FOI123 Response

Request

I am enquiring into reverse mentoring at your trust.

It is for a piece to help share best practice about reverse mentoring at trusts and boards across the UK.

Although reverse mentoring is not mandatory it is discussed in NHS England's document: A Model Employer: Increasing black and minority ethnic representation at senior levels across the NHS. https://www.england.nhs.uk/wp-content/uploads/2019/01/wres-leadership-strategy.pdf

The document looks at improving representation at senior levels and uses reverse mentoring as an example (page 12).

However, I am looking at all protected characterises with regards to reverse mentoring.

Questions:
1. Do you carry out reverse mentoring at your trust?

2. Please choose from the following protected characteristics that you include in your reverse mentoring programme. Please include any other if it is not on the list provided.

   a) age

   a) gender reassignment

   b) disability

   c) race including colour, nationality, ethnic or national origin

   d) religion or belief

   e) sex

   f) sexual orientation

3. Please describe your reverse mentoring programme:

   a) Have you designed the programme yourself or have you brought in an outside expert?

   a) Please give a brief description of your programme.

   b) How long does your reverse mentoring last (eg, 6 months)?

   c) What job levels are paired on the programme?

   d) How do you evaluate the reverse mentoring?

4. Have you continued with reverse mentoring during COVID-19? How have you done this?

5. For how many years have you been running the reverse mentoring programme?

Response

1. **Do you carry out reverse mentoring at your trust?**

    The Trust does carry out reverse mentoring and this has been established through the Trust's Reciprocal Mentoring for Inclusion programme.

2. **Please choose from the following protected characteristics that you include in your reverse mentoring programme. Please include any other if it is not on the list provided.**

    a) **age**

    a) **gender reassignment**

    b) **disability**

    c) **race including colour, nationality, ethnic or national origin**

    d) **religion or belief**

    e) **sex**

    f) **sexual orientation**

    The protected characteristics listed from a-f are included in the Reciprocal Mentoring for Inclusion programme.

3. **Please describe your reverse mentoring programme:**

    a) **Have you designed the programme yourself or have you brought in an outside expert?**

    The NHS Leadership Academy has provided the Trust with the reverse mentoring programme.

    Please note that the Trust has worked alongside NHS Leadership Academy in the development of the programme.

    b) **Pease give a brief description of your programme.**

    The Trust's Reciprocal Mentoring for Inclusion programme, is based on the reversal of a traditional mentoring model, whereby the more senior staff member undertakes the mentee role to gain fresh insight, perspectives and benefit from the lived experience and learning of the less senior individual. In addition to this, the relationship between the mentor and mentee will be reciprocal in nature.

    The purpose of the programme is to change and equalize the balance of power, challenge the traditional culture which goes with hierarchy to form allies, create equal partnerships, and establish systemic transformational change.

c) How long does your reverse mentoring last (eg, 6 months)?

There is no specific timeframe assigned to the participation of Reciprocal Mentoring for Inclusion programme.

The purpose of excluding a timeframe is to encourage depth in the relationship between the mentor and mentee, which in turn will yield the best outcome in forming strong ally-ship, equal partnerships and transformational change.

d) What job levels are paired on the programme?

Executive Team, Senior leaders and staff members that are not in senior roles.

e) How do you evaluate the reverse mentoring?

The Reciprocal Mentoring for Inclusion programme is evaluated through virtual feedback sessions.

4. Have you continued with reverse mentoring during COVID-19? How have you done this?

The Trust has continued with the Reciprocal Mentoring for Inclusion programme during the Covid-19 pandemic.

The continuation of the programme has been a result of encouraging Trust staff who are enrolled in the programme to attend Virtual Action Learning Sets, which allow the mentees and mentors to learn from each other by sharing their journey and experience of reciprocal mentoring virtually.

5. For how many years have you been running the reverse mentoring programme?

The Trust's Reciprocal Mentoring for Inclusion programme is the first of its kind to be implemented within the Trust. The programme was deployed in January 2020 and is therefore in the early stage of its duration.