



East Suffolk and
North Essex
NHS Foundation Trust

National staff survey 2025

Headline results for ESNEFT



Approach and Context

- A usable sample of 12,369 copies were distributed to staff across the Trust. Approx. 78% of surveys were distributed electronically.
- Coffee vouchers were given as a thank you for participating to everybody that returned a completed survey.
- Personalised emails were sent to leaders with weekly and then daily updates on the response rate for their team which had a positive effect in the last couple of weeks of fieldwork for completion rates.
- From the usable sample, 6,216 questionnaires were returned yielding a response rate of 50.3%, which presents a rich source of information about what it was like to work at ESNEFT at the point of Epic Go-Live. The 2025 return rate in 2025 compares to 5,878 in 24/25 (48.1%), 6,073 in 23/24 (51.8%) and 4,405 in 22/23 (38.8%).
- There were some key factors that coincided with the survey fieldwork period for ESNEFT. The survey launched 22 September, 2.5 weeks later Epic went live. The Trust recognises the impact of undertaking organisation-wide transformation at the same time as conducting a 'point-in-time' a time sensitive survey. Evidence from other Trusts in similar positions indicates a significant impact on the results.



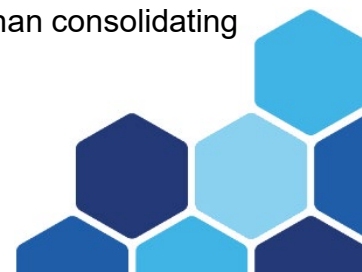
Key Results Highlighted:

2025 Compared with 2024

- Where comparable to our 2024 results, 46 question-level scores have declined and 1 area of significant improvement which relates to staff working additional PAID hours over and above their contracted hours. 52 questions have shown no significant movements since 2024 or the score is suppressed.
- The questions where we have seen a decline in our scores; include harassment, bullying and abuse, raising concerns, burnout, health and safety at work, support from immediate managers, access to development opportunities and colleagues thinking about leaving the organisation.
- The themes of Morale and Staff Engagement remain key performance indicators for organisations. Both theme scores have declined from 2024. Staff engagement remains a score that is measured through the national oversight framework.

Five-year trajectory (2021–2025)

- Six of the seven People Promise themes show an overall improving trajectory across five years.
- Voice has been broadly stable rather than improving.
- The overall story is one of gradual strengthening over time, with fragility under pressure in 2025.
- This pattern indicates that earlier improvements have not been lost, but they have stalled under sustained operational and change pressure.
- Engagement and morale recovered following the pandemic but dipped again in 2025
- Several People Promise areas improved structurally in earlier years but lost momentum in 2025 rather than consolidating gains.
- Health, workload, and burnout scores appear stable year to year
- Compassion and inclusion remain strengths, but leadership-related sub-scores are softening

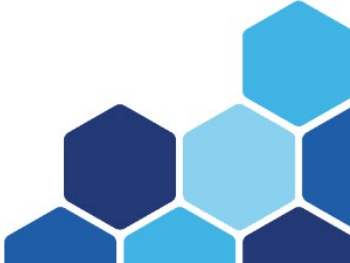


People Promise and Engagement and Morale Scores:

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Ranking	People Promise Theme	Score
1	We are compassionate and inclusive	7.19
2	We are a team	6.69
3	We each have a voice that counts	6.46
4	We work flexibly	6.26
5	We are safe and healthy	6.00
6	We are recognised and rewarded	5.85
7	We are always learning	5.40
	Engagement	6.58
	Morale	5.82

These scores are out of a possible 10. The highest performing people promise theme was compassionate and inclusive (Rank 1) the lowest was we are always learning, which was driven by the questions relating to appraisal.



Key highlights: Ranked sub-themes of the people promise



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1	People Promise 1: We are compassionate and inclusive Sub-score 3: Diversity and equality	8.36
2	People Promise 4: We are safe and healthy Sub-score 3: Negative experiences	7.84
3	People Promise 1: We are compassionate and inclusive Sub-score 2: Compassionate leadership	6.90
4	People Promise 1: We are compassionate and inclusive Sub-score 4: Inclusion	6.82
5	People Promise 3: We each have a voice that counts Sub-score 1: Autonomy and control	6.77
6	People Promise 7: We are a team Sub-score 2: Line management	6.77
7	People Promise 1: We are compassionate and inclusive Sub-score 1: Compassionate culture	6.67
8	People Promise 7: We are a team Sub-score 1: Team working	6.60
9	People Promise 6: We work flexibly Sub-score 1: Support for work-life balance	6.27
10	People Promise 6: We work flexibly Sub-score 2: Flexible working	6.24
11	People Promise 5: We are always learning Sub-score 1: Development	6.23
12	People Promise 3: We each have a voice that counts Sub-score 2: Raising concerns	6.15
13	People Promise 4: We are safe and healthy Sub-score 1: Health and safety climate	5.35
14	People Promise 4: We are safe and healthy Sub-score 2: Burnout	4.83
15	People Promise 5: We are always learning Sub-score 2: Appraisals	4.55

The scores are out of a possible 10.

The table shows the ranked sub themes and the NHS People Promise they relate to.

The highest ranked question related to 'We are compassionate and inclusive' and specially highlighted positive responses from staff in relation to ESNEFT's approach to diversity and inclusion.

The lowest ranked sub theme related to the quality and relevance of appraisals under the theme 'We are always learning'.



Top ten scored questions

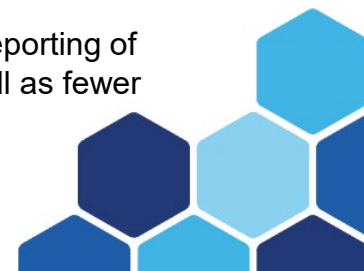
Any questions where a lower score is better are shaded in red. As negative measures are reported for these questions they may not appear to be in ranking order.

Top 10 Scores for your organisation

		Score
1	13b In the last 12 months, I have personally experienced physical violence at work from managers.	0.7%
2	16c03 Experienced discrimination on grounds of gender reassignment.	1.2%
3	16c04 Experienced discrimination on grounds of marriage or civil partnership.	1.6%
4	13c In the last 12 months, I have personally experienced physical violence at work from other colleagues.	1.7%
5	16c09 Experienced discrimination on grounds of sexual orientation.	2.5%
6	16c05 Experienced discrimination on grounds of pregnancy or maternity.	2.8%
7	17b In the last 12 months, I have personally been the target of unwanted behaviour of a sexual nature in the workplace from a manager / team leader or other colleagues.	3.8%
8	16c07 Experienced discrimination on grounds of religion or belief.	8.1%
9	16b In the last 12 months, I have personally experienced discrimination at work from a manager / team leader or other colleagues.	8.6%
10	16a In the last 12 months, I have personally experienced discrimination at work from patients / service users, their relatives or other members of the public.	8.9%

The scores are out of 10.

The areas in which ESNEFT staff scored their experience most positively were often linked to reduced reporting of negative experiences. This suggests a greater openness among staff in reporting their experience as well as fewer instances of negative experiences in some areas .



Bottom ten scored questions



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Bottom 10 Scores for your organisation

		Score
1	23b The appraisal / review helped me to improve how I do my job.	22.5%
2	5a I never / rarely have unrealistic time pressures.	24.8%
3	23d The appraisal / review left me feeling that my work is valued by my organisation.	29.2%
4	4c I am satisfied with my level of pay.	30.8%
5	23c The appraisal / review helped me agree clear objectives for my work.	31.1%
6	3i There are enough staff at this organisation for me to do my job properly.	31.6%
7	4b I am satisfied with the extent to which my organisation values my work.	39.9%
8	25f If I spoke up about something that concerned me I am confident my organisation would address my concern.	42.4%
9	3g I am able to meet all the conflicting demands on my time at work.	42.7%
10	11d In the last three months I have come to work despite not feeling well enough to perform my duties.	57.1%

The scores are out of 10.

The areas in which ESNEFT staff scores their experience most negatively related to appraisal, workload pressures and insufficient staff to meet the demands of the job. The feedback at ESNEFT is also reflected nationally. Our focus is for 2026/27 will be on implementing an updated appraisal process along with responding to staff concerns and supporting colleagues to reduce burnout.



What Next – Our Focus for 2026

Working with staff representatives, we have identified the following recommendations and actions in relation to the main themes from the survey.

1. Staff engagement and we are compassionate and inclusive:
2. We each have a voice that counts:
3. We are always learning:

Staff engagement: We are compassionate and inclusive:

We are focussing supporting all leaders to have conversations with their teams across each of the themes of the staff survey. We will support our leaders to use the data from the survey to build on where there is evidence of good patient and staff experience as well as learn from feedback from staff as to where and how to make improvements.

We each have a voice that counts:

We are carefully supporting managers and leaders to take responsibility for closing incidents reported in their area and make full use of the responding to concerns toolkit to appropriately respond to concerns.

We are focussing on enhancing our well being support to staff, with a new programme of support which launched in March 2026

We are Always Learning

Simplified appraisal form with improved flow and fewer repetitive sections. The accompanying guidance has been updated to encourage both managers and employees to share examples and perspectives for each of the appraisal sections. 2026 extends the opportunity for staff band 5 and above to undertake a feedback led appraisal .

Appraisals to be undertaken for all Band 7s and above between April and July 2026, cascade of other bands will follow with the expectation all appraisals are completed before October. Appraisal bitesize training part of our suite of Management Masterclasses has been updated. Recording and monitoring remains the same following positive feedback

