

# SUMMARY REPORT

Working with people who cause harm in intimate  
and family relationships

Workforce development and  
leadership programme:

Building capacity and  
confidence among professionals  
from racialised communities

2022

**DRIVE** >

  
**H.O.P.E.**  
TRAINING & CONSULTANCY

  
onEvidence

## On behalf of the consortium

We would like to thank Rachel Ozanne and Kyla Kirkpatrick for their valuable support and guidance throughout. H.O.P.E Training and consortium members are grateful to everyone who participated in this project. Their willingness to share information and expertise helped us immensely in forming a picture of the current landscape, thus allowing us to draw recommendations (page 10).

## Disclaimer

This summary report represents the opinions of the authors and is the product of professional research. It is not meant to represent the position or opinions of the participating organisations or their Members, nor the official position of any staff members.

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## A note on language

Throughout this report we have referred to those from 'racialised' communities. 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.

“

Mentoring  
and coaching  
are  
something  
I'm interested  
in; we need  
role models.



“As a Consortium we are delighted to publish this report, which highlights the extent of workforce experiences impacting people from racialised communities who work with those using harmful behaviours.

The staff we consulted told us that they are not experiencing fair and equal progression opportunities in the workplace and have barriers imposed upon them in their career, while the sector leaders we spoke to told us they wanted to do more for their staff and understood the need for radical and lasting change.

As a consortium we want to see staff feel supported, not isolated, and to see frontline VAWG organisations create greater equity across systems and organisations employing them.

This report stresses the importance of the views of staff from racialised communities working with those using harmful behaviours.

We need to ensure measures tackling racism across VAWG structures are in place for all staff.”

MEENA KUMARI

SARAH WIGLEY

NATASHA BROOMFIELD REID

JODIE DAS

ANNIE GIBBS

IMRAN MANZOOR

H.O.P.E. CONSORTIUM


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# Summary report snapshot

Workforce  
development  
and  
leadership

Building  
capacity and  
confidence  
among  
professionals  
from racialised  
communities  
working with  
people who  
cause harm in  
intimate and  
family  
relationships



H.O.P.E. and Consortium  
members consulted with 47  
frontline staff and 45 sector  
leaders from October to  
December 2021



Largest ethnic groups among staff  
were Asian/Asian British Indian  
(25%) and Black/Black British  
Caribbean (23%). For sector leaders,  
the largest ethnic groups were White  
British (58%), White Other (9%) and  
Asian/Asian Indian (9%)



Emerging key themes  
from staff consultation  
were institutional  
racism, equality,  
diversity and inclusion,  
and feelings of isolation



Recommendations were pilot  
leadership programme for staff  
from racialised communities  
supporting perpetrators of domestic  
abuse, and development training  
courses for senior managers

# Executive summary

H.O.P.E Training & Consultancy offers high quality training & consultancy in domestic abuse, sexual violence and abuse and, safeguarding.

H.O.P.E and its consortium members were commissioned to seek the views of sector leaders and staff from racialised communities to inform the design of a workforce development and leadership programme to build capacity and confidence amongst professionals from racialised communities working with those causing harm in intimate and family relationships.

Data was collected from interviews and focus group discussions across two studies; Study 1 involved participants who are sector staff, and Study 2 involved participants who are sector leaders. All participants provided informed consent to take part in this research.

The data collected in both studies was analysed using Interpretative Phenomenological Analysis (IPA).

During the analysis, [onEvidence Ltd.](#), an independent research consultancy, repeatedly read and reviewed interview data to aid familiarisation and made a note of important areas. Following further readings, these notes were coded into emergent themes. Finally, relationships between themes were identified and these were arranged into superordinate and sub-themes.

In Study 1 (staff focus groups and interviews), we identified three superordinate themes: (1) Institutional racism, (2) Equality, diversity and inclusion, and (3) Feelings of isolation.

In Study 2 (sector leader focus groups and interviews), we identified two superordinate themes: (1) misunderstanding of the term privilege, and (2) equality, diversity and inclusion.

These findings led us to make the following recommendations:

1. Pilot Leadership program for staff from racialised communities
2. Pilot development courses for sector leaders
3. Develop a support network & action learning
4. Evaluate and share findings





# Headline findings

## Study 1. Staff interviews and focus groups

Superordinate theme	Subordinate themes	Keywords and issues
1. INSTITUTIONAL RACISM	<ul style="list-style-type: none"> <li>1.1 Impact on mental health</li> <li>1.2 Getting support</li> </ul>	Organisational culture. Lack of support. Worry about raising issues with senior staff. Impact. Mental health. Aspirations. Development. Progression.
2. EQUALITY, DIVERSITY AND INCLUSION	<ul style="list-style-type: none"> <li>2.1 Black Lives Matter</li> <li>2.2 Tokenism</li> </ul>	George Floyd. BLM. Tick-box. Lumping. White. Senior team buy-in.
3. FEELINGS OF ISOLATION	<ul style="list-style-type: none"> <li>3.1 Impact on aspirations</li> <li>3.2 Need for meaningful support</li> </ul>	Lack of support. Opportunities for development. Fear of speaking out. Frustration. Resignation. Considering leaving.

Table 1. Summary of Superordinate and Subordinate Themes

Staff participants were asked to respond to the following questions:

1. What do you think are your organisation’s aspirations for you and how this might be impacted by race, age and gender?
2. What is the current culture / ethos within your organisation in regard of leadership and development?
3. What type of support do you have access to in order for you to do your role effectively and feel supported?
4. What would you like to see included within a leadership and development programme aimed at staff from racialised communities?

Findings capture the experiences and perspectives among staff in the domestic abuse sector and other voluntary and statutory sectors. In their responses to the questions, we identified three superordinate themes from the focus groups and interviews: (1) Institutional racism, (2) Equality, diversity and inclusion, and (3) Feelings of isolation.



# Study 2. Leader focus groups and interviews

Superordinate theme	Subordinate themes	Keywords and issues
1. MISUNDERSTANDING OF THE TERM 'PRIVILEGE'		Guarded. Defensive.
2. EQUALITY, DIVERSITY AND INCLUSION	<ul style="list-style-type: none"> <li>• 2.1 Recruitment</li> <li>• 2.2 Training</li> <li>• 2.3 Need for additional support for staff from racialised communities</li> </ul>	Racism. BLM Movement. Need to be proactive. Education. Training.

Table 2. Summary of Superordinate and Subordinate Themes

Sector leader participants were asked to discuss the following questions:

1. Understanding your own privilege\* – how have you acknowledged this in your practice, how do you share your privilege?
2. How do you develop and manage the organisational culture and ethos to ensure staff from racialised communities are able to meet their potential?
3. What leadership programmes have you put in place and in what way do they address the needs of staff from racialised communities?
4. How has your organisation enhanced learning and practice to remove bias in interactions, service delivery, communication and working with others?

Findings capture the experiences, perspectives, opinions and ideas from leaders in the domestic abuse sector and other voluntary and statutory sectors. In response to the research questions, we identified two superordinate themes: (1) misunderstanding of the term privilege, and (2) equality, diversity and inclusion.

# Recommendations

## 1 Pilot Leadership program for staff from racialised communities

Invest in high quality, equitable learning and development opportunities for staff working with perpetrators of domestic abuse who want to develop into leadership roles.

This 10-week leadership program (30 hours) will include group work, reflective sessions, expert presentations and coaching sessions.

The design and delivery of this program will cover, but not limited to a range of core and emerging topics.

## 3 Develop a support network & action learning

This program would identify, develop and support a network of staff and sector leaders enabling them to be brought together (virtually) to discuss challenges, current learning and proactively take theory into practice.

Offer the opportunity for staff and sector leaders to access Action Learning Sets enabling participants to agree terms of future facilitation and define how this approach can be embedded as part of an ongoing support network.

## 2 Pilot development courses for sector leaders

Invest in high quality, equitable learning and development opportunities for sector leaders leading VAWG services focusing on perpetrators interventions.

These 6 individual stand-alone sessions allowing sector leaders to develop their knowledge and skills, will promote critical reflection in relation to current practice will a vision to moving forward.

The design and delivery of this program will cover, but not limited to a range of core and emerging topics.

## 4 Evaluate and share findings

Outcomes and Outputs from the pilot will be encapsulated within a final report. This will include but not be limited to a pre, mid and post evaluation, 121 interviews with participants (selected at random) to give feedback and an online show case event.

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