Improving lives

NHS
Sheffield Health Partnership University
NHS Foundation Trust

Public Board of Directors
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Confidential/public paper:	Public
Report Title:	Chief Executive Briefing
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Presented by:	Salma Yasmeen, chief executive
Vision and values:	The Trust vision is **to improve the mental, physical and social wellbeing of the people in our communities.** This paper sets out the broader context in which we are operating and delivering care. Understanding this wider landscape enables the Board to ensure the organisation remains responsive whilst continuing to deliver services that reflect the Trust's vision and values. It reinforces our commitment to continuous improvement (**we keep improving)**, with a sustained focus on inclusion (**we are inclusive**), and that **we are respectful and kind** as **we work together** to improve lives.
Purpose:	The purpose of the report is to provide updates to the Board on 3 areas of focus: • National, regional, local context and developments: this includes national context, policy and legislation updates. • Local, regional, system and partnership context and developments: Bringing a more local system focus, including partnership updates and collective areas of focus and improvement. • Operational focus: a focus on the Trust including operational and financial updates, progress on transformation and improvement work.
Executive summary:	**Chief Executive Briefing** This report provides an update on the national, regional and local context and key developments affecting Sheffield Partnership University Trust (SHPU), alongside progress against our operational, financial and strategic priorities. Nationally, key developments include the **government's budget**, **the independent review of mental health, attention deficit hyperactivity disorder (ADHD) and autism,** the **forthcoming mental health strategy** and **emerging expectations around single-sex services and facilities.** These reinforce the importance of prevention, early intervention, neighbourhood-based care, reducing inequalities and improving productivity. Regionally, system partners continue to work together on **neighbourhood health, tackling obesity, homelessness and health inequalities**. Despite significant financial pressures across the wider NHS, **the Trust remains on plan for 2026/27.** Overall, the **Trust remains on plan financially and continues to make progress against its key priorities**, maintaining a focus on quality, safety,

	performance and sustainable improvement in a challenging operating environment. Operationally, **home first has sustained zero acute and psychiatric intensive care unit (PICU) out-of-area placements,** while phase 2 extends the model into older adults and wider pathways. Our **Gleadless and Heeley neighbourhood mental health centre** is fully operational, demonstrating positive early impact and attracting national interest. **Winter preparedness remains a key focus**. Recent pressures on patient flow have prompted weekly escalation meetings with the local authority and integrated care board (ICB). We continue to strengthen service resilience, timely discharge and partnership working. **Flu vaccination uptake is also ahead of last year at 45.8%.** **The CQC (care quality commission) is undertaking its core service inspections, with a full well-led assessment planned for December**. We welcome the opportunity for independent scrutiny and learning. The report also recognises **important achievements across the organisation,** including **securing all three triangle of care stars, national recognition through the Asian professionals national alliance (APNA) awards and UNISON black history month awards**, and celebrating the contribution of our long-serving colleagues. **I want to thank colleagues across the Trust and our system partners** for their continued commitment, leadership and hard work, particularly in **managing the pressures of winter while maintaining safe, compassionate care for the people and communities we serve**.

Which strategic objective does the item primarily contribute to:					
Effective Use of Resources	*Yes*	**X**	*No*		
Deliver Outstanding Care	*Yes*	**X**	*No*		
Great Place to Work	*Yes*	**X**	*No*		
Reduce inequalities	*Yes*	**X**	*No*		

What is the contribution to the delivery of standards, legal obligations and/or wider system and partnership working.	
The paper enables the Board to consider the wider context within which we operate and consider the strategic risks and opportunities as well as performance and delivery of our strategic and operational plans.	
Board assurance framework (BAF) and corporate risk(s):	The report sets the context and considerations in the delivery of strategic objectives against all BAF risks.
Any background papers/items previously considered:	The CEO report is presented at every Board. The last report was presented at the Trust Board in September 2026.
Recommendation:	The Board is asked to: • **Consider** the national, regional and local operating context and its implications for SHPU. • **Consider** the Trust's operational, financial and performance position and progress against key priorities. • **Note** areas of progress and any matters requiring further Board assurance or action.

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Background

The CEO report is presented at every Trust Board. The last report was presented at Public Trust Board in September 2026.

1. National, regional and local context and developments

The national, regional and local landscape continues to evolve, with ongoing shifts in policy and legislation. This paper summarises key developments since the last Board meeting and outlines potential implications for the Trust, Sheffield and the wider region. A verbal update will be provided to ensure the Board has the most up-to-date position.

National political landscape and policy environment

The Budget - Prime Minister Andy Burnham's government set out their first Budget in late October. Health and care related announcements included;

- An independent review on NHS productivity and AI, which will report in early 2027 to inform the next Spending Review.
- Introduction of a new category of ringfenced spending in the 2027 Spending Review known as the Preventative Departmental Expenditure Limit, which will help protect programmes that generate benefits over the long term.
- Reduction in departmental capital budgets by 1% per year for the remainder of the Spending Review period.
- The Independent Commission on Adult Social Care will now report in 2027 and is expected to describe steps towards the establishment of a National Care Service.

At SHPU, we welcome the focus on improving productivity by enabling teams to focus on adding value for service users. The Health Foundation recently published a report on ways in which the NHS can improve productivity while improving quality and securing value for services users.