South Eastern Health and Social Care Trust

Paper No: SET/137/26
Trust Board Meeting: 30 September 2026
Public Agenda Item 2.4

Title of Paper:	**Trust Board Appetite for Innovation**		
For Decision	~~**For Assurance**~~	~~**For Information**~~	~~**For Discussion**~~

1.0	**Background:**
	In March 2026, Trust Board received a presentation on innovation within the South Eastern Trust including the development of the Quality Improvement, Implementation and Innovation Centre (QIIIC) and the Trust's emerging Innovation and Research, Development and Innovation (RDI) Strategies. Further to follow up discussion during that Trust Board meeting and in the following months, it was agreed that a short survey would be circulated to Trust Board Members to better understand the Board's collective ambition, appetite and expectations for innovation within the organisation. The purpose of the survey was to inform future strategic development and ensure that innovation activity is aligned with Board priorities and organisational objectives. The survey was subsequently distributed to all Trust Board Members.
2.0	**Key Issues:**
	The survey sought views from Trust Board on three key questions: 1. **What level of ambition should the South Eastern Trust have in relation to innovation?** 2. **What role should innovation play in helping the Trust address current and future challenges?** 3. **What support, governance and organisational conditions are required to enable innovation to flourish and deliver impact?** At the time of writing, responses have been received from a proportion of Trust Board members. However, a number of responses remain outstanding. As a result, it is not yet possible to present a complete analysis of Board views or identify a consolidated position regarding the Trust's future innovation ambition. Members who have not yet completed the survey are requested to do so to ensure the final analysis reflects the full range of Board perspectives. Further to this, Members are asked to agree to Trust Board holding a dedicated session on innovation within the forthcoming Trust Board Development Day scheduled for **12 October 2026.** Such a session will provide an opportunity to: • Review the Trust's innovation journey to date.

	• Consider progress made through the establishment of QIIIC and the development of the Trust's Innovation and RDI Strategies. • Discuss the Board's aspirations and expectations for innovation. • Consider how innovation can contribute to quality improvement, service transformation, population health and organisational sustainability. Once all survey responses have been received and analysed, a summary of findings will be presented at the Trust Board Development Day (if agreed) to support discussion and future direction setting.
3.0	**Link to Strategic Objectives:**
	Our People ☒ Population Health & Health Inequalities ☒ Delivering Care Closer to Home ☒ Hospital Care ☒ Safety, Quality and Experience of Care ☒
4.0	**Resource Implications (inc Organisational, Financial, Human Resources):**
	1. Organisational
	The survey and subsequent Board Development Day session are intended to inform the future strategic direction of innovation activity within the Trust. No additional resources are required at this stage.
	2. Financial
	No direct current financial implications.
	3. Human Resources
	No direct human resource implications.
	4. Environmental Factors Yes ☐ No ☒
5.0	**Impact on Safety, Quality and Experience (SQE):**
	1. Safety
	A clearer understanding of the Trust Board's appetite for innovation will help prioritise innovation activity that contributes to safer systems and services.
	2. Quality
	The exercise will support alignment between innovation, quality improvement and implementation activity ensuring that future developments focus on delivering measurable benefit and value.
	3. Experience
	Innovation has the potential to improve the experience of patients, service users, carers and staff through the development and adoption of new approaches, technologies and models of care.

6.0	**Key Risks and Proposals to Mitigate:**
	1. Key Risks
	Failure to obtain a comprehensive response from Trust Board members may limit the ability to identify a clear Board position regarding innovation ambition and priorities.
	2. Proposals to Mitigate
	To further explore the appetite for innovation within the Trust and consider strategically its strengths, weakness and opportunities and threats to same at a strategic level and agree next steps at a follow up Trust Board Development Day.
7.0	**Risk Register:**
	It is listed on BAF? Yes ☐ No ☒ Is it listed on CRR? Yes ☐ No ☒

Lead Director:	**Helen Moore, Director of Planning, Performance & Informatics**
Date:	**25 September 2026**

Reasons for Paper Presentation

Decision	*Used when an item requires a formal agreement or endorsement by the meeting / committee members. Examples are approving minutes, budgets, proposals or policies.*
Assurance	*Used when an item can be measured against a certain criteria / standard. Examples are a project is on course with delivery or financial targets are being met.*
Information	*Used when an item is presented for the purpose of updating or informing the attendees without requiring a decision or action, such as reports, updates, or announcements.*
Discussion	*Used when an item is listed primarily for open discussion, brainstorming or gathering input from the members without requiring an immediate decision.*