



APEX SCOTLAND

ANNUAL REPORT 2008

ENGAGING WITH EMPLOYERS





Apex Scotland has for more than 20 years contributed to a safer Scotland by working with (ex) offenders and young people at risk, to give them the skills employers want and to help them find and sustain a job.

Services are provided across Scotland by 165 staff in both prison-based and community settings.

Our work is supported by various independent studies which show that employment can reduce re-offending by between one third and one half.

The survey evidence shows that "...employers are more worried about ex-offenders having the soft skills of honesty, reliability and personal behaviour than technical skills. But their experience of employing ex-offenders refutes such concerns as respondents report satisfaction with the soft skills of ex-offenders they have employed and do not see them as less viable employees than their colleagues and co-workers".

'Employing Ex-Offenders To Capture Talent', CIPD Survey Report, May 2007

BOARD OF TRUSTEES

Pat McMullan, Chair

Mike McCarron, Vice Chair

Susan Brookes

David Coulter

Sheriff Brian Donald

Charlie Husband OBE

Ricky Mobsby (retired June 2007)

Sam Muir

Anne Pinkman

Chief Constable David Strang

Bryan Rankin (from December 2007)

PATRONS

Rt Hon Sir Menzies Campbell CBE QC

William Moodie

Viscount Weir

Chief Executive's Introduction

It gives me great pleasure to introduce our Annual Report, covering the period between 1 April 2007 and 31 March 2008.



As you will read, Apex enjoyed another successful year with a significant number of those we worked with progressing to employment, education or work related training.

The highlights of the year included investigating more effective ways of engaging with employers, with the assistance of Standard Life, as well as another lively Annual Lecture and staff conference. We also held a celebration dinner at the Edinburgh International Conference Centre to mark our 20th anniversary.

We have worked hard in recent years to strengthen our organisation, by raising our profile, introducing measures to retain and develop valuable staff and sharpening up service delivery. This has been reflected in year on year increases in staff numbers, our turnover and balance sheet value.

We are rightly proud that Apex is firmly established as a key player in Scotland in our area of expertise, but we are not complacent. We are working in a changing political and justice landscape that brings both opportunities and threats and so we are committed to continuously improving our services to ensure that they remain high quality and add value.

To that end, the annual two day event for the Corporate and Senior Management teams focused on reviewing and strengthening the Apex vision, strategic direction and product. Whilst our wish list for the future included things like thinking big, taking risks and being innovative, building on and broadening our successes and promoting what we do better, there was a shared understanding and clarity of what Apex is really all about: ultimately, Apex is, and always has been, a client-centred organisation, focused on meeting the needs of each individual we work with.

The values demonstrated by staff in engaging with our clients – compassion, respect, humanity, dedication and patience – are at the core of how we do business and what makes us unique. I would like to take this opportunity to thank all staff for their contribution over the past year and previously, in helping some of the most vulnerable and excluded in our community raise their expectations and realise that they have the potential to turn their lives around. Staff are Apex's most important asset and a very impressive one too.

The organisation benefits greatly from an extremely committed and enthusiastic Board of Trustees who give generously of their time and expertise, not only at meetings of the Board and its Finance and Operations Sub-group, but in participating in unit visits and our staff conference. Sincere thanks to them all. On a personal note, I would also like to thank our Chair, Pat McMullan, for the invaluable support and guidance which he gives me and which makes my job seem much less lonely at times.

During the year, Ricky Mobsby retired from the Board, after joining in 2001. We would like to thank him for his contribution in that time, particularly his assistance with developing our appraisal system.

We were delighted to welcome Bryan Rankin to our Board in December. As a Chartered Accountant and former Chair of Right Track, Bryan brings valuable knowledge and skills to our Board, together with all our Trustees.

Finally, a big thank you to all our partners and funders for their enduring support and goodwill towards our organisation.

Bernadette Monaghan
Chief Executive

Our Services

A range of services is currently provided for prisoners, adults, young people and those on statutory orders from 22 local units and in 6 prisons across Scotland. We use the knowledge and expertise gained from direct service provision to influence policy.

Meeting Individual Needs

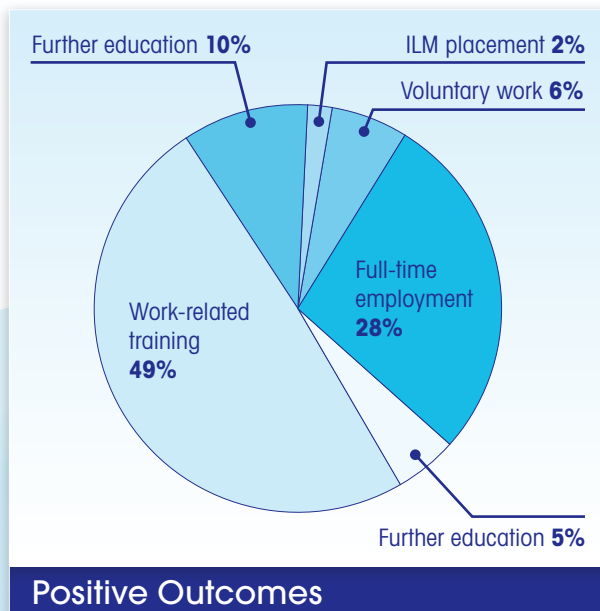
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All our services are tailored to individual need covering five broad areas:

- Addressing criminality (including conviction relevance and disclosure)
- Employability
- Life skills/behaviour
- Money matters
- Health and wellbeing

Producing Results

Between 1 April 2007 and 31 March 2008, staff dealt with 6,385 referrals. This resulted in 4,199 clients starting on programmes achieving the following 1,715 positive outcomes:



New Developments

• Supervised Attendance Orders

Building on the success of existing SAO services, we won new contracts in Fife and Perth & Kinross.

• Get Ready for Work

The GRFW life skills programme assists transition beyond school into work, particularly for young people needing additional support. Funded by Scottish Enterprise until March 2008, this training programme is now part of Skills Development Scotland. We retained our GRFW services in Dumfries and Galloway, North Strathclyde (including Paisley and Inverclyde) and the Borders. The Aberdeen contract increased and we won a new contract in Glasgow.

• Progress2work

Working in partnership with Phoenix Futures, Apex is the largest provider in Scotland of Progress2work (P2W), a Jobcentre Plus initiative which supports those with a history of drug misuse to secure and sustain work. Eligible clients include those who are stabilised but still undergoing drug treatment programmes. P2W LinkUP works with those who are homeless, have an offending background or alcohol problems.

We increased our P2W services to seven, covering Highland, Ayrshire, Fife, Forth Valley, Paisley, Borders and Lothian. We are also partners in P2W services in Aberdeen and Dundee.





• Turnaround

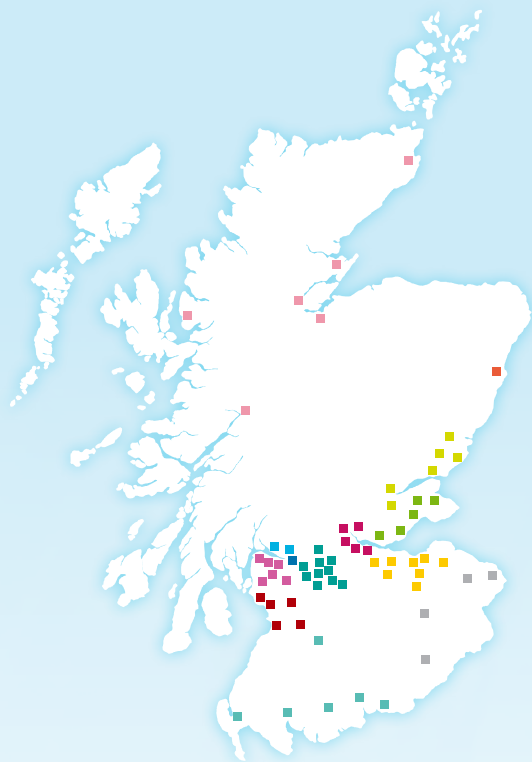
In partnership with Turning Point Scotland and Venture Trust Scotland, we developed this service for young men, aged between 18 and 30, whose offending is persistent and high volume but low tariff. It covers adjoining Community Justice Authority (CJA) areas: North Strathclyde and South West.

• Mentoring

The Borders team organised a workshop, 'Sharing Experiences of Employment Mentoring' to bring together the employment mentoring projects funded by the Laidlaw Youth Trust. The idea was to share experiences and ideas and looked at the issues and challenges faced when evaluating and evidencing the impact of our work.



Service provision



■ Ayrshire

Kilmarnock, Stevenston, Ayr, Cumnock, Irvine

Services: Statutory, Adult, Prison

■ Borders

Galashiels, Hawick, Eyemouth, Duns

Services: Youth, Adult

■ Dumfries and Galloway

Dumfries, Stranraer, Annan, Newton Stewart, Castle Douglas, Sanquhar

Services: Youth, Adult

■ Dunbartonshire

Dumbarton, Clydebank

Service: Statutory

■ Edinburgh and the Lothians

Edinburgh, Musselburgh, Haddington, Dalkeith, Pennicuik, Bathgate, Livingston, Broxburn

Services: Adult, Prison

■ Fife

Kirkcaldy, Dunfermline, Cupar, Glenrothes, St Andrews

Services: Statutory, Youth, Adult

■ Forth Valley

Stirling, Alloa, Falkirk, Bo'ness, Grangemouth

Services: Adult, Prison

■ Glasgow

Glasgow City

Services: Adult, Youth, Statutory

■ Grampian

Aberdeen

Services: Youth, Statutory, Adult

■ Highland

Inverness, Wick, Dingwall, Fort William, Tain, Alness

Services: Youth, Adult

■ Lanarkshire

Wishaw, Cumbernauld, Bellshill, Motherwell, Airdrie, Hamilton, Lanark, East Kilbride, Cambuslang, Rutherglen

Services: Statutory, Youth, Adult

■ Paisley and Inverclyde

Paisley, Greenock, Renfrew, Barrhead, Johnstone, Port Glasgow

Services: Youth, Adult, Statutory, Prison

■ Tayside

Dundee, Perth, Kinross, Arbroath, Forfar, Brechin

Services: Adult, Statutory, Prison

Highlights of the Year

Staff Conference

Our annual staff conference took place in February and proved to be another lively and successful event.

The theme of our conference was 'Repositioning Apex', building on the discussions that took place at our annual away days for the corporate management and senior management teams, as well as discussions at our senior staff days and with our Board.

Whilst we are rightly proud of all we have done in recent times to strengthen our organisation and establish ourselves as a key player, we are not complacent. We work in a new political climate as well as a rapidly changing and increasingly competitive environment. We believe that strategic partnerships, with appropriate organisations which can add value to our work, will be the way ahead.

As a result of feedback from Board and staff, we agreed to revisit our mission statement and marketing materials.

Sincere thanks once again to Ged McEneaney, service manager, who did another first class job in facilitating the conference and assisted with planning the programme. Thanks to all the services managers and to Duncan Gordon, Maureen Campbell, Eleanor Taylor and Claire Colechin-Jones for leading the workshops.

Our plenary speaker this year was Rod MacCowan, Head of the Scottish Prison Service College. We are extremely grateful to him for his humorous, thoughtful and sincere presentation, which received the highest percentage of all scores from the staff evaluation forms.

Engaging with Employers

We are grateful to Standard Life for helping our work on employer engagement. In particular, thanks to Stefan Kormylo, Customer Services Representative and Liz Macleod, Community Investment Consultant. Grateful thanks also to colleagues from Scottish Enterprise, Scottish Business in the Community, Scottish Council for Development and Industry, Scottish Chamber of Commerce, the Entrepreneurial Exchange and the Family Business Association. We intend to commission a baseline study of employer attitudes, host an event on employer engagement and create an employer liaison post.

Staff Survey and Client Survey

As part of our ongoing commitment to continuous business improvement, we carried out separate staff and client surveys during the year as well as a survey of our funding/referring agencies. The main findings were:

- **97%** of respondents feel we are a people friendly organisation
- **99%** of respondents feel they have influence over their work
- **93%** of respondents feel they receive adequate guidance and support from their line manager
- **100%** of respondents are aware of procedures for reporting health and safety problems
- **79%** of respondents describe the HR function as excellent or good
- **61%** of respondents were content with the appraisal system
- **75%** of respondents were satisfied with the pay structure and associated terms and conditions

Our client survey was completed by 236 clients and feedback was equally positive:

The vast majority of clients felt that Apex were polite and courteous at all times as well as approachable. In virtually all cases, clients felt their opinion was valued and that overall Apex had been a positive experience for them.

"It's an excellent service. I'm 47 years of age. I've done the sentences, nothing in our day such as counsellors, Apex, etc., just jail, jail, jail. Now with all this for the young ones especially – excellent."

"Was surprised at the job vacancies – better than job centre."

"I feel very positive about the future."

"The information will help me a lot in the future."

"Apex has made me look at my future positively."

"Apex has helped me to realise that I can get on with my life."



Referrer/Funder Survey

- **52** questionnaires were sent to contract managers who deal directly with our contracts and those who refer to our services. To date, 21 responses have been received
- **95%** of funders are either satisfied or very satisfied with the service provided
- **90%** strongly agree or agree that we are client focused and help clients to move on
- There was also good response from referrers: over **200** responses have been received so far; slightly more than half have returned the questionnaire
- An astounding **99%** of referrers strongly agreed or agreed we deliver a quality, client-focused service

Referrer/funder survey comments:

"I have seen the lives of several of my service users been totally turned around as a result of their involvement with Apex. As a unit my colleagues and I have strong links with Apex as they have the skills and expertise to deal with CVs and disclosures, etc. and have found that staff often go the extra mile with our client group and have them involved in all kinds of outdoor pursuits and character building exercises. I'm very grateful that we have such a fantastic team here and will continue to use their services in the future."

"Have found staff very helpful and informative about the services provided."

"I feel confident in the help and support provided by Apex locally. On several occasions I have phoned to 'pick their brains'/seek advice and guidance and can honestly say they always help willingly, no matter how busy they are. As an adviser who has worked with various client groups ranging from 18-24 yrs, 25-59 yrs, long-term unemployed, lone parents and incapacity customers, I have to say the feedback from them has been consistently positive about the service provided by Apex. One lone parent in particular is like a totally different person from the girl I first met who was struggling with drugs, alcohol, criminal record and child protection issues and she is now almost ready to go into work directly due to Apex support. I would not hesitate to offer any customer a referral. Thanks for your help."

"In my experience staff have good skills ownership and deliver a supportive programme based on individual needs."

"Apex is an excellent person-centred, evidence based service."



Research Paper

We published our first Research Paper during the year: *'Unemployment and Reoffending: An International Literature Review'*.

This marks the beginning of a series of papers that we intend to publish over time.

We are extremely grateful to our colleagues in Scottish Government Justice Analytical Services – Professor James Sheffield, Dr Nick Bland and the report's authors, Monica Boyle and Korin Lebov – for their ongoing assistance and support, which has made it possible for us to develop our capacity to undertake in-house research.

5

Celebrating 20 Years

The celebration event was a resounding success, letting us thank everyone who has contributed over the years. For many, the most important part of the evening was watching a DVD of clients speaking about their experiences of Apex. Special thanks to our first Director, Jeane Freeman OBE, for her passionate speech about how Apex came into being and Sheriff Alan Finlayson OBE, for his insightful and humorous reflections on how Apex has grown.

"Over the past 20 years, Apex Scotland has made a real difference both in the provision of services and in the development of government policy. I hope you will continue to do so for many years to come and would like to congratulate you all on this momentous achievement."

Jack McConnell, former First Minister

"Having been involved with Apex almost from the outset, it's very satisfying to see that the organisation has gone from strength to strength. Long may it be so."

"Thank you for a wonderful evening. It was such a heartening event to see an organisation, Apex, so highly thought of and respected."

"I was extremely impressed, and pleased, to see how incredibly well Apex is doing."

"What a long journey Apex has come in such a relatively short time. You have all done wonders."



1987–2007
Celebrating
20 years



Achievements by Our Staff and

Staff Achievements

Congratulations to teams in Inverness and Paisley who were this year's winners of the Sam Dow and Betty Crawford Memorial Awards for their exemplary work with clients and young people.

The Inverness team also won an award as part of the Highland Council Quality Awards. The Structured Deferred Sentence Service won the award in the 'Meeting Community Need' section. This is great recognition for the work of our staff and our partners in the local authority, the NHS and NCH Scotland.

Apex staff in HMP Greenock, George Hepburn and Maureen Regan, met HRH The Princess Royal during a visit to the prison.

The Glasgow Think Again Project, along with our partners in Anniesland College, recently won the SFEU 2007 Award for Student Learning. This was recognised in a letter from Fiona Hyslop, Cabinet

Secretary for Education and Lifelong Learning, to the Principal of Anniesland College. In it she said:

"The Glasgow Think Again Project, addressing the barriers faced by ex-offenders, is a worthy recipient of this award and I would like to thank everyone involved. Scotland has a proud history in education and I am pleased that you are working to increase access to learning opportunities."

Well done also to Anne Glen and her team in Glasgow who developed and piloted a mixed certified course, with assistance and input from Roy Naylor of our National Training Centre. The course – Chartered Institute for Environmental Health (CIEH), Level 2, Conflict Resolution and Personal Safety was developed for staff and clients in the Supervised Attendance Order women's group. This was the first time in recent years that the women had taken part in a national certificated course but they all completed it, took and passed the written test and received their certificates from CIEH.

The Lothian team hosted a very successful visit by representatives from the UK Learning and Skills Council.

The Apex Throughcare team at HMP Kilmarnock received a Butler Trust Certificate of Commendation for their work in running the Throughcare Centre in the prison. The nomination process for the Butler Trust Awards is extensive with over 340 nominations received from all over the UK. The Apex Throughcare nomination passed phase 1 which reduced the nominations to a list of 50. The award demonstrates the commitment to assist prisoners to address transitional needs, particularly in relation to employment, finance and homelessness.

The Cabinet Secretary for Justice, Kenny MacAskill, visited Criminal Justice Social Work in Kilmarnock and spent some time participating in an Apex group work session on dealing with spent convictions, for those on supervised attendance orders.

Finally, but by no means least, thanks to Roy Naylor, Health and Safety Officer, who coaxed a group of staff into taking part in the Great Scottish Walk, raising £1,086 for CHAS.



Clients



Client Achievements

In Glasgow, staff attended the city council's Enhanced Vocational Inclusion Programme awards. The team referred four young people to the programme. Three received completion certificates, with one recognised as the best student on her course.



In Dumfries, a previous Arrest Referral client won the Learning Through Volunteering award. Mirage Television Productions filmed clients and staff for a DVD about financial inclusion commissioned by the Scottish Executive and GRFW clients participated in a DVD with Fire Services.

Encouraging Excellence

Apex became the first voluntary organisation of its kind to achieve Learndirect Scotland branded partner status.

Learndirect Scotland branded partner initiative promotes links with diverse organisations that have a role to play in helping people to access learning opportunities.

Damien Yeates, Chief Executive of Learndirect Scotland, said:

"There are many organisations that work with our two target groups – socially excluded individuals and small- and medium-sized businesses. It is natural that we look at new ways of working in partnership with those organisations and link them in with our branded learning centres. We are delighted to be working with Apex Scotland on this scheme and I am confident that the initiative will help more people to take the crucial first step on their learning journey."

Our Section 9 application to Scottish Government resulted in an offer of grant amounting to £658,190 over the three years 2008-11. This will allow us to continue and develop the work of our National Training Centre focusing particularly on the introduction and implementation of National Occupational Standards. In particular this will allow us to identify the skills we require, rewrite the Staff Development Programme to reflect the learning of the first point, review existing

job descriptions, review the existing appraisal system and increase the number of staff appropriately qualified to deliver accredited or other programmes.

We are delighted with all that has been achieved during the year.

Highlights of the year include:

- 91 training sessions delivered to 583 participants (Apex and partner staff)
- Moved from single to multi-site provision
- 11 staff completed a mixture of SVQ Level 3 in Offending Behaviour and ILM Level 3 and 4. All of these were funded by ESF and managed by Skills for Justice
- Joint training and facilities were made available to a range of partners including the police, Scottish Courts Service and Skills for Justice staff
- Pilot process completed for business improvement as part of our approach to EFQM (European Foundation Quality Management). Commitment from corporate management to move from annual audit to a culture of continuous improvement
- Disclosure Helpline service received 2,400 enquiries, virtually a 100% increase on the previous year. Our links with Disclosure Scotland have been consolidated and strengthened
- Completion of the design and development of the Apex client modules



Working with Partners

We were delighted to receive an increase in our Section 10 grant funding from the Scottish Government. In the press release, our Chief Executive said:

"Apex is delighted with the ongoing support received from the Scottish Government's Criminal Justice Directorate, without which it would not be able to operate its full range of services to offenders."

We look forward to working closely with our partners over the coming year to achieve better outcomes for offenders and for communities and thus contribute to the aim of reducing reoffending."

We continue to enjoy an excellent working relationship with our funders and colleagues in Justice. We would particularly like to thank Elizabeth Carmichael, Wilma Dickson, Brian Cole, Maurice Williams and Alan Cockburn for their ongoing support.

We established good links with all the Community Justice Authorities (CJAs) and contributed to an induction event for CJA Convenors, as part of our involvement with the National Support Team.

We contributed to the ADSW Criminal Justice Conference and the SPS Partnership Conference. We continue to participate in the SPS Offender Outcome Strategy Group.

Our Chief Executive continues to sit on the National Advisory Body for Offender Management, chaired by the Cabinet Secretary for Justice and to keep it apprised of developments in relation to our work with employers. She contributed to its Scrutiny Panel which signed off the CJA area plans.

During the year, Apex became a member of the Scottish Council for Development and Industry (SCDI). We attended and contributed to their Annual Forum and we are delighted that Esther Roberton, non-executive director of SCDI, has agreed to join our Board.

We attended the CEP Conference 'Life After Prison: Resettling Offenders' at Glasgow University and facilitated a workshop. CEP is a European Network for probation officers and this was the first time their conference focused on throughcare.

We attended a seminar organised by Justice Analytical Services as well as the launch of the Prison Reform Trust Report 'No-one Knows: Offenders with Learning Disabilities in Scotland'.

Partners we work closely with:

- CJAs
- Criminal Justice Voluntary Sector Forum (CJVSF)
- Families Outside
- Jobcentre Plus
- Local Authorities
- Phoenix Futures
- Skills for Justice
- SPS
- STAG
- Venture Trust Scotland
- Wise Group
- Scottish Association for the Study of Offending (SASO)
- Scottish Centre for Crime and Justice Research (SCCJR)
- Scottish Consortium on Crime and Criminal Justice (SCCCJ)

We would like to thank all our partners and funders most sincerely for their continuing support and goodwill which has helped our organisation to flourish in recent times.

Influencing

Our Annual Lecture is firmly established as a key event in the criminal justice calendar.

It serves to provide a platform for debate about any aspect of our criminal justice system, as it operates currently and might develop in the future. We have been fortunate each year to secure a very high calibre of speaker and this year was no exception. It was an exception, however, in three other respects:

- It focused on the topic of policing
- Entitled 'Leadership from Bottom to Top: Chicago's Model for Community Policing', it was given by our first international speaker and expert – Professor Wesley Skogan
- It was organised in collaboration with the Scottish Institute for Policing Research (SIPR)

We very much enjoyed working with the SIPR team and would like to thank Chief Constable Peter Wilson, Nick Fyfe, Tim Heilbronn and Lyn Mitchell who helped to plan and organise this highly successful event. Thanks also to Apex Board members Sam Muir who introduced the Lecture and Chief Constable David Strang who chaired the discussion and closed the formal part of the proceedings.

We welcomed the setting up of the Prisons Commission and the opportunity to make a submission to it and participate in a series of debates.

The Year Ahead



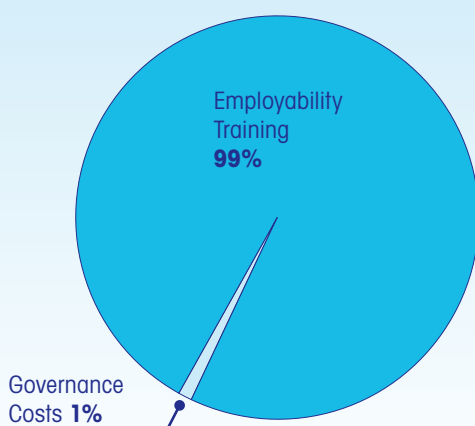
In the coming year we aim to:

- Produce a new three year Strategic Plan
- Introduce new posts to strengthen our infrastructure and allow us to develop our business
- Introduce a Business Improvement model to our services and service delivery methods
- Aim to retain and expand the range of services we currently provide
- Take forward our Business Development Strategy and test new areas of work
- Consolidate and develop our strategic partnership with the Wise Group in order to be able to offer more consistent and effective services to all eligible prisoners across Scotland
- Build on our ongoing work in relation to engaging with employers in order to overcome barriers to employment for our clients
- Host our Annual Lecture, to be given by Kenny MacAskill, Cabinet Secretary for Justice and Henry McLeish, Chair of the Scottish Prisons Commission

9

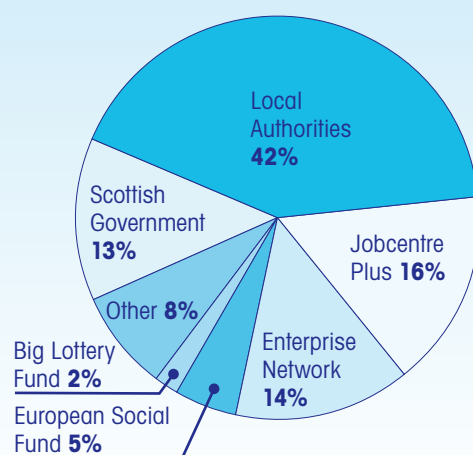
Finances

1 April 2007 to 31 March 2008



2007/08 TOTAL INCOME £4,847,486
2006/07 TOTAL INCOME £4,744,685

Income



2007/08 TOTAL EXPENDITURE £4,605,397
2006/07 TOTAL EXPENDITURE £4,523,770

Expenditure



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Apex Trust Scotland is a charitable organisation and is recognised by the Inland Revenue as a Scottish Charity No SCO23879 at 9 Great Stuart Street, Edinburgh EH3 7TP