



Council of Governors

Date of Meeting:	10 December 2025
Report Title:	Lead Governor's report
Executive/NED Lead:	N/A
Report author(s):	David Guest

Approval

Discussion

Information

Assurance

Executive summary

An update is provided on the activities of the Interim Lead Governor and Interim Deputy Lead Governor in supporting the Council in meeting its general duties.

Action Required of the Council

The Council is invited to note the report.

Lead Governor Report to the Council of Governors

10 December 2025

Helen Rose stepped down as Lead Governor on 31st October with her term as a Governor being time expired. As has been noted elsewhere we should place on record our huge thanks for her excellent service and the benefit we derived from her wide knowledge and experience of the NHS ecosystem. She was always available and went out of her way to understand the issues of individual governors and support them.

Caroline Bowden has remained Deputy Lead Governor while I have assumed the role of Interim Lead Governor, pending elections for a permanent Lead Governor.

Although I only have a month and ten days to report on it has been quite an eventful period!

We welcomed 11 new elected governors in October and held an induction meeting on 5th November which I believe was helpful in confirming and clarifying the role of Governor.

There were a series of meetings regarding appointment of a new Clinical NED and new Chair. Following the interviewing process for Clinical NED, the governors met to approve the appointment on 26 November. It was decided to pause the interview process for the new Chair until January 2026 to ensure an adequate field for interview.

Some governors were also involved in the CQC Well Led inspection, meeting with the inspectors during their three-day on-site examination. We await the report of their findings.

The relationship between Governors and the Non-Executive Directors is key to the Governor role and in my short term I can attest that this relationship is in excellent health.

Importantly, it has been a privilege to work alongside each of our Essex and Suffolk Governors, our team of Staff Governors and those Governors appointed by organisations across the ESNEFT patch.

David Guest