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2025 Staff Survey

A brief re-cap on the 2025 results
Our response
Our 2026 focus



National context

2025 NHS Staff Survey: a challenging national backdrop

The national picture

No People Promise sub-score improved;

Development and Advocacy worsened. Stress and burnout remained significant, with work-related stress rising and nearly one in three staff reporting burnout

Context, not an explanation

ESNEFT followed many of these national trends, but local gaps against peers still require targeted action

766,285

Staff responded nationally

49%

National response rate, down
from 51% in 2024

58.05%

would recommend the NHS as
a place to work

The picture at ESNEFT

Strong participation, but a broad deterioration in staff experience

Five interrelated themes

Our response has not been to create five separate programmes. The themes are connected and point to trust, agency and the day-to-day experience of work

1. Organisational confidence & advocacy
2. Staff voice & speaking up
3. Workload, wellbeing & burnout
4. Appraisal quality & development
5. Team working & organisational connectivity

50.25%

Response rate

6,216

Responses

12,369

Eligible staff

Advocacy: rebuild organisational confidence

Staff confidence in ESNEFT as a place for care and work has weakened

Key area for improvement

Rebuild staff confidence in ESNEFT as an organisation that consistently prioritises high-quality patient care and is a place staff would recommend both for care and for work

This is the overarching outcome that connects the other improvement themes

65.9%

say patient care is the organisation's top priority

52.7%

would recommend ESNEFT as a place to work

54.3%

would be happy with ESNEFT care for a friend or relative

Staff voice, involvement and speaking up

The gap is not only speaking up. It is confidence that voice becomes influence and action

Our response

- Increase visibility and accessibility of Freedom to Speak Up support
- Equip managers to respond effectively through guidance and training
- Expand Assistant Guardian and ambassador support
- Demonstrate visibly that concerns are listened to, acted on and lead to change

Aim: to provide staff with greater influence over decisions and strengthen confidence that speaking up leads to timely, visible action

6.46

“Voice that counts”

44.9%

feel involved in changes affecting their work

42.4%

confident ESNEFT would address a concern after speaking up

Workload, wellbeing and burnout

The signal is workload, competing demands and capacity, not simply access to equipment

Our response

- Earlier identification of work-related stress
- Targeted psychological and wellbeing support
- Focused intervention in teams with high burnout
- Triangulate sickness absence and staff feedback
- Listening events to identify local causes and actions
- Physical, mental, financial and family support for individuals

Aim: to address both individual support needs and the workplace factors contributing to stress and exhaustion

42.7%

can meet conflicting demands
on their time

58.8%

have adequate materials,
supplies and equipment

Appraisal quality needs strengthening

Completion is high. The opportunity is to improve the value of the conversation

Our response

- Shift from a process-led approach to meaningful, forward-looking development conversations
- Simplify the appraisal process and strengthen reflective questions
- Update manager training to improve conversations about contribution, objectives, career development and wellbeing
- Actively monitor colleague feedback on appraisal quality

Aim: appraisal helps staff feel valued, sets meaningful objectives and identify development opportunities

85.3%

had an appraisal

22.5%

say appraisal improved how they do their job

31.1%

say it helped agree clear objectives

29.2% say appraisal left them feeling valued

Team working and organisational connectivity

Build on resilient immediate teams to strengthen connection across ESNEFT

Our response

Use a leader-led approach to help teams understand their results, identify shared priorities and co-create meaningful improvements. Support this through the leadership toolkit, facilitated conversations, OD/HR support and Quality Improvement, while sharing successful practice beyond individual teams

Outcome: retain strong local belonging while increasing collaboration, shared purpose and organisational connection

79.8%

enjoy working with colleagues in their team

71.4%

say team members understand each other's roles

50.7%

say teams across ESNEFT work well together

Our key message for 2026

We genuinely want to know what it is like to work here:
the good things and the not so good things

Targeted leader prompts

Continue manager response information because targeted prompts improved completion

Local support

HRBPs and OD focus on lower-response areas; DMT support for large teams

Easy access

Continue electronic surveys

Recognition

Continue coffee-voucher incentive

Success is broad, representative staff voice, followed by visible action

**Move from
“percentage
completed” to
“we want to
hear from you”**

2026 local questions



East Suffolk and
North Essex
NHS Foundation Trust

Retain continuity and add a direct invitation to shape Trust values and culture

1 Place to train

I would recommend East Suffolk and North Essex NHS Foundation Trust as a place to train

2 EpicEPR

Overall, I feel EpicEPR makes care better and safer for patients

3 Values & culture

What three words describe the values and culture we should be known for?

The third question broadens the survey from measuring experience to inviting staff to shape the culture ESNEFT should be known for