

Cover Sheet

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Title: Freedom to Speak Up [FtSU] – Annual Report 2021/2022

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IAC2022.05 FtSU Six-monthly Update

Board Lead: Acting Chief Assurance Officer

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Confidential: No

Key Purpose: Assurance

Executive Summary

- This paper presents the Freedom to Speak Up Annual Report 2021/22, in compliance with the requirements of applicable National Guardian's Office [NGO] <u>Guidance</u> i relating to Freedom to Speak Up, in fulfilment of the general conditions of the <u>NHS Standard Contract</u> ii.
- 2. The full OUH Freedom to Speak Up [FtSU] Annual Report 2021/22 is **attached** at **Appendix 1**.
- 3. Adhering to applicable NGO Guidance, the FtSU Annual Report includes high level, anonymised data relating to speaking up, as well as information on actions the Trust is taking to support a positive speaking up culture.

Recommendations

4. The Trust Board is asked to consider the Freedom to Speak Up [FtSU] Annual Report 2021/22, **attached** at **Appendix 1**.

Freedom to Speak Up [FtSU] - Annual Report 2021/2022

1. Purpose

1.1. This paper presents the Freedom to Speak Up [FtSU] Annual Report 2021/22 which was considered by the Trust Management Executive at its meeting on 30 June 2022. The full FtSU Annual Report is attached at Appendix 1.

2. Background

- 2.1. The requirement for all trusts to comply with National Guardian's Office [NGO] <u>Guidance</u> relating to Freedom to Speak Up, in fulfilment of the general conditions of the <u>NHS Standard Contract</u>, was introduced following the <u>review by Sir Robert Francis QC</u> in 2015 into creating an open and honest reporting culture in the NHS.
- 2.2. NGO Guidance advised that every trust board should seek assurance that their organisation's freedom to speak up culture is healthy and effective, subject to assessment under the Care Quality Commission's well-led domain of inspection. An important piece of such assurance is the Annual Report from the Trust's Lead FtSU Guardian, with an update to be provided at least very six months.
- 2.3. The information that the Board should expect to receive from the Lead FtSU Guardian was set out in NGO Guidance, to include information on:
 - the number and types of cases being dealt with by the FtSU Lead Guardian and the team
 - topics and any themes identified in concerns raised
 - the professional group and level of individuals speaking up
 - whether there are issues that may potentially relate to patient safety or staff safety
 - what action has been taken to improve the FtSU culture at the Trust
 - whether there are suggestions for any priority action recommended.
- 2.4. NGO Guidance further advised that every trust board should support their FtSU Guardian in the ability to triangulate data from other sources, *e.g.* from patient complaints and claims, and staff survey results, so as to identify whether there are wider issues that may need to be addressed.
- 2.5. Following NHS England's publication in June 2022 of <u>new and updated</u>

 <u>FtSU guidance</u>, work is already underway to ensure that the Trust adheres to its requirements.

3. Freedom to Speak Up Annual Report 2021/22

- 3.1. The full Freedom to Speak Up [FtSU] Annual Report 2021/22, attached at Appendix 1, provides the information required as outlined in 2.3 above and:
 - Gives some examples to illustrate where leadership has listened up and followed up in response to concerns raised
 - Provides some context by reference to results of the <u>NHS Staff Survey</u> 2021
 - Refers to relevant updates and information provided by the NGO.
- 3.2. In reporting on action taken to improve the FtSU culture at OUH during 2021/22, the Annual Report includes:
 - An overview of all the recommended improvements that are being implemented, based on the <u>Report on Key Findings of the OUH FtSU</u> <u>Review 2021</u> which was presented to the Board in November 2021
 - An outline of the revised operational model developed to deliver these improvements and optimise effectiveness of the FtSU service at OUH
 - A summary of action taken in response to recommendations made in the internal audit report on Freedom to Speak Up (issued by KPMG in July 2021), which provided the assurance rating of "significant assurance with minor improvement opportunities"
 - Confirmation that the OUH Freedom to Speak Up Policy has been reviewed and updated. The revised policy incorporates the provisions of the NHS England » The national speak up policy published June 2022, and will be submitted to the Board for approval in due course.
- 3.3. The Freedom to Speak Up [FtSU] Annual Report 2021/22 is presented to the Board by Dr Taffy Makaya, in her capacity as the FtSU Interim Lead Guardian who has been in post from April 2021 to March 2022.
- 3.4. The Chief Assurance Officer was the Executive Director with lead responsibility for FtSU throughout 2021/22. The Executive Director with lead responsibility for FtSU is currently the Chief People Officer.

4. Conclusion

4.1. Much has been done to improve the speaking up culture at OUH, building on sustained efforts to improve staff engagement in recent years, and specifically implementing recommendations for improvement based on the <u>Report on Key Findings of the OUH FtSU Review 2021</u>, all with the aim of delivering a positive impact on the quality of patient care and staff experience.

- 4.2. In May 2022, the Board endorsed 'Our Engagement Promise', pledging to promote activities throughout the year that demonstrate the commitment to listen to staff feedback, through the gathering, analysing, co-creation, reviewing and feeding back of solutions. This should further strengthen the speaking up culture at the Trust.
- 4.3. The NGO Press Release on results of the FtSU Guardians' Survey 2021 did however report "warning signs that more needs to be done to support improvements in speaking up culture in the NHS". Results of the NHS Staff Survey 2021 show a falling proportion of staff who say they feel safe to speak up about anything that concerns them in their organisation. While the proportion of staff who say they would feel secure raising concerns about unsafe clinical practice showed a slight improvement nationwide (up from 72.5% in 2020 to 73.9% in 2021) and OUH responses were slightly higher than the national average (improving from 72.6% in 2020 to 74% in 2021) it is very important that leaders continue to promote a healthy a healthy and effective speaking up culture throughout the Trust.
- 4.4. Freedom to Speak up Guardians and the team of volunteer Champions offer a very valuable service. Working in alignment with the Trust's staff engagement programme, they contribute significantly to meeting the ongoing challenge to promote, create and sustain an open and transparent culture of speaking up, listening up and following up at OUH.

5. Recommendations

5.1. The Trust Board is asked to consider the Freedom to Speak Up [FtSU] Annual Report 2021/22, **attached** at **Appendix 1**.

Appendix 1

Freedom to Speak Up [FtSU] – Annual Report 2021/2022

1. Purpose

1.1. The purpose of this paper is to provide the Board with an overview of the work of the Freedom to Speak Up Guardians, including contacts made and cases formally opened in the 12 months from April 2021 to March 2022. It outlines actions the Trust is taking to support a positive speaking up culture, and reports on initiatives undertaken by the National Guardian Office [NGO].

2. Recorded staff contacts: cases opened

- 2.1. The total number of cases formally opened after staff contact with the FtSU Guardians in 2021/22 is **116**. The number of cases formally opened does not represent the larger number of staff members (>2,000 recorded between May 2021 and March 2022 inclusive) with whom FtSU Guardians have had informal contact, and with whom they have engaged through initiatives to raise awareness and remove barriers to speaking up.
- 2.2. The most recent NGO Annual Speaking Up Data Report 2020-21 showed that the average number of cases opened in 'large' trusts (defined as those with more than 10,000 workers) was just over 130 cases per annum. That NGO Report also highlighted that, across all types of trusts, a lower number of cases formally opened was found to correlate with higher CQC ratings.
- 2.3. Comparison data on the number of contacts giving rise to a case being opened at OUH is provided in Table 1.

Year	Period covered	No of contact	cts	
2017/18	8 months		56	
		Half year	Full year	
2018/19	Q1 and Q2	39		
	Q3 and Q4	54		
	12 months		93	
2019/20	Q1 and Q2	86		
	Q3 and Q4	55		
	12 months		141	
2020/21	Q1 and Q2	92		
	Q3 and Q4	72		
	12 months		164	
2021/22	Q1 and Q2	38		
	Q3 and Q4	78		
	12 months		116	

Table 1 - Number of contacts (Source: OUH Lead FtSU Guardian)

2.4. Across all healthcare organisations in the country, the most common reason for individuals to contact their FtSU Guardian has been bullying and harassment [source: <u>NGO Annual Speaking Up Data Report 2020-21</u>],

- although the proportion of cases identified in the most recent national report (at 30.1% of the total) was lower than reported in 2019/20 (35.9%).
- 2.5. The <u>review by Sir Robert Francis QC</u> into creating an open and honest reporting culture in the NHS highlighted the importance of ensuring that staff are able to raise any concern relevant to safety or to the integrity of the system, recognising that such concerns may include oppressive behaviour or bullying and dysfunctional working relationships.
- 2.6. At OUH, a significant proportion of staff who contacted the FtSU Guardians in 2021/22 wished to raise concerns which included an element related to 'poor behaviours including bullying and harassment'. The 2nd half of the year saw an increase in those raising concerns relating to the safety of staff (which may include concerns related to staff health and wellbeing).
- 2.7. OUH data on the reasons for contacts is provided in Tables 2 and 3 (**NB**. multiple reasons for contact may be identified in respect of a single case).

	2020/21 (full year total)	2020/21 (full year total)
Element of patient safety	63	25
Behaviours incl. bullying & harassment	47	66
Element of staff safety	Not reported	47
Suffered detriment	12	7

Table 2 – reasons for contacts with OUH FtSU Guardians

Themes	20/21	20/21	20/21	20/21	21/22	21/22	21/22	21/22
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Element of patient safety	32	12	11	8	6	8	10	9
Behaviours including bullying & harassment	11	11	18	7	18	10	20	18
Element of staff safety	Not reported			2	5	22	18	
Suffered detriment	4	3	2	3	2	2	2	1

Table 3 – reasons for contacts by quarter during 2020/21 and 2021/22

- 2.8. No cases were raised anonymously in the first half of the year (Q1 and Q2). Two cases were reported anonymously in Q3, and one case was reported anonymously in Q4 of 2021/22.
- 2.9. Throughout 2021/22, the average time taken for FtSU Guardians to provide an initial response to contact made was between 1 day and 1.2 days. In most cases, an initial response was provided on the same day that contact had been made.
- 2.10. Data on the professional group of recorded staff contacts which gave rise to a case being opened at OUH is presented in Table 4.

21/22	Registered Nurses & Midwives	Medical & Dental	Allied Health Professionals	Nursing Assts or HCAs	Admin, Clerical, Maintenance/ Ancillary	Corporate Services	Other (incl not known)	Totals
Q1	2	8	3	0	1	7	0	21
Q2	4	1	3	0	2	7	0	17
Q3	8	6	13	0	2	8	2	39
Q4	8	6	8	3	5	8	1	39
2021/22	22	21	27	3	10	30	3	116

Table 4 – Professional Group of staff contacts

2.11. Data on the professional level of recorded staff contacts which gave rise to a case being opened at OUH is presented in Table 5:

21/22	Worker	Manager	Senior Leader	Not disclosed	Totals
Q1	15	4	2	-	21
Q2	11	6	0	-	17
Q3	27	10	0	2	29
Q4	37	2	0	-	39
2021/22	90	22	2	2	116

Table 5 – Professional Level of staff contacts

- 2.12. Every trust is also required to submit data to the NGO on responses received to the feedback question, "Given your experience, would you speak up again?". At OUH in 2021/22, this question had a response rate of 78%.
 - 77% of respondents (70 people) answered "Yes"
 - 5.5% of respondents (5 people) answered "No"
 - 17.5% (16 people) answered "Maybe" or "Don't know"
- 2.13. The Trust's own supplementary question, "If you had another concern would you be happy to raise it through the FtSU Guardian?" elicited a higher proportion of answers in the affirmative. An online feedback form has been developed to provide all those who use the FtSU service at OUH with an opportunity to share more details of what they experienced when they spoke up to raise a concern.
- 2.14. Wherever a concern raised indicates:
 - that there is an issue that may be of significance beyond the circumstances of the individual who has spoken up; and/or
 - that there is an issue that may only be resolved through a co-ordinated organisational response; and/or

that there is an issue of sufficient gravity to require further escalation

the case is highlighted to individual executives, divisional leads or other managers as appropriate, for action to be taken. At the time of reporting, there are five cases opened in 2021/22 that have not yet been closed, some of which involve more than one member of staff who continues to require support as further discussion or investigation is being pursued to ensure that the concern they have raised has been heard and addressed at the appropriate level.

Topics and themes

- 2.15. Issues identified in concerns raised in 2021/22 have highlighted:
 - A reduction in concerns related directly to COVID-19
 - An increase in concerns raised in relation to staff shortages, including concerns in anticipation of shortages likely to arise if vaccination were to become a condition of deployment
 - A persistently significant proportion of concerns raised which include an element related to alleged bullying and harassment
 - An increase during the second half of the year in the number of concerns raised relating to staff safety and wellbeing
 - A confluence of concerns raised in one service illustrates the interrelationship between issues, including:
 - Operational concerns
 - Deterioration in team relations
 - Negative Impact on service delivery
 - · Adverse impact on staff well-being
 - An incident of counterclaims being made against someone who had raised a concern highlights the importance of observing 'due process', and of providing appropriate support for all who may be affected by speaking up
 - Concerns relating to respect and dignity are also often cited
 - Staff have reported not knowing who to contact, feeling frustrated at not being listened to in their initial conversations with line managers, and/or of not receiving any feedback, as the reason why they have approached FtSU for support.

Making a difference

- 2.16. Some examples of cases where speaking up has made a difference are provided below, to illustrate where leadership has listened up and followed up in response to concerns raised:
 - In response to concerns that communications on vaccination as a condition of deployment had been divisive and difficult for many, the Chief People Officer acknowledged these concerns and offered opportunities for further discussion of the impact in two online forums, following revocation of the regulations;
 - In response to concerns about diminished resilience after COVID-19, a
 dedicated Listening Event was held in collaboration with the Wellbeing
 team, and the range of points raised have been fed into the Trust's
 'Growing Stronger Together Rest, Reflect, Recover Programme';
 - In response to concerns about delayed receipt of long service awards, the process has been improved following review;
 - In response to concerns about smoking on site, a dedicated Listening Event gave staff the opportunity to speak up and be heard by the Executive Director responsible for revising the OUH Smoke Free Policy.

3. National Guardian's Office [NGO]

- 3.1. The NGO Strategic Framework for Freedom to Speak Up was launched in July 2021, outlining the NGO's priorities for freedom to speak up in the healthcare sector, serving the NGO's mission of making speaking up "business as usual", guided by universal principles for creating a speak up, listen up, follow up culture.
- 3.2. In May 2021, the NGO published its latest <u>FTSU Index Report 2021</u>. Based on data from the NHS Staff Survey 2020, this showed continued incremental improvement in the overall OUH score of 80.3% compared to a national average score of 79.2%. (The Board has had the opportunity to consider data in the <u>FTSU Index Report 2021</u> in more detail, as presented in the Report on Key Findings of the OUH FtSU Review [TB2021.87]).
- 3.3. The NGO is not expected to publish a FtSU Index Report for 2022, because the NHS Staff Survey questions (upon which each trust's FtSU Index score was based) have changed, but the results of the NHS Staff Survey 2021 include a proxy indicator constituted by the:

People Promise Element:

"We each have a voice that counts" (relating to Raising Concerns)

under which the OUH score of **6.6** is better than the national average of 6.4 (on a scale of 1-10).

- 3.4. In the NGO Press Release on results of the FtSU Guardians' Survey 2021, the NGO reported "warning signs that more needs to be done to support improvements in speaking up culture in the NHS", highlighting that the results of the NHS Staff Survey 2021 showed that the proportion of staff nationwide who say they feel safe to speak up about anything that concerns them in their organisation has fallen.
- 3.5. OUH responses to the statement, "I feel safe to speak up about anything that concerns me in the organisation" (Q.21e in the NHS Staff Survey 2021) were better than the national average, but had also fallen since 2020, as shown in Table 6.

"I feel safe to speak up about anything that concerns me in the organisation"				
	2020	20	021	
NHS Staff Survey	65%	60	.7%	
National average				
Highest and lowest performers		Best:	Worst:	
		75.3%	47.5%	
OUH Staff Survey Result	68.2%	63	.8%	

Table 6: OUH responses to Q. 21e in the NHS Staff Survey 2021

- 3.6. Responses to question 17a in the NHS Staff Survey 2021, identifying whether staff would feel secure raising concerns about unsafe clinical practice, showed a slight improvement nationwide (up from 72.5% in 2020 to 73.9% in 2021). OUH responses in the affirmative were slightly higher than the national average (improving from 72.6% in 2020 to 74% in 2021).
- 3.7. Other updates receive from the NGO during 2021/22 included:
 - On 30 September 2021, the NGO published research which it had commissioned to be undertaken by the equalities charity **brap**ⁱⁱⁱ and Roger Kline OBE <u>Difference Matters: The impact of ethnicity on</u> <u>speaking up</u>, exploring particular barriers to speaking up that have been reported by Black and minority ethnic staff across the NHS.
 - The NGO continues to run its <u>100 voices</u> initiative, sharing stories that aim to describe the current reality of speaking up in health.

4. Developing and strengthening the effectiveness of FtSU at OUH

4.1. With the Board's support, a comprehensive review of Freedom to Speak Up [FtSU] at OUH was undertaken in 2021, building on improved staff

- engagement to deliver a service and supporting culture that can meet staff needs in relation to speaking up.
- 4.2. Staff engaged well with the review, and leaders are better informed about how staff experience the speaking up culture and behaviours at OUH.
- 4.3. Listening up to what staff have to say, the Trust is now following up by implementing all of the recommended improvements, based on the Report on Key Findings of the OUH FtSU Review 2021 which was presented to the Board in November 2021 [TB2021.87].
- 4.4. Learning also from good practice elsewhere, and taking account of relevant national guidance, the improvements focus on:
 - clarifying the process/processes
 - e-learning training modules have been launched on My Learning Hub: Speak Up, Listen Up, Follow Up - the impact of which is being evaluated
 - volunteer Champions have been successfully recruited on different hospital sites to enhance access to advice and support
 - Local Guardians will be designated in each division
 - explaining the FtSU remit
 - 'thumbnails' have been produced and disseminated to underscore the importance of the role of FtSU in:
 - guarding the freedom to speak up;
 - protecting against adverse consequences;
 - raising awareness;
 - providing signposting and support
 - strengthening the organisational context
 - actively encouraging collaboration between teams
 - o developing an integrated signposting guide
 - managing realistic expectations
 - o promoting speaking up to become 'business as usual'
 - taking measures to ensure that the appropriate process is applied when addressing concerns raised
 - supporting staff
 - o enhancing the visibility and accessibility of the FtSU team
 - the FtSU team is pro-actively working with Staff Networks (BAME, Disability & Accessibility, LGBT+, Women's)
 - demonstrating learning

- improving data collection
- developing anonymised case studies, to share.
- 4.5. Importantly, the FtSU Lead Guardian continues to meet regularly with the Trust Chair to give anonymised feedback, as well as reporting formally to the Board on issues and themes identified in the concerns raised.
- 4.6. To support the successful delivery of these improvements, a revised operational model has been developed, to provide:
 - Senior (clinical) leadership from the Lead Guardian, supported by an operational manager
 - Designated points of ready access for initial signposting and support from Local Guardians within each clinical division and within Estates/PFI (identified as an area of the corporate division in which staff may find it harder to speak up and be heard)
 - Further access to initial signposting and support from four recently appointed volunteer FtSU Champions, based at the Horton, OUH Cowley and Churchill – contact details for whom are publicised on the FtSU intranet page
- 4.7. Action has also been taken following receipt of an internal audit report on Freedom to Speak Up (issued by KPMG in July 2021), which provided the assurance rating of "significant assurance with minor improvement opportunities". Action taken in response to the 'Medium priority' and 'Low priority' recommendations made (none were deemed 'high priority') is summarised in the table below.

No	Priority	Internal Audit Recommendation	Action taken
1	Medium	To strengthen bi- annual reporting of FtSU cases and tracking of open cases	The number of key performance indicators [KPIs] has been increased, to help identify any key areas of weakness and support further improvement. This annual report includes some additional information and further developments will be reflected in the next and future reports.
2	Medium	To update the Implementation Plan developed in relation to the FtSU Strategy 2019-22	The Strategy Implementation Plan has been updated and merged with the comprehensive Action Plan developed for implementation of the FtSU Review recommendations, progress against which will be reported to the Board.
3	Low	To align FtSU Policy with best practice	A revised draft of the OUH FtSU Policy will be submitted for approval by the Board, following trust-wide consultation.
4	Low	To strengthen cross- departmental integration	The FtSU team is communicating and collaborating with other teams including HR and Well-Being, to ensure that its work is

No	Priority	Internal Audit Recommendation	Action taken
			embedded in the Trust's culture and
			engagement programme.

- 4.8. In May 2022, the Board expressly endorsed 'Our Engagement Promise', pledging to promote activities throughout the year that demonstrate the commitment to listen to staff feedback, through the gathering, analysing, co-creation, reviewing and feeding back of solutions.
- 4.9. In addition to staff engagement events held as part of the OUH FtSU Review 2021, the FtSU team has continued to prioritise raising the profile of speaking up across the Trust, including through monthly online Listening Events, the themes for which are resonating well with staff.
- 4.10. The FtSU team worked closely with the communications team to ensure a positive impact during the nationally designated annual <u>Speak Up Month</u> of October 2021. Promoting the theme (proposed by the NGO) of <u>#SpeakUpListenUpFollowUp</u>, the FtSU team reached staff through a range of activities which included video clips by the Chair and Lead Guardian, as well as the Executive and Non-executive FtSU leads, face-to-face roadshow events at each main hospital site and OUH Cowley, and an online Listening Event attended by the Chief Executive, the Executive and Non-executive FtSU Leads, and other members of the Board.

5. Learning and Improvement

- 5.1. Many of the staff who engaged with the OUH FtSU Review 2021 said they would welcome more information and training materials and so in line with the theme of **#SpeakUpListenUpFollowUp** the following optional modules have been made available on *My Learning Hub*.
 - Module 1 "Speak Up" (Speak Up) is available for all staff and covers:
 - What speaking up is and why it matters
 - How to speak up and confidentiality
 - Barriers to speaking up
 - The role of the guardian and the National Guardian's Office
 - Making a pledge.
 - Module 2 "Listen Up" (Listen Up) is aimed at all leaders (after completion of Module 1) and covers:
 - Fostering a speak up, listen up culture
 - Supporting speaking up and listening well
 - Perceptions of yourself/others understanding conflicts of interest
 - Welcoming feedback as a gift.
 - Module 3, "Follow Up" (<u>Follow Up</u>) is aimed at senior leaders including executive and non-executive directors, and governors.

- It should be undertaken after completion of Modules 1 and 2 and aims to promote a consistent and effective Freedom to Speak Up culture across the system to enable workers to speak up and have confidence that they will be listened to and action will be taken.
- 5.2. Senior leaders are encouraged to complete all three modules to ensure they have a full understanding of the speaking up process. These modules have been produced by Health Education England and the NGO, as part of the *Freedom to Speak Up in Healthcare in England* programme and are aimed at helping us all to understand the vital role that everyone can play in encouraging a healthy speaking up culture which protects patient safety and enhances staff experience.
- 5.3. The training is not mandatory, but it is hoped that staff will find it helpful to be able to access this material on *My Learning Hub*. The number of staff undertaking the modules will be monitored, and the FtSU Lead Guardian is currently undertaking an assessment of the impact of the training material.
- 5.4. Future FtSU Annual Reports and six-monthly updates to the Board will reflect changes consequent upon full implementation of all the improvements recommended by the OUH FtSU Review. This will include consideration of whether anonymised case-studies can be produced to demonstrate the effectiveness of speaking up. The Board can expect future reports to reflect a further expanded set of key performance indicators.

6. Conclusion

- 6.1. Freedom to Speak up Guardians and the team of volunteer Champions offer a valuable service. Working in alignment with the Trust's staff engagement programme, they contribute to meet the on-going challenge to promote, create and sustain an open and transparent culture of speaking up, listening up and following up at OUH.
- 6.2. Successful implementation of all the improvements recommended by the OUH FtSU Review 2021, consolidated with the implementation of recommendations made in KPMG's internal audit report, should help to encourage staff to speak up through the variety of channels that exist for raising concerns.
- 6.3. The revised operational model for delivering the FtSU service should ensure that capability and capacity are sufficient to provide the support that is required to meet the needs of staff in relation to raising concerns.

Dr Taffy Makaya
OUH Freedom to Speak Up Interim Lead Guardian

ⁱ NGO <u>Guidance for Boards</u> and <u>Supplementary information</u> (2019)

[&]quot;See section 5.10 of the NHS Standard Contract

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