indicating that leveraging existing networks and partnerships could enhance recruitment efforts.

Impact



Confidence building with a broader overview of community resilience and motivation to act

The training boosted participants' confidence.

Many reported increased self-confidence and a greater willingness to act as a direct result of the training — both in responding to emergencies and in engaging with authorities to request resources. For example:

- Participants **felt better equipped and more assertive**. This sense of empowerment appears to be one of the more consistent personal gains across the group.
- Participants reported **increased confidence in responding to emergencies, such as fire or evacuation scenarios**, and felt **better equipped to provide immediate support like water, blankets, and first aid kits** due to their improved understanding of both mental and physical health impacts in emergencies.
- Several participants felt **motivated to start or expand community emergency planning activities** within their communities and organisations. This included involvement in grant funding for emergency plans and organising tabletop exercises on flooding.
- The training motivated some to **pursue additional courses** on mental first aid and resilience, further developing personal preparedness

"yeah, I think it was very instrumental doing the training" (Participant)

"it made me much more confident in asking when we wanted resources." (Participant)

"I literally supported him." (Participant)

Following the training, there was networking and collaboration

‘It just made me think about the importance of knowing the people around you, of being more aware, more attentive to people's needs, and knowing key people.’ (Participant)

Networking emerged as the most powerful and enduring benefit of the programme.

There was consensus that while the training alone is not a “silver bullet,” it provides a valuable foundation for building longer-term relationships and collaborative capacity among partners involved in community resilience.

New connections & collaboration

Some participants observed that while they were already team players or involved in community work, the training expanded their audience and deepened their collaborative efforts with new partners. For example:

- Most participants reported that the training facilitated **valuable connections with local emergency planning officers from local authorities**, which had not previously existed, enabling direct contact for future emergencies.
- Participants shared **examples of collaboration** that grew out of the networks formed through the training. This included local incident responses where colleagues were mobilised to provide practical support — “getting blankets... cups of tea, reassurance” — as well as organising “a special session on dealing with shock and trauma” and faith groups being invited into a Borough Resilience Forum exercise.
- Some attendees planned to organise joint seminars **or invite external speakers**, leveraging **new relationships formed** during the training.
- Some participants joined **new forums or advisory groups** (e.g., Borough Resilience Forum, London Risk Advisory Group, independent advisory group for local police) as a direct result of the training, increasing cross-sector collaboration.
- The training facilitated the **strengthening of interfaith networks**, with participants noting increased communication and joint activities between mosques, churches, and other organisations during real emergencies (e.g., Hayes substation fire).
- **Participants collaborated on communications**, shared resources such as newsletters, and coordinated mutual aid arrangements between boroughs, including sharing rest centre facilities.

Also, cascading knowledge took place after the training

Many participants reported sharing what they learned with community groups or faith networks, aiming to raise awareness and encourage engagement.

- Participants described cascading information from the training to their own networks via WhatsApp groups, workshops, newsletters and informal discussions at community meetings, thereby broadening the reach of emergency preparedness knowledge. For example, a participant noted that sharing learning within their own organisations (e.g., security teams) was planned because of connections and knowledge gained through the training.
- Specific topics like Martyn's Law and flood plans were highlighted and shared with relevant institutions (e.g., synagogues, mosques, churches).
- There was active promotion of grant opportunities and sharing of resources to support local emergency planning.

"I joined a WhatsApp group that gives us information."
(Participant)

"...We had a meeting..[with]..team leaders yesterday and I told the church...that we now need to prepare for Martyn's Law so that when it comes into implementation next year, April, we are ready already...So, I took that away." (Participant)

Personal and organisational behaviour change – shifting perspectives of community-level resilience

The training prompted changes in attitudes and behaviours towards resilience and community engagement. It provided a broader, more practical overview of community resilience than anticipated.

A particularly notable impact was how the training **shifted participants' thinking from individual to community-level resilience**. For others, the training simply "**gave it a name**" to something they were already doing intuitively.

- Participants reflected on and adapted their approach to community engagement, emphasising **listening to community needs** rather than imposing external solutions, referencing lessons learned from incidents like Grenfell.
- **Everyday community support behaviours**, such as checking on neighbours, were reinforced and consciously continued as part of 'community resilience.' For example, one participant has become more proactive in **building relationships with neighbours** to enhance local preparedness and support during emergencies.

"I saw resilience at an individual level before... it sort of broadened out" (Participant)

Application of first aid, emergency response skills, security and preparedness measures

Some participants have used first aid and emergency preparedness skills gained from the training in real-life situations. Other participants felt better prepared for emergencies, even if they had not yet needed to apply all the learning in practice. For example:

- One participant drew on their first aid training after a train incident shortly after attending.

Knowledge from the training has been applied to improve security and preparedness within places of worship and community organisations.

- Participants considered or implemented practical measures for the security of places of worship based on training sessions.
- Real-life emergency scenarios discussed in the training helped groups think through practical responses, such as assisting people outside their premises during incidents.
- Some participants initiated or planned community preparedness initiatives, such as forming emergency planning groups or inviting trainers to future events.

"I just hope that if I'm called upon to react to something, that then the training will kick in."
(Participant)

Areas to build on



Faith leaders cannot meet all community resilience needs on their own.

- Both participants and stakeholders recognised faith leaders as particularly powerful community connectors — *"people with quite a lot of clout"* who can diffuse information and mobilise support rapidly within their communities. However, there was also honest acknowledgement that their reach has limits. Age demographics, gaps with secular groups, and limited engagement with younger populations mean that faith leaders alone cannot cover the full breadth of community resilience needs. Complementary channels and partners are needed alongside them.

The role of personal engagement in learning.

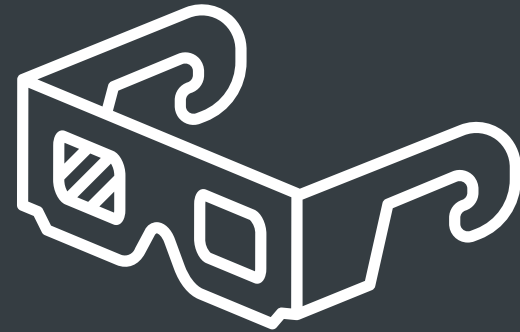
- Personal engagement and effort were seen as necessary for attendees to benefit fully from the training, beyond the quality of delivery alone. It was noted that engagement is largely driven by personal initiative, encouraging others to proactively reach out if they want to be more involved.
- Other participants highlighted the importance of making communities aware of what they need to do, implying that marketing should not only recruit but also educate about the relevance and benefits of the training

Better comms from Local Authorities.

- Organisers had difficulty identifying which boroughs attendees came from, partly due to Eventbrite's limitations. This made follow-up communications patchy.
- One participant highlighted that communication from local authorities (e.g., sharing risk registers) is not always accessible or user-friendly for the general public, suggesting a need for improved communications strategies.

"if you feel you want to get engaged more, email [the main trainer], and tell him, I want to do more". (Participant)

Future considerations



Future considerations

- 1. Introduce specialist follow-on modules.** Build on the foundation training by offering tiered, specialist modules that go deeper into key topics such as running tabletop exercises, evacuation procedures, Martyn's Law, rest-centre roles, and climate resilience. This would move participants beyond overview-level knowledge and into practical, role-specific expertise .
- 2. Restructure session timing.** Allocate sufficient time for each speaker and build in dedicated Q&A and group discussion slots. A clear session plan with protected time for participant sharing would ensure no topic feels rushed and all practical questions are addressed .
- 3. Offer flexible format options.** Provide alternative delivery formats to suit different cohorts — such as a 2+2-day structure, 1-day extra-long, shorter weekly sessions, or a more spread-out timetable. Offering flexibility would improve accessibility and reduce fatigue without compromising content quality.
- 4. Strengthen attendance commitment.** Introduce pre-course commitment agreements, regular reminders, and progress check-ins to encourage consistent attendance across all sessions. This would protect cohort cohesion and maximise the networking and learning value of the programme .
- 5. Systematise post-session follow-up.** Establish a reliable process for distributing slides, resource materials, and attendee contact lists promptly after each session. A simple follow-up communication — including key takeaways and next steps — would support cascade learning and help sustain participant connections . Participants suggested that more explicit networking sessions could enhance cross-sector connections further.
- 6. Develop targeted marketing campaigns.** Move beyond reliance on existing networks by developing borough-level outreach campaigns with shared promotional templates and named council contacts. Tailored strategies to engage younger and harder-to-reach audiences would broaden participation and improve diversity across cohorts . and a central template library for boroughs to adapt
- 7. Improve accessibility & logistics.** Address practical barriers by considering travel subsidies or more locally distributed venues, ensuring slides are clear and legible, and improving technical support for any remote participants. Removing these barriers would make the programme more inclusive and ensure all participants can engage fully
- 8. Certificate of completion.** Offering certification of completion or measurable outcomes. A few participants expressed a desire for certificates of completion and clearer introductions, indicating minor unmet expectations around recognition and structure.

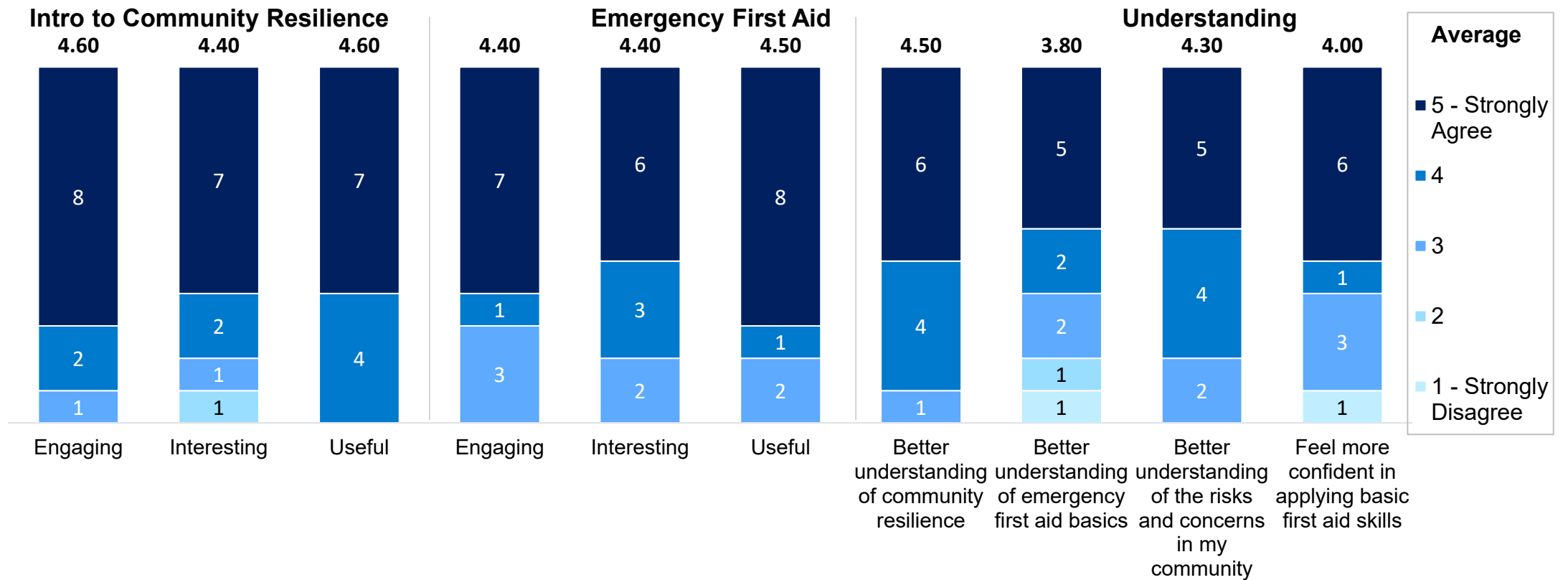


Annex 1- Cohort 7

Survey post-sessions

Session 1

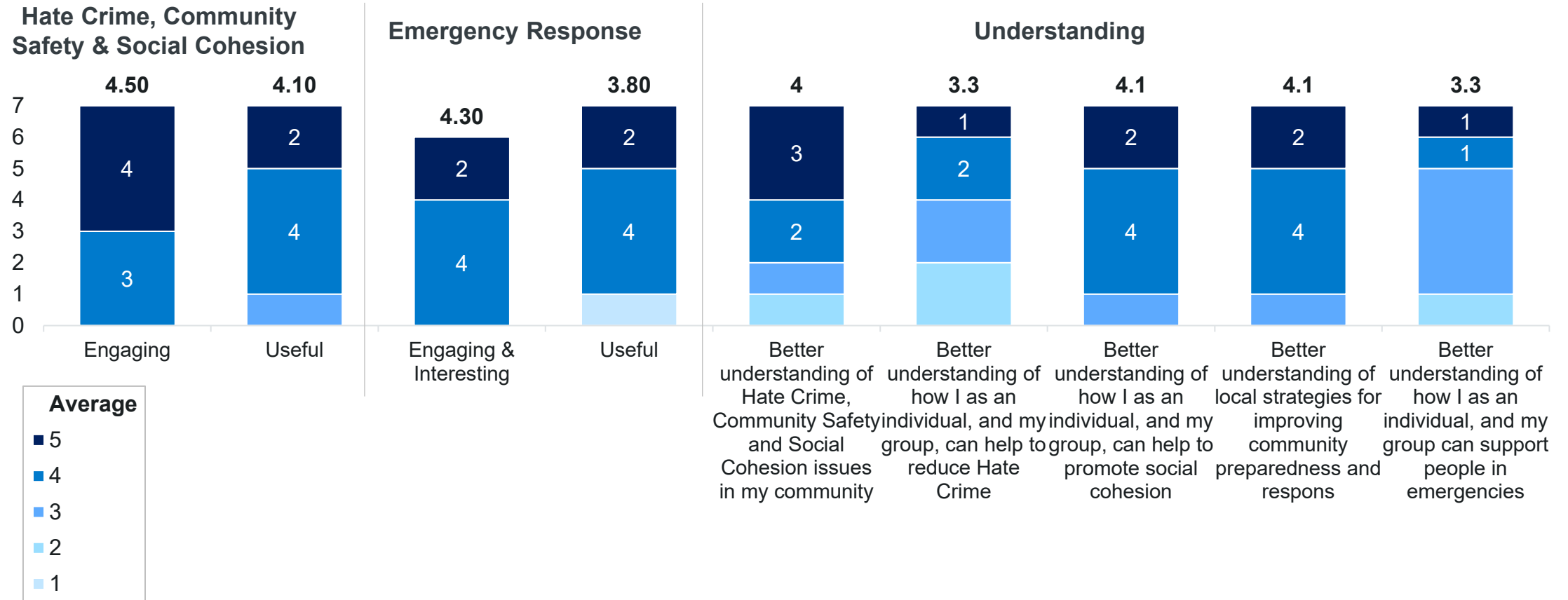
Agreement with statements for each module
Scale of 1-5, where 5=Strongly Agree



Source: Session 1 Post-session Learning Survey collected in Recollective
Base: n=11.

Session 2

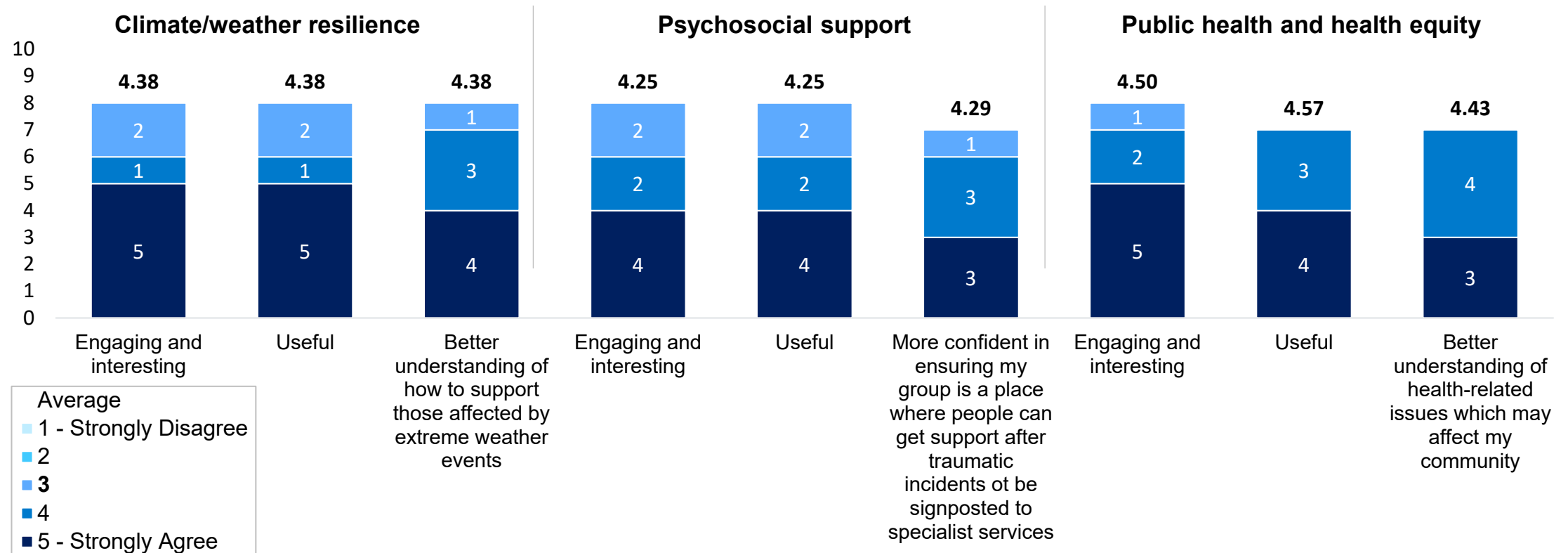
Agreement with statements for each module
Scale of 1-5, where 5=Strongly Agree



Source: Session 2 Post-session Learning Survey collected in Recollective
Base: n=7. Not everyone answered all questions.

Session 3

Agreement with statements for each module
Scale of 1-5, where 5=Strongly Agree

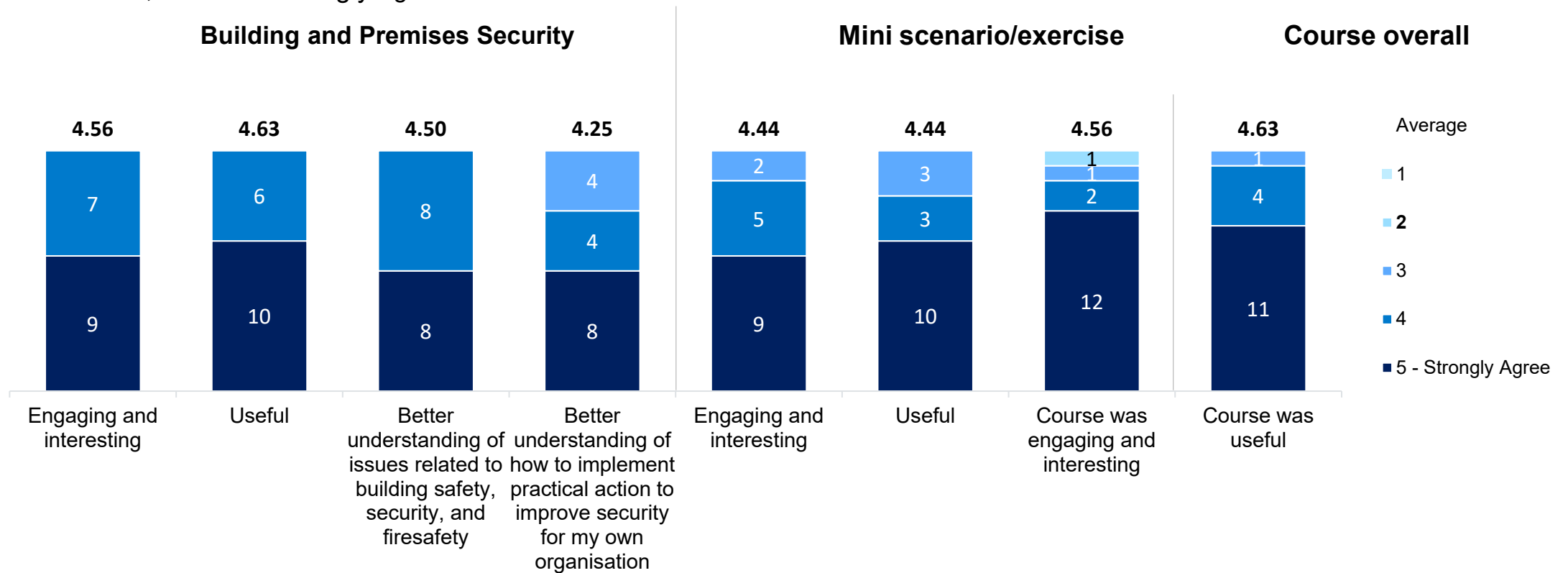


Source: Session 3 Post-session Learning Survey
Base: n=8. Not everyone answered all questions.

Session 4

Agreement with statements for each module

Scale of 1-5, where 5=Strongly Agree



Source: Session 4 Post-session Learning Survey

Base: n=16



Annex 2- Cohort 7

Course content

4-week training outline

Session 1	Risk issues	Module 1: Introduction to Community Resilience	- Understanding the context, key issues and 'big picture' - engaging with local contacts and stakeholders - place of local groups in building resilient communities.
	Response issues	Module 2: Emergency First Aid Training	- Acquire basic first aid skills to provide immediate assistance during emergencies - Understand the importance of mental well-being support in emergency situations
Session 2	Risk issues	Module 3: Understanding Community Safety, Hate Crime & Social Cohesion	- Identify and address hate crime issues within the community - Collaborate with local law enforcement agencies and community organizations to combat hate crimes
	Response issues	Module 4: Responding to emergency events & local response to emergencies	- Learn protocols and procedures for responding to emergency events - Understand the role and responsibilities of different partners
Session 3	Risk issues	Module 5: Addressing Climate & Weather-related Events	- Recognize the risks associated with climate and weather-related events: flood, heat, cold. - Climate adaptation strategies and resources
	Response issues	Module 6a: Psychosocial Support	- Learn techniques to provide effective support to victims, survivors, and witnesses of emergencies and disasters - Understand the role of support organizations in crisis situations
		Module 6b: Public Health issues	What are the strategic and current/urgent public health priorities and programmes
Session 4	Risk issues	Module 7: Understanding Buildings & Premises Risks	- Identify risks related to buildings and premises - Implement measures to enhance safety and security of buildings and premises - Comply with legal obligations such as Martyn's Law
	Theory to practice	Module 8a: Mini scenario exercise	- Test out learning, understanding and the role of different sectors in responding to incidents
	Future planning	Module 8b: Resources and next steps	- Access relevant resources and support networks for ongoing resilience efforts - Reflect on key learnings and plan for future resilience activities



Date: April 2026

For more information, please contact OpinionResearch@london.gov.uk

City Intelligence
Greater London Authority
City Hall
Kamal Chunchie Way
London E16 1ZE

www.london.gov.uk

Copyright © Greater London Authority, 2026