**At the moment the trust does a whole trust survey around. Culture etc, would the trust consider local trust survey for areas, then you may see trends and what locally can be looked at and worked upon to make working life better, which would be good for staff.**  
So yeah, look, so the answer is yeah we really do want to get to that level, we really do. I think I’ll come back to some of my earlier comments on here, which is about making sure that surveys are helpful enough, responsive enough, local enough. But also we kind of need to balance that at a point in time where people trust enough as well.

So there’s a lot of things I can’t – again, almost the anonymity here – there’s still so many things that people are worried about saying that they do anonymously. Because of the fear and the concern as well. And so the balance of when you start to get down to local local local level, then the risk of identification potentially goes up.

I’m not saying it will, but I think we’re trying to do it really gently and [inaudible]. Now, that doesn’t mean we’re shying away from that at all so please don’t think that, but it’s just making sure we’ve got a balance and a time to do it so people are supported and as trust builds up we can do it.

I know areas, a number of areas, have kind of cultural working groups at the local elements as well and we are trying to do, with some of the Pulse survey. The Pulse survey we’ve been able to get to, very clearly into STP areas as well and it actually gives a flavour in those of what people and how people feel, so that is definitely work in progress and you are absolutely right within there.

One of the best ways in the interim though, if you feel you’re able to do it, and really if you are, is have a conversation you know, have a conversation with the leadership team. Have a conversation with regards to, kind of, myself when I’m out and about. Please don’t, you know, I’m always busy, but please don’t feel you can’t stop me though. You know, that’s the bit is, we can have the conversations, but very much the idea of having the local conversations and I guess almost the design of having the AGM concept. You have your, I use the term a hut manager, but they manage around there to build there.

But all of that requires, and comes back to one of the earlier questions, it requires trust, confidence, the ability to have more difficult conversations. It is ok for us to have difficult conversations with each other. It’s also ok for us to not agree with each other. But it is not ok for us to swear at each other. It is not ok for us to be physically inappropriate or assault each other.

So actually we also need to have those as well to have an honest conversation, because some of the conversations we have are difficult and they’re difficult for a number of reasons. They could be personally difficult, they could be difficult when it comes to kind of the impact or the outcome within there as well.

I use one of these - It’s a bit like the end of shift conversations we’ve had in years, because we’re trying to deal with dilemmas and tensions, actually I’ve never heard anyone who actually says: ‘We want to make everybody late off, we want everyone to not have their meal break and I want patients to not get the service they want.’ No-one’s actually ever said that.

What it is, is how do you balance all of it? So the difficult conversation is where do you take the risk? How do you have a conversation, how do you build trust in that, how do we say actually this may not solve the world, but it shouldn’t stop us trying and those are the kinds of things as well.

But yep, so we’ll feed it in to the team just to say about thinking that the timewise and the timeframe of that, but the reason I’ve done a number of the Pulse surveys and the bits in there is that’s the measures and that’s the element as well so they become really, really important.

So thank you for the question, I think that’s really important for us to go through as well.”