



POSITION PROFILE

Chief Executive



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Dear Applicant,

Many thanks for taking the time to show interest in becoming Apex Scotland's new Chief Executive. I hope that this Position Profile pack provides sufficient detail about the role and the unique opportunity it offers, encouraging you to apply.

Apex Scotland's core mission is to support people to aim higher, behave differently and change their future, whilst also contributing to a Scotland that is fair, just and safe. Our approach is tailored to each individual as we work with them to develop an action plan that addresses their priorities and effects positive change.

As our new Chief Executive, you will work closely with a relatively new, enthusiastic and ambitious Board to agree the core focus and future strategic direction of the organisation, delivering real value to those people who are most in need of our services. This will include the development of a new strategic plan, identifying opportunities to diversify income streams and overseeing the development of services that encompass trauma-informed practices and meet both the current and future needs of all the people that Apex Scotland serves.

This role will be both rewarding and challenging as we continue to face the difficult financial constraints that the whole of the Third Sector has been experiencing, but if you share our passion to empower people to believe in the possibility of change and the prospect of directly shaping the future of our organisation excites you, I would welcome your application.



**Ann Landels**  
**Chair of the Board**



Apex Scotland (Apex) is a specialist organisation which, for over 30 years, has focused on addressing the personal development, employment and training needs of people who have come into conflict with the law.

Whilst working with those who have or are at risk of coming into conflict with the law remains our primary area of expertise, our services have developed into a more comprehensive range of programmes such as those linked to the anti-poverty strategy. Apex Scotland is committed to supporting and encouraging people who want to change their behaviour, are at risk of offending and are the furthest away from engaging in meaningful activities or employment.

Apex currently supports people throughout Scotland and operates across a number of local authority areas. Our approach is tailored to each individual as we develop an action plan that addresses their priorities and effects positive change:

*"Apex Scotland helped me every step of the way and its due to their help and professionalism I was able after a long time unemployed to get a job. I would highly recommend Apex Scotland to anyone with barriers and needing support to get into employment. I found it all excellent and only wish I had found out sooner about the work they do"*

David, Glasgow

We know that every person has different needs and circumstances which may change week to week, but we also know that each person is capable of change. Our goal is to empower people to believe in the possibility of change.

Apex is currently playing a leading role in the Partners in Change research project, which will result in the embedding of trauma-informed practices across the organisation and the wider sector.

In 2021/2022, we worked with almost 3,000 individuals, with over two-thirds having a criminal conviction. Through our interventions, the people we supported completed 3,718 hours of unpaid work associated with Community Payback Orders. Our existing services include:

**Adult Services:** We provide tailored services and interventions to remove barriers to support people to reach their goals on their own employability journey.

**Youth Services:** Many young people face a number of challenges that can prevent them from fulfilling their potential. Apex works with young people (aged 16–25) to overcome these barriers and help them to achieve a positive destination.

**School Services:** We provide services which are person-centred with targeted and tailored programmes to support the young person and the school. In nurturing positive relationships based on trust, respect and understanding, we help young people address the challenges they face and support them in working towards building a better future.



Re:Set is Apex's flagship early intervention service and our strategy, through delivery, is to support Scottish Government's ambition 'to be the best place in the world to grow up' so that children are 'loved, safe and respected and realise their full potential'. A key part of Apex's strategy is to support the ambitions of The Promise and to support young people who are in need of care and protection.

Our services support people who face multiple barriers. The diversity of our services is designed to reflect the needs of society, in particular, to protect people from coming into conflict with the law (using early intervention where possible), encourage engagement and give people the tools they need to achieve a positive destination.

At the heart of everything we do is a set of core values:

- Equality:** We believe in a fairer society where everyone can participate
- Diversity:** We are inclusive and treat all people as individuals.
- Integrity:** We will demonstrate fairness, honesty, transparency and trust with everybody that we work with.
- Quality:** We continually improve our services and functions based on evidence and feedback.
- Innovation:** We test new ideas and approaches and are at the forefront of early intervention and criminal justice thinking.
- Dignity:** We believe that purposeful and meaningful activity significantly reduces the likelihood of a person coming into conflict with the law, and enhances their sense of self-worth, dignity and social integration.

*"Just to let you know I managed to get everything sorted out and I am enjoying being back to work and I am getting into a routine already. Thanks again for all your help and support as I found that I was able to do it all at my own pace. So, I appreciate the help you gave me, as without Apex Scotland I wouldn't be at the stage I am."*

Anita, Stirling

## Current and Future Funding Environment

Apex currently receives income from a range of external sources including both local and national government, charitable trusts and income associated with partnership working. In the financial year 2021 – 2022, Apex delivered sector-leading services and strengthened our financial position.



Reporting to the Apex Board, the Chief Executive will be responsible for the leadership and the operational and financial management of the charity.

## Key Priorities

- Work with the Board and other key stakeholders to develop and implement Apex's new strategic plan
- Ensure the continued financial sustainability of Apex; identifying opportunities to diversify income streams aligned to the core mission to support people to aim higher, behave differently and change their future, whilst also contributing to a Scotland that is fair, just and safe
- Embed both a proactive and reactive approach to service delivery, anticipating the future and changing demand within the justice environment and the needs of various client groups
- Ensure Apex continues to play a leading role in developing and shaping policy, including involvement in the Scottish Government's conversation on the future of criminal and community justice
- Build networks and develop and maintain strategic partnerships that will ensure Apex continues to promote desistance and enables those people who are the most disadvantaged and disengaged from society to re-engage and work towards a positive future
- Develop Apex's internal capacity, capability and infrastructure, ensuring it is fit for purpose for both current and future needs





## Duties and Responsibilities

- Provide leadership and support to ensure all staff work co-operatively and effectively to deliver Apex's key strategic priorities
- Lead by example, adopting a style which inspires, empowers and develops staff to fulfil their potential and deliver high levels of performance
- Facilitate and inspire the development of capacity within Apex, ensuring the effective and efficient delivery of both new and existing services
- Promote collaboration within and outwith the organisation and build effective relationships with policymakers, funders, interest groups and voluntary organisations, ensuring Apex is responsive to the external environment and the needs of the various client groups
- Maintain and develop effective professional networks that will further the interests of the organisation so that we are viewed as a pioneering leader within the justice sector and as an influential and credible partner
- As a key ambassador for Apex, promote and enhance the positive profile of the organisation, effectively representing Apex's work and views to Government, private sector, voluntary organisations and the media, ensuring recognition of its impact and influence on the justice sector across Scotland
- Ensure effective systems of robust governance and risk management are in place and regularly reviewed. Ensure the Board and its Committees are fully informed, operate effectively and that relevant information is provided to all Board members
- Provide professional advice to the Board and its Committees in all aspects of charity governance, including short- and long-term strategic planning for the ongoing fulfilment of the organisation's charitable objectives and financial welfare, as well as relevant environmental, social and governance considerations
- Oversee the preparation of new proposals for consideration by the Board, the identification of development proposals and the negotiation of new developments with potential funders





An innovative, solutions-focused and visionary leader, you will be able to demonstrate a proven track record in the development and delivery of both strategic and operational business plans and policies to achieve an organisation's vision and growth.

As an accomplished communicator, you will have demonstrable credibility when engaging with both internal and external stakeholders, coupled with the ability to work with a diverse range of stakeholders, create alliances and encourage increased collaboration.

## Skills and Experience

- A proven track record of strategic leadership coupled with experience of managing, motivating, and developing staff
- Direct experience of effectively managing resources and budgets, as well as experience of delivering long-term financial sustainability and value for money
- Experience of leading both strategic and operational planning processes
- Knowledge of how to develop and optimise existing and emerging funding opportunities to include grants, tenders and other income streams
- Strong stakeholder management experience coupled with a proven track record in building and maintaining a wide range of collaborative relationships and partnerships
- Experience of dealing with a range of complex issues in both a political and demanding stakeholder environment
- Strong political acuity coupled with knowledge of or the ability to quickly gain an understanding of the regulatory and wider policy landscape in relation to justice in Scotland
- A high level of interpersonal, communication (verbal and written) and influencing skills
- A good understanding of positive governance; ideally direct experience of working with a voluntary board

## Personal Attributes

- A proactive, charismatic and inspirational leader who brings an inclusive and flexible approach, inspires excellence and delivers high performance
- A highly skilled negotiator with a record of achieving successful outcomes and building excellent relationships and partnerships with a wide range of stakeholders
- Strong ambassadorial and presentation skills with the ability to express views convincingly and coherently using a variety of media
- A strong commitment to best practice coupled with a drive for continual improvement and innovation
- The ability to operate effectively and rationally in a highly politicised environment
- Intellectual flexibility to move easily between significant detail and the bigger picture
- Willingness to listen and take opinions of internal and external stakeholders into account
- Exercises good judgement, confident in their own knowledge, able to give advice to others and be accountable for that advice
- High levels of personal and professional integrity, and significant drive and resilience



## Terms & Conditions

<b>Salary:</b>	£70,000 – £80,000
<b>Holidays:</b>	25 days (increasing to 30 after 5 years continuous service) + 14 public holidays
<b>Pension:</b>	Private stakeholder pension (9% employer contribution & 3% (minimum) employee contribution)
<b>Hours:</b>	35 hours - full time, and applications for part time working will be considered.

NB: Apex embrace agile working and whilst the organisation is headquartered in Edinburgh the successful candidate would not be required to be in the office on a full-time basis

Apex is an equal opportunities employer and positively encourages applications from suitably qualified and eligible candidates regardless of sex, race, disability, age, sexual orientation, gender reassignment, religion or belief, marital status or pregnancy and maternity.

## The Recruitment Process

The recruitment process is being handled by our retained advisors, Livingston James.

Douglas Adam at Livingston James will conduct the first stage interviews prior to discussing candidates with Apex at the shortlist meeting.

Interested candidates should provide a tailored CV and covering letter, outlining their suitability and motivation for applying to **[douglasadam@livingstonjames.com](mailto:douglasadam@livingstonjames.com)**.

