



**East Suffolk and
North Essex**
NHS Foundation Trust

Council of Governors

Date of Meeting:	30 September 2026
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 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

30 September 2026

Since the last meeting of the Council, I have continued to work closely with the Trust Chair, fellow Governors and the Associate Director of Risk, Governance and Compliance to support the effective functioning of the Council and to strengthen the link between Governors, the Board and the wider organisation.

Engagement with the Chair and Board

Governors welcomed the opportunity to meet informally with the Trust Chair on 27 August. These sessions continue to provide valuable insight into Board priorities and enable Governors to raise questions in an open and constructive environment. The session provided an opportunity for open discussion with the newly appointed Chief Executive and Director of Governance. Key themes included:

- Patient flow and the elimination of corridor care and ward boarding
- Future arrangements for public and patient engagement in light of proposed governance reforms
- Estate and capital development priorities
- Maternity governance
- Health inequalities
- Catering Standards
- Partnership working across the health system

Governor Engagement and Development

- A Council of Governors Development Day was held in July. The session focused on strengthening governors' understanding of the Trust's governance arrangements and their statutory responsibilities. Topics included the role of the Trust Board, the responsibilities of the Chair, Chief Executive, Executive and Non-Executive Directors, and the Council's role in holding Non-Executive Directors to account. Governors also discussed the characteristics of high-performing boards, how they gain assurance about Trust performance, and received an overview of the NHS Oversight Framework from the Interim Chief Executive.
- A new programme of joint Governor and Non-Executive Director (NED) service commenced in August.
- Positive feedback was received following a recent visit to the Ipswich Mortuary.
- Plans are being developed for two visits per month involving governors and NEDs, with future visits including Colchester Mortuary and other services.
- A number of Governors have attended Board meetings in public, helping to strengthen their awareness of strategic priorities, current challenges and the actions being taken to address them.
- Governors have continued to observe committee meetings

Leadership Transition

Governors noted the recent arrival of Paul Scott as Chief Executive and Rebecka Fosher as Director of Governance.

Governors are keen to continue:

- Support the new Chief Executive's introduction to the Trust

- Engage in opportunities to share Governor perspectives
- Ensure continuity and stability during the transition

Conclusion

Governors have an important role in providing constructive challenge, supporting transparency and helping to ensure that the patient and public voice remains central to the work of the Trust.

Thank you to all Governors for their continued commitment and contribution.