

# H.O.P.E.

## Training Evaluation Report: Enhanced Level 1 Reaction

### SECTOR LEADER COURSE

November 2022 – March 2023

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With funding from Drive Partnership

H.O.P.E.

[hopetraining.co.uk](http://hopetraining.co.uk)



This report was prepared by Mr Paul Morris and Dr Roxanne Khan, [onEvidence Ltd](#), who worked under the general guidance of Meena Kumari, H.O.P.E. Training and Consultancy. This evaluation also benefited from inputs offered by programme managers, project partners and participants.

The views expressed in this report are those of the authors and do not necessarily reflect the views of the organisations.

## **ACKNOWLEDGEMENTS**

The evaluation coordinators wish to thank the programme managers and partners for their comments on this report. They also wish to thank the programme participants for taking the time to attend interviews, take surveys, and provide feedback and comments. All the comments and suggestions offered by programme managers, partners and participants are duly reflected in this report, as appropriate.

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## Figure 1. Sector Leader Course Evaluation Summary

H.O.P.E. Training & Consultancy | 2022 - 2023



5 months  
6 modules

Online delivery + guest speaker discussions + group exercises + reflective practices + individual exercises and reflection + PowerPoint

192  
booked  
85  
attended



All participants were women  
96% identified as white British

### Programme aims

The broad objective of the Sector Leader Course is to develop the knowledge, skills, attitudes and professional qualities that sector leaders require to address racism and racial discrimination, in order to change inequitable systems to create a more equitable working environment where all employees are able to thrive.



### Topics covered

Racism, discrimination, and prejudice | Racial trauma | White privilege | Leading culture change | Recruitment, retention & ongoing effective training | Supporting staff from racialised communities



### Evaluation statistics

- Programme found to be highly relevant
- All activities originally planned were accomplished
- 99% said programme beneficial to them as a VAWG sector leader

I will be more aware how racial trauma effects everyone I work with.

...opened my eyes about how to engage and become a better, more inclusive leader.

...a safe space to learn and challenge my own thinking about anti-racist practice and consider how to bring this learning to our local partnership and teams.

...feel more confident to eloquently challenge racism, discrimination and prejudice in the workplace.

A thought-provoking course, that allows you a space to consider your own personal and professional privilege...



# SUMMARY

During the period November 2022 – April 2023, onEvidence Ltd conducted an enhanced Level 1 Reaction evaluation, adapted from the Kirkpatrick model, of the Sector Leader Course. Training delivery took place between 9 November 2022 and 29 March 2023 and was funded by the Drive Partnership. The training focused on the specific needs, in terms of skills, techniques, knowledge and confidence to address workplace racism and support staff from racialised<sup>1</sup> communities, of Violence Against Women and Girls (VAWG) sector leaders, in England and Wales.

In the course of the evaluation, interviews and/or surveys were conducted with the programme manager, delivery partners and participants, and qualitative and quantitative data from these were collected and analysed. The purpose of the evaluation was to measure the participant's opinions about the content, quality, and applicability of the Sector Leader Course, and to identify learning to inform recommendations for future programmes.

## Key findings:

- The activities originally planned were accomplished within the timescale agreed with the Drive Partnership, and capacity in the sector, particularly in the skills necessary in addressing workplace racism and discrimination, was enhanced;
- In view of the project's approach, the selection of delivery partners and programme activities were found to be of high relevance in terms of importance to participants and their specific needs, and alignment with H.O.P.E. priorities and areas of work;
- Generally, participants found the training highly favourable and felt that their skills and knowledge of the various aspects of leadership, specific to the course objectives, had greatly improved;
- 99% of participants said that the programme was beneficial to them as a VAWG sector leader.

The evaluation found that implementation of the Sector Leader Course produced all the main expected outputs and was innovative in equipping participants with the tools and understanding necessary to change inequitable systems so that they can create a workplace culture built on equity and justice, where all employees feel safe, valued, supported and are able to thrive – through an anti-blame approach that promoted the safety and healing of all staff.

The Sector Leader Course is an innovative intervention that circumnavigates areas of resistance often associated with diversity, equity and inclusion (DE&I) workplace initiatives - such as those based on pride, conservatism, racism, or lack of understanding - by creating a safe place for learning and allowing time for self-reflection and personal discovery. This approach should be considered best practice.

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<sup>1</sup> Note on language: The term 'racialised' refers to anyone who is discriminated against for their race or ethnicity, where ethnicity encompasses factors such as the nationality, religion, language and traditions of a particular group.

Co-operation between H.O.P.E. and programme delivery partners and the fact that skills building was provided directly to participants created a solid base for continuity and sustainability in the use of this approach.

### Attendance

While programme managers took reasonable steps to mitigate the risk of low attendance (e.g., over-subscribing, allowing participants to switch course and allowing other staff members to take their spaces), of the total 192 sector leaders who booked a place on a course, just 85 (44%) attended.

As a result of the evaluation findings, 4 recommendations have been formulated. These relate to booking and attendance, and session content and activities.

### Limitations

A number of limitations and constraints were identified during the evaluation, which included poor response rates to participant interview requests. In most cases, these were addressed or mitigated with the support of Meena Kumari of H.O.P.E.

Despite these limitations, the data collection instruments used allowed for sufficient information to be collected and triangulated to ensure that the findings and recommendations are evidence-based and reliable.

# 1. INTRODUCTION AND BACKGROUND

This curriculum was developed by H.O.P.E. Training and Consultancy to address the area of racism and racial discrimination in the VAWG sector. The curriculum is presented as a framework of characteristics and competencies, designed to guide and assist sector leaders to recognise and manage cases of racism and racial discrimination in the workplace and to equip them with the knowledge, skills and professional qualities needed to support the development and progression of staff from racialised communities.

The curriculum is a response to the problem of underrepresentation of racialised staff in the VAWG sector that while there is a strong political will to address, there is still an acute shortage of training specific to the needs of Sector Leaders to provide a quality solution.

The curriculum encompasses an educational plan designed to bring about change in the way that on-the-job support is provided to racialised staff. In implementing this curriculum, partners who supervise this training are crucial to this process in guiding the learning, according to articulated objectives, to ensure that all learning outcomes are seen as being valuable achievements.

This training forms part of a wider educational programme, including the commissioned Leadership Programme, to address the issues faced by racialised staff in relation to professional development and progression.

## **2. RATIONALE FOR THE TRAINING**

Research carried out in 2020 by Dr Olumide Adisa, University of Suffolk, exploring family and intimate relationship harm within minoritised communities, found that a key obstacle to providing an effective and accessible response to perpetrators is that the VAWG sector is unrepresentative of the communities it serves.

In response to these research findings, Drive Partnership commissioned H.O.P.E. to carry out focus groups with racialised staff working in the VAWG sector to explore possible reasons for the problem of underrepresentation. This identified issues faced by racialised staff relating to racism; including a lack of appropriate support from sector leaders, scarcity of opportunities for development and progression, feelings of frustration and isolation, and fear of speaking out, which ultimately led many to consider leaving the sector.

This pointed to a clear need for sector leader training that focused on the issues faced by, and specific needs of, racialised staff to address the problem of underrepresentation and retention within the VAWG sector.

Following an open tender process, Drive Partnership commissioned H.O.P.E to develop this Sector Leader Course.



### **3. OBJECTIVES OF THE TRAINING**

#### Broad objective

The broad objective of the Sector Leader Course is to develop the knowledge, skills, attitudes and professional qualities that sector leaders require to address racism and racial discrimination, in order to change inequitable systems to create a more equitable working environment where all employees are able to thrive.

#### Specific objectives

At the completion of training, all sector leaders should be able to:

1. Explain the difference between racism, discrimination and prejudice;
2. Be aware of how racism, discrimination and prejudice may impact staff;
3. Identify when an instance of racism, discrimination or prejudice has occurred;
4. Respond sensitively to problems relating to racism, discrimination and prejudice;
5. Give examples of the barriers to employment and progression that people of minority ethnic heritage face.

## 4. TRAINING METHOD

### Introduction

Training was delivered online and based on the principle that it should promote the safety and wellbeing of participants. At the beginning of the Sector Leader sessions there was need for welcome and introductions to take place. Facilitators, Meena Kumari and Sarah Wigley, started by providing an overview of the programme and the topics to be covered during the planned six sessions, as well as the group agreement in terms of conduct. Participants were then asked to introduce themselves.

### Curriculum

The training adhered to the curriculum which is elaborated in Table 1.

TABLE 1: THE COURSE CURRICULUM			
Session	Topic	Participant activities	Resources
1	Racism, discrimination, and prejudice.	Discuss the relevance of the Subject;	PowerPoint; handout.
2	Racial trauma.	Group discussion;	
3	White privilege.	Questions;	
4	Leading culture change.	Reflection;	
5	Recruitment, retention & ongoing effective training.	Feedback;	
6	Supporting staff from racialised communities.	Chat box; Q&A.	

### Training techniques

The following techniques were used to train various aspects of leadership and management in addressing racism and racial discrimination:

- Guest speaker discussions
- Group exercises
- Reflective practices
- Individual exercises and reflection
- PowerPoint

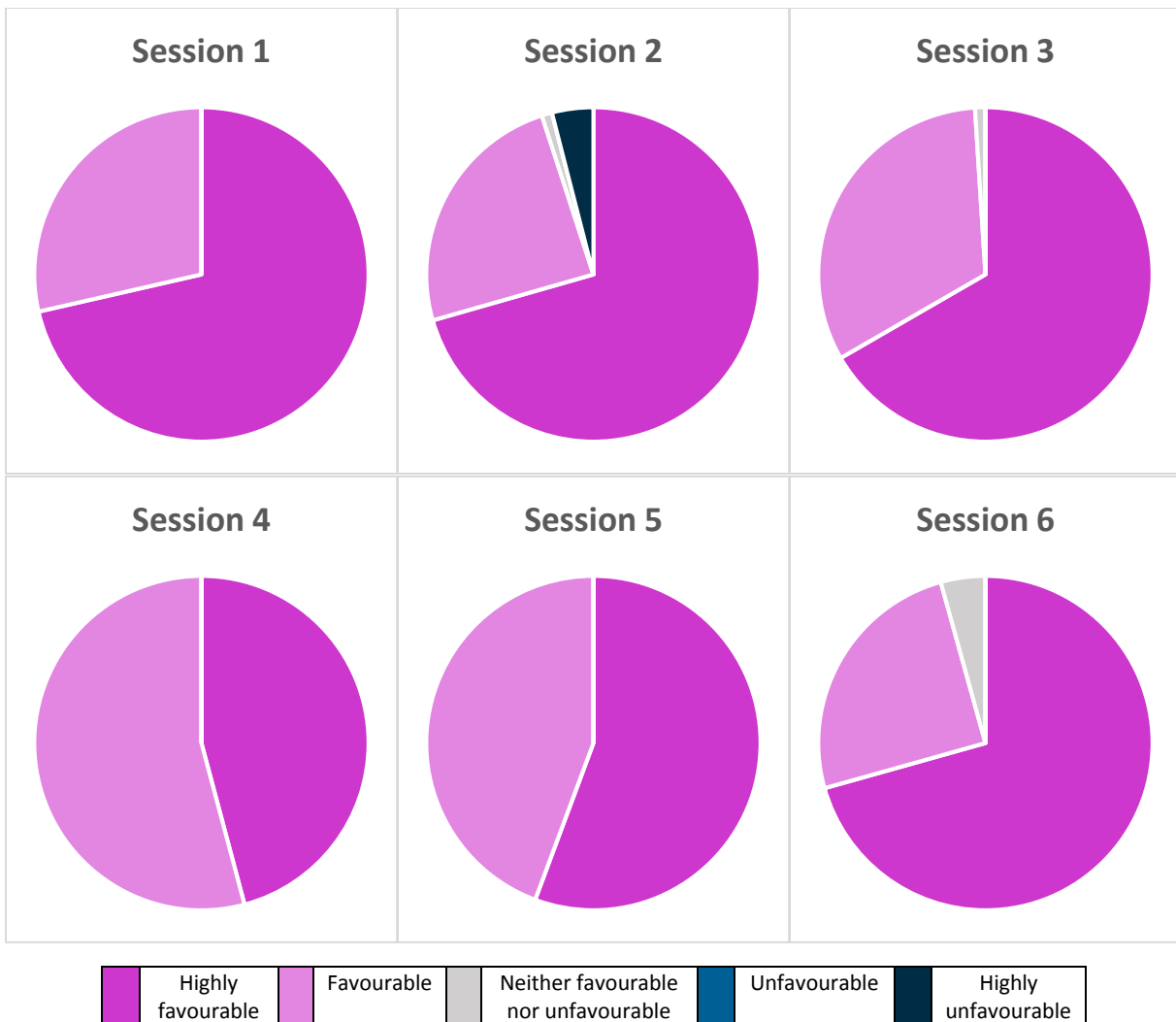
Materials distributed included PowerPoint, agenda, and links to video and online resources.

## 5. PARTICIPANTS EVALUATION AND FEEDBACK

Immediately following the training sessions, participants were given an opportunity to evaluate the facilitator and the training in terms of initial reaction and other aspects. Figure 2 provides an 'at-a-glance' illustration in terms of favourability based on overall scores. Table 2 indicates overall scores in percentages that participants gave for each statement.

Additionally, participants were asked to provide more in-depth feedback, prompted by additional survey questions. These are included below, along with selection of responses. Generally, participants found the training highly favourable and felt that their knowledge of the various aspects of leadership, specific to the course objectives, had greatly improved.

**FIGURE 2: PARTICIPANTS SCORE IN TRAINING EVALUATION AT A GLANCE**



<b>TABLE 2: PARTICIPANTS SCORE IN TRAINING EVALUATION</b>					
<b>Statement</b>	<b>Score</b>				
	Due to rounding, percentages may not always appear to add up to 100%.				
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
<b>Session 1 - Racism, discrimination, and prejudice: 9 November 2022</b>					
The facilitator presented the course materials clearly and effectively.	-	-	-	20%	80%
The guest speaker was relevant, engaging and knowledgeable.	-	-	-	10%	90%
The course helped me to understand the barriers (internal and external) to employment and progression that people of minority ethnic heritage face. (Internal relates to psychological barriers and external relates to systemic and institutional barriers).	-	-	-	35%	65%
The course was relevant in terms of my organisations mission to address the challenges that we face in retaining staff from minority ethnic backgrounds.	-	-	-	30%	70%
The course helped develop my understanding of the difference between racism, discrimination and prejudice.	-	-	-	20%	80%
As a sector leader, I feel more able to recognise and address problems relating to racism, discrimination and prejudice.	-	-	-	45%	55%
The course will help me to identify areas of best practice that I will apply to my work.	-	-	-	40%	60%

### Session 2 - Racial trauma: 15 December 2022

Statement	Score				
	Due to rounding, percentages may not always appear to add up to 100%.				
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
The facilitator presented the course materials clearly and effectively.	7%	-	-	14%	79%
The guest speaker was relevant, engaging and knowledgeable.	7%	-	-	14%	79%
The course helped me to understand what is racial trauma.	7%	-	-	7%	86%
The course was relevant in terms of my organisations mission to address the challenges that we face in retaining staff from minority ethnic backgrounds.	7%	-	-	14%	79%
The course helped develop my understanding of the use of injuries racial trauma can cause staff members.	-	-	-	29%	71%
As a sector leader, I feel more able to recognise and address problems relating to racial trauma.	-	-	7%	36%	57%
The course will help me to identify areas of best practice that I will apply to my work.	-	-	-	57%	43%

### Session 3 - White privilege: 24 January 2023

Statement	Score				
	Due to rounding, percentages may not always appear to add up to 100%.				
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
The facilitator presented the course materials clearly and effectively.	-	-	-	22%	78%

The guest speaker was relevant, engaging and knowledgeable.	-	-	-	17%	83%
The course helped me to understand what is white privilege & white fragility.	-	-	-	28%	72%
The course was relevant in terms of my organisations mission to address the challenges that we face in supporting staff from minority ethnic backgrounds.	-	-	6%	33%	61%
As a sector leader, I feel more able to recognise And address white privilege and white fragility.	-	-	-	44%	56%
The course will help me to identify areas of best practice that I will apply to my work.	-	-	-	50%	50%

**Session 4 - Leading culture change: 28 February 2023**

Statement	Score				
	Due to rounding, percentages may not always appear to add up to 100%.				
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
The facilitator presented the course materials clearly and effectively.	-	-	-	50%	50%
The guest speaker was relevant, engaging and knowledgeable.	-	-	-	38%	63%
The course helped me to understand how I can support my organisations to lead culture change / developing an anti-racist organisation.	-	-	-	63%	38%

The course was relevant in terms of my organisations mission to address the challenges that we face in supporting staff from minority ethnic backgrounds.	-	-	-	50%	50%
As a sector leader, I feel more able to recognise and address how to develop an anti-racist organisation.	-	-	-	75%	25%
The course will help me to identify areas of best practice that I will apply to my work.	-	-	-	50%	50%

**Session 5 - Recruitment, retention & ongoing effective training: 14 March 2023**

Statement	Score				
	Due to rounding, percentages may not always appear to add up to 100%.				
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
The facilitator presented the course materials clearly and effectively.	-	-	-	33%	67%
The guest speaker was relevant, engaging and knowledgeable.	-	-	-	44%	56%
The course helped me to understand how I can support my organisation around recruitment, retention and ongoing effective training.	-	-	-	44%	56%
The course was relevant in terms of my organisations mission to address the challenges that we face in supporting staff from minority ethnic backgrounds.	-	-	-	33%	67%
As a sector leader, I feel more able to recognise and address how to develop better recruitment practices.	-	-	-	56%	44%

The course will help me to identify areas of best practice that I will apply to my work.	-	-	-	56%	44%
<b>Session 6 - Supporting staff from racialised communities: 29 March 2023</b>					
Statement	Score				
	Due to rounding, percentages may not always appear to add up to 100%.				
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
The facilitator presented the course materials clearly and effectively.	-	-	-	25%	75%
The guest speaker was relevant, engaging and knowledgeable.	-	-	-	25%	75%
The course helped me to understand how i can support my organisations around supporting your staff working with those using harmful behaviours from Black and Racialised Communities.	-	-	13%	13%	75%
The course was relevant in terms of my organisations mission to address the challenges that we face in supporting staff from Black & Racialised communities.	-	-	-	13%	88%
As a sector leader, I feel more able to recognise and address the issues discussed in today's session.	-	-	-	50%	50%
The course will help me to identify areas of best practice that I will apply to my work.	-	-	13%	25%	63%

Most participants provided more in-depth feedback, prompted by additional survey questions. These are included below, along with selection of responses.



## **SESSION 1 - Racism, discrimination, and prejudice.**

### **Please tell us how you expect this course will change your behaviour as a sector leader.**

Participants expected the training to have a positive impact on their behaviour as a sector leader which is evidenced in the following:

- *I hope it will give me the confidence and knowledge to encourage a diverse, non-discriminatory culture in our organisation.*
- *I think by hearing different people's opinions and stories has definitely opened my eyes about how to engage and become a better, more inclusive leader.*
- *I now feel more confident to eloquently challenge racism, discrimination and prejudice in the workplace.*

### **Please tell us how we can improve this course.**

Most participants felt that there was little that could be done to improve the course. A minority made suggestions that focused on the length of the course being too short. These are included in the following:

- *I could have explored this subject over a longer time frame – the information was all relevant and we could probably have expanded through discussion.*
- *The course was great - maybe a little longer so we could discuss more in our groups. I really appreciated the breakout rooms and the course being so interactive.*
- *It would have just helped me if things were explained a bit slower and for longer in particular with words of terminology as it can take me a while to process the information.*

One participant suggested that the course include more about racism and its roots:

- *It was great. Happy to hear about Critical Race Theory as it focuses on systemic racism. However, I am socialist, and I believe that we can't forget to talk about how capitalism perpetuates racism. It is not to say that class is more important than race however it gives wider understanding of the issue of racism and its roots.*

### **Based on your participation in this programme, was the programme services beneficial to you as a VAWG sector leader?**

- All participants felt that session 1 was beneficial to them as a VAWG sector leader.

### **If you found the course useful, please provide a brief testimonial that we may publish.**

Several participants provided a testimonial, one example of which is included in the following:

- *This was such a great way to expand my knowledge about 'Racism, Discrimination and Prejudice' and gave insight into ways to be more conscientious when doing this work, being mindful of others and being inclusive. I loved that it was so interactive and a safe space to ask questions without judgement.*

## **SESSION 2 - Racial trauma.**

### **Please tell us how you expect this course will change your behaviour as a sector leader.**

Participants expected the training to have a positive impact on their behaviour as a sector leader which is evidenced in the following:

- *I will take away very helpful metaphors and examples that I will use in helping discuss this with my teams and planning next steps in my organisation. I also take away a different way of approaching identifying and removing hurdles and barriers. I have more confidence in taking next steps.*
- *Enabling me to have space to reflect on my own privilege and what I need to do to look at reducing barriers in our organisation but also creating a safe space.*
- *I will be more aware how racial trauma affects everyone I work with.*

### **Please tell us how we can improve this course.**

Most participants praised the content of, and approach taken in this session. Several made suggestions about managing presentations of racial trauma and practical ways they might support staff. These are included in the following:

- *Not an improvement to this particular course - but perhaps a follow up idea - to explore how we can best manage presentations of racial trauma to better support staff.*
- *I would have benefited from some tools maybe to use directly with staff as a bit of guidance to make sure I am doing this in the right and most supportive way.*
- *Some practical ideas on supporting colleagues who are living with racial trauma; what else can we do?*
- *More practical ways of creating safe spaces would be appreciated.*

### **Based on your participation in this programme, was the programme services beneficial to you as a VAWG sector leader?**

- All participants felt that session 2 was beneficial to them as a VAWG sector leader.

### **If you found the course useful, please provide a brief testimonial that we may publish.**

Several participants provided a testimonial, one example of which is included in the following:

- *This was some of the best training I've ever been on. It's reframed my understanding of racial trauma and encouraged real introspection about my privilege.*

### **SESSION 3 - White privilege.**

#### **Please tell us how you expect this course will change your behaviour as a sector leader.**

Participants expected the training to have a positive impact on their behaviour as a sector leader, particularly in relation to recognising white privilege and what this means in terms of antiracist working practices. This is evidenced in the following:

- *I will have more understanding how I can be anti-racist from my white privilege position.*
- *Reminder to be continually aware of my position and to consider how we develop anti-racist practice and build this into our strategy and policy.*
- *The course has led to deep reflection on my identity and unconscious bias. I feel more confident in enabling the uncomfortable conversations regarding racism; therefore, I will be able to challenge racist attitudes and support my staff members, volunteers and service users.*

#### **Please tell us how we can improve this course.**

Participants were generally very satisfied with the course. Several raised issues concerning time constraints and the limitations of online delivery. These are included in the following:

- *There was too much content for the time - so extending the time or streamlining the content would improve it I think - towards the end it felt rushed.*
- *This is such an interesting topic that we would need more time to discuss and get into more practical actions that we should follow. It would also be great to discuss the links between white privilege and racism within the VAWG sector.*
- *Can't think of anything, in person would have been good for this type of conversation as its easier for difficult conversations but realise the challenge of this and participation from across the country was a benefit.*

Two participants suggested that the course include more practical tips on addressing issues. These are included in the following:

- *I would have liked more time to discuss actions we can take as this section had less discussion.*
- *A few more practical tips on addressing issues.*

#### **Based on your participation in this programme, was the programme services beneficial to you as a VAWG sector leader?**

- All participants felt that session 3 was beneficial to them as a VAWG sector leader.

#### **If you found the course useful, please provide a brief testimonial that we may publish.**

Several participants provided a testimonial, one example of which is included in the following:

- *It is always uncomfortable to raise big questions and challenge attitudes surrounding white privilege and fragility. The course was led in a safe environment that enabled healthy and fruitful discussions. I am sure all participants had the opportunity to reflect on themselves, their identity and how to embrace an anti-racist practice in the professional world and daily life. I recommend you attend this course and allow you to challenge yourself and the structures that enable racism.*

#### **SESSION 4 - Leading culture change.**

**Please tell us how you expect this course will change your behaviour as a sector leader.**

Participants expected the training to have a positive impact on their behaviour as a sector leader, particularly in relation to recognising and responding to racism, and to awareness of ED&I. This is evidenced in the following:

- *To recognise racism across the organisation and proactively challenge it. Work towards Establishing... as an antiracist organisation.*
- *I received useful feedback to increase my awareness of how to approach this work...*
- *I will make sure that EDI is part of our everyday thinking and processes and not treat separately.*

**Please tell us how we can improve this course.**

- All participants were very satisfied with the course.

**Based on your participation in this programme, was the programme services beneficial to you as a VAWG sector leader?**

- All participants felt that session 4 was beneficial to them as a VAWG sector leader.

**If you found the course useful, please provide a brief testimonial that we may publish.**

Several participants provided a testimonial, one example of which is included in the following:

- *I'd recommend this course to VAWG Sector leaders. It provides support, guidance and time for reflection to develop your skills at bringing anti-racist practice to all aspects of your leadership role.*

#### **SESSION 5 - Recruitment, retention & ongoing effective training.**

**Please tell us how you expect this course will change your behaviour as a sector leader.**

Participants expected the training to have a positive impact on their behaviour as a sector leader, particularly in relation to recruitment and retention practices. This is evidenced in the following:

- *Changes in how we recruit and our process and what support we can put in place to retain staff.*

- *Getting some solid KPIs agreed - and getting a mentoring plan written for a member of staff who has approached me for support.*
- *I had a few insightful moments that connects theory to practice. I have a better feel for how to hold conversations with my team. And the need to apply a strategy to this work with clarity on what success looks like, which connects to metrics*

**Please tell us how we can improve this course.**

Participants were generally very satisfied with the course. Three participants raised session-specific issues which are included in the following:

- *Give examples of how POC are held down. Really enjoyed when Sandra gave her own experiences of how her previous manager supported her.*
- *Some group work would have been nice - it was all quite a similar format.*
- *This morning did feel orientated towards corporate sector rather than Vol sector (I recognise that nowadays many VAWG orgs are quite corporate!) It would be good to get some feminist analysis interwoven to the presentation.*

**Based on your participation in this programme, was the programme services beneficial to you as a VAWG sector leader?**

- 89% (7 out of 8) of participants felt that session 5 was beneficial to them as a VAWG sector leader.

**If you found the course useful, please provide a brief testimonial that we may publish.**

Several participants provided a testimonial, one example of which is included in the following:

- *This is excellent if you, as a senior leader, want to better inform your organisation and its practice around equality, equity and inclusion; It is fundamental in this current day and age.*

**SESSION 6 - Supporting staff from racialised communities.**

**Please tell us how you expect this course will change your behaviour as a sector leader.**

Participants expected the training to have a positive impact on their behaviour as a sector leader, particularly in relation to antiracism. This is evidenced in the following:

- *For me to go on along with staff on more of a conscious and hopefully honest journey towards becoming more culturally responsive and anti-racist.*
- *I will be more aware of micro-aggressions and how this impacts people and be sure to challenge people on this.*
- *Helped me think about what's beneath people's resistance to engage, e.g. fear, anger, microaggression.*

**Please tell us how we can improve this course.**

Participants were generally very satisfied with the course. One participant raised session-specific issues:

- *Would have really valued some more specific practical applications - would have liked some breakout rooms as i struggle to keep engaged for a long time with just presentations. I did find the course very useful generally though!!!*

**Based on your participation in this programme, was the programme services beneficial to you as a VAWG sector leader?**

- All participants felt that session 6 was beneficial to them as a VAWG sector leader.

**If you found the course useful, please provide a brief testimonial that we may publish.**

Several participants provided a testimonial, one example of which is included in the following:

- *I think this was an incredibly powerful course and Craig Pinkney delivered it really well. It gives you time to think, reflect and also address some well needed topics. Craig really opened up my thinking.*

## **6. BARRIERS ENCOUNTERED**

Training was conducted smoothly by delivery partners with supervision and technological support from Meena Kumari, H.O.P.E.

Facilitators successfully circumnavigated areas of resistance often associated with diversity, equity and inclusion (DE&I) workplace initiatives - such as those based on pride, conservatism, racism, hostility or lack of understanding – by creating a safe place for learning and allowing time for self-reflection and personal discovery.

Barriers such as online delivery method were overcome by the facilitators' ability to connect with the group at the individual level and involve participants in their own learning experience.

## 7. LEARNING AND RECOMMENDATIONS

The following learning and recommendations are based on insights and information obtained through semi-structured interviews with participants and programme staff, and project and exit survey data.

### Booking and attendance:

Of the 192 people who booked onto a session, only 85 (44%) attended (see Appendix 2). Given the steps taken by programme managers to mitigate the risk of low attendance, and allowing for legitimate reasons for failure to attend, this suggests that sector leaders may not consider improving diversity and inclusion to be a strategic priority.

**Recommendation 1. Consider communicating the financial business case for this training.**

**Recommendation 2. Communicate the ways in which this training, as a key aspect of continuing professional development (CPD), helps organisations to work towards achieving VAWG sector and Home Office quality standards.**

### Session content and activities:

Several participants suggested that the sessions include more opportunities for the group to discuss and expand upon the issues raised. This could be achieved by either extending the length of the sessions or streamlining content.

**Recommendation 2. Extend session length or streamline content to allow more time to discuss key issues.**

Some participants thought it would have been useful, at the end of each session, to include more tips and practical guidance about how to support staff, particularly around managing presentations of racial trauma and creation of safe spaces.

**Recommendation 3. Consider including a short closing segment in each session to include more practical tips.**

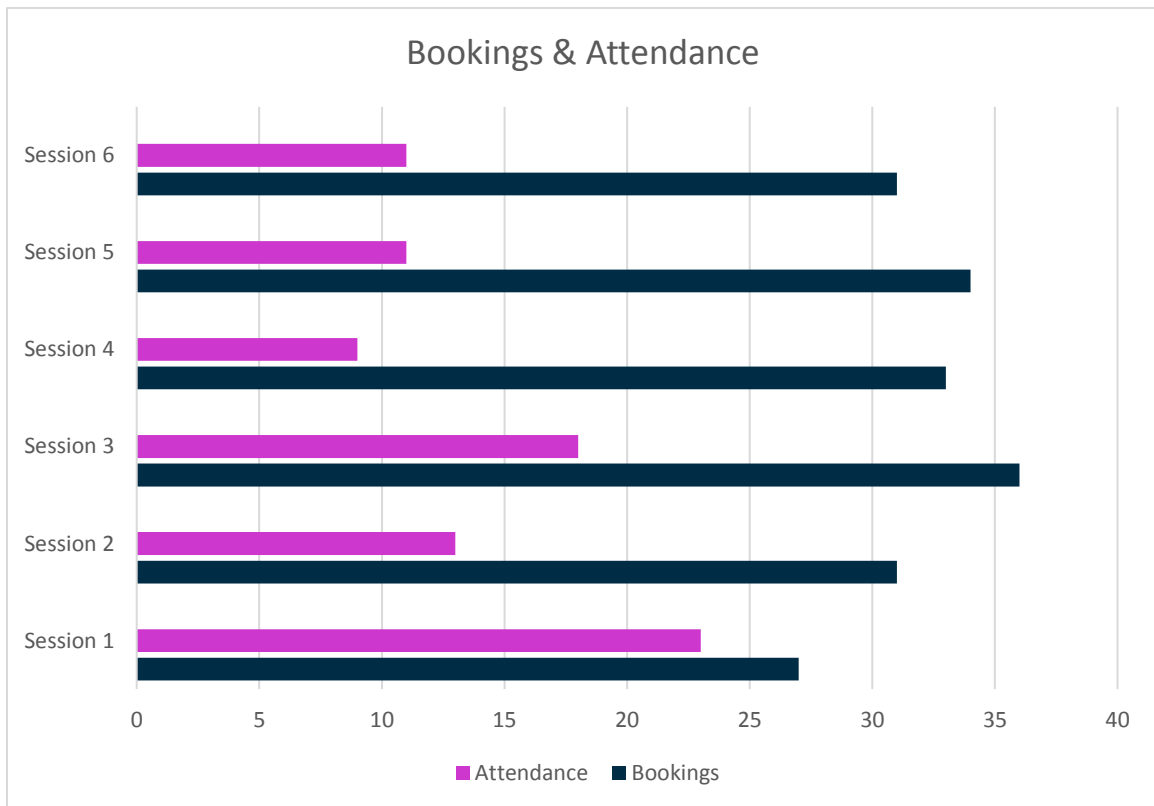


# 8. APPENDICES

## APPENDIX 1. H.O.P.E SECTOR LEADER COURSE TIMETABLE

- 09.11.2022: I cannot be a racist I have a black employee! – Racism, Discrimination and Prejudice top things you need to know as a VAWG sector leader
- 15.12.2022: What is Racial Trauma & supporting staff experiencing this
- 24.01.2023: Challenging White privilege and acknowledging White Fragility
- 28.02.2023: Supporting organisations to lead culture change / developing an anti-racist organisation (ONLY for CEO's & Directors)
- 14.03.2023: Recruitment, Retention & ongoing effective training – How to keep the staff from racialised communities working within the VAWG sector
- 29.03.2023: Supporting your staff who are working with perpetrators from racialised communities around their harmful behaviours

## APPENDIX 2. BOOKINGS & ATTENDANCE



# THE POWER OF H.O.P.E.

Sector Leader Course

FIND OUT MORE: [hopetraining.co.uk](http://hopetraining.co.uk)

