

ESNEFT Trust Board (Public)

Report Summary

Date of meeting: Thursday 7 May 2026	
Title of Document: Board Summary: National Staff Survey 2025	
To be presented by: Kate Read, Chief People Officer	Author: Kate Read, Chief People Officer
1. Status: For Approval/ <u>Assurance</u> /Discussion/Information	
2. Purpose: To present headline findings from the 2025 National Staff Survey, highlight key trends and risks, and outline the Trust's priorities for action in 2026.	
Relates to:	
Strategic Objective	Include the relevant objective/ <u>all</u> – • Improving health: not just treating illness, moving from treatment to prevention. • Joined up care: integration and community-based delivery. • Excellent care: improved outcomes, increasing personalisation and co-production. • Developing staff: supporting our teams and building for the future. • Using technology to improve care: digital, technology and innovation – shifting from analogue to digital care.
Operational performance	
Quality and equality impact	
Legal, Regulatory, Audit	
Equality and diversity	
Finance	
Governance	
NHS policy/public consultation	
Accreditation/Inspection	
Anchor institutions	
ICS/ICB/Alliance	
Board Assurance Framework (BAF) Risk	BAF5: Workforce – recruitment and retention
Other	

3. Summary:

The 2025 Staff Survey depicts an organisation with strong underlying cultural foundations, but experiencing pressure-related dips in engagement, morale, and leadership confidence during a period of major transformation.

4. Recommendations / Actions

The Board is invited to note the findings, associated risks, and the targeted actions in place for 2026 to stabilise, re-engage and build momentum.

Overview and Response Rate

- The 2025 Staff Survey achieved a response rate of 50.3%, with 6,216 questionnaires returned from a usable sample of 12,369 staff.
- This represents an improvement on 2024 (48.1%) and is consistent with response levels seen post-pandemic.
- The survey fieldwork coincided with the Epic Go-Live, a significant organisational change known to impact staff experience scores. Evidence from comparable Trusts suggests this timing likely exerted downward pressure on results.

Headline Findings (2025 compared with 2024)

- Staff Engagement (6.58) and Morale (5.82) have both declined compared with 2024. These remain key measures within the national oversight and regulatory framework.

Five-Year Trend (2021–2025)

- Six of the seven People Promise themes show an improving trajectory over five years, indicating that underlying cultural improvements achieved in earlier years have largely been retained.
- The We have a Voice theme remains broadly stable rather than improving.

Key Risks and Board Assurance Considerations

- Softening leadership-related indicators warrant focused attention to ensure delivery of the Trust's People Strategy and alignment with the National NHS People Promise.

Priorities and Actions for 2026

The Trust has identified three strategic areas of focus, working in partnership with staff representatives:

1. Staff Engagement & Compassion and Inclusion

2. Voice – “We Each Have a Voice That Counts”

3. Learning and Development – “We Are Always Learning”

Conclusion

The 2025 Staff Survey depicts an organisation with strong underlying cultural foundations, but experiencing pressure-related dips in engagement, morale, and leadership confidence during a period of major transformation. The Board is asked to note the findings, associated risks, and the targeted actions in place for 2026 to stabilise, re-engage and build momentum.