

Public Board of Directors
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Date: 28 May 2025

Confidential/public paper:	Public
Report Title:	Chief Executive Briefing
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Vision and values:	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 ensure we keep improving , with a sustained focus on inclusion, ensuring we are respectful and kind as we work together to improve lives.
Purpose:	<p>The purpose of the report is to provide updates to Trust Board on 3 areas of focus:</p> <ul style="list-style-type: none"> • 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:	<p>This report provides the Trust Board with an update across three key areas: external developments, system partnerships and internal operational performance.</p> <p>1. External Context and Developments - The national landscape is shifting rapidly with political, economic and legal developments posing both risks and opportunities. The Trust is well placed to respond to the external context. The Board must continue to lead through uncertainty with its values front and centre, ensuring strategic alignment, equity and operational resilience remain at the core of our response.</p> <ul style="list-style-type: none"> • Policy Shifts: National reforms in welfare and immigration. A recent legal ruling on the Equality Act has implications for inclusive service provision. • Public Sector Reform and Efficiency: Ongoing NHS England and department of health and social care (DHSC) reforms target significant cost reductions. The Trust is aligning with efficiency targets via its value improvement programme. • Performance Oversight: New accountability frameworks will streamline metrics but require strong local governance. • Funding and Strategy: The upcoming comprehensive spending review and NHS ten-year plan will shape strategic direction, particularly toward digitalisation, prevention and community-based care. <p>2. System and Partnership Update</p> <ul style="list-style-type: none"> • Regional collaboration has advanced with the launch of the South Yorkshire Eating Disorders Joint Committee and a focused effort to reduce delayed mental health discharges and people being placed in out of area acute provision. • The South Yorkshire Integrated Care System continues to finalise plans to deliver £272m in efficiencies needed to achieve breakeven by

2025/26.

3. Operational Focus

- **Patient Flow & Capacity:** The Home First Programme is reducing out-of-area placements, but challenges remain with delayed discharges and hospital stays.
- **Emergency Preparedness:** Compliance with NHS EPRR standards improved from 10% to 65%, targeting full compliance by 2026/27.
- **Learning from Incidents:** A safety improvement plan was developed in response to lessons from the Nottinghamshire mental health homicide review.
- **Transformation Programmes:**
 - *RiO EPR:* Successfully launched with ongoing stabilisation.
 - *Therapeutic Environments:* Maple Ward refurbishments progressing.
 - *Community Care Models:* Strong community engagement progressing in the co-design of the new 24/7 neighbourhood model.
- **Financials:** The Trust closed FY 24/25 with an unaudited deficit of £98k (after support), outperforming plans despite significant out-of-area care costs.

4. Recognition

- Awards to staff highlight ongoing commitment and impact, including national recognition for leadership and public health contribution.

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 Trust 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 Trust Board. The last report was presented at Trust Board in March 2025.

Recommendation:

The Trust Board are asked to:

- **Note** the updates.
- **Discuss** report content.
- **Consider** implications in relation to Board agenda items.



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1. Purpose of the report

The purpose of the report is to provide updates to Trust 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.

2. Background

The CEO report is presented at every Trust Board. The last report was presented at Public Trust Board in March 2025.

3. National, regional and local context and developments

The national, regional and local context remains highly dynamic, with frequent and significant changes across the policy, legal and operational landscape. This paper outlines key developments since the last Board meeting and highlights their potential implications for the Trust, Sheffield and the region. A verbal update will be provided at the meeting to reflect the most current position.

Shifting National Political Landscape and Policy Environment: Global instability, trade disruptions and the recent local election outcomes are redirecting national political attention. Since the last Board meeting, there have been notable announcements on:

- **Welfare Reform and Immigration Policy** changes: A series of announcements have been made, including changes to benefit eligibility and stricter immigration enforcement measures. These are part of a broader Government agenda to reduce public spending and tighten border controls. Heightened social and economic vulnerability may increase demand on local services, particularly mental health and social care. The Trust is a partner in the Sheffield Poverty and Truth Commission led by the Health and Wellbeing Board and Local Authority and we have continued to invest in access to



welfare advice and support for service users. We are also partners in the South Yorkshire system approach to pathways to work that is in development.

- **A landmark Equalities Act judgement:** The High Court recently ruled in *For Women Scotland Ltd v The Scottish Ministers* that the legal definition of “sex” in the Equality Act 2010 must be interpreted as biological sex. This judgment has significant implications for how public bodies apply equality duties, particularly in relation to single-sex services and gender identity. While we await national guidance, the Trust’s emphasis on being an inclusive, values-led organisation must remain visible and active in both staff and public engagement. The CEO wrote to the Gender Identity Services and to all staff in the CEO weekly message to reassure staff and service users following the announcement.

Public Sector Reform and Efficiencies: The focus on driving value in public services remains strong with the ongoing reform of NHS England (NHSE) and the Department of Health and Social Care (DHSC) aims to streamline decision-making. Transition Leadership includes CEO, Jim Mackey, Chair, Penny Dash, and Samantha Jones (new DHSC Permanent Secretary). The headline efficiencies to be delivered through these reforms are a 50% reduction in NHSE and DH staff costs; a 50% reduction in ICB running costs; and a 50% reduction in growth of Trust corporate costs since 2019. The Trust has been working towards this target as part of the annual value improvement programme and this will continue to be a focus for the current year.

Strengthening NHS Accountability and Performance Monitoring: Accompanying these changes there have been developments in respect of clearer and stronger accountability in the NHS, as previously signalled by the Secretary of State. These include a framework for [VSM reward](#) which also sets out pay against performance and a consultation on a new [National Performance Assessment Framework](#) for Trusts and ICBs with a reduced set of indicators. Simplification of performance indicators may enable more local flexibility but also increases the need for robust internal oversight. The Board must remain proactive in monitoring outcomes and maintaining local transparency.

Comprehensive Spending Review (CSR): Expected in June, the CSR will set medium-term public funding levels. It is key that the message of parity of esteem for mental health is heard in the CSR process, alongside the need for secure sustainable funding for social care.

Forthcoming Ten Year Plan: Work continues at pace on the Ten-Year Plan for the NHS which is expected in the Summer. There is much speculation over the details but briefings from Sally Warren have confirmed that the focus on the three big shifts (hospital to community, analogue to digital and treatment to prevention) remains. These align closely with the Trust’s strategy refresh and Sheffield’s place-based strategy. There is an opportunity to accelerate integrated neighbourhood models, digital solutions and community-based prevention work.

ICB Cost Savings and ‘Model ICB’ Blueprint: ICBs are currently planning to implement changes to achieve the efficiencies mentioned above. This includes our



local colleagues across the South Yorkshire Integrated Care System, some of whom will be affected by the changes. We are mindful of this in our interactions and we are guided by Our Values.

This work is happening at pace with initial plans expected to be delivered by the end of May with implementation commencing by the end of Quarter 3. To inform this planning, a '[Model ICB](#)' blueprint has been published. It clarifies the areas of focus for ICBs and highlights some responsibilities which may be transferred to providers. We will discuss this further as a Board and note the alignment with our strategy regarding the importance of development of integrated neighbourhood care and future of place-based partnerships and provider collaboration. It is timely that the King's Fund has recently published the learning from its study into the [Challenges and Opportunities of Place Based Partnerships](#)

4. Local and regional system and partnership context and developments

In April, the South Yorkshire Eating Disorders Joint Committee went live, supporting better alignment of the whole pathway to improve equity, outcomes and value and to develop a new model of care that ensures parity of provision across the region.

Locally, our partnership working with colleagues from Sheffield City Council and South Yorkshire ICB has seen a particular focus on reducing the number of delayed discharges from mental health in-patient care. I am reassured by the whole-system approach adopted and the commitment to rapid action shown by all. I am mindful that an intense leadership focus has been required and sustaining the improving trajectory will require both continued operational drive and longer-term reform of the ways of working.

Further details will be provided in the Systems and Partnerships papers on the Trust Board Agenda.

System Financial Control : The South Yorkshire Integrated Care System and System Efficiency Board oversees the Financial Recovery Programme required as part of the NHSE Investigation and Intervention process.

The system will continue to operate with increased financial controls whilst in deficit. The system is planning to breakeven in 2025/26 following the receipt of £71m deficit support funding. This requires £272m of efficiency to be delivered.

Further details are provided in the Finance Report.

5. Operational Focus

Our operational focus is to provide safe and high-quality care, to meet our transformation and improvement priorities and to achieve productivity and efficiency targets.

Flow & Capacity: Patient flow through our hospital, crisis and community services is a key area of operational focus. High demand, long length of stay and delayed discharges from hospital present challenges. Too many patients are receiving out of



area hospital care which poses risks to the quality and experience of patient care and to the financial position of the Trust. Our Home First Programme is delivering changes to operational services which is reducing our reliance upon out of area hospital care. We are continuing to engage with Sheffield City Council to address the social care related delays for patients who are clinically ready for discharge and to mobilise additional capacity through the Better Care Fund. We have continued to see improvements since the beginning of Q4 2024.

NHS England Emergency Preparedness Resilience and Resource (EPRR): NHS England Emergency Preparedness, Resilience and Response (EPRR) Framework 2022 requires all NHS Funded organisations to meet its obligations under the Civil Contingencies Act 2004 (and other regulations and guidance such as NHS Act 2006 and NHS E EPRR Framework 2022) to ensure effective arrangements are in place to deliver appropriate care to patients affected by an emergency or incident.

As per the requirements of NHS England, SHSC have robust governance in place, which includes an Accountable Emergency Officer who is a Board Director, a tier 2 EPRR group which reports quarterly to the Audit and Risk Committee and robust on-call incident response arrangements.

SHSC has successfully met more NHSE EPRR core standards. We have improved from 10% compliance in 2024 to 65% compliance in 2025. We are aiming to achieve 85% by the end of 2025/26 and 100% compliance by the end of 2026/27. This is comparable progress with other mental health trusts.

Learning from Nottinghamshire Homicides: Immediate action was taken to gain assurance of patient safety following the publication of the Independent Mental Health Homicide Review in Nottinghamshire. We have also worked closely with service users and clinical colleagues, through a series of large workshops, to develop an improvement plan. This plan encompasses learning from Nottinghamshire, internal learning and benchmarking against the NHSE Maturity Index for Intensive and Assertive Community Treatment. Our plans have been received by the Quality Committee and will be received by our Board of Directors and the SYICB Board before 30 June 2025.

Improvement & Change Programmes: We have continued to focus on driving our ambitious Improvement and Change agenda, making progress across most key transformation programmes with some notable progress in service transformations including (*further details will be covered in the Transformation report*):

- **Home First Programme:** We continue to focus on efforts to drive sustainable change and embed ways of working to improve flow and capacity that support patients to move in and out of our services - whether that is on our wards or in the community. Work is ongoing with our system partners to drive down delayed discharges and to explore options to develop capacity in the community such as supported accommodation. We are also in touch with our patients in out of area (OOA) placements including visits to the patients to hear about their experiences and be part of the MDTs to facilitate discharge planning as required. The number of people being sent to OOA is reducing - this is evidence of the impact our staff are making to deliver care for patients in Sheffield closer to or at home.

- **RiO Electronic Patient Record:** The Board met at an extraordinary meeting on 19th March 2025, discussed the progress against the go live criteria and approved go live on 25 March 2025. At the Board meeting in March, we received an update of the immediate feedback from a safe RiO implementation. We are now 7 weeks post implementation and continue through the stabilisation phase with planning for optimisation progressing.
- **Therapeutic Environments:** The Maple wards refurbishments are progressing.
- **New Models of Community Care 24/7 Neighbourhood model:** The Neighbourhood Mental Health Centre Programme continues to progress with significant engagement with communities to co-produce the model of care.

Financial Position at 31 March 2025 (Unaudited): The financial position as at 31st March 2025 is a deficit of £6.0m. After additional deficit support, the deficit is £98,000 - a positive variance to plan of £0.5m. The position has been achieved despite Out of Area overspending by £8.9m as a result of increased delayed discharges and increased length of stay. This has been possible due to the additional financial controls and mitigations put in place since Month 6.

Notable Improvements and Awards: On behalf of the Board, I would like to congratulate Gulnaz Akhtar, Director of Performance and Delivery, who was recognised as a winner at the 2025 British Muslim Awards ceremony held in Birmingham earlier this month. Gulnaz was recognised for her contribution to public service.

Finally, I would like to congratulate Adam Butcher, co-chair of our disability staff network group, who has been made a fellow of the Royal Society for Public Health (RSPH). Adam, who is also an expert by experience in the Service User Engagement and Experience team, a disabilities officer for the union Unison and a rugby player in his spare time, has received the recognition after five years of voluntary work for the society. He carries out his work for society in addition to his work for us.

6. Recommendations

The Trust Board are asked to:

- Note the updates.
- Discuss report content.
- Consider implications in relation to Board agenda items.