

East of England Radiotherapy Network

New Network Oversight Group Member Induction Pack

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1. Welcome

Welcome to our team!

We are thrilled to have you join the Network Oversight Group. Your expertise and dedication to healthcare excellence are invaluable, and we look forward to the innovative perspectives you will bring.

In your capacity as Network Oversight Group member, you will be instrumental in guiding our Network, supplying an important perspective to our Network Core Team, and helping us to better align our work with the needs of our radiotherapy colleagues. Your membership will be critical in fostering collaboration between our radiotherapy providers and promoting a 'one team' culture amongst the members of our Network.

If you have any questions or need assistance, please feel free to reach out to the Network Manager or any member of our leadership team.

Once again, welcome aboard. We are excited to work with you and achieve great things together.

2. Introduction to Radiotherapy Networks

Why Networks?

Radiotherapy Networks (previously known as Radiotherapy Operational Delivery Networks) were commissioned by NHS England in 2019 as one of several ODNs including Spinal, Neurosurgery and Trauma Networks.

Radiotherapy Networks are designed to improve outcomes for Service Users, including higher cure rates and fewer side effects from treatments. To do this they need to ‘facilitate meaningful partnership working between key organisations, personnel, and professional groups within the health system to secure quality and service improvement, adopt technical innovation, ensure access to new treatments and clinical trials and unlock efficiencies’.

Network Aims

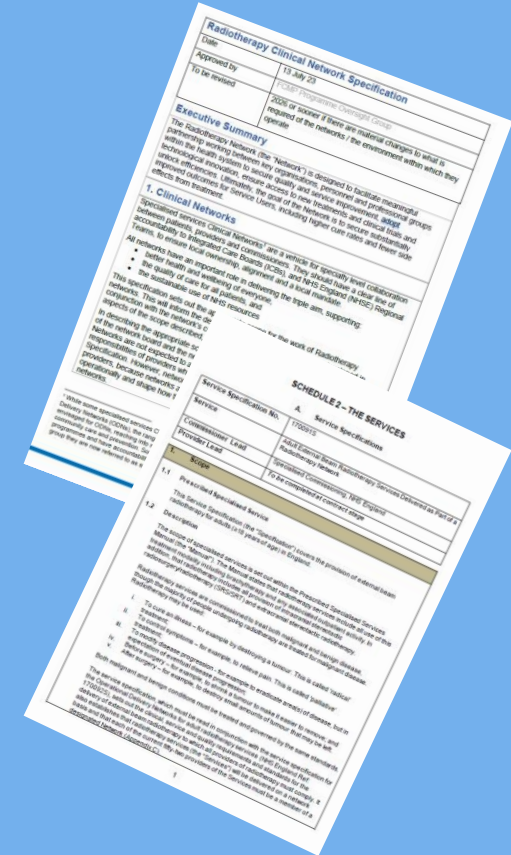
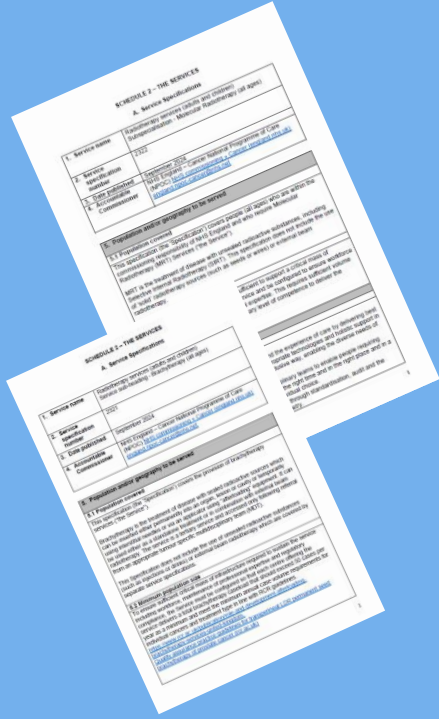
- **Improve access** across the Network to modern, advanced, and innovative radiotherapy techniques, enabling more Service Users to benefit from cutting-edge technology and treatments.
- **Improve the experience of care** by ensuring Service Users will be managed by an experienced multi-professional tumour specific subspecialist team able to provide holistic care.
- **Increase participation in research and clinical trials** by an average of 15% increase over 3 years in England, aiding faster development of new treatments and help drive the development of clinical services.
- **Reduce variation in quality** by adopting best practice protocols thereby improving Service User outcomes including reducing mortality and morbidity from adverse side effects.
- **Plan and co-ordinate the incorporation of new and innovative technologies** into local services – for example, ProKnow and AI solutions.

Network Aims

- **Review service provision on a regular basis to ensure optimal access arrangements** for Service Users are in place across the Network. This applies to proposals relating to sub-specialisation, expansion, or re-provision of a service, the development of satellite service facilities and equipment replacement, because such facilities will need to demonstrate effective equipment utilization and financial viability. This will involve working with ICSs to access system operational capital and undertaking capacity and demand activities locally across the Network.
- Using benchmarking data and guidance from equipment manufacturers about throughput, take action to **reduce variation in equipment utilisation**, subject to workforce availability. This could be achieved by changing operating arrangements, clinical practice, and, in some cases, equipment replacement.
- **Undertake local workforce planning activities**; ensuring a joined-up workforce through skills development and approaches that enable people to work at the 'top of their license' and recruit and train for the future.
- Undertake activities to **ensure compliance with national waiting time standards** for radiotherapy.

There are 4 Service Specifications covering delivery of radiotherapy services in the Network:

- Radiotherapy Clinical Network Specification (waiting to be published):
<https://www.england.nhs.uk/wp-content/uploads/2019/01/Operational-Delivery-Networks-for-External-Beam-Radiotherapy-Services-adults.pdf>
- EBRT Services Delivered as Part of a RT Network:
<https://www.england.nhs.uk/wp-content/uploads/2019/01/External-Beam-Radiotherapy-Services-Delivered-as-Part-of-a-Radiotherapy-Network-Adults.pdf>
- Radiotherapy services subspecialisation – Molecular Radiotherapy:
<https://www.england.nhs.uk/wp-content/uploads/2024/09/2322-molecular-radiotherapy-service-specification.pdf>
- Radiotherapy services subspecialisation – Brachytherapy:
<https://www.england.nhs.uk/wp-content/uploads/2024/09/2321-brachytherapy-service-specification.pdf>



3. East of England Radiotherapy Network

About the East of England Radiotherapy Network

The East of England Radiotherapy Network (EofE RTN) is hosted by Norfolk and Norwich University Hospitals NHS Foundation Trust and covers the following radiotherapy departments in the East of England:

Trust	Department
Cambridge University Hospitals NHS Foundation Trust	Addenbrooke's Radiotherapy Department
East Suffolk and North Essex NHS Foundation Trust	Colchester Radiotherapy Department
	Ipswich Radiotherapy Department
Mid and South Essex NHS Foundation Trust	Southend Radiotherapy Department
Norfolk and Norwich University Hospitals NHS Foundation Trust	NNUH Radiotherapy Department
North West Anglia NHS Foundation Trust	Peterborough Radiotherapy Department

The Network is overseen by the Network Oversight Group and is operationally responsible to the East of England Cancer Alliance.

The Network Oversight Group (NOG) comprises a radiotherapy Service Manager, Head of Radiotherapy Physics and lead Consultant Clinical Oncologist from each department; Specialised Commissioning Representative, East of England Cancer Alliance representative, Network Clinical Lead, Network manager, Network project Manager and the Medical Director of NNUHFT (as host organisation). The NOG is chaired by the Medical Director of CUHFT.

Who are we?

The core Network team comprises a Network Manager, Network project Manager and Clinical Lead in funded roles. There are other positions within the Network which support the Network but are unpaid roles. A full list of Network Oversight Group members and contact details can be found in appendix 2.

Role	Name	Organisation	Contact Details
Chair	Sue Broster	CUHFT	TBC
Deputy Chair	Sarah Jefferies	CUHFT	sarah.jefferies@nhs.net
Clinical Lead	Daniel Holyoake	NNUHFT	Daniel.holyoake@nnuh.nhs.uk
Network Manager	Michelle Bates	EofE RTN	michelle.bates@nnuh.nhs.uk
Network Project Manager	Alison Bowman	EofE RTN	alison.bowman@nnuh.nhs.uk
Cancer Alliance Representative/ Head of Transformation	Gini Melesi	EofE Cancer Alliance	virginiamelesi@nhs.net
Specialised Commissioning Representative/ Commissioning Manager	Patrick Hobbs	Specialised Commissioning NHS England	patrick.hobbs@nhs.net

4. Network Funding

Core Network Funding

Core funding for the Network is provided by Specialised Commissioning

For 25/26 the Network has confirmed funding of £202,363.

This funding is used as follows:

Role/ item	Purpose	Amount
Network Manager	Support for Network function	£XX
Network Project Manager	Support for Network function	£XX
Network Clinical Lead	Support for Network function	£XX
Network SABR Clinical Lead	Support delivery of care closer to home for patients by ensuring SABR services can be expanded safely where needed.	£XX
Network Hosting Fee	Support for Network function	£12,000 (TBC)
Network Study Day	Collaboration to share good practice to raise quality and consistency of care	£5,000
Additional costs	Travel/ printing/ additional F2F meetings as required	£2,363
Core Requirements		£186,363

Additional Network Funding

Service Development Funding: National Cancer Programme of Care

Service Development Funding is awarded by the National Cancer Programme of Care team to Networks. For 2025/ 26 this will be awarded to those plans that support cancer wait improvements. This aligns with Government priorities.

Improvement in cancer waits requires productivity gains through:

- **The way people work – processes and workforce change**
- **Delivering the best quality care e.g., maximising technology; Quality Improvement Toolkit findings; implementation of best practice; and streamlined pathways.**

We are waiting for confirmation on the amount of funding that will be made available. Once this is received NOG members will be invited to submit proposals. These applications will be prioritised as follows:

1. Priority will be given to projects that would equally benefit all radiotherapy departments within the Network.
2. This will be followed by individual eligible projects that will benefit one radiotherapy department specifically.

These proposals must clearly state how outputs will demonstrate an improvement in cancer waits as outlined above. It must be possible to deliver these outputs by 31st March 2026 to be eligible for the funding.

To discuss this further please contact Michelle Bates: michelle.bates@nnuh.nhs.uk

5. Network Oversight Group Membership

Key Working Relationships

- ☐ Radiotherapy Network Oversight Group Chair
- ☐ Radiotherapy Network Manager
- ☐ Radiotherapy Network Clinical Lead
- ☐ Radiotherapy Network Oversight Group Members
- ☐ Colleagues within the East of England Radiotherapy Network
- ☐ Radiotherapy Network Patient Representatives
- ☐ Trust senior management
- ☐ External organisations and bodies including Integrated Care Boards, other NHS Trusts, NHS England, East of England Cancer Alliance etc.

Roles and Responsibilities of the NOG

Specifically, and in summary, the NOG is responsible for:

- i. Facilitating meaningful partnership work.
- ii. Producing and overseeing the delivery of a programme of work (Work Programme).
- iii. Coordinating any public involvement duties, with the support of the regional Specialised Commissioning team.
- iv. Preparing an annual report for submission to commissioners outlining performance and improvement in the network.
- v. In conjunction with the East of England's Cancer Alliance and Specialised Commissioning team, reviewing service provision on a regular basis to ensure optimal access arrangements.

A work programme will be developed by the NOG and will require approval of the constituent providers, the East of England Cancer Alliances and Specialised Commissioning teams. The work programme must be consistent with the requirements of the radiotherapy specifications.

Roles and Responsibilities of the NOG

The EofE RTN exists to improve the quality of care available to patients within the geography of the East of England. It will achieve this by:

- ensuring that there is equity of access to a comprehensive range of services across the network regardless of geography.
- ensuring that care is provided seamlessly across the network and its various stages of transition (between locations, services and where there are co-morbidities)
- ensuring that high quality care is delivered by participating providers which meet the requirements of NHS England's service specification and other nationally agreed standards and addressing unwarranted variation.
- ensuring service capacity meets demand, including predicting demand and developing systems to collectively manage capacity in response to demand including at times of surge or emergencies.
- ensuring the provision of high-quality information for patients, families, staff and commissioners is supported.
- creating a culture of collaboration and action to continually improve services with a strong, collective voice for network stakeholders including patients and their families who use these services.
- taking responsibility, through the management of the network team, for the development of an effective operating structure for the Network including robust governance, risk and monitoring arrangements.

Administration of Meetings

NOG attendance:

- ☐ Occurs every 2 months on the 3rd or 4th Monday between 16:00 – 17:00.
- ☐ Administrator: Michelle Bates
- ☐ The Chair may convene additional meetings, as necessary.
- ☐ Attendance below 50% on a rolling basis will be highlighted to the Chair.
- ☐ A deputy attend the meeting in your absence – details of the person deputising should be sent to the administrator.

The membership will commit to sharing communication/ information across the members, making timely decisions, and informing fellow members of any issues.

Network Members are encouraged to:

- Share examples of case studies, top tips (for example for implementation of new technologies or techniques), lessons learned, tools, and templates which have been used within your departments to improve radiotherapy services. These can be provided to the Network Manager in any format and will be placed onto Network templates to support sharing of learning. These will be placed onto the Network website.
- To share the following, for use on the Network website and social media channels (as appropriate):
 - Local successes
 - Journal publications/ conference presentations
 - Opening of new clinical trials
 - Job vacancies
- Contact the Network Manager before undertaking projects to help identify examples within other Radiotherapy Networks to ensure projects learn from others.
- Capture projects undertaken locally within a short report and share with the Network Manager to support the sharing of learning and local successes.

Appendix 1: Radiotherapy Networks in England

Neighbouring Networks – North & East London Radiotherapy Network:

Trust	Department
Barking, Havering & Redbridge University Trust	Queens Hospital Romford
Barts Health NHS Trust	Radiotherapy Centre, St Bartholomew's Hospital
East & North Hertfordshire NHS Trust	Mount Vernon Cancer Centre
North Middlesex University Hospital NHS Trust	North Middlesex University Hospital
Royal Free London NHS Foundation Trust	The Royal Free London
University College London Hospitals NHS Foundation Trust	Radiotherapy Department, University College Hospital

Neighbouring Networks – Thames Valley & Wessex Radiotherapy Network:

Trust	Department
Oxford University Hospitals NHS Foundation Trust	Cancer & Haematology Centre, Churchill Hospital
	Milton Keynes
	Oxford University Hospitals Radiotherapy Centre @ Swindon
Royal Berkshire NHS Foundation Trust	Berkshire Cancer Centre
	Royal Berkshire Bracknell Clinic
University Hospitals Dorset NHS Foundation Trust	Poole Radiotherapy Centre
	The Robert White Centre, Dorchester Hospital
Portsmouth Hospitals NHS Foundation Trust	Portsmouth Oncology & Haematology Centre
University Hospitals Southampton NHS Foundation Trust	Southampton Oncology Centre
	Radiotherapy Centre, Basingstoke & North Hampshire Hospital

Other Radiotherapy Networks

Radiotherapy Network	Trust	Department
West London, Surrey, & Sussex Radiotherapy Operational Delivery Network	Brighton and Sussex University Hospitals NHS Trust	Sussex Cancer Centre
		Park Centre
		Eastbourne District General Hospital
	Imperial College Healthcare NHS Trust	Charring Cross Hospital
		Gary Weston Centre, Hammersmith Hospital
	Royal Surrey County Hospital NHS Foundation Trust	St Luke's, Royal Surrey County Hospital
		St Luke's, East Surrey Hospital
South East London, Kent, & Medway Radiotherapy Network	The Royal Marsden NHS Foundation Trust	The Royal Marsden
	Guy's & St. Thomas' NHS Foundation Trust	Cancer Centre, Guy's Hospital
		Guy's Cancer Centre at Queen Mary's Hospital
	Maidstone & Tunbridge Wells NHS Trust	Kent Oncology Centre, Maidstone Hospital
		Kent Oncology Centre, Kent & Canterbury Hospitals

Other Radiotherapy Networks

Radiotherapy Network	Trust	Department
South West Radiotherapy Operational Delivery Network	Gloucestershire Hospitals NHS Foundation Trust	Oncology Centre, Cheltenham General Hospital
	Plymouth Hospitals NHS Trust	Plymouth Oncology Centre, Derriford Hospital
	Royal Devon University Healthcare NHS Foundation Trust	Exeter Oncology Centre, Royal Devon & Exeter (Wonford) Hospital
	Royal United Hospitals Bath NHS Foundation Trust	Oncology/ Haematology Centre, Royal United Bath Hospital
	Somerset NHS Foundation Trust	Beacon Centre, Musgrove Park Hospital
	Torbay & South Devon NHS Foundation Trust	Oncology Centre, Torbay Hospital
	Royal Cornwall Hospitals NHS Foundation Trust	The Sunrise Centre, Royal Cornwall Hospital
	University Hospitals Bristol & Weston NHS Foundation Trust	Bristol Haematology & Oncology Centre

Other Radiotherapy Networks

Radiotherapy Network	Trust	Department
East Midlands Radiotherapy Network	University Hospitals Derby & Burton NHS Foundation Trust	Derby Radiotherapy Department
	University Hospitals Northampton NHS Trust	Northampton Radiotherapy Department
	Nottingham University Hospitals NHS Trust	Nottingham Radiotherapy Centre
	United Lincolnshire Hospitals NHS Trust	Lincoln Radiotherapy Department
	University Hospitals of Leicester NHS Trust	Leicester Radiotherapy Department
Northern Radiotherapy Network	South Tees Hospitals NHS Foundation Trust	James Cook University Hospital, Middlesbrough
	The Newcastle Upon Tyne Hospitals NHS Foundation Trust	The Northern Centre for Cancer Care, Newcastle Upon Tyne
		The Northern Centre for cancer care, North Cumbria, Carlisle

Other Radiotherapy Networks

Radiotherapy Network	Trust	Department
West Midlands Radiotherapy Network	Royal Wolverhampton Hospitals NHS Trust	New Cross Hospital
	Shrewsbury and Telford Hospital NHS Trust	The Lingen Davies Oncology Centre, Royal Shrewsbury Hospital
	University Hospitals Birmingham NHS Foundation Trust	Old Queen Elizabeth Hospital
	University Hospitals Coventry and Warwickshire NHS Trust	Arden Centre, University Hospital Coventry
	University Hospitals of North Midlands NHS Trust	Cancer Centre, Royal Stoke University Hospital
	Worcestershire Acute Hospitals NHS Trust	Worcestershire Oncology Centre, Worcestershire Royal Hospital

Other Radiotherapy Networks

Radiotherapy Network	Trust	Department
Yorks & Humber Radiotherapy Operational Delivery Network	Hull & East Yorkshire Hospitals NHS Foundation Trust	Queen's Centre for Oncology and Hematology, Castle Hill Hospital
	Leeds Teaching Hospitals NHS Trust	Leeds Cancer Centre
	Sheffield Teaching Hospitals NHS Foundation Trust	Weston park Hospital
North West Radiotherapy Network	Lancashire Teaching Hospitals NHS Foundation Trust	Rosemere Cancer Centre
		The Christie, Wilmslow Road Manchester
		The Christie at Macclesfield
		The Christie at Oldham
	The Clatterbridge Cancer Centre NHS Foundation Trust	The Christie at Salford Royal
		Clatterbridge Cancer Centre – Aintree
		Clatterbridge Cancer Centre – Wirral
		Clatterbridge Cancer centre - Liverpool

Appendix 2: Network Oversight Group Members

Name	Title/Responsibility	Organisation	Contact details
Ashley Shaw	Chair of NOG	CUHFT	ashley.shaw4@nhs.net
Sarah Jefferies	Deputy Chair of NOG	CUHFT	sarah.jefferies@nhs.net
Daniel Holyoake (as of 1.4.25)	Clinical Lead	EofE RTN	daniel.holyoake@nnuh.nhs.uk
Michelle Bates	Network Manager	EofE RTN	michelle.bates@nnuh.nhs.uk
Alison Bowman	Project Manager	EofE RTN	alison.bowman@nnuh.nhs.uk
Sarah Smith	Clinical Oncologist	CUHFT	sarah.smith110@nhs.net
Jemma Chapman	Head of RT	CUHFT	jemma.chapman1@nhs.net
Andrew Robinson	Head of RT Physics	CUHFT	andrew.robinson49@nhs.net
Sadaf Usman	Clinical Oncologist	ESNEFT (Colchester Department)	sadaf.usman@esneft.nhs.uk
Gemma Bourne	Deputy Head of RT	ESNEFT (Colchester & Ipswich Department)	gemma.bourne@esneft.nhs.uk
Nicola Garnham	Deputy Head of RT	ESNEFT (Colchester & Ipswich Department)	nicola.garnham@esneft.nhs.uk
Mark Porter	Head of RT Physics	ESNEFT (Colchester Department)	mark.porter@esneft.nhs.uk
Ramachandran Venkitaraman	Clinical Oncologist	ESNEFT (Ipswich Department)	Ramachandran.Venkitaraman@esneft.nhs.uk
Joanna Barraclough	Head of RT Physics	ESNEFT (Ipswich Department)	joanna.barraclough@esneft.nhs.uk
Imtiaz Ahmed	Clinical Oncologist	MSEFT	imtiaz.ahmed5@nhs.net
Nicolai Greet	Head of RT	MSEFT	n.greet@nhs.net
Nicky Wilde	Head of RT Physics	MSEFT	n.wilde@nhs.net
Gaurav Kapur	Clinical Oncologist	NNUHFT	GAURAV.KAPUR@nnuh.nhs.uk
Mark Gilham	Head of RT	NNUHFT	MARK.GILHAM@nnuh.nhs.uk
Will Holmes-Smith	Head of RT Physics	NNUHFT	WILLIAM.HOLMES-SMITH@nnuh.nhs.uk
Sarah Treece	Clinical Oncologist	NWAFT	streece@nhs.net
June Dean	Head of RT	NWAFT	june.dean@nhs.net
Jaime Fairfoul	Head of RT Physics	NWAFT	jamie.fairfoul@nhs.net

Name	Title/Responsibility	Organisation	Contact details
Bernard Brett	Host Site Executive Lead	NNUHFT	bernard.brett@nnuh.nhs.uk
Gini Melesi	Head of Transformation	East of England Cancer Alliance	virginiamelezi@nhs.net
Patrick Hobbs	Commissioning Manager	NHS England	patrick.hobbs@nhs.net
Hayley James	Head of Radiation Services	ESNEFT	hayley.james@esneft.nhs.uk
Autumn Bunkall	Network Manager	North and East London Radiotherapy Network	autumn.bunkall@nhs.net
Claire Hartill	Clinical Lead	North and East London Radiotherapy Network	clare.hartill@nhs.net
Dasa Miklosovicova	Network Manager	Thames Vally and Wessex Radiotherapy Network	dasa.miklosovicova@ouh.nhs.uk
Juliet Brock	Clinical Lead	Thames Vally and Wessex Radiotherapy Network	Juliet.brock@ouh.nhs.uk

Appendix 3:

Useful contacts

Name	Title/Responsibility	Organisation	Contact details
Kim Fell	Manager, National Cancer Programme of Care, Specialised Commissioning	NHS England	kimfell@nhs.net
Mark Leach	Radiotherapy Transformation Programme Manager, National Cancer Programme of Care, Specialised Commissioning	NHS England	markleach@nhs.net
Imogen Locke	Chair of National Radiotherapy Clinical Leads Group/ Radiotherapy Clinical Reference Group	NHS England	imogen.locke1@nhs.net
Luke Hatton	Radiotherapy Clinical Fellow – responsible for Quality Improvement Toolkits for breast; lung; head & neck	NHS England	nathaniel.hatton@nhs.net
Zain Kapacee	Radiotherapy Clinical Fellow – responsible for Quality Improvement Toolkits for prostate & lower GI	NHS England	zainul.kapacee@nhs.net
Kat Roe	Data Operations Principal Manager (National Radiotherapy Dataset)	NHS England	catherine.roe4@nhs.net
Michael Sharpe	RTDS Partnership Manager	NHS England	m.sharpe@nhs.net

Name	Title/Responsibility	Organisation	Contact details
Autumn Bunkall	Network Manager	North and East London RTN	autumn.bunkall@nhs.net
Claire Hartill	Clinical Lead	North and East London RTN	clare.hartill@nhs.net
Dasa Miklosovicova	Network Manager	Thames Vally and Wessex RTN	dasa.miklosovicova@ouh.nhs.uk
Juliet Brock	Clinical Lead	Thames Vally and Wessex RTN	Juliet.brock@ouh.nhs.uk
Muhammad Reza	Network Manager	West London, Surrey, & Sussex RT ODN	muhammad.reza@nhs.net
Danielle Power	Clinical Lead	West London, Surrey, & Sussex RT ODN	dpower1@nhs.net
Clare Williamson	Clinical Lead	West London, Surrey, & Sussex RT ODN	cwilliamson1@nhs.net
Richard O'Brien	Network Manager	South East London, Kent, & Medway RTN	richard.obrien@gstt.nhs.uk
Teresa GuerreroUrbano	Clinical Lead	South East London, Kent, & Medway RTN	Teresa.GuerreroUrbano@gstt.nhs.uk
Katy Lowery	Network Manager	North East RTN	katy.lowery@nhs.net
John Frew	Clinical Lead	North East RTN	john.frew@nhs.net
Daniel Wilder	Network Manager	South West RT ODN	daniel.wilder@somersetft.nhs.uk
Charlie Comins	Clinical Lead	South West RT ODN	Charles.comins@uhbw.nhs.uk
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Arafat Mirza	Clinical Lead	North West RTN	Arafat.Mirza@lthtr.nhs.uk

Appendix 4:

Governance Structure

Appendix 5:

Useful Documents

List of Useful Network Documents

Links to documents will be added once website established. In the meantime, please contact michelle.bates@nnuh.nhs.uk to request a copy of any documents you require.

Network Governance Documents:

- EofE RTN Network Oversight Group Terms of Reference V4.0
- EofE RTN Memorandum of Understanding V3.0
- EofE RTN Equipment Replacement Plans 2023 – 2030 V1.0
- EofE RTN Linac Register V2.0
- EofE RTN Process for the change and/ or reconfiguration of services associated with the delivery of radiotherapy V1.0
- EofE RTN SABR Clinical Meeting Terms of Reference V4.0
- EofE RTN Information Sharing Agreement between the EofE RTN Member Trusts V1.1

List of Useful Network Documents

Network Guidelines:

- **EofE RTN Biodegradable spacer insertion to reduce rectal toxicity during radiotherapy for prostate cancer: A rectal spacer implementation strategy document for the EofE RTN V1.0**
- **EofE RTN Return to Practice for Therapeutic radiographers V1**
- **How to use EofE RTN Radiotherapy Trials Tracker V2.0**
- **EofE RTN Supporting Clinical Scientists and Clinical Technologists returning to practice V1.0**
- **EofE RTN Return to practice for Therapeutic Radiographers V1.0**

List of Useful Network Documents

Network Policy:

- **EofE RTN Mutual Aid Framework V1.0**
- **EofE RTN Mutual Aid Agreement V2.0**
- **EofE RTN Out of Hours Policy V4.0**

Network Protocols:

- **Various available**