



# Chief Operating Officer

**Candidate Pack**

- April 2026



# Welcome

Technology is reshaping how healthcare is delivered. Across primary care, urgent care and community services, there is an increasing need for digital platforms that enable more coordinated, efficient and sustainable models of care. CLEO Systems was established to lead that change.

CLEO has grown from within Integrated Care 24 (IC24), a major not-for-profit social enterprise delivering frontline NHS services to millions of patients each year. In recent years, the business has successfully transitioned from developing systems for internal use into a recognised challenger technology provider in the wider healthcare market. Our platforms are already supporting providers to improve access, streamline delivery and enhance patient outcomes.

We are now entering a decisive phase of growth. Market demand is increasing, our product capability continues to expand and we see a significant opportunity to scale our impact across the healthcare system. CLEO has the potential to become a leading digital platform partner for integrated care delivery – and we are building the leadership team to realise that ambition.

To support this next stage, we are seeking a Chief Operating Officer to join the executive team.

The COO will play a pivotal role in helping to scale the organisation at pace. Working closely with me as Managing Director, alongside the Board and senior leadership team, you will strengthen operational performance, build delivery discipline and ensure the organisation has the capability, systems and leadership structures required to support sustained growth. This will include driving commercial execution, aligning multidisciplinary teams behind shared

priorities and embedding the operational frameworks needed to scale in a regulated healthcare technology environment.

CLEO combines the ambition and pace of a technology scale-up with the purpose and values of a mission-driven organisation. While we operate in a competitive commercial market, our success directly contributes to improving access to healthcare and supporting more sustainable service models. For candidates, this role will offer something distinctive: the opportunity to build a high-growth technology business with real momentum, while delivering meaningful social impact.

We are looking for a strategic and commercially astute operational leader who thrives in fast-growth environments. You will bring experience of scaling technology or SaaS businesses, building high-performing teams and translating growth strategy into disciplined execution. You will be comfortable operating with pace and ambiguity, able to introduce structure without slowing momentum, and credible in engaging customers, partners and investors.

Leadership style is equally critical. CLEO operates as a collaborative executive team with a strong focus on accountability, transparency and delivery. The COO will play a key role in fostering a high-performance culture that combines entrepreneurial pace with disciplined execution. This includes strengthening performance management, embedding data-driven decision making and ensuring the organisation is well positioned to realise its long-term growth ambitions.

This is a rare opportunity to help shape the trajectory of an ambitious healthcare technology business at an inflection point. If you are motivated by building organisations, driving performance and contributing to innovation that will influence how care is delivered at scale, we would be delighted to hear from you.

**David Brown**  
Managing Director, CLEO Systems



# About Us

## OUR MISSION

To deliver intuitive systems that empower clinicians to provide a better patient experience and improve efficiency across the health economy

## Our Expertise

### Decades of NHS-Driven Digital Innovation.

Our team brings 20 years of software experience with constant collaboration from the NHS to meet the ever-changing demands of Secondary Care Outpatients, NHS 111, Integrated Urgent Care, Urgent Treatment Centres, Community Services, or Pharmacy settings.

Our vision reflects the NHS's Long Term Plan of making "digitally-enabled primary and outpatient care" mainstream, by bringing technology to the heart of every out-of-hospital health provider in the UK. As part of an established UK social enterprise, we care deeply about our environment and the sustainability and quality of UK healthcare, which makes us patient-first, not paper-first.

## WHAT SETS US APART



### Clinically intuitive

Our in-house clinicians enable us to have easy access to testing and ensures that our solutions are clinically intuitive and user-friendly.



### Consultative

We have a focused and agile team, working in partnership with our customers and central NHS Teams.



### Support & training

Our customers' success is what drives us. They are making a difference to real patients every day, so we provide full training, support, and change management services from real people.



### UK-based

Our in-house clinicians understand UK healthcare processes and nuances, having lived and worked in clinical roles throughout the UK. CLEO Systems is a wholly owned subsidiary of IC24 Group, a UK social enterprise.

As part of a social enterprise, we are driven not only by performance, but by our responsibility to contribute to a sustainable, high-quality healthcare system. This ensures we remain firmly patient-first, not paper-first in everything we do.

# Job Description

<b>Job Title:</b>	Chief Operating Officer
<b>Reporting to:</b>	Managing Director
<b>Responsible for:</b>	Head of Sales, Business Development Manager, Programme Manager, Management Accountant, Service Desk Manager, BI Manager, Governance Officer

## Role Overview

The Chief Operating Officer (COO) is a key member of the executive leadership team, responsible for translating organisational strategy into operational excellence. As the organisation scales, the COO will drive crossfunctional alignment, strengthen operational performance, and build the systems, processes, and teams required for sustainable growth in a regulated healthcare technology environment.

This role requires a strategic operator who can balance longterm vision with daytoday execution, ensuring the organisation delivers highquality, compliant, and customercentred outcomes.

Naturally empathetic and customer-focused, you have an entrepreneurial mind-set and a positive attitude. You have an aptitude for inter-personal communication and are able to use these skills in representing CLEO Systems to customer and partner organisations as a senior level ambassador.

CLEO Systems 24 Ltd is a wholly owned subsidiary of Integrated Care 24 Group (IC24). More information on the companies can be found on the websites [www.cleosystems.com](http://www.cleosystems.com) and [www.ic24.org.uk](http://www.ic24.org.uk) respectively.

## Key responsibilities and accountabilities

### + Strategic Execution

- Lead the translation of organisational strategy into clear operational plans, priorities, and delivery frameworks.
- Ensure strategic objectives are embedded across teams with measurable KPIs and accountability structures.
- Anticipate organisational needs as the company scales, proactively shaping operational capability and capacity.

### + Commercial Growth

- Lead business & partnership development aligned to existing and new product / innovation strategies whilst driving internal efficiency processes enabling our rapid expansion
- Support with P&L Management, delivery of long-term value propositions, and budget / resource forecasting activities.
- Lead complex client & partner negotiations through to contract (using data to steer GTM decisions and demonstrate success through measurable outcomes).

### + Cross-Functional Alignment

- Drive alignment across product, engineering, commercial, customer operations, and corporate functions.
- Lead Programme Management Officer, establishing effective operating rhythms, communication channels, decisionmaking, and change management processes that enable coordinated execution.
- Ensure teams understand shared goals, interdependencies, and success measures.

### + Performance Management

- Build a highperformance culture grounded in transparency, datadriven decisionmaking, and continuous improvement.
- Oversee organisational performance reporting, ensuring timely insight into operational, commercial, and customer metrics.
- Lead operational risk management, ensuring resilience, compliance, and quality across all functions.

## + Process & Systems Leadership

- Design, implement, and optimise scalable processes, workflows, and systems that support growth and operational reliability (including use of AI tools).
- Champion our high-performing culture, operational excellence, standardisation, and automation where appropriate.
- Ensure operational processes meet healthcare, data protection, and regulatory compliance standards.

## + Team Leadership

- Provide strategic leadership and direction to a diverse portfolio of teams, ensuring clarity of purpose, strong collaboration, and high performance across:
  - Sales & Commercial – enabling scalable commercial growth (including contract negotiations) and operational readiness.
  - Programme Management – ensuring successful delivery of customer programmes, implementations, and strategic initiatives.
  - Management Accountant / Finance Operations – ensuring financial insight supports operational decision making and resource allocation.

- Product Service Desk – driving customer support excellence, service reliability, and continuous improvement.
- Business Intelligence & Analytics (BI&A) – embedding data driven insight across the organisation.
- Governance & Compliance – ensuring adherence to healthcare, data, and software regulatory frameworks.
- External Relations & Business Development – supporting strategic partnerships, market expansion, and stakeholder engagement.

This post has been assessed as requiring a basic DBS check.



# Person Specification

## Knowledge and Experience

### + Essential

- Significant leadership experience within a high growth technology, SaaS, or healthcare software organisation.
- Proven track record of leading operational strategy, scaling systems and processes, and delivering organisational transformation.
- Experience managing multidisciplinary teams across commercial, operational and technical functions.
- Demonstratable success in driving cross functional alignment and embedding performance management frameworks.
- Experience working within regulated environments, ideally healthcare or digital health.
- Strong background in operational governance, risk management and compliance.
- Experience supporting commercial growth, customer delivery and external partnerships.

### + Desirable

- Experience working with NHS organisations, procurement processes, or digital health standards.
- Experience in international expansion or multimarket operations.
- Experience of scaling and transforming a business to beyond 100 people and £15m revenue, with strong commercial acumen including through identification & assessment of value contributing acquisitions
- Previous leadership within a scaleup or PE/VCbacked organisation.

## Operational Skills

### + Essential

- Ability to translate strategic objectives into operational plans, KPIs, and delivery frameworks.
- Strong capability in designing and optimising processes, systems, and workflows for scale.
- Skilled in performance management, including data interpretation, reporting, and decisionmaking.
- Excellent leadership skills with the ability to motivate, develop, and align diverse teams.
- Highly effective communicator with strong influencing and stakeholder management skills.
- Strong financial and commercial acumen, with the ability to interpret financial data and support resource planning.
- Competent in risk management, operational governance, and compliance oversight.
- Comfortable using BI&A insights to drive operational improvement.

### + Desirable

- Experience implementing or optimising enterprise systems (e.g., CRM, ERP, service management tools).
- Ability to lead digital transformation or automation initiatives.
- Familiarity with data visualisation tools or analytics platforms.

### + Attributes

- Strategic thinker with the ability to balance long term vision with operational pragmatism.
- Collaborative, inclusive leadership style that fosters psychological safety and high performance.
- Resilient, adaptable, and comfortable operating in a fast paced, evolving environment.
- Strong ethical judgement and commitment to high standards of governance and integrity.
- Customer-focused mindset with a commitment to delivering high quality, reliable services.
- Proactive, solutions oriented, and able to navigate complexity with clarity and confidence.
- Passion for improving healthcare through technology and innovation.
- Interest in emerging digital health trends, market developments, and sector innovation.
- Ability to represent the organisation externally with credibility and influence.

## ● TERMS OF APPOINTMENT

<b>Salary:</b>	£120,000 per annum
<b>Contract:</b>	Full-time, permanent
<b>Location:</b>	Remote hybrid (with travel to Ashford Kent)

### Benefits:

- **Annual Leave:** 8 weeks (inclusive of bank and public holidays).
- **Pension:** Access to the Nest Company Pension Scheme.
- **Private Health:** Company paid health support from private GP appointments to secondary care treatment.
- **Heartbeat:** Employee reward and recognition platform. Wellbeing centre and employee assistance programme.
- **Learning and Development:** Opportunities to advance your career through training and development.
- **Community Engagement:** We support volunteering and provide one paid day annually for community or charitable activities.

## ● HOW TO APPLY

Tall Roots is acting as an employment agency partner to CLEO Systems. Applications should be made online at [www.tallroots.co.uk/cleo-coo](http://www.tallroots.co.uk/cleo-coo) and include:

- a CV
- covering letter (no more than two pages), explaining your motivation for applying for the role and how you meet the person specification.

+ The closing date for applications is Friday 24th April 2026. Candidates will be informed of the outcome of their application by **Friday 1st May 2026**.

+ Preliminary interviews with Tall Roots will be held virtually during **w/c 4th May 2026**.

+ Final panel interviews are planned for **w/c 18th May 2026**.

If you have any questions relating to the role or the process, or would like any adjustments made to accommodate your needs, please contact Mark Crowley at Tall Roots by email at [mark.crowley@tallroots.co.uk](mailto:mark.crowley@tallroots.co.uk).



**Tall Roots Search**  
Recruiting exceptional leaders  
for inspiring organisations

[www.tallroots.co.uk](http://www.tallroots.co.uk)

Produced by: Amber Jackson  
[amberjacksoncomms@outlook.com](mailto:amberjacksoncomms@outlook.com)