**Q11 It would be great to see the numbers of staff participating in surveys and if its improving, as I think that will show people that they have been heard and things are being done.**

Yes, so our commitment absolutely is to give an indication of how many people have done it. The reason and the balance is always when we had the harassment survey, at this moment in time, there is still I guess there is still a feeling and a balance to protect people’s anonymity. Some teams, if we were to break it down into functional teams. Some teams are very, very small and it might be one out of five people. Therefore, a conversation creates a difficult conversation which almost impart, goes away from the spirit of the conversation which is culture and change and future and direction of travel and dealing with it as well. So, I think that is really, really important as well. But, as we feel comfortable, and I guess organisationally, and I use that term. We are never going to get away from whistleblowing, we are never getting away from having a Freedom To Speak Up because you always need those because they are really important. It is important from a psychological safety perspective to do that and we do need to do that. We need to have the opportunity and we have seen that across the country. But, I remain optimistic. As we have those conversations and start to build trust and people can see that trust, then the reality is we may start to see some of that, I guess, opening up and people being able to talk about those things and actually, the impactful bit. I always think it is very impactful speaking with members of staff about their experiences because it is actually that whole approach of making it real and making it human makes you start to connect with it in a very different way. Same as handover delays, talking about numbers is ok. Starting to talk about a relative who can’t get an ambulance because they are stuck in a hospital is a very stark and different way. It really is about humanising and making it real for people as well.