**Q7 Only 800 people have completed the survey, this is a very small percentage**

So I think, you know, I’ve answered that one in openness of, I guess my last point on that is we will be doing Pulse surveys as this is a way of measuring. We’ll have the staff survey, because there is the annual staff survey. One of the things is actually encouraging people to fill in, because actually encouraging people to fill it in means it’s about having a conversation.

I’ve got another, but it’s a small percentage compared to staff numbers, is it possible that people are not bothering to answer these surveys as they’ve spoken up so many times nothing’s changed?

Well, it is always an option. I think I’ve said it before. You can survey people and what people want to see is change. The balance, and I hope my description today is try to say that you needed to measure and you needed to get, if I use the term a barometer check, actually we need to know we’re going in the right direction. We need to know, I guess really where we are able to make a difference, where we’re not making a difference and progress-wise as well. By doing it and by, I guess, exposing the conversation, exposing the conversation means that actually we are open to the conversation. We are open to check and challenge, we are trying to be respectful when it comes to I guess the concerns as well within those as well. And you could say yeah, people can’t be bothered because I’ve said it before. I think what I’ve seen and what I’m saying is that in terms of speaking up, what we are seeing is people are now and continue to speak up with confidence because they are seeing things that are happening. The balance is coming back to our previous point about anonymity and support, I can’t actually elaborate loads because these are private and people have asked for them and you would not expect me to do so as well. So I guess I would look at being optimistic in the sense of not unrealistic, optimistic in saying it’s 800 people, come and encourage colleagues. Come and make it a thousand, come and make it 2,000, come and make it 3,000. And the reality also, and I’m going to put this out there because I think it’s another way of looking at it, it’s what we can do versus what we can’t do, is actually even us as a mindset of what can we achieve for the positive, versus are we even looking for ourselves to continue to try and fail as an organisation? Now, that’s a very bold statement for me to make, it’s not designed to offend, it’s not designed to make any assumptive conversation. What it’s saying though, and I’ve had the conversation with the senior operations team, we’ve discussed it at Trust board, is, we are very good at working out what we think we can’t do. We’re very good at saying what is bad. Actually, and that’s not to dismiss that, it’s also about can we flip it on its head to what achievement are we making? How can we make ten improvement 15 improvement? Because actually, I don’t think any of us want to work in a place that doesn’t feel ok to work in. You know, there may be some people, but I really don’t think there is, and actually it’s how we do turn that into that bit of creating the conversation.

I would agree you know, the bit in there, and have I used the term of what could anyone say, people are guilty of is it’s the listening and not doing anything about and I get that. I guess what I would say is even not necessarily perfect again, I’m not saying it is perfect, is that whole approach in relation to how do we deliver and how do we have the conversation that says look, we are making those incremental changes. And I would hope that the people who’ve been involved or were supported in processes feel that actually ok it might not have always been perfect, and there are still some time delay issues encased, but actually overall the intention and the improvement is trying to move forward.

I know there are a number of operational areas that are having and encouraging those conversations they’re holding to account. The conversation we all have is how do we have, how do we support and how do we work through as well.