South Eastern Health and Social Care Trust

Paper No: SET/146/26
Trust Board Meeting: 30 September 2026
Public Agenda Item 2.5

Title of Paper:	**Research, Development & Innovation Strategy 2026-2030**		
For Decision	~~**For Assurance**~~	~~**For Information**~~	~~**For Discussion**~~

1.0	**Background:**
	This paper seeks Board approval for the draft Research, Development & Innovation Strategy for the period 2026-2030.
2.0	**Key Issues:**
	Please find attached copy of the draft Strategy for your review (**SET/147/26**). The draft Strategy sets out 5 strategic ambitions and supporting principles alongside an accompanying Implementation Framework. The strategic ambitions provide the organising framework for delivery and are as follows: 1. Embed Research in Routine Care 2. Enable a Research-Active Workforce 3. Accelerate Translational & Early Phase Innovation 4. Build a Digitally Enabled Learning Health & Care System 5. Expand Regional & Commercial Leadership The draft Strategy also sets out governance, delivery & accountability mechanisms.
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
	SEHSCT has now established a new Patient Safety and Quality Committee. Further changes are being considered to our Integrated Governance & Assurance Framework (IGAF) to better align with Ministerial priorities. The Guidance for Boards is currently being considered and a further report will be brought back to Members in due course.
	2. Financial
	Not applicable.

	3. Human Resources
	Not applicable.
	4. Environmental Factors Yes ☐ No ☒
5.0	**Impact on Safety, Quality and Experience (SQE):**
	1. Safety
	Research and Innovation are fundamental to improving quality, effectiveness and sustainability by supporting earlier access to new treatments and technologies, improving patient outcomes and experience, strengthening evidence-informed decision-making and enabling more effective models of care.
	2. Quality
	As noted above.
	3. Experience
	As noted above,
6.0	**Key Risks and Proposals to Mitigate:**
	1. Key Risks
	As health care needs become more complex and the pace of technological advancements accelerates through innovations in AI, there is a need for the Trust to prioritise, support and measure RDI activity over the next four years to ensure we are well positioned to progress innovation adoption across the organisation or risk falling behind.
	2. Proposals to Mitigate
	Continued enhancement of our Research and Innovation ecosystem such as the MERIT Strategic Oversight Group.
7.0	**Risk Register:**
	It is listed on BAF? Yes ☐ No ☒ Is it listed on CRR? Yes ☐ No ☒

Lead Director:	**Professor Stephen Kirk, Medical Director**
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.*