The ROYAL MARSDEN
NHS Foundation Trust

Board of Directors Public Meeting

Chelsea Boardroom

30 September 2026, 4pm – 5pm

Agenda

1.	**Welcome, Apologies and Declaration of Interest** *Chairman*	Verbal
2.	**Minutes of the Public Board Meeting held on 21 July 2026** *Chairman*	Enclosed
3.	**Matters Arising** *Chairman*	Verbal
4.	**Chief Executive's Report** *Chief Executive*	Verbal
5.	**Operational**	
	5.1 Winter plan 2026/27 *Chief Operating Officer*	Enclosed
	5.2 Performance Report Q1 *Chief Operating Officer*	Enclosed
	5.3 Quality Account Q1 *Chief Nurse*	Enclosed
	5.4 Financial Performance Report Q1 *Chief Finance Officer*	Enclosed
	5.5 Delay in the Relocation of Children's Services *Chief Executive/Chief Medical Officer*	Enclosed
	5.6 Planning for Teenage & Young Adult Services *Chief Executive/Chief Medical Officer*	Enclosed
6.	**Regulatory**	
	6.1 Annual Equality, Diversity & Inclusion report 2026 *Assistant Director of Workforce Development*	Enclosed
	6.2 National Cancer Patient Experience Survey 2025 *Chief Nurse*	Enclosed
7.	**For information**	
	7.1 Communications Briefing	Enclosed

Date of next meeting: Public Board Meeting – 25 November 2026

NHS

The ROYAL MARSDEN
NHS Foundation Trust

Minutes of The Royal Marsden Board of Directors Public Meeting

21 July 2026, 12pm-1.30 pm, Denise Coates Education Room 1, Oak Cancer Centre, Sutton

Present	
Sir Douglas Flint	Chairman
Liz Adekunle	Non-Executive Director
Professor Ted Baker	Non-Executive Director
Katie Bickerstaffe	Non-Executive Director
Jane Bentall	Non-Executive Director
Alison Dickinson	Non-Executive Director
Baroness Rona Fairhead	Non-Executive Director
William Jackson	Non-Executive Director & Senior Independent Director
Cally Palmer	Chief Executive
Sofia Colas	Chief Operating Officer
Adedoyin Ogunbiyi	Chief Finance Officer
Mairead Griffin	Chief Nurse

In Attendance	
Professor Sanjay Popat	Consultant Medical Oncologist
Susan Sinclair	Managing Director RM Partners for item 4.3
Professor Nick Turner	Director of Clinical Research for the presentation
Brinda Sittapah	Company Secretary
Laura Collantes	Staff Governor
Philippa Leslie	Governor
Vernon Bailey	Governor
Cecila Bishop	Governor
Catherine O'Mara	Deputy Head of PR and Communications
Rachael Reeve	Chief Marketing Officer

Presentation

Professor Nick Turner provided a presentation on research and innovation across The Royal Marsden and The Institute of Cancer Research (ICR), highlighting recent achievements and future priorities.

He outlined progress in clinical trials, translational research and research funding, including increased participation in clinical trials, advances in risk-stratified screening and early diagnosis, personalised treatments, innovations in radiotherapy, and the development of targeted therapies. He highlighted the impact of this work in improving patient outcomes, reducing treatment burden, and influencing national and international clinical practice.

Professor Turner also provided an overview of the forthcoming Biomedical Research Centre (BRC) funding application, emphasising the Trust's internationally recognised research strengths and leadership in translating scientific discoveries into improved patient care.

The Board discussed the importance of maintaining the Trust's position as a leading research-enabled cancer centre through continued alignment between clinical services, academic collaboration, and strategic priorities.

The Board thanked Professor Turner for an excellent presentation and noted the importance of sustaining the Trust's research ambition and partnership with The Institute of Cancer Research.

1. Welcome, Apologies for Absence and Declarations of Interest

The Chairman welcomed Board members and governors to the meeting.

Apologies for absence were received from Professor Kristian Helin, Non-Executive Director and Chief Executive of the Institute of Cancer Research.

No additional declarations of interest were made beyond those already recorded in the Trust's Register of Interests.

2. Minutes of Public Board meeting held on 25 March 2025

The minutes of the Public Board meeting held on 25 March 2026 were approved as an accurate record of the meeting.

3. Matters Arising

There were no matters arising. All relevant updates were covered elsewhere on the agenda.

4. Strategic

4.1 Chief Executive's Report

The Chief Executive (CE) presented her report and highlighted a number of significant developments across the Trust.

She highlighted the support of Her Royal Highness The Princess of Wales, Joint Patron of The Royal Marsden, in advancing the Trust's ambitions for holistic cancer care. She noted that fundraising associated with the National Three Peaks Challenge would support the development of a Centre for Holistic Wellbeing and Recovery and expand access to supportive therapies alongside clinical treatment. The Board welcomed the initiative and expressed its gratitude to The Princess for her continued support of The Royal Marsden and The Royal Marsden Cancer Charity.

The CE thanked William Jackson for his leadership of the Global Cancer Appeal and welcomed the completion of the Emmanuel Kaye Building acquisition by The Royal Marsden Cancer Charity, which will provide decant space to support delivery of the Chelsea Redevelopment Programme

The CE updated the Board on changes to the NHS Oversight Framework, noting that the number of performance metrics applicable to specialist trusts had increased significantly. While the Trust continued to perform strongly, she highlighted several areas requiring additional focus, including staff flu vaccination uptake and temporary staffing expenditure. She advised that work was underway to strengthen internal data ownership and validation processes and to seek clarification from NHS England regarding the application of certain specialist metrics.

The Board noted the forthcoming application process for National Institute for Health and Care Research Biomedical Research Centre (BRC) designation. The CE advised that, although the national funding envelope had reduced considerably, the Trust was well positioned given its internationally recognised research portfolio and strong record of translating research into patient benefit.

The CE welcomed the opening of the new Aseptic Pharmacy Unit at Sutton, noting its importance in supporting patient care, clinical trials and future research activity. The Board recognised that completion of the project removed a long-standing strategic risk from the Trust's risk register and thanked the team for successfully delivering a complex programme.

The CE announced a number of senior leadership appointments. Professor Sanjay Popat had been appointed Chief Medical Officer and would take up post on 1 September 2026. She thanked Professor Nick van As for his outstanding executive leadership over two terms as Chief Medical Officer and confirmed that he would continue to contribute to the Trust's senior clinical leadership. The CE also recognised the significant contribution of Dr Emma Kipps during her tenure as Interim Chief Medical Officer.

The Board welcomed the appointment of Ed Rose as Deputy Chief Executive with effect from 7 September 2026 and congratulated Karl Munslow-Ong on his appointment as Chief Executive of Great Ormond Street Hospital. The CE thanked Karl for his considerable contribution to the Trust