

# ANNUAL REPORT 2024-25

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# Introduction >

*As I reflect on 2024/25, I am immensely proud and humbled by the stories of lived experience that continue to shape and inspire our work at Spectrum. These stories, shared by individuals who have faced some of life's toughest challenges, are woven into the fabric of our services, ensuring that our approach to healthcare remains not only clinically effective but also deeply compassionate.*

This year, we were honoured to receive the Lived Experience Charter across nine prison sites - an achievement that reflects our commitment to valuing, listening to and empowering those with direct experience. Their insight helps us design and deliver services that truly meet the needs of the people we support.

**Spectrum remains unwavering in its commitment to delivering high-quality, accessible healthcare to those in vulnerable circumstances.**

Through the dedication of our expert workforce and strong partnerships with like-minded organisations, we create innovative, integrated pathways that improve lives.

Our affiliated charity, Spectrum People, and wholly owned subsidiary, SLD Training, have further expanded our impact, offering vital social prescribing opportunities, meaningful community activities, and accredited substance misuse training to hundreds of practitioners nationwide.

This year, our research collaborations have enabled us to generate vital new evidence in areas that have long been overlooked. Working with hard-to-reach populations - including women in prison, young adults with criminal records, and individuals affected by substance misuse - we have contributed to important policy discussions and helped shape new approaches to care.

Our evaluative studies into new substance misuse treatments are already influencing service provision, improving health outcomes for people with complex needs.

Against the backdrop of economic uncertainty and ongoing pressures on public services, our team has continued to demonstrate remarkable resilience, creativity and entrepreneurial spirit. Working alongside acute and mental health trusts, local ICBs, government bodies and community stakeholders, they have developed pioneering solutions to some of the most pressing healthcare challenges. From virtual wards in prisons to early intervention screening for alcoholic liver disease, we remain at the forefront of innovative, life-changing healthcare delivery.

**A standout example of our impact this year has been our Health Inclusion Team in Wakefield, which has become a beacon of hope for some of the district's most vulnerable individuals.**

Built on trusting relationships, the team provides a vital bridge to services, including mental health support, housing assistance, substance misuse casework and general health checks.



**What makes this service so effective is the involvement of people with lived experience, whose insight and leadership ensure that the support offered is truly accessible and meaningful.**

As you read this report, I hope it instils confidence in Spectrum as an agile, adaptive organisation that remains committed to delivering social impact through high-quality, person-centred healthcare. Our work is driven by innovation, collaboration and the belief that everyone - no matter their circumstances - deserves the best possible care.

Looking ahead, we are excited about the future and remain dedicated to shaping services that empower individuals, reduce inequalities, and create healthier communities.

Thank you for your ongoing support and belief in what we do.

**Dr Linda Harris OBE**  
Chief Executive,  
Spectrum Community Health CIC

# IBP Overview 2023-25 >

Spectrum's Integrated Business Plan (IBP) 2023-2025 embodies our strategic vision and transformative ambitions for the healthcare sector.

Crafted through extensive stakeholder engagement and rigorous strategic workshops, this plan is pivotal to our ongoing evolution and future growth.



## Strategic Foundation

The IBP 2023-2025 is underpinned by three core strategic objectives aimed at driving sustainable growth and operational excellence:

- 1. **Employer of Choice:** Enhancing our workplace environment to attract and retain top talent.
- 2. **Excellence in Care:** Delivering high-quality healthcare services through innovation and patient-centric approaches.
- 3. **Growth & New Solutions:** Expanding our service offerings and geographic reach, supported by innovative solutions.

## Enabling Objectives

Integral to achieving our strategic goals are two enabling objectives:

- **Data-Driven Insights:** Leveraging data analytics to inform decision-making and enhance operational efficiency.
- **Leadership Capabilities:** Developing and empowering leadership across all levels of the organisation to drive performance and innovation.



## Programme Governance

A dedicated Transformation Programme Board has overseen the implementation of IBP 2023-2025, ensuring alignment with Spectrum's overarching strategic direction and goals.

- **Achievements and Challenges:** During the final year of IBP 2023-2025, Spectrum has made significant strides amidst organisational changes and external challenges.
- **Organisational Changes:** Including new leadership appointments and structural adjustments.
- **Response to Challenges:** Addressing economic and social dynamics impacting the healthcare landscape in the UK.

## Key Initiatives and Impacts

Focussing on our commitment to excellence, Spectrum has excelled in:

- **Employee Engagement and Recognition:** We've strengthened our culture by celebrating our people through initiatives like the Spectrum Conference and Staff Awards and our employee recognition programme. Our Brand Ambassadors programme and ongoing recognition on local, regional, and national stages have further reinforced a sense of pride and purpose across teams.
- **Trauma-Informed Practice and Lived Experience:** Embedding trauma-informed approaches has been a key cultural and clinical shift. We've elevated the voice of lived experience across our services, ensuring those we support are not just heard but are active partners in shaping care.
- **Co-Production at the Core:** Our new service models are a flagship example of co-production in action - developed in collaboration with patients, it reflects our belief that services are stronger when designed with, not just for, the people who use them.
- **Operational Excellence:** We've implemented a new accountability framework for senior managers and brought greater clarity and discipline to our project and programme delivery.
- **Staff Development:** Investing in our workforce through enhanced training and development initiatives. This includes welcoming students and trainees, building career pathways, and fostering a culture of continuous learning and professional development.

## Future Directions (2025-2028)

As we transition to IBP 2025-2028, Spectrum remains steadfast in its mission to tackle health inequalities and foster a culture of learning and innovation.

We will continue to build upon our successes, forge new partnerships, and uphold our commitment to patient-centred care.

Spectrum's IBP 2023-2025 reflects our dedication to excellence, innovation, and transformative growth in the healthcare sector, positioning us for continued success in the years ahead.



# Employer of Choice >

The 3 key objectives of our Employer of Choice ambition are:



**Recruitment and Retention**



**Looking after our people**



**Developing our people**

> Here's a look back at some stand out moments from across the organisation throughout 2024 – 2025:



## Celebrating Excellence: Spectrum's Staff Conference and Awards

Spectrum's 2024 staff conference and awards celebrated the achievements, dedication and innovation of our teams. The event highlighted Spectrum's ongoing commitment to connection, collaboration, and positive change, showcasing the outstanding contributions of colleagues across the organisation.

The conference opened with a World Café knowledge-sharing session, where teams presented their latest projects, encouraging discussion, inspiration and collaboration. This was followed by the Roger Grasby Innovation Award, which recognised groundbreaking initiatives.

The highlight of the event was the awards ceremony, celebrating individuals and teams who have gone above and beyond in their roles. Winners included:

- **Chief Executive's Award** – Agnes, Head of Experience & Freedom To Speak Up Guardian
- **Rising Stars** – Stacey, HMP Durham (Clinical), Elisha, Comms and Marketing (Non-Clinical)
- **Inclusivity Champion** – Selena, Experience Team
- **Social Value Champion** – Sue, Business Administration
- **Team of the Year** – North Yorkshire Horizons (Clinical), HMP Haverigg Admin Team (Non-Clinical)
- **Karen Jordan Award for Outstanding Nurse of the Year** – Tracy, Fieldhead Hospital

The event also recognised long-serving colleagues, marking a decade of dedication to Spectrum. The conference was a powerful reflection of how Spectrum's teams continue to grow, evolve, and make a lasting impact on communities.



## New HR and OD Director Strengthens Spectrum's Leadership

In February 2025, Spectrum welcomed Petra Bryan as the new Director of Human Resources and Organisational Development (HR&OD).

Petra brings over 30 years of experience in health and social care across a diverse range of sectors, including community and mental health, teaching hospitals and specialist services. Her expertise spans workforce transformation, education and training, culture, quality improvement and general management - always with a people-centred focus.

As part of her role, Petra will be instrumental in advancing Spectrum's ambition to be an Employer of Choice, fostering an inclusive and compassionate working environment where staff can thrive and develop.

**A passionate advocate for co-production and collaboration, Petra is committed to ensuring that diverse voices are heard and used to shape how Spectrum operates.**

Her leadership will help drive Spectrum's strategic workforce ambitions, ensuring that the organisation continues to grow while prioritising employee wellbeing and development.



## Empowering Career Growth: from RGN to Non-Medical Prescriber

Career development remains a cornerstone of Spectrum's values, as demonstrated through the inspiring journey of a Spectrum Registered General Nurse (RGN) who became a Non-Medical Prescriber (NMP) at the County Durham Drug and Alcohol Recovery Service (CDDARS).

In May 2021, Spectrum introduced the Trainee NMP role, a pioneering step within the organisation. One of the first to take on this opportunity, was a colleague with a passion for addressing substance misuse, despite limited prior experience in the field. Witnessing the stigma and health inequalities faced by patients with drug and alcohol dependencies during their time in general surgery fuelled their determination to make a difference.

Through dedicated support from Spectrum and CDDARS, they completed their prescribing course at university, alongside in-house training and Royal College of General Practitioners (RCGP) drug and alcohol courses. Now, two years into the role as a fully qualified NMP, they continue to find immense fulfilment in providing compassionate, non-judgmental care.

This journey reflects Spectrum's commitment to staff development and career progression, offering a nurturing environment with opportunities for upskilling and further study. The impact of the NMP programme has been transformative, not only for the individual but also for the patients they serve, reinforcing the importance of accessible, inclusive healthcare.



## Health and Wellbeing

The health and wellbeing of our staff is a top priority, and we are committed to supporting both their mental and physical health in various ways:

- **Staff Health & Wellbeing Portal** – A one-stop resource hub covering a range of wellness topics.
- **Mental Health First Aiders** – A team of trained staff offering mental health support.
- **Health & Wellbeing and Domestic Abuse Champions** – A peer support network.
- **Health and Wellbeing Group** – Established in November 2023, chaired by Operations with HR support, and composed of Health & Wellbeing Champions. This group focuses on improving staff wellbeing and promoting healthy initiatives and events.
- **Race Equality Network** – A safe space for colleagues from ethnic minority backgrounds to discuss race equality matters with kindness, care, and compassion.
- **Vivup** – Provides access to support, counselling, informational resources, and the Your Care Wellbeing app.

Throughout the year, we actively promote health and wellbeing campaigns, such as World Mental Health Day (October) and Time To Talk Day (February). Colleagues contribute to intranet pages with self-care tips and personal blogs to support these initiatives.

## Spectrum Joins West Yorkshire's Trauma-Informed Charter

Spectrum has been recognised as a Trauma-Informed Charter member by the West Yorkshire Health and Care Partnership (WYHCP), marking a key milestone in its commitment to trauma-responsive care.

The Charter is part of WYHCP's vision to build a fully trauma-informed system in West Yorkshire by 2030, uniting people with lived experience, professionals, and organisations to reduce trauma and foster resilience.

**Agnes, Spectrum's Head of Experience, has been instrumental in this work. A graduate of the Adversity, Trauma, and Resilience Fellowship, she co-chairs the workforce practices workstream and champions a trauma-informed approach across patient care and workplace culture.**

Spectrum remains dedicated to co-production, compassionate leadership, and safe, supportive environments. This Charter Mark affirms its ongoing commitment to embedding trauma-informed principles throughout its services and staff wellbeing initiatives, retention, and overall organisational health. As Spectrum continues to evolve its trauma-informed practices, this recognition serves as a foundation for further progress, innovation, and meaningful change.



## Spectrum's Commitment to Becoming a Lived Experience Inclusive Employer

**Spectrum is dedicated to becoming a fully inclusive, lived experience employer, reaffirming its commitment to the Lived Experience Charter and expanding employment opportunities for individuals with experience in the criminal justice or care system.**

Recognising the value of lived experience, Spectrum has developed a comprehensive framework to ensure it is not just an inclusive employer, but a leader in co-production and workforce diversity. The organisation's five key commitments include:

- Actively listening to staff, patients, and families with lived experience and allowing their insights to shape policies.
- Embedding inclusion and lived experience at the core of Spectrum's values.
- Ensuring all employment opportunities welcome applicants with lived experience.
- Checking policies and plans against lived experience and trauma-informed thinking.
- Leading by example, supporting staff in engaging with lived experience networks and training.

At Spectrum we believe lived experience enriches our workforce, fostering empathy, shared purpose, and understanding. These commitments allow us to create an inclusive and supportive workplace — benefiting both employees and patients.

This commitment is reinforced through co-production workshops, integrating lived experience perspectives into policy development, equality, diversity, and inclusion strategies. Spectrum continues to push boundaries in creating a workplace where lived experience is valued, understood and supported.

## Staff Survey

**Spectrum's 2024 Annual Staff Survey launched in October, reinforcing its commitment to proactively addressing staff needs.**

Based on the NHS Staff Survey, with additional Spectrum-specific questions, it covers a broad range of areas including health, well-being, training, career progression, and workplace challenges. The survey reflects Spectrum's employee-led approach, giving staff a voice in shaping the organisation's future.

To encourage participation, £10 per confidential response is donated to charity, distributed across three regions reflecting the organisations geographical footprint.

Total raised for charity

£4250

Recipients of the fundraising (chosen by staff) were:

Yorkshire: Sheffield Children's Hospital



North East: Northumbria Blood Bikes



North West - Bleakholt Animal Sanctuary



88%

88% agree that they are trusted to do their job.

*This statistic reflects the value of our staff and the amazing work they are doing under challenging conditions. It is also equivalent to the NHS score.*



## Pioneering the way in Apprenticeships

Spectrum is committed to staff development and has expanded its apprenticeship offer, currently running 32 programmes across levels 3–7 for both clinical and non-clinical roles, with 6 more launching in 2025.

We've also welcomed our first external apprentice within sexual health. Though still early in the process, feedback from Barnsley Integrated Sexual Health - who pioneered this route - described it as a "perfect solution" that's financially sensible, supports partnership development, and fits well with service needs.

Congratulations to all Spectrum employees who have completed or are working towards an apprenticeship.



## Empowering Careers Through Degree Apprenticeships

Degree apprenticeships are playing a vital role in workforce development at Spectrum, offering employees a valuable pathway to advance their careers while continuing to deliver high-quality healthcare services. These programmes provide a structured blend of academic study and hands-on experience, equipping staff with the skills necessary to excel in their roles.

Ryan Tallentire, who completed his Advanced Clinical Practice (ACP) Degree Apprenticeship with distinction from the University of Cumbria, is a prime example. Ryan, a key team member at HMP Haverigg, was previously awarded Spectrum's Unsung Hero Award and was a finalist for the Karen Jordan Outstanding Nurse of the Year Award.

*Ryan said, "Joining prison healthcare was the best decision I've made. Spectrum has provided a fantastic platform for my growth, supporting my university studies, prescribing qualifications, and ACP training."*

Spectrum's commitment to professional growth extends to all roles, including Tara McKeivitt, who is excelling in a Senior Leadership Apprenticeship at Teesside University with plans to achieve Chartered Management Status.

By investing in degree apprenticeships, Spectrum supports career growth and strengthens its workforce with highly skilled professionals, ensuring exceptional care and a culture of continuous learning.



## SLD Training Update

This year, SLD Training has experienced significant growth, training the highest number of delegates since its inception increasing from 467 per year in 2018/19 to over 2,200. There has been a significant increase in profit before tax for the 2023/24 year and a standout event for the team has been the successful delivery of its first Reducing Health Inequalities Conference, receiving excellent feedback.

Brand awareness was strengthened through increased attendance at events, while training creation projects for external clients expanded the organisation's reach. A new training programme in Sexual Health and one in Care & Separation Units were launched and internally, relationship management improved across the team. With the addition of new staff this year, the SLD team has revitalised and stabilised team dynamics to continue to deliver into 2025.



## Preceptorship programme helps support newly qualified practitioners

Preceptorship is a structured programme designed to support newly qualified practitioners as they transition from students to autonomous professionals.

Spectrum has now developed a dedicated Preceptorship page, with information and packages being trialled in HMP Northumberland and HMP Liverpool. Feedback has identified that the information on the site is helpful particularly for staff who are acting as the preceptor as there was no previous guidance.

## Placements are paving the way at Spectrum

Supporting the future workforce remains a key priority at Spectrum. We offer a wide range of pre-registration placements for NMC, AHP, and GMC professions, giving students valuable, hands-on experience in real-world healthcare settings. Beyond clinical roles, we also provide leadership, education, and research placements within our corporate services. These opportunities help develop skilled, confident professionals who are well-prepared to contribute to the future of health and care.

## Collaborative partnership working

At Spectrum, we believe that strong partnerships are essential to delivering high-quality, sustainable healthcare. Our commitment to collaborative working continues to grow, as we actively support external partners across the North East and North West.

Recent initiatives include delivering Basic Life Support (BLS) training to valued partners such as Waythrough and Tees, Esk and Wear Valleys NHS Foundation Trust (TEWV).

**These sessions not only enhance clinical safety standards but also build meaningful connections across organisations.**

Internally, a coordinated effort across multiple directorates has led to the successful development of a clinical career pathway. This structured framework clearly outlines the qualifications, competencies, and training required for staff to progress from a Band 2 Health Care Assistant (HCA) to a Band 8 Advanced Clinical Practitioner (ACP) or Advanced Nurse Practitioner (ANP). This initiative reflects our commitment to nurturing talent, supporting professional development, and creating clear routes for career progression within Spectrum.

Looking ahead, we aim to expand this approach by designing similar progression pathways for non-clinical roles. By investing in both clinical and non-clinical development, we are fostering a culture of continuous learning and ensuring that all members of our team—regardless of role—have the opportunity to thrive and grow within the organisation.



## Spectrum Triumphs at the 2024 Our Health Heroes Awards

Spectrum proudly secured two prestigious accolades at the Our Health Heroes Awards 2024, recognising its impactful healthcare initiatives in justice settings.

- **HMP Preston won the 'Best Healthcare Initiative in a Justice Setting'** for its pioneering young offender healthcare pathway, designed to improve rehabilitation and reduce reoffending rates. The initiative, first implemented in 2021, was lauded by HM Inspectorate of Prisons for its success in addressing the needs of 18-25-year-olds.
- **The North East RECONNECT Project was awarded 'Best Healthcare Workforce Collaboration'** for its cross-agency approach to supporting prison leavers. The Durham-based RECONNECT hub, the first of its kind, has facilitated crucial health and wellbeing support post-release, with engagement rates significantly surpassing national averages.

Prison healthcare is a vital opportunity to address health inequalities and change lives. These awards celebrate the dedication of our teams in delivering innovative and effective healthcare solutions.

## Spectrum Teams Honoured at the Lived Experience Charter Awards

Spectrum teams from seven prison sites across the North East and Yorkshire were recognised at the 2024 Lived Experience Charter Awards, an event hosted by Career Matters to celebrate inclusivity and workforce representation in sectors such as health, justice, and social care.

**The awarded prison sites: HMP Durham, HMP Frankland, HMP Northumberland, HMP Holme House, HMP Kirkclevington Grange, HMP Humber and HMP Hull - were acknowledged for their commitment to fostering an open and inclusive environment. This recognition follows the success of HMP Low Newton and HMP Deerbolt, which received similar accolades in 2023.**

Aligned with the NHS People Plan & Workforce Plan, the Lived Experience Charter supports diversity by integrating lived experience perspectives into workforce development. The event featured insightful discussions on inclusive recruitment and the benefits of lived experience hiring.

By embedding lived experience, Spectrum have seen real improvements in co-development initiatives with individuals who have firsthand insights into the justice system. Our commitment to inclusivity is not just a policy - it's a driving force for positive change.

Spectrum's approach to lived experience encompasses insights into mental health, recovery, substance misuse, and trauma, reinforcing its dedication to an inclusive and compassionate workplace.



## North East Prison Group Awards

A dedicated Healthcare Support Worker at HMP Durham was awarded Healthcare Worker of the Year at the North East Prison Group Awards. Lynne Ashcroft was recognised as a shining example of dedication in her field, consistently going above and beyond to provide outstanding care. Whether advocating for better healthcare access, stepping in during a crisis, or simply being a reassuring presence for those in distress, she was singled out for being a true asset to the team at HMP Durham.

Her contributions extend far beyond individual patient care; playing an instrumental part in promoting health awareness among foreign national prisoners, she ensured that language barriers and cultural differences did not prevent individuals from accessing essential healthcare information. Working alongside Novus, she helped adapt the delivery of health education, making it more inclusive, accessible, and impactful.

Three other incredible finalists from Spectrum were also recognised, all of whom have demonstrated outstanding dedication to prison healthcare.



## HSJ Partnership Awards

**An innovative and collaborative project spearheaded by Spectrum's team at HMP Frankland was shortlisted at HSJ's Partnership Awards, held in London. Our healthcare colleagues were nominated in two categories this year: Best Not for Profit Working in Partnership with the NHS & Most Impactful Use of Technology on Clinical Practice.**

In partnership with the County Durham and Darlington Foundation Trust and HMPPS, Spectrum colleagues launched the innovative Virtual Ward in May 2023 to reduce unnecessary emergency hospital visits for patients at HMP Frankland. This collaboration emerged from a shared commitment to address the unique challenges of delivering equitable healthcare in secure settings.

The Virtual Ward continues to enhance patient dignity, improve health outcomes, reduce inefficiencies, and produce a better patient experience – all whilst achieving significant cost and environmental savings.

These nominations underscore the innovative nature of the initiative and recognises Spectrum's significant contributions to improving healthcare delivery in secure settings.



# Excellence in Care >

## Sexual Health

- > Spectrum offers professional, compassionate, and confidential sexual health services, including advice, support, and treatment for contraception, pregnancy, STIs, HIV, and more - welcoming people of all ages, genders, and backgrounds.

### Barnsley Sexual Health

Barnsley Integrated Sexual Health (BISH) continues to develop its service offering, undertaking several initiatives that show its commitment to person-centred care and growth.

Occupational leadership students described shadowing Spectrum's workforce as valuable and enriching, while Sheffield University medical students benefited from funded placements in Sexual Health.

An apprenticeship for a Health Care Support Worker was secured, reflecting workforce development goals. Positive patient feedback highlights the high standard of compassionate care, supported by clinic improvements such as new flooring enhancing the environment.

Operational efficiency has improved through better stock rotation, thanks to collaboration between the services HCSW team, suppliers, and Finance, alongside the launch of an upgraded invoicing system.

Sustainability efforts have also gathered pace, with the team fully engaged in the Green Agenda and actively identifying ways to reduce our carbon footprint.

In partnership with the CSE team and police, BISH delivered a robust care package to vulnerable young females, underlining safeguarding and multi-agency collaboration.

The reception team has been commended by patients for creating a safe and supportive atmosphere, including offering side rooms to those feeling anxious and reassuring gestures like using the phrase "Ask Nikita." Digital transformation continues to enhance efficiency through electronic GP communication, better HIV patient monitoring, and an online booking system improving accessibility.



### RSE continues to make strides in Spectrum

Spectrum's Sexual Health Prevention & Outreach Services in Barnsley and Wakefield empower communities by reducing stigma and improving access to STI testing, contraception, and education.

Through inclusive, developmentally appropriate Relationship & Sex Education, the team builds confidence and health knowledge while bridging gaps to mainstream healthcare. Their strategic approach fosters resilience, agency, and better healthcare access.

In 2024-2025, they have:

- Provided 337 community HIV/Syphilis tests in Wakefield in partnership with BHA Wakefield and Barnsley.
- Provided 373 community STI tests in Wakefield & Barnsley.
- Provided 922 targeted 1:1 or groups interventions for vulnerable group outreach.
- Provided 1277 Relationships and Sex Education lessons.
- Provided 180 young people with LGBTQIA+ mental health and wellbeing support work through This is Me, ambassador training & pride groups.

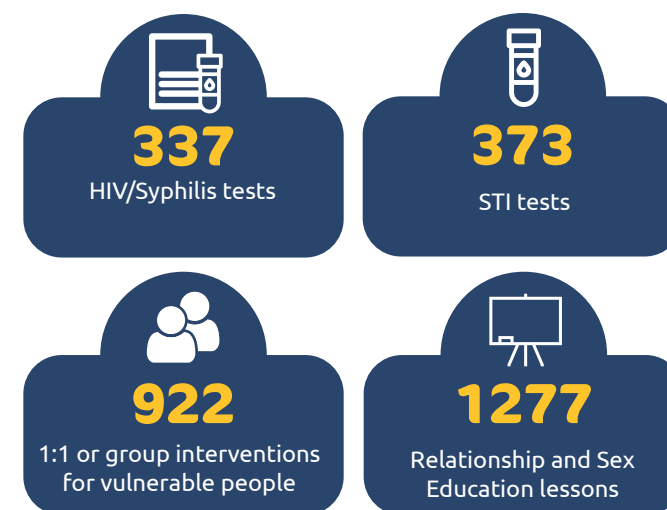
### Wakefield Sexual Health Services Achieve 'You're Welcome' Accreditation

Spectrum's Wakefield Integrated Sexual Health Services has been awarded the 'You're Welcome' accreditation, recognising its commitment to providing youth-friendly services.

Working in partnership with Young Healthwatch Wakefield, the clinic implemented significant improvements, including:

- Dedicated young person's walk-in clinics.
- Enhanced reception staff training for a welcoming experience.
- Private waiting areas for those needing additional support.
- Improved inclusivity through preferred name usage and accessible educational materials.

This achievement underscores Spectrum's dedication to making healthcare services more accessible and supportive for young people.



### Wakefield Sexual Health

Wakefield Integrated Sexual Health (WISH) have delivered a number of initiatives to ensure their service is fulfilling patient needs and expectations.

They've engaged patients through SMS feedback, targeted consultations, and initiatives like 'You're Welcome', which earned recognition from Wakefield Public Health.

Confidentiality messaging was simplified with input from YP Healthwatch and displayed via a co-produced poster.

WISH have addressed appointment non-attendance, explored communication preferences, and enhanced inclusivity by partnering with LGBTQIA+ group 'Free to Be Me', leading to service improvements.

Other initiatives include the 'All Ideas Matter' comment box, postal pack feedback, and the new Health Care Shout Out form to support staff morale.

### Supporting LGBTQIA+ Young People: The Impact of the 'This is Me!' Programme

This is Me! is a holistic programme supporting LGBTQIA+ young people across Wakefield, reaching 180 students in 18 schools this year through wellbeing groups, workshops, Pride clubs, and ambassador training. Focused on identity and mental health, it helps build confidence, resilience, and emotional wellbeing.

Data from 162 participants shows significant improvements in pride and emotional management. Additionally, the programme trained 413 professionals, supported 81 young people in community settings, and engaged parents and carers to promote inclusivity. Overall, it has strengthened wellbeing and fostered more inclusive environments.

# Excellence in Care >

## Substance Misuse

> Spectrum has seen a significant reinvestment into the substance misuse services in the last few years. We saw additional roles added to all three contracts, offering greater diversity and more holistic care for our service user group.

### County Durham Drug & Alcohol Recovery Service

County Durham Drug & Alcohol Recovery Service (CDDARS) has seen significant reinvestment, with 11 posts recruited to in the last 3 years. In the last year, we had a Drug and Alcohol Care Team as a link to acute services, supporting discharge to primary services from the several mental health hospitals located in the North East. We have seen over 200 patients referred to the service in 8 months, resulting in service users not dropping out of treatment, engaging with services for the first time, and others that had been in treatment re-engaging with us.

The mental health homeless nurse role works closely with the Drug & Alcohol Care Team, as they have several cross pathways. Service users and the mental health role support Way Through recovery workers to circumnavigate the mental health processes. Accompanying those roles is the health and wellbeing wound care nurse, who sees patients with significant injecting wound issues and establishes a primary care link or promotes re-engagement.

The core of the service has continued to look at greater improvement of patients seen on base, by restructuring their appointment times and increasing clinical offer, despite sickness.

Our Service Lead is in her second year with Spectrum, and with the awarding of the further four years under the preferred provider process, we are seeing a greater emphasis on outcomes and KPIs from our commissioners Way Through. She is embedding a revised service delivery, bringing the team together as one service rather than three separate sites. Fibroscanning has now started in our Bishop Auckland site, and we have a second machine that will be moved between Horden and the Centre For Change to deliver scans for the alcohol pathway.



### North Yorkshire Horizons

North Yorkshire Horizons (NYH) strengthened their Multi Disadvantaged Outreach Model, and developed the service with the addition of mental health nurse roles in Harrogate and Richmond. They continue to work with the ODN to strive for micro-eradication of Hepatitis C, with additional funding secured to take this to July 2025. Fibro scanning is now provided for our cohort of service users at the NYH sites and CDDARS, as investment in service owned fibroscanners has been secured. These machines are being taken around to various treatment sites. The End of Life pathway is now embedded within the service, and primary care services in NYH.



### South Tyneside Alcohol Recovery Service

South Tyneside Alcohol Recovery Service (STARS) is our service that has just been granted its five-year contract under the preferred provider process and is growing from strength to strength with inspiring leadership. We have seen great improvements across all areas of the latest MOC CQC visit, with 'Outstanding' being reached by both parts of the service.

STARS has also benefitted from a new health and wellbeing nurse with sexual health knowledge and qualifications to enable opportunistic smear testing and sexual health advice, for those service users who don't ordinarily engage with primary care. They also have a harm reduction nurse supporting services to deliver harm reduction advice on the mobile needle exchange, increasing Hep C testing and awareness. STARS achieved Hep C micro-elimination status for a short period this last quarter.

We have seen the service head work with local authority commissioners and Way Through to secure significant additional funding for delivery of Buprenorphine at STARS.

The new alcohol nurse role has increased alcohol awareness issues in both professionals and service users – resulting in a greater compliance with alcohol health and wellbeing. One of the alcohol nurses at STARS has also developed a handbook to both accompany and support the alcohol pathway.



### A Decade of Transforming Lives: North Yorkshire Horizons



North Yorkshire Horizons (NYH) is marking ten years of providing life-changing support to individuals tackling drug and alcohol dependency. Since its founding in 2014, NYH has played a pivotal role in empowering people to overcome addiction, rebuild their lives, and integrate into the community.

A partnership between Spectrum, Changing Lives, and Waythrough, NYH operates across five hubs—Scarborough, Selby, Northallerton, Harrogate, and Skipton — ensuring accessible and tailored support across the county.

Over the past year alone:

- 2,545 people engaged in structured treatment
- 18,549 interventions were delivered
- 978 individuals successfully achieved their recovery goals

Their outstanding quality of care has been recognised with an 'Outstanding' rating from the Care Quality Commission and the Venetia Ann Wrigley Heart of North Yorkshire Award.

Reflecting on the service's impact, an NYH service user shared: "I wouldn't be where I am today without the incredible support from NYH. My worker has been understanding, patient, and genuinely invested in my recovery."

To celebrate its decade of service, NYH hosted various community events across North Yorkshire, recognising the dedication of staff, volunteers and service users.

From its inception to its ongoing evolution, NYH remains a pillar of hope and transformation, ensuring that individuals struggling with addiction receive the support, dignity, and resources they need to move forward.



# Excellence in Care

## Health & Justice

> We deliver high-quality, patient-focused healthcare across diverse settings as part of Health and Justice Services (H&J), ensuring everyone gets the care they need - just as they would in the community. Take a look at some of this year's highlights.

### Advancing Women's Health in Secure Settings

Spectrum's healthcare teams at HMPYOI Low Newton and HMPYOI Styal led a Women's Health Awareness Initiative, reinforcing the importance of accessible, gender-responsive healthcare within the prison system.

Women in custody often face significant health inequalities, with many reporting that their health concerns are overlooked.

Research has shown that 84% of women feel unheard when raising health issues with professionals.

Recognising this, Spectrum has prioritised education, early intervention and empowerment to bridge this gap.



At HMP Low Newton, the team organised specialist clinics focusing on:

- **Breast screening and cervical health.**
- **Menopause support and sexual health services.**
- **Mental wellbeing and stress management.**

At HMP Styal, a Women's Health Event featured:

- **Health awareness stalls promoting nutrition, vaccination, and self-care.**
- **Guest speakers from Greater Manchester Mental Health NHS Trust, the Hep C Trust, and Motherwell Cheshire, a women's wellbeing charity.**

These initiatives provided women with valuable health knowledge, practical resources and a safe space to engage in discussions about their wellbeing.

Spectrum remains committed to driving change in women's healthcare, ensuring that every woman - regardless of her circumstances - has access to compassionate, informed and high-quality support.

### Unlocking Rehabilitation: Empowering prisoners through Social Prescribing

Social prescribing offers non-drug related approaches to improve health, reducing medication use as well as addressing long-term conditions and mental health concerns. It has shown significant improvements across prison estates since its inception.

Since January 2024, Spectrum's social prescribing initiative has gained momentum with active participation from prisoners (champions) and staff. Leadership and stakeholder engagement have played a crucial role in its success, with champions, mentored by healthcare professionals, leading the project. They've developed presentations and tailored interventions, including gardening, arts, befriending, and sports, to support prisoners' wellbeing goals.

The initiative is supported by a Gantt chart cataloguing non-clinical services and monthly meetings to prioritise prisoner feedback, using storytelling to highlight impact. Despite challenges, the dedication of all involved remains strong, demonstrating the potential of social prescribing to transform secure environments and promote rehabilitation.

This effort highlights social prescribing's transformative potential, setting a precedent for future use across other estates.



### A Decade of Excellence: Death in Custody Service Turns 10

In October 2024, Spectrum's Death in Custody Service marked its 10th anniversary, a significant milestone in the evolution of independent clinical reviews for prison healthcare.

Over the past decade, the service has transformed from an ad-hoc investigative function into a highly structured, nationally recognised programme, delivering rigorous, high-quality reviews that contribute to improved care, learning, and accountability.

Established in 2014, the service was one of the first in the country commissioned to provide independent clinical reviews for NHS England commissioners, covering prisons across the North West, North East and Yorkshire & Humber.

Since then, it has seen significant expansion, including:

- **2017: Strengthened administrative support, with key personnel enhancing stakeholder engagement and operational efficiency.**
- **2020: Secured the contract for the East of England, further increasing Spectrum's impact.**
- **2022 - Present: Assisted the South of England with ad-hoc reviews, demonstrating national leadership in clinical review services.**

The service now covers 48 prisons with an operational capacity of approximately 57,000 prisoners and has conducted over 1,300 clinical reviews to date.

They have continuously evolved to meet challenges, particularly during the COVID-19 pandemic, where virtual working models ensured continued delivery.



In 2021 alone, the team handled 183 reviews, covering nearly 50% of all prison deaths in England and Wales.

Increasing case complexity has placed growing demands on resources, yet strong stakeholder relationships and a dedicated team have ensured a consistently high standard of review and reporting.

As the service enters its next decade, its focus remains on driving excellence, expanding its impact, and adapting to the evolving needs of prison healthcare. With a reputation for professionalism, integrity and innovation, Spectrum's Death in Custody Service continues to be a cornerstone of independent healthcare review in secure settings.



## HMP Humber Meds Amnesty

**A significant number of prisoners at HMP Humber reported overdosing on medications dispensed by healthcare personnel, with less than 10% using their own prescriptions; the majority obtained medications illicitly, either through purchase or from other prisoners.**

To curb the availability of prescribed medications in this underground economy, Spectrum implemented a comprehensive medication amnesty across the prison. Extensively advertised for two weeks through wing announcements and prison television channels, the initiative involved Spectrum healthcare staff, accompanied by operational officers, conducting thorough sweeps of each wing to collect unused medications.

The inaugural amnesty yielded the voluntary return of 1,650 items - including 172 paracetamol tablets, Orlistat, Duloxetine, and Amitriptyline. Subsequent efforts saw 1,909 medications reclaimed. Since the initiation of these amnesties, a noticeable decline has been observed in reported overdoses, medication discoveries on wings, and instances of failed mandatory drug tests related to prescribed medications.

This proactive approach by Spectrum demonstrates a promising strategy for mitigating risks associated with medication misuse, whilst enhancing overall prison safety and wellbeing.



**1,909**

medications reclaimed

## Serenity in Custody: The HMP Low Newton Palliative Care Suite

The Rainbow Suite, at HMP Low Newton was created as a sanctuary for a terminally ill patient at HMP Low Newton.

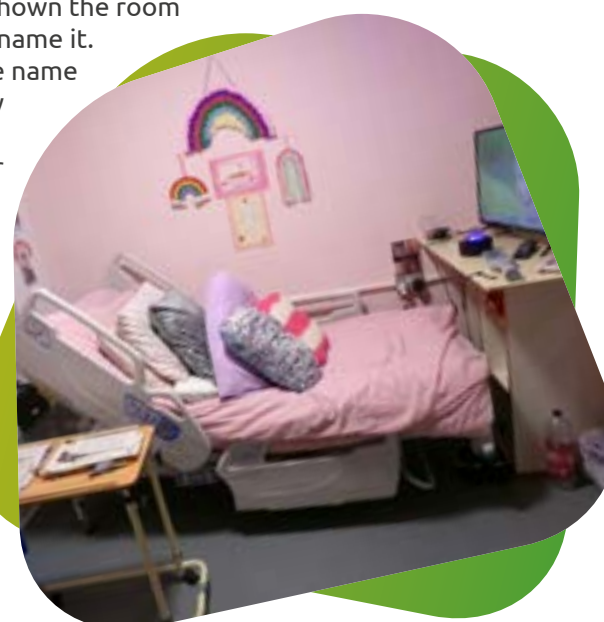
The patient, upon receiving her terminal diagnosis, was presented with options regarding where she would like to spend her final days, including whether she wanted to remain in custody or apply for a transfer to a hospice.

After choosing to stay in custody, the primary care manager suggested that the disabled cell could be redecorated to make it more comfortable and homely.

The patient shared a fondness for rainbows and the colour pink. In response, the room was painted pink, and rainbow-themed decorations, positive badges, and mood lighting with glow-in-the-dark stars and a projected moon were added. Healthcare staff sourced furniture and accessories to create a more welcoming environment.

*The patient requested a "super girly" space filled with rainbows, aiming to make it a bright, cheerful place that contrasted with the idea of something "dark and dreary." She wanted to be in a comfortable setting where she could have visitors until the time of her death.*

After security assessments were completed, the patient was shown the room and asked to name it. She chose the name "The Rainbow Suite" in honour of her daughter. The patient used the room for respite care, until deciding to stay here until her passing.



## Patient Safety and 10@10

### PATIENT SAFETY

Recognising the need for change from reactive, blame-focused incident management to a proactive, learning-driven approach, Spectrum's Patient Safety Team implemented the Patient Safety Incident Response Framework (PSIRF) to enhance patient safety and just culture. Initiatives like "10 at 10" meetings improved incident reporting, early risk identification, and multidisciplinary collaboration. By embedding structured governance, safety huddles, and system-based learning, the team has strengthened patient outcomes, regulatory compliance, and continuous improvement, ensuring a no-blame, safety-focused culture.

### "10 AT 10" MEETINGS

The team launched the "10 at 10" meetings in March 2023 to review all DATIX reports across our diverse services, facilitating early risk escalation in a dynamic, multi-professional, and supportive approach. This is an advancement in managing and identifying Patient Safety incidents that require/benefit from peer multidisciplinary review consistent with our patient safety incident response plan.

Meetings operate Monday-Friday chaired by a senior member of the Patient Safety team and are open at all staff with the objectives of:

- Reviewing of all incidents reported.
- Ensuring correct categorisation of level/type of harm.
- Duty of Candour determination (professional/statutory).
- Identifying gaps in information where further exploration is required.
- Identifying emerging themes/trends.

Since March 2023, 10,098 incidents have been reviewed, fostering transparency and staff engagement and an improvement in the quality of incident reports.



**10,098**

Incidents reviewed

## Reconnect Hub continues to support vulnerable prisoners on release

**The Reconnect service supports anyone with a health and wellbeing vulnerability on release from a North East prison or resettling in the North East after release from another prison elsewhere in the country.**

Initiatives like the Homeless Breakfast Club - run with partners including Waythrough, Health Squad, and Housing Solutions - offer vital support.

In the past year:

- 376 people attended.
- 80% were recently released from custody in the last 12 months.
- 30% secured housing within 3 months of first attending.



**376**

people attended



**80%**

attendees were released in last 12 months



**30%**

secured housing within 3 months



# Excellence in Care

## Primary Care

- > Primary Care holds a pivotal role within our Spectrum service portfolio, addressing diverse health and social needs within our community. Aligned with the national NHS Core20PLUS5 framework, prioritising individuals requiring significant support to mitigate healthcare disparities, our commitment to community-based Primary Care is integral to our vision and mission.

### Forensic Primary Care

It's been a successful year for our Forensic Primary Care team, marked by well deserved recognition as Lead Nurse Tracy Hill was named Nurse of the Year at the Spectrum Staff Awards.

The team has continued to strengthen partnerships to enhance patient care, with a particular focus on obesity support and holistic health management. Long-term condition clinics are now firmly embedded in practice, improving continuity of care.

Additionally, a new referral and review process has been introduced for the Forensic Substance Misuse pathway, streamlining access and improving patient outcomes.



### WY-FI+

WY-FI+ is a specialist navigation service supporting adults with multiple and complex needs, including experiences of homelessness, addiction, mental ill health, offending, and domestic abuse.

The service focuses on helping individuals access the right support at the right time, using a trauma-informed, person-centred approach.

The team has made significant strides this year, introducing new initiatives aimed at improving health outcomes for some of the most vulnerable individuals in our communities. Notably, they supported the rollout of Wakefield's Swap to Stop scheme, helping people transition away from smoking through accessible cessation support.

They also launched an incentivised health assessment programme to encourage engagement with essential checks, increasing early identification of unmet needs.

A key focus has been strengthening partnerships to enhance service delivery.

Their collaboration with Bevan Healthcare has been instrumental in addressing public health concerns such as scabies and tuberculosis, ensuring timely intervention and coordinated care. The team also developed a joint death in service review process with housing services, fostering shared learning to better understand and respond to complex client needs.

Access to dental care remains a priority, with the team securing treatment options for clients who often face significant barriers to accessing routine services. These efforts reflect WY-FI+'s holistic and person-centred approach to care.

Their hard work and dedication were recognised with a shortlist nomination at the Spectrum Staff Awards, alongside the celebration of long service milestones for several valued team members – a testament to the team's commitment, continuity, and impact.



### Tieve Tara

Tieve Tara's health collaborations have been a benefit to the local community - seen in examples such as the Healthy Hearts Hub, The Learning Disability One Stop Shop, and Health & Wellbeing Awareness Open Days.

The team have continued using Patches - a next-generation online and video consultation system. It allows for prompt and improved access, convenience, and ease of communication between patients and staff.

In April, the surgery began offering a Chronic Obstructive Pulmonary Disease programme called 'Breathing Better'. The scheme - specifically for patients with COPD at grade 3 to 4 - involves education and exercise to help improve breathing, fitness and quality of life.

A Macmillan Coffee Morning was organised in September by colleagues, with the sale of baked treats raising £245, and December saw the annual Santa & Elves Grotto return. Every child received a donated gift, and patient feedback was extremely positive.

Total raised for charity

£245



### WY-FI+ Case Study: Noah

Noah, 32, of Irish descent, was referred to the Inclusive Healthcare Service (IHS) in March 2022 after a period of rough sleeping. Following a difficult childhood in care, a prison sentence for drug dealing, and the breakdown of his relationship, he moved to Wakefield to be near his brother.

Noah faced multiple challenges including poor mental health, intermittent cocaine use, nasal damage from drug use, dental issues, and unstable housing. A trauma-informed care plan was created, including medical referrals, housing support, and help with benefits.

#### Support Provided:

- Connected to dental and ENT services.
- Supported through a cocaine relapse and a parasuicide attempt.
- Referred to Community Mental Health Team (CMHT) and assertive outreach.
- Helped manage dental phobia and complete treatment.
- Encouraged to bid for housing and eventually secured a 2-bedroom flat.
- Assisted with essentials via a personalisation fund.

#### Outcomes:

- Stable housing secured.
- Cocaine abstinent and awaiting nasal surgery.
- Independently managing finances and self-care.
- Regularly engages in community groups and library use.
- Improved mental health, coping skills, and future aspirations to work as a car mechanic.

#### Impact:

Thanks to the compassionate, consistent support of WY-FI+, Noah has turned a corner. He now lives independently, remains fully engaged with support services, and speaks openly about feeling more hopeful and confident about the future. His story is a powerful reminder of how personalised, trauma-informed care can transform lives.

#### Noah commented:

"My down to earth, non-judgemental Navigator helped me understand services. Excellent. I now have new teeth and smile."



# Growth & New Solutions >

> A core strategic priority for Spectrumis to lead with ambition and innovation, driving sustainable growth through effective, forward-thinking healthcare solutions. We pursue new opportunities via competitive tendering and adapt to the evolving health and care landscape. Our focus on innovation strengthens our portfolio and ensures we stay ahead of emerging challenges, delivering transformative, community-focused care.

## Strengthening Clinical Expertise: Spectrum's First Virtual Wound Care Conference

December 2024 marked a significant milestone for Spectrum with the launch of its first-ever Virtual Wound Care Conference. This event provided an invaluable platform for healthcare professionals to enhance their expertise, exchange knowledge, and explore best practices in wound care management.

The conference brought together a diverse range of attendees, including Spectrum colleagues, external stakeholders, and industry experts, all committed to advancing evidence-based wound care. A series of specialist-led sessions covered key topics such as:

- Burns management and emergency treatment protocols.
- Best practices in wound assessment and bed preparation.
- Managing antibiotic-resistant wound infections.
- Preventing and treating pressure-related injuries.
- Pathways and formulary updates to enhance care delivery.

The event was well-received, with strong engagement from both clinical teams and partner organisations. Attendees benefited from practical insights and up-to-date clinical guidance, ensuring they are better equipped to provide effective, high-quality care in their respective services.

As a result of the conference's success, Spectrum has now introduced regular wound care forums and supervision sessions to support continued professional development.

The Virtual Wound Care Conference highlights Spectrum's commitment to clinical excellence and innovation, reinforcing the organisation's dedication to continuous learning and improved patient outcomes.



### DACT Team

Operating within Mental Health inpatient facilities throughout County Durham, the nurse-led team's primary objective is to provide patient support for substance misuse issues. The team focuses on connecting patients with community services to facilitate engagement, maintain prescribing, and prevent breaks in treatment after detoxification periods.

## HMP Frankland Virtual Ward: Transforming Healthcare in Secure Environments

Spectrum, in partnership with County Durham and Darlington NHS Foundation Trust and HMPPS, launched a Virtual Ward at HMP Frankland, introducing a new model of remote healthcare within secure settings.

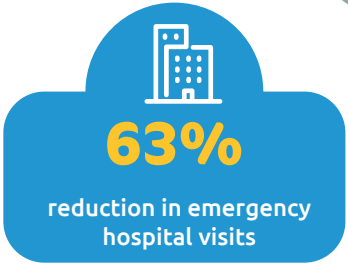
By enabling real-time clinical data sharing, the Virtual Ward has significantly reduced hospital transfers, improved patient care, and enhanced staff efficiency.

Over the past year, the initiative has delivered:

- A 63% reduction in emergency hospital visits.
- 18% of urgent cases managed within prison, reducing A&E pressures.
- Over £4,000 per month in cost savings from fewer hospital transfers.
- A lower carbon footprint by minimising unnecessary transport.
- On-site specialist clinics, improving access to key healthcare services.

The success of the Virtual Ward has led to its adoption in three additional prisons, with further expansion planned. Its impact on patient care, operational efficiency, and sustainability has also earned recognition, with the initiative shortlisted for two HSJ Partnership Awards.

By leveraging technology and improving care pathways, the Virtual Ward is setting a new benchmark for equitable, efficient and sustainable healthcare in secure environments.





Cover to Cover Project

Spectrum’s Sexual Health Prevention & Outreach Service are leading on the expansion of the C-Card scheme.

This is being achieved by addressing the geographical challenges of disparate rural and central communities and enhancing the number and location of access points offering free condom collection.

The innovative approach has consisted of a new digital, click and collect preorder system including all local libraries in Wakefield as new discreet condom collection points. This approach includes C-Card training for all new access points to ensure the sustainability of the C-Card scheme, and necessary skills in signposting young people for any onward support needs.

Spectrum’s C-Card scheme is experiencing success due to the partnership approach and shared vision with our public health colleagues which seeks to improve localised access to condoms for young people. Up to March 2025 libraries in Wakefield have distributed 3076 condoms to young people via the click and collect system. Next steps are to include additional community assets as click and collect access points.



Power BI

As part of Spectrum’s Digital Strategy and Integrated Business Plan to enable “Data-Driven Decisions,” a project was launched to develop a Data Warehouse and Power BI Operational Dashboards. These dashboards provide staff with easy access to data from multiple sources (such as SystmOne, ESR, Datix) and are powered by a robust Data Warehouse capable of handling large volumes of information—over 160 million rows of data from Sexual Health and Secure Environments alone.

Healthcare Innovation Consortium supported the project by gathering staff data needs and supplying a Systems Architect to help with data processing and integration. Spectrum’s Graphic Designers contributed by designing visually engaging dashboard interfaces.

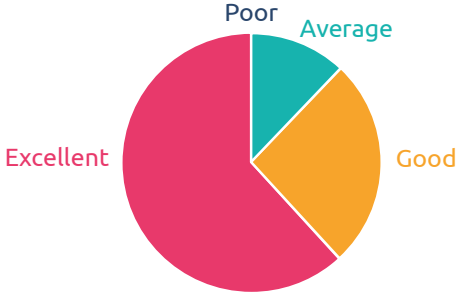
The project successfully delivered four Operational Dashboards and a fully automated Data Warehouse in October 2022, enabling more informed and efficient decision-making across the organisation.



SLD Training Health Inequalities Conference

The Reducing Health Inequalities Conference was a free-to-attend event in February 2025, held at the Hilton Leeds City. Hosted by SLD Training (Spectrum’s training arm), the conference featured industry leaders, such as Kate Davies CBE, alongside experts in trauma-informed care and addiction recovery – including our very own Chief Executive.

Designed for professionals in substance misuse and health, the event explored the barriers to recovery and effective strategies for empowering individuals toward better health. Highlights included expert speakers (including those with lived experience), interactive workshops addressing health inequalities, and networking with like-minded professionals.



Conference feedback was overwhelmingly excellent or good.

Naloxone Training in HMP Deerbolt

At the start of 2024, HMP Deerbolt had an increase in substance misuse which resulted in multiple overdoses. Naloxone is a medication used to reverse or reduce the effects of opioids/an opioid overdose.

These injections were being administered by nursing staff with good outcomes for patients involved, however, more needed to be done. This led to prompt, collaborative working between Deerbolt’s Governor, Head of Healthcare, and Clinical Manager to implement and roll out nasal Naloxone and a nasal Naloxone training package for prison staff.

- The outcomes were:**
- A rapid design and roll out of a comprehensive bespoke nasal Naloxone training programme for willing prison staff.
  - An initiative which aligns with HMPPS’s and NHS England’s strategic objectives.
  - The creation of a commitment with stakeholders to implement joint-learning opportunities for a safer, more resilient secure environment.
  - Mitigation of the adverse consequences of substance misuse and the upholding of staff and prisoner well-being within the estate.
  - An increased confidence and preparedness of staff in responding to overdose emergencies.

Since programme implementation in March 2024, 21 prison staff members have been successfully trained to administer nasal Naloxone. Moving forward, there is a continued collaboration between Spectrum healthcare staff and HMPPS colleagues to embed this bespoke Naloxone training into the prison induction regime, ensuring every member of staff is trained to administer nasal Naloxone.



# Social Value >



## The Community Wellbeing Initiative

This project (via Tieve Tara Medical Centre, in conjunction with Spectrum People & The S.M.a.S.H Society C.I.C) aims to improve the mental, physical, and social health of residents in Airedale, Castleford & other parts of the Wakefield district, through a comprehensive social prescribing program. This project connects individuals to local community groups, activities, and services that can support their health and well-being.

The initiative is making a significant impact on the health and wellbeing of residents in the region. Between March and November 2024, the social prescribing offer had received 204 referrals (direct and specific). They also received 96 calls/emails for information requests by individuals within the communities across the district, and 211 calls/emails from colleagues within services asking for information relating to support for their clients/patients/beneficiaries.



96

Social prescribing  
info requests



204

Social prescribing  
referrals



211

Referrals from  
professionals

## Appletree Community Garden

In summer 2024, Spectrum People's Appletree Garden was accredited with the prestigious Green Flag Community Garden award and is now recognised as one of the country's best parks and green spaces. Run by Keep Britain Tidy, a leading environmental charity, the Green Flag Community Garden award recognises and rewards sites managed by voluntary and community groups based on a certain set of criteria. The award assessor was impressed by what they saw, commenting on the numerous strengths of Appletree. The team's core values are routinely expressed not only by workers and volunteers but the garden itself. They make the community space safe, welcoming, inclusive and environmentally friendly.

## Postcards from Wakefield

For the sixth year running, Spectrum People has led on the mental health initiative 'Postcards from Wakefield'. Aimed at breaking down barriers and reducing stigma around an area that had a bad reputation, the project is displayed during Mental Health Week in May. Wakefield PMHN (Positive Mental Health Network) adapted the idea to reduce barriers and stigma around talking about mental health. Around the district, the postcards are used at events to inspire positivity within the community – with organisations and groups encouraging people to simply write, colour, draw, and create a postcard around the key theme of positivity/kindness.



## Spectrum CEO Honoured in Leeds Public Sculpture

Dr Linda Harris OBE, Chief Executive of Spectrum, has been celebrated in Leeds' 'Ribbons' public sculpture, recognising nearly 400 inspirational women for their contributions to the city. This artistic project, initiated by Leeds MP Rachel Reeves and led by Leeds Arts University, highlights the significant impact of women across various sectors.

Reflecting on this honour, Dr Harris stated:

*"It is incredibly humbling to be recognised alongside so many remarkable women. This sculpture is a powerful tribute to the influence and leadership of women in Leeds."*



## Advancing Our Green Plan: Progress Towards Carbon Zero

Tackling climate change is a key part of Spectrum's Social Value Quality Mark Bronze accreditation, with a pledge to reduce our carbon footprint and improve local environments. Spectrum's Green Plan promotes climate awareness among staff and leadership, aiming to integrate sustainability into daily operations and long-term planning.

A baseline Carbon Reduction Plan published in March 2023 reported emissions of 189.35 tCO<sub>2</sub>e, with a target to reduce this to 142 tCO<sub>2</sub>e by 2028. By July 2024, emissions had already dropped by 24%, mainly through switching to renewable electricity and removing gas supplies at a managed site. Improved reporting also revealed an increase in scope 3 emissions, which will be the focus for further reductions next year.

New metrics were introduced through a BI dashboard launched in January 2024, tracking environmental performance per site. Spectrum has also expanded remote and agile working, helping to cut travel-related emissions. A new workstream for 2025/26 will formalise travel reduction measures. Staff are encouraged to contribute eco-friendly ideas, and the 2024 Staff Conference introduced a 'Social Value Champion' award to recognise environmental efforts.

## Christmas at Tieve Tara

**Santa and his Elves brought festive cheer to Tieve Tara Medical Centre on Friday 13 and Saturday 14 December.**

With support from Spectrum People and generous donors, every child received a gift. Special thanks to Golfbuggies GB for Santa's eco-friendly ride, Props Library for the grotto entrance, and Haylo Creations for the balloon display.



A wonderful time was had by all, from our youngest (just 5 weeks old!) to the parents and grandparents accompanying the children.

## Spectrum Gives Back Through Charity Initiatives

Through staff fundraising efforts and donations in kind the total amount donated to local charities in 24/25 was:

Total raised for  
charity

£142,863

## Social Value Quality Mark

In summer 2024, Spectrum was awarded the Bronze Social Value Quality Mark (SVQM), recognising its positive impact on society and the communities we serves.

SVQM sets national standards for ethical, fair, and sustainable business in the UK. This Bronze award reflects Spectrum’s commitment to community-focused practices and social responsibility, not only in West Yorkshire but across the North of England. Spectrum is now developing an action plan to pursue the Silver Mark next year.

Chief Executive Dr Linda Harris OBE said:

*“With over 13 years as a social value business supporting vulnerable communities, we’re proud to receive the Bronze Mark. Social value and entrepreneurship are at the core of our mission to tackle health inequalities. This recognition highlights our wide-ranging efforts – from climate initiatives to engaging with lived experience and charitable projects. We’re already aiming for the next level to further expand our social impact.”*

SVQM Founder Richard Dickins added: “The Bronze award reflects Spectrum’s strong commitment to creating, measuring, and transparently reporting social value. Their work in community healthcare is vital—especially for society’s most vulnerable. Congratulations to the team.”

## ISO 9001 and ISO 14001 Accreditation

After a thorough external audit, Spectrum has been recommended to retain its ISO 9001 and ISO 14001 certifications. ISO 9001 focuses on improving product and service quality to meet and exceed customer expectations, while ISO 14001 aims to minimize environmental impact by reducing energy use, ensuring regulatory compliance, and managing waste effectively. This achievement highlights Spectrum’s ongoing commitment to quality management and environmental responsibility.

## Ramble At Reeth Fundraises for Mental Health Charity Mind

In August, Dr Linda Harris completed a summer trek challenge with colleagues and friends for the mental health charity, Mind.

Founded in 1946, Spectrum’s chosen charity of the year was originally named the National Association for Mental Health. Over the past seven decades, Mind has helped improve the lives of people with mental health issues, ensuring everyone has access to the help they need.

The trek commenced at 10am on Saturday 17 August from The Black Bull Hotel, Reeth. Situated in the north-eastern edge of the Yorkshire Dales National Park, the group’s approximately 14-mile route was shaped like a figure eight and split into two parts (with both legs following a little of the Wainwright Way). Over £1,000 from donors was raised by the event.

Dr Linda spoke about the day’s success:

*“The Ramble at Reeth for Mind was a glorious day’s walking in ‘God’s Own County’ with some amazing support from right across Spectrum to help me on my way. My thanks again to everyone who supported the event in whatever shape or form, raising awareness of Spectrum’s charity of the year, Mind, and the importance of exercise in the great outdoors for everyone’s mental wellbeing.”*

Total raised for charity  
**£1,015**



## Nature-Based Health Promotion: GOOP’s Growing Impact Across Spectrum Sites

Greener On the Outside for Prisons (GOOP) is a nature-based health programme aimed at improving prisoners’ mental health, reducing health inequalities, and supporting efforts to lower reoffending rates through gardening and environmental projects. GOOP, partnered with Spectrum and UCLAN, expanded to three more sites in the North East and will continue until at least 2025/26. A GOOP forum was also created for site leads to share best practices.

Key projects include:

- Planting 120 fruit trees with 32 prisoners involved.
- Planting 120m of hedgerow around two wings with 22 participants.
- Developing an Aspire Unit garden with 10 participants.
- Offering horticulture qualifications (Levels 1 and 2) to 22 prisoners.
- Supporting a local community garden with flowers from secure sites.
- In the coming year, Spectrum plans to replicate GOOP across more sites, integrating it into social prescribing pathways.



## Project Search continues to support young adults with learning disabilities into employment

Spectrum welcomed three interns through DFN Project SEARCH, a programme supporting young adults with learning disabilities and/or autism into employment.

Delivered in partnership with Wakefield College, and working closely with a project coach, the internship offers hands-on experience at our Head Office.



## NEPACS Christmas Card

In conjunction with the charity NEPACS (a charity that supports families affected by criminal justice or care systems in the North East) Spectrum once again held a Christmas card competition.

Open to children of patients from our secure estates in County Durham and Northumberland, dozens of entries were received and a winner was chosen - reflecting the spirit of hope and collaboration that defines us at Spectrum.



# Looking Ahead >

*As we look ahead to 2025, we are excited to launch our new business strategy (2025-2028) – a bold and ambitious plan that builds on the successes of the past three years while maintaining a relentless focus on delivering best value for our customers.*

This strategy is being shaped through active engagement with our staff, key stakeholders, and partners, ensuring that our renewed priorities align with evolving government policies, including the NHS Long Term Plan.

We are committed to adapting and innovating to meet the changing needs of the communities we serve. Whether it's enhancing support for individuals on community sentences, developing digital healthcare platforms in partnership with technology providers, or co-designing social prescribing initiatives with people who have lived experience, we are ready to push boundaries and create lasting impact.

Key areas of focus in the coming year include:



**Expanding telehealth and digital innovation**, increasing accessibility and digital literacy to support remote consultations and virtual wards, ensuring that those in vulnerable settings receive high-quality care regardless of location.



**Developing holistic, community-based outreach services** to better support individuals facing complex co-morbidities, including homelessness, substance misuse, and mental health challenges - barriers that often prevent people from fully engaging in society and the economy.



**Strengthening our research partnerships**, accelerating our work with academic institutions to deliver impactful studies that inform and improve healthcare practices for underserved populations.



Launching our new strategy presents an exciting opportunity to deepen our partnerships with integrated care boards, community leaders and HMPPS. We believe the best way to do this is by putting our passionate frontline staff - our greatest asset - at the heart of these discussions. They will serve as ambassadors for our vision, raising awareness of our uniquely inclusive and responsive approach to health and wellbeing while driving forward fresh ideas and innovative ways of working.

**As we embark on this next phase of our journey, our focus remains clear: delivering high-quality, person-centred care, breaking down barriers to health access and shaping services that empower individuals and communities to thrive.**



[spectrum-cic.org.uk](https://spectrum-cic.org.uk)