

Chief Operating Officer Candidate Information Pack



Contents

Introduction.....	3
A message from our CEO.....	4
Welcome to Spectrum.....	5
Our mission, vision and values.....	7
Our business strategy.....	8
Our operating model.....	9
Job description.....	10
Person specification.....	13
Terms of appointment.....	14
How to apply.....	15

Introduction

Spectrum is an ambitious, market-leading organisation and one of the largest providers of prison healthcare services in the North of England, providing quality healthcare interventions for people in vulnerable circumstances. We believe in recovery and rehabilitation, and we know what an incredible impact the right care and support can have from an empowered, well-trained and supported workforce. Everyone at Spectrum is dedicated to delivering the best possible service for those in our care.

As a social enterprise we are proud to take on challenging contracts which contribute towards addressing health inequalities. Our entire health services portfolio achieves a wealth of social value which other organisations can only dream of.

This includes:

- Providing healthcare in prison and other secure environments and helping patients access community healthcare services after their release.
- Providing primary care for people in deprived areas and those excluded from healthcare services.
- Supporting health inclusion groups such as homeless people and asylum seekers.
- Providing confidential, and without prejudice, community sexual health and substance misuse services.
- Award winning work across all our services, to develop innovative solutions to healthcare.
- Providing volunteering, and in some cases paid work opportunities, for our patients in secure environments.

Our Chief Operating Officer (COO) is a key executive post, with Board-level accountability for the day-to-day delivery, performance and continuous improvement of Spectrum's operational services. As COO, you will lead high-quality clinical services across our regions, sites and specialist service areas, ensuring they are safe, inclusive, responsive and sustainable.

Working directly to the CEO and closely with the Executive Team, Board, senior leaders, commissioners and operational teams, you will have lead accountability for operational delivery, contractual performance, CQC assurance, service improvement and the implementation of our Integrated Management System way of working.

One of the things that makes our COO unique, is they also provide visible professional leadership for nursing and AHP colleagues across Spectrum. As a result, we are seeking a candidate with a current NMC registration.

We are at a pivotal time in our organisation as we deliver our Business Strategy and strengthen our specialist services across health and justice, secure settings, substance misuse, sexual health and other services for vulnerable service users and communities. This role will be central to ensuring excellent operational delivery, strong assurance, partnership working and sustainable models of care.

We welcome applicants from a diverse range of backgrounds who are aligned with the aims, culture and values of Spectrum. We hope that having read this document you are inspired by the opportunity to play a crucial role in delivering on our ambitions over the coming years.

A message from our Chief Executive

Thank you for your interest in joining Spectrum as our new Chief Operating Officer.

Spectrum was founded in 2011 with a clear purpose: to improve health outcomes and reduce inequalities for people and communities who are often underserved, excluded or marginalised. Since then, we have grown from a small team of around 100 colleagues into a thriving social enterprise of nearly 900 dedicated professionals, delivering high-quality healthcare services across a diverse range of settings and communities.

What has never changed is our commitment to putting people first. Every day, our colleagues demonstrate extraordinary compassion, professionalism and determination in supporting individuals whose health and wellbeing are too often impacted by disadvantage, exclusion and inequality. It is a privilege to lead an organisation defined by such purpose and values.

As a not-for-profit social enterprise, we reinvest our surpluses into improving services, driving innovation, supporting our communities and extending our social impact through initiatives including Spectrum People, our independent charity. This gives us the freedom to remain true to our mission while continually evolving to meet the changing needs of the populations we serve.

Healthcare is becoming increasingly complex, and the challenges facing communities, commissioners and providers continue to grow. Against this backdrop, Spectrum is entering an exciting new phase of development. Our strategy is focused on delivering outstanding care, tackling health inequalities, strengthening partnerships, supporting our people, embracing innovation and ensuring long-term sustainability so that we can continue to make a meaningful difference where it matters most.

This is a rare opportunity to join an established, values-led organisation with a strong reputation for innovation, partnership working and delivering services that have a genuine impact on people's lives. You will work alongside an experienced and committed Executive and Non-Executive team, helping to shape the next chapter of Spectrum's development and influence the future of healthcare for some of the communities that need it most.

If you share our passion for improving lives, believe in the power of social enterprise, and are excited by the opportunity to lead at scale in a purpose-driven organisation, I would be delighted to hear from you.

I wish you every success with your application.



Yours faithfully,
Dr Linda Harris OBE
Chief Executive



Welcome to Spectrum

At Spectrum, we are passionate about the services we provide. We strive for excellence in all that we do, and we are committed to our vision, to provide quality healthcare that makes a difference to people's lives, regardless of circumstances. Often working in partnership, the breadth of our services enables us to reach some of the most excluded groups in our local communities. We also invest in our people, ensuring our service models are clinically led, and our staff and patients work with us in developing our services through co-production. Spectrum provides diverse healthcare services across four specialist markets with an appetite for growth and innovation across sectors.

Health and Justice

Spectrum is one of the largest providers of prison healthcare services in the North of England. We deliver high-quality, award-winning healthcare to more than 13,000 patients at 16 prison estates of all categories. Our priority and our commitment is to ensure people in prison are able to access the same healthcare provision as is available in the community. We lead on a comprehensive package of healthcare that is personalised and co-created wherever possible with the men and women in our care within the prison environment, working with carefully selected partners to support all aspects of our patients' health and wellbeing.

We deliver our services onsite in the prison as much as possible and arrange external healthcare appointments where necessary. Spectrum leads primary care and SMS services working with a range of recovery partners across the health and justice sites, in our Northeast sites only we sub-contract mental health services to our partner Tees, Esk and Wear Valley NHS Trust. We also provide services to a short-term holding facility in the Northwest. In addition, we are a sub-contracted provider for community Liaison and Diversion services in Durham and Cleveland

Sexual Health

Spectrum provides specialist clinical services which deliver Integrated (Sexually Transmitted Infections and Contraception) sexual healthcare across two Local authority districts (Wakefield and Barnsley). In addition to the specialist clinical provision, the models of delivery also include interventions relating to sexual exploitation, reaching vulnerable groups through outreach and engagement, Relationship and Sex Education in Schools, and supporting those living with HIV.

Community Substance Misuse

We provide highly regarded specialist SMS clinical services, all CQC rated good or above, across the Northeast and Yorkshire. Working for specialist partners (Waythrough) to ensure high quality delivery. Our comprehensive substance misuse services help to support local people to live addiction free lives. We work with each person to develop a personal recovery plan built around their individual circumstances and needs. We also aim to reduce the harm caused by addiction to individuals, families and communities. We work with our partners to promote awareness of drug and alcohol misuse, and ways to reduce intake. Our health and wellbeing campaigns provide a wealth of help and advice, including drink and drug driving, spiking, know your units and much more.

Primary Care

Our community services support some of the most vulnerable patients, working in deprived areas and with those who are excluded from or need support in accessing healthcare services. This includes the Wakefield WYFI Plus service, a community partnership supporting people in the Wakefield District with multiple and complex needs to improve their health and wellbeing. Our G.P Practice, Tieve Tara Medical Centre is a unique, long established and friendly Practice in the heart of Airedale, serving a community of 5,000 patients. Working with 5 other practices and part of the Wakefield North Primary Care Network (PCN).

For more information on the services we deliver, [click here to visit our website](#).

Lived Experience

Lived experience is the experience of people for whom a social issue, or combination of issues, has had a direct impact. We understand how people's experiences enrich our organisation and shape our services. This includes our colleagues, our service users, our partners and our local communities.

We're working to develop a more inclusive work culture – embracing the diverse nature of our people and welcoming staff with lived experience of a wide range of issues. This might include mental ill health, trauma, substance misuse, domestic abuse or experience of the Criminal Justice System.

We are proud to be part of the NHS Lived Experience Charter, which focuses on supporting employment opportunities for people with lived experience of the Criminal Justice System and care system.

Be the Difference

As a social enterprise, Spectrum Community Health CIC is dedicated to strengthening the communities we serve – we want to make a difference and 'be the difference.' Since 2011, our staff and services have won over 30 national healthcare awards and have been finalists more than 80 times, including:

- **NHS Excellence Awards 2026** - Regional Champion for the North East and Yorkshire in the Digital Innovation category
- **HMPPS North-East Regional Awards 2025** – winner of the Healthcare Support Worker of the Year
- **HSJ Partnership Awards 2025** – finalist Best Not-For-Profit Partnership with the NHS and finalist Most Impactful Use of Technology on Clinical Practice.
- **NHS “Our Health Heroes” Awards** (winners twice in 2024, bronze award winner in the lifetime contribution to healthcare in 2023 and winners in 2022)
- **Nursing Times Workforce Awards 2023** – winners in the best use of workplace technology category
- **HSJ Patient Safety Awards 2023** – finalist in the Education and Training category
- The Nursing Times Awards (finalists in 2023 for Public Health Nursing, Nursing in Primary Care, Rising Star, Nurse Leader of the Year; category winners in 2016, 2017, 2020 and 2021)
- **NEPACS Ruth Cranfield Excellence Awards** – Finalists in Outstanding Contribution
- **SW Yorkshire Partnership NHS Trust Excellence Awards** (winner 2022)
- **NIHR Yorkshire and Humber Research Awards** (winners in 2022)
- **The Patient Safety Awards** (winners in 2019, shortlisted in 2022)
- **Community Alcohol Partnership Awards** (winner 2022)
- **Pharmacy Times Awards** (winner 2021)

See our awards page for more information:

[Our awards - Spectrum Community Health CIC](#)



Our mission, vision and values

Spectrum's ethos is centred on our mission, vision and values.

Our mission

Holistic interventions delivered with compassion for the stigmatized and marginalized in our communities

Our vision

Quality healthcare that makes a difference to people's lives, regardless of circumstances.

Our values

- **Working Together** - We work cooperatively to deliver the best for patients, staff and communities. We collaborate to improve outcomes.
- **Integrity** - We are open, honest and fair. We act with integrity and build trust. We like to stick to our word.
- **Respect & Recognition** - We show respect for our patients and colleagues; we recognise and value everyone's contribution.
- **Compassion** - We show compassion and kindness in our interactions with patients and each other.
- **Innovation** - We are innovative and open to new ideas and ways of working to ensure we 'get it right first time'.

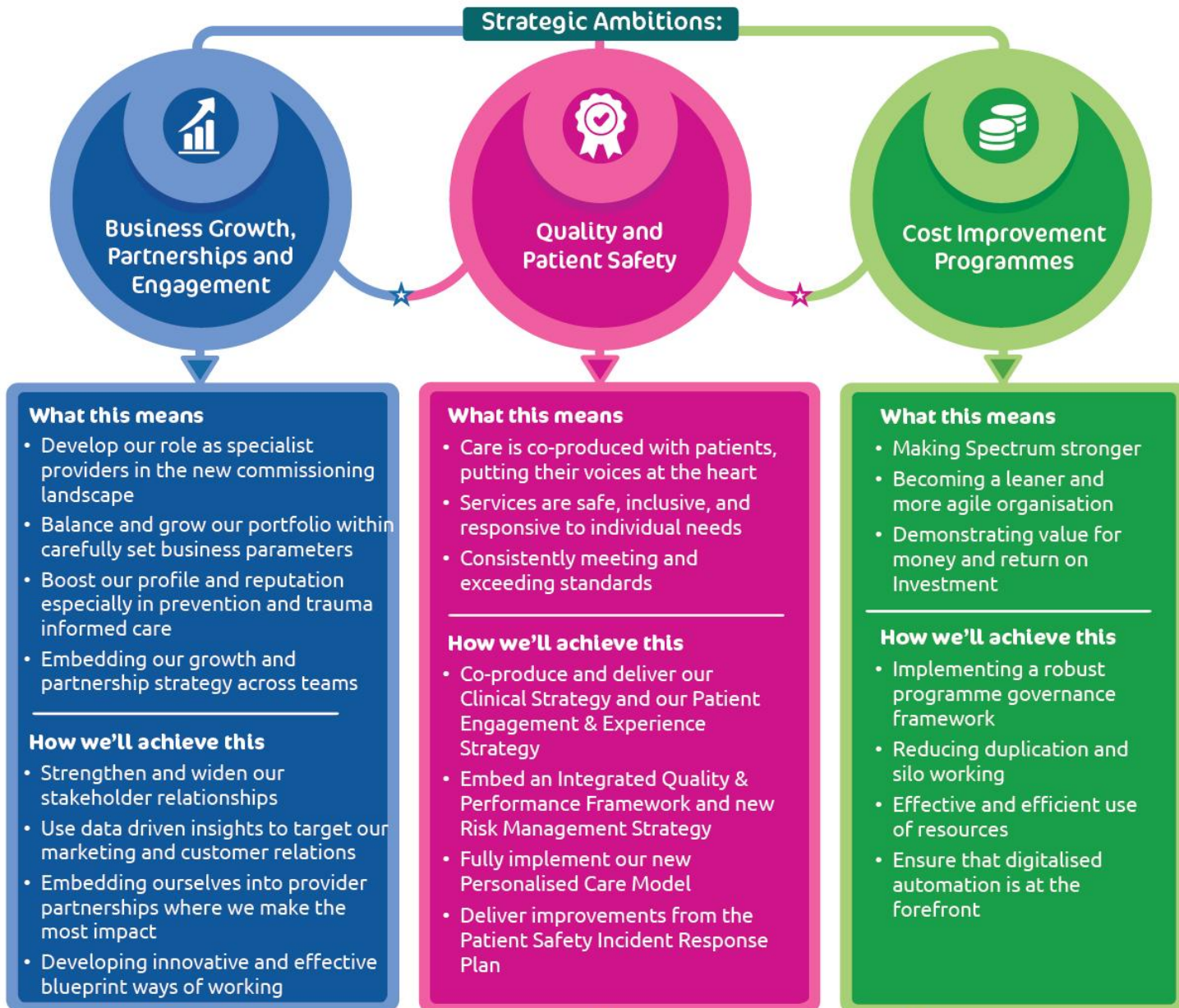




Spectrum is a social enterprise with a clear purpose: to improve lives through high-quality NHS clinical services, including sexual health, substance misuse, primary care, and healthcare in secure settings. Our team is made up of dedicated professionals, many with lived experience, who bring compassion and generous leadership to their work. That's what makes us innovative, agile and great at working collaboratively to make a lasting impact.

Spectrum's Business Strategy 25 - 28 sets out our ambitions. Supporting us to deliver on our vision – Quality healthcare that makes a difference to people's lives, regardless of circumstances.

Strategic Ambitions:



Enabled by: People, Experience and Culture

People, Experience and Culture is the foundation that makes everything else possible. Our people are the driving force behind delivering high-quality care, and by supporting, developing and valuing them, we create the conditions for success in every part of our plan - because brilliant care starts with brilliant people.



What this means:

- Attracting and keeping great people
- Supporting wellbeing and inclusion
- Growing our people through development and encouraging modern ways of working
- Living our values through culture and compassionate leadership

How we will achieve it:

- Offer exciting roles, real recognition, and great career paths
- Prioritise wellbeing, psychological safety, and peer support
- Enable learning, flexibility and continuous improvement
- Build inclusive, values-led teams where everyone belongs and thrives



Our Operating Model

OUR YEAR 2 BUSINESS STRATEGY

Five business priorities

1. Northeast Prisons contract retention
2. Targeted community growth (Neighbourhood Health)
3. Turnaround of contracts outside business parameters
4. PharmCo business case
5. National pipeline & capture roadmap (2026–31)

Supported by

- Embedding CIP
- Mobilising the Clinical Strategy
- Implementing the IMS

OUR IBP

Business Growth, Partnerships and Engagement

- Develop our role as specialist providers in the new commissioning landscape
- Balance and grow our portfolio within carefully set business parameters
- Boost our profile and reputation especially in prevention and trauma informed care
- Embedding our growth and partnership strategy across teams

Quality and Patient Safety

- Care is co-produced with patients, putting their voices at the heart
- Services are safe, inclusive, and responsive to individual needs
- Consistently meeting and exceeding standards

Cost Improvement Programmes

- Making Spectrum stronger
- Becoming a leaner and more agile organisation
- Demonstrating value for money and return on Investment

Clear accountability and trust

OUR IMS

Quality Planning

- Strategic development
- Clear priorities from board to frontline
- Service level goal planning
- Clinical strategy (in development)
- Annual planning and objectives

Quality Control

- Daily Lean Management (DLM)
- Data and metrics at every level
- Early warning systems
- Operating rhythm and performance oversight
- Performance reviews: daily, weekly, monthly

Quality Assurance

- Governance and committee structure
- Risk management
- CQC readiness
- Accountability framework
- Audit and compliance checks
- Policy frameworks

Quality Improvement

- QI methodologies
- Innovation and improvement hub
- Improvement collaboratives
- PDSA cycles
- Co-production
- Measurement for improvement

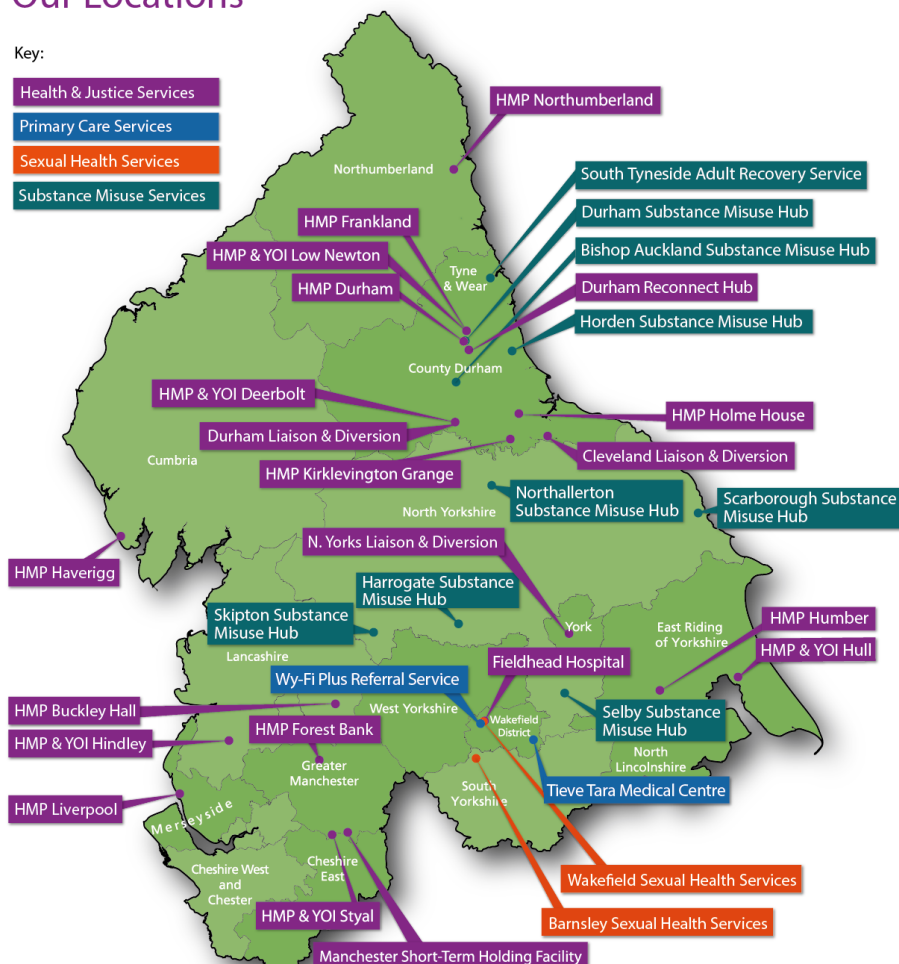
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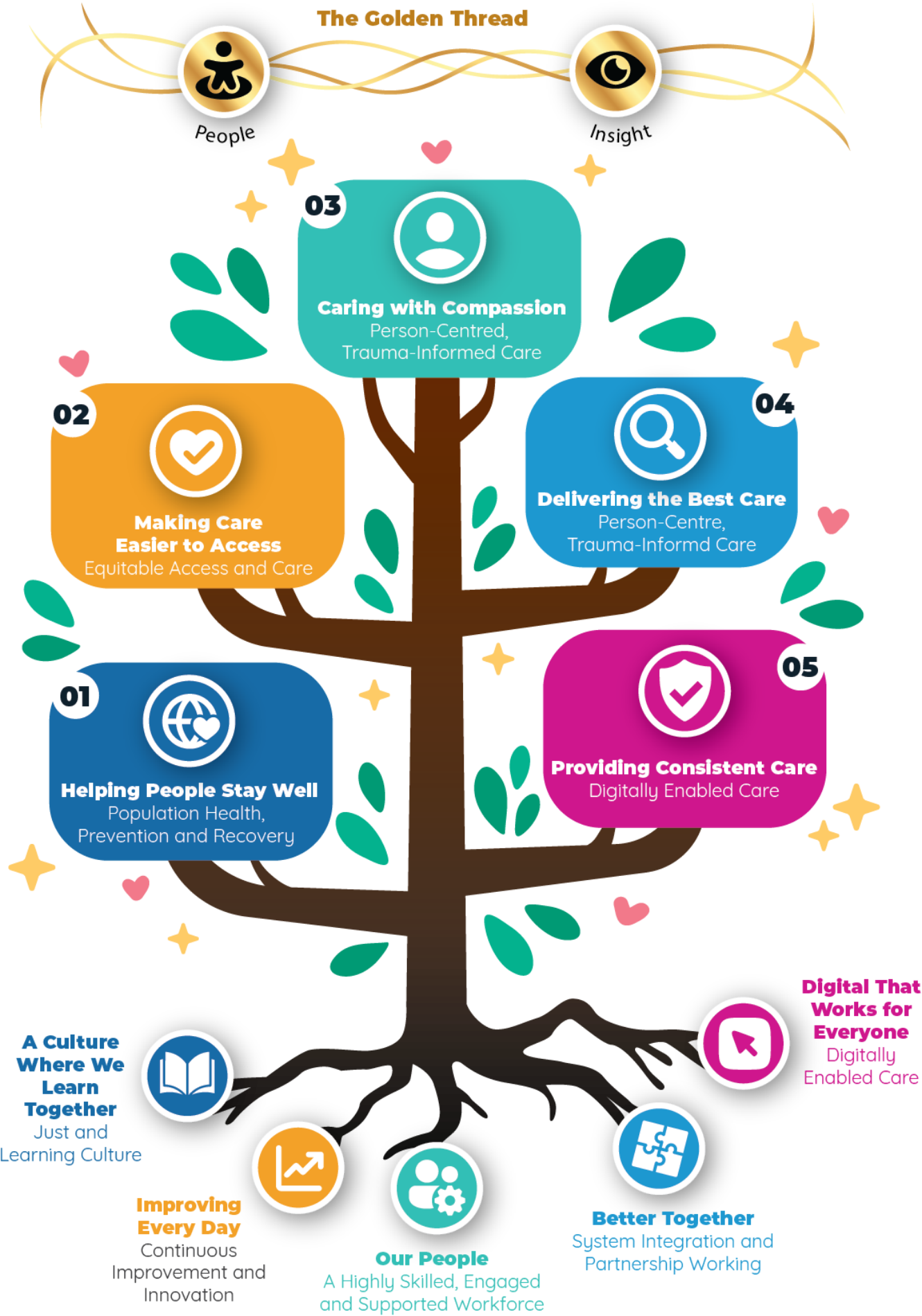
Our Locations

Key:

- Health & Justice Services
- Primary Care Services
- Sexual Health Services
- Substance Misuse Services



Clinical Priorities



Job description

Purpose of the Role:

As a Board Member, Company Director and Executive Team member, the Chief Operating Officer will play an accountable role in the strategic management of Spectrum, ensuring it fulfils its vision and values and achieves the best health and wellbeing outcomes for patients and communities.

The COO is responsible for the day-to-day delivery of Spectrum's operational services and performance, delivering against performance, contractual and quality care standards through our Integrated Management System way of working. The role will lead high-quality clinical services across our regions, sites and services including health and justice, secure settings, substance misuse, sexual health and other bespoke services for vulnerable service users and clients.

Main Duties and Responsibilities

- Lead, manage and motivate operational teams across the organisation to ensure the highest standards of quality, safety and performance in the delivery of person-centred services.
- Provide strategic leadership and vision for service development and design, promoting innovation, continuous improvement, empowerment and best-value care.
- Ensure consistent application of clinical and managerial protocols and procedures to achieve high performance and outcomes, reduce unwarranted variation and provide assurance to the Board and commissioners.
- Develop and lead high-performing services that deliver against the Integrated Quality Performance Reporting framework, supporting and coaching leaders while holding them to account for delivery.
- Lead strategic and operational performance reporting on KPIs and outcomes-focused intelligence, ensuring themes, risks and concerns are identified and translated into improvement actions.
- You will actively champion and drive the implementation of trauma-informed, equity-enhancing clinical models and address barriers to access and engagement for marginalized groups and those experiencing health inequalities

Key Responsibilities

Leadership of operational services

- Provide strategic leadership to operational services to ensure high-quality, clinically and financially sustainable services into the future.
- Implement a fit-for-purpose Performance and Accountability framework across all clinical services, reviewing progress, initiating change and engaging clinical leaders in improvement.
- Oversee effective use of the Integrated Management System and associated reporting and escalation arrangements, reflecting operational, performance, patient safety, quality objectives, risks and outcomes.
- Promote a culture where colleagues feel safe to raise concerns and where fair, just governance systems support learning, improvement and accountability.



Contractual performance and assurance

- Be responsible for ensuring services meet specialist contract specifications and customer expectations.
- Oversee and provide assurance to Executive colleagues, the Board and external commissioners on contractual performance, patient care, quality, safety and improvement plans.
- Lead oversight of Care Quality Commission compliance and inspections, celebrating success, sharing learning and ensuring robust responses to improvement plans and regulatory notices.
- Ensure robust systems and processes for quality and clinical governance are in place and that services remain financially viable, compliant and well governed.

Quality improvement and patient experience

- Ensure effective mechanisms are in place across the organisation to improve patient and service user experience, including the learning from complaints, feedback and engagement.
- Embed trauma-informed approaches, lived experience and the Spectrum Personalised Care Model across operational services.
- Lead the effective use of the Patient Safety Incident Response Framework to inform learning, improvement, clinical outcomes, patient experience and value for money.

Professional leadership, safeguarding and resilience

- Provide visible, professional and inspiring leadership for Spectrum's nursing and AHP workforce, promoting professional standards, accountability, supervision and continuing development.
- Act as lead Director for Safeguarding adults and children, providing assurance to the Board that appropriate systems, processes and external arrangements are in place.
- Act as lead Director for Infection Prevention and Control and Accountable Emergency Officer for EPRR, ensuring robust infection prevention, business continuity and emergency preparedness arrangements.



Person specification

Criteria	Essential/ Desirable
Qualifications:	
Current NMC registration	E
Educated to master's degree level in a relevant subject or equivalent appropriate professional qualification, for example in health, leadership or management.	E
Evidence of continuing professional development.	E
Successful track record in an operational leadership role at Board/ sub-Board level, within a diverse and complex organisation.	E
Experience:	
Experience as an accountable company Board member (or significant Deputy experience) in health/ social care and/or justice sector.	E
Successful track record managing multi-disciplinary functions and teams across a range of professional services.	E
Proven track record of strategic leadership in complex, multi-disciplinary CQC registered environments.	E
Experience of contracting arrangements, service mobilisation and operational delivery at Board/ sub-Board level.	E
Proven experience of leading organisational change and strategy development in a complex working environment across integrated care systems.	E
A strong and demonstrable track record of achievement in operational management, delivering quality and cost improvements.	E
Experience of integrated performance management, business intelligence, business planning, integrated governance mechanisms and clinical networks.	E
Experience and proven track record of quality assurance development, large-scale service development, redesign, project management and change management.	E
Experience of working in a commercial environment, including contributing to commercial strategy and business growth.	E
Experience of working within a mutual or social enterprise.	D
Knowledge, skills and abilities:	
Strategic thinking, systems leadership and excellent communication, influencing, negotiation and stakeholder engagement skills.	E
Ability to plan over the short, medium and long term, make autonomous decisions and use highly developed analytical and problem-solving skills.	E
Excellent understanding of NHS strategy, policy and guidance, health service management and financial management.	E
An awareness of CIC company operating parameters.	D
Personal Traits:	
Commitment to Spectrum's values and behaviours, with a client-centred/ community and social value focus.	E
Able to establish positive relationships and mutual respect with people at all levels.	E
Able to establish and maintain effective relationships and networks both within and outside own organisation.	E
Able to inspire and motivate others.	E

Terms of appointment

Hours	Full time. Flexible working welcomed.
Reports to	Chief Executive
Salary	Spectrum VSM Scale c£128k
Location	Northern coverage with base at Navigation Walk, Spectrum's HQ in Wakefield. Hybrid working.

Disclosure and Barring Service

You may occasionally have interaction with children or vulnerable adults through their work for the organisation. To safeguard service users by identifying unsuitable candidates, this appointment will depend on the satisfactory completion of a Standard Disclosure through the Disclosure and Barring Service. Checks will be carried out after appointment and before the individual takes up their full duties.



How to apply

Our partners Starfish are supporting the recruitment of this post. For a confidential discussion about the role please contact: Joe Joyce (joe.joyce@starfishsearch.com).

To make an application, please go to: <https://starfishsearch.com/jobs/chief-operating-officer/> and click on the apply now button, with the following prepared:

- A CV that includes your address and contact details, highlighting and explaining any gaps in your employment history.
- A supporting statement that highlights your motivation for applying and your understanding of Spectrum CIC and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the role description and person specification.
- The names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity and cover your most recent employer as well as previous employer(s) from the past six consecutive years.

BE THE DIFFERENCE

Key dates:

Closing date for applications:

Sunday, 8th November 2026

Preliminary interviews:

w/c 16th November 2026

Stakeholder group sessions:

Thursday, 10th December 2026

Interview date:

Monday, 14th December 2026

