



ANNUAL REVIEW 2016/17  
**EMPOWERING  
YOUNG LIVES**



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# CHANGING THE FACE OF CARE

Many of the young people who come to Kibble have experienced trauma in their lives. We have the support networks in place, through our integrated range of services, to help young people (aged five +) with complex social, emotional, behavioural and educational needs to move forward and lead sustained, healthy and fulfilled lives.

Kibble provides residential care, secure care, primary and secondary education, intensive fostering services, young workforce development, outreach services, and preventative and rehabilitative community services. Our residential services offer a very specialised type of non-secure care that is both therapeutic and structured, evidence-informed and delivered through a welfare (needs not deeds) approach.

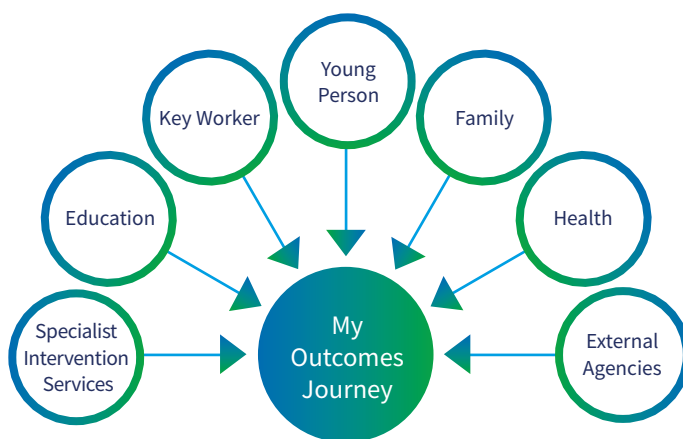
Our service provision contributes significantly to effectively keeping young people out of secure care.

## INTEGRATED SERVICES – IMPROVED OUTCOMES – BRIGHTER FUTURES

To ensure our services are providing the best outcomes, we ask young people to take part in Kibble’s Outcome Framework. This maps the individual outcomes for children and young people to the well-being indicators from the Getting It Right For Every Child framework and Curriculum for Excellence.

Within the framework each young person has their own individual ‘outcomes journey’. It is our belief that for a young person’s outcomes journey to be meaningful, all significant others should be encouraged to participate in the process.

## SHARED APPROACH TO OUTCOMES



Kibble aims to get it right for every child. We are constantly working to develop the services we provide for children and young people. Look out for the SHANARRI well-being icons throughout this booklet.



# WELCOME FROM OUR BOARD CHAIR

I am pleased to bring you this Annual Review of Kibble's work, which outlines the range and diversity of services we offer. This is my second Annual Review since taking over as Board Chair in 2015, and as the first female Chair in Kibble's long history. I commented last year that I believed this reflected another step in modernising the organisation and making it relevant to contemporary Scotland. This process of modernisation has continued into 2016/17 with an ongoing comprehensive succession planning process.

Kibble's history has been characterised by long-serving Board and staff members. Over the past three years the Board has been implementing a series of measures to ensure continuity and stability in the delivery of Kibble's services.

In September 2016, James Gillespie was appointed Chief Executive Designate and our long-standing CEO, Graham Bell, will be stepping down from his CEO position in 2017. Jim will officially take up the post of Chief Executive in May 2017. These leadership changes will ensure the stability and continuity of the organisation and allow us to retain our strong position in the child and youth care sector.

We take our responsibilities to wider society very seriously, and one of the Board's key functions is to carefully consider the organisation's strategy and ensure services are delivered in the most effective, efficient, and flexible way to meet the needs of purchasers, and provide the best outcomes for young people.

It is a privilege to lead Kibble's Board, and through my frequent contact with staff and young people across the organisation, I am humbled by the commitment and dedication shown by the staff in their day-to-day work with some of Scotland's most disadvantaged young people.

**Marion Jackson**  
Chair of Board

# WELCOME FROM OUR CHIEF EXECUTIVE

“  
*The fruits of your  
labours may  
be reaped two  
generations from  
now. Trust, even  
when you don't see  
the results.*

”

*Henri Nouwen*



High standards and full transparency are expected of charities, more so than of commercial companies or even public bodies, as we hold community assets ‘in trust’. At Kibble we are strongly committed to not just meeting, but exceeding, expectations and requirements.

Being Chief Executive of a charity which has been in existence for over a century and a half is both a privilege and a responsibility, particularly when our core cause is to help some of our country’s most troubled children. In writing these comments, I am mindful that in one form or another, it has probably all been said before. Some points, however, bear repeating and highlight the timeless nature of our work.

In the 1800s it was common to talk of rescue and reclamation – not phrases in general use today. Our purpose remains unchanged. We exist to try to help when other interventions have been unsuccessful, so there is a strong element of rescue and reclamation. These are noble causes, but we want to ensure that the restoration inherent in reclamation allows young people to reach their potential. This is the focus of much of our wider activity, but these are processes. What is more essential is building relationships and experiences of safety, well-being and happiness. Most young people at Kibble have experienced significant trauma. While the trauma may have been in the past, deep and enduring pain, anguish, confusion and loneliness continue. These are often manifested in anger or destructive behaviour – to self or others. Creating services that are efficient and effective is essential; but these must be imbued with the very essence of warm and caring human relationships. It is through these that hurt is healed and growth nurtured.

Our work is carried out by a large group of staff, complemented and augmented by dedicated volunteers. All bring their time and talents, but also themselves, to build the relationships that are the very glue of Kibble. I want to thank them all for their efforts in the past year. Kibble is noticed and appreciated and continues to attract interest nationally and internationally; in recent years visitors from over 60 countries have visited to see ‘what we do and how we do it’. We also like to explain why we do it in the way that we do! The nature, range and diversity of our services attract attention, but the relationships underpinning all we do receive much more acknowledgement and comment.

Of course we face challenges to change and adapt, improve outcomes and be economically viable and sustainable. We have strong foundations not only in our people, but also in the resources available to us. We are fortunate to be embedded in the various communities in which we operate, and we want to continue to be good neighbours and strong contributors to wider society. We continue to build for the future and ensure continuity of service through recruitment, development and succession planning and implementation. In times of change and uncertainty the need for community anchors increases. We are proud of our heritage, but also confident that moving forward Kibble will continue, not just in the field of social innovation, but as a charity that applies these innovations in pioneering and productive ways.

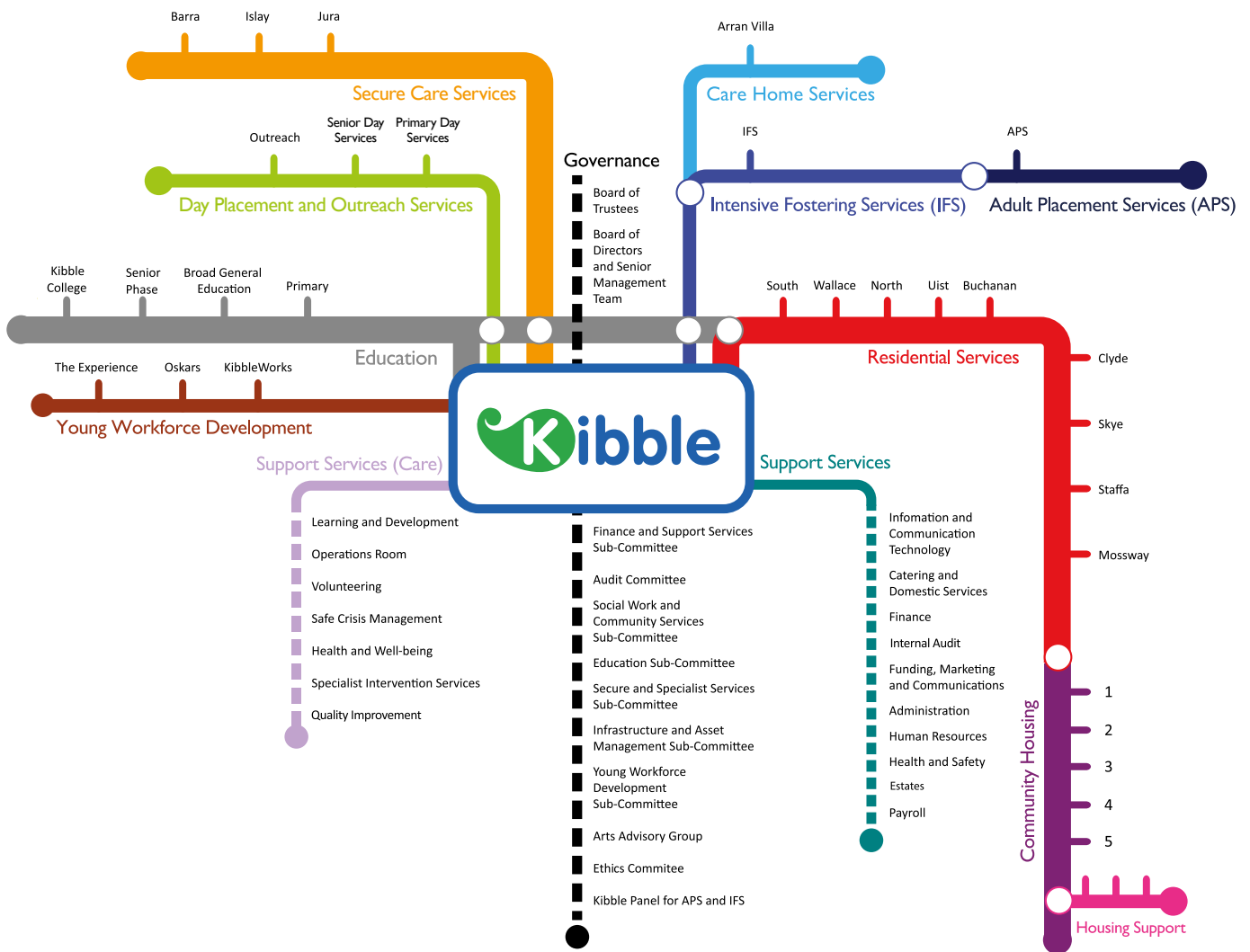
*“Service to a just cause rewards the worker with more real happiness and satisfaction than any other venture of life.”*

Carrie Chapman Catt

**Graham Bell**  
Chief Executive

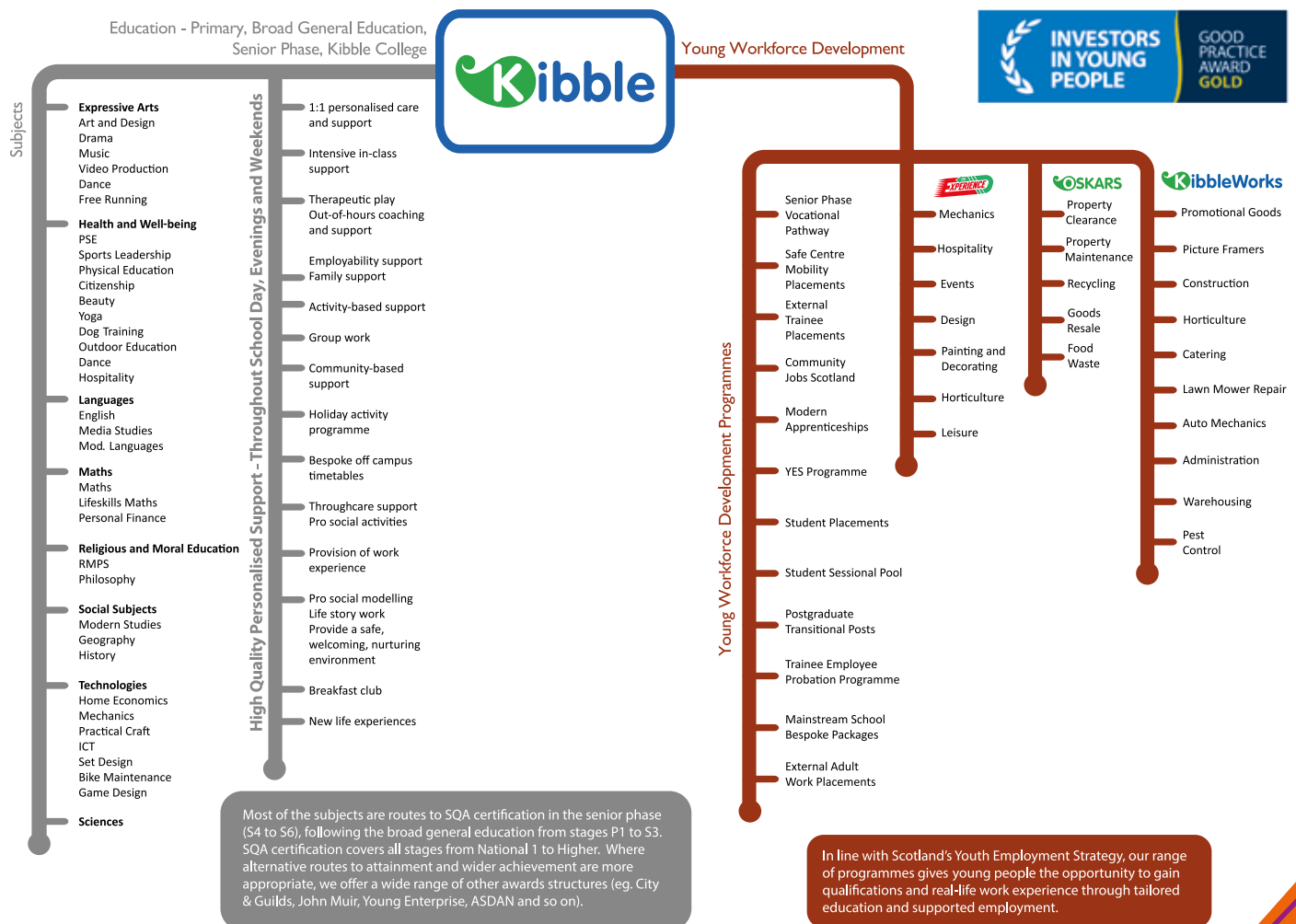
– Chief Executive’s Annual Report extracted from Kibble’s Audited Accounts – August 2016

# KIBBLE SERVICES MAP





# EDUCATION AND YOUNG WORKFORCE DEVELOPMENT





# RESIDENTIAL SERVICES

(SCHOOL CARE ACCOMMODATION)

Our Residential Services offer residential care to looked-after young people, aged 12-18, who have been referred to us by local authorities from across Scotland. Often the young people will have a complex range of needs and have experienced trauma or neglect. Each young person is unique and we offer a tailored approach that responds to the needs and circumstances of the individual. Our Residential Services have the breadth and flexibility to enable us to provide personalised solutions to young people and their families in need of support.

## WHAT DO WE OFFER?

### A Safe, Structured Environment

The units are small and homely and house between four and eight young people. In each of our units, we strive to promote the values of healthy family living and provide young people with structure, personal space, respect and a relaxing environment. We encourage young people to get involved, for example, when one of our units was recently redecorated, young people had an active role in the design process.

Young people live in an environment in which their rights and privacies are respected. The daily routine of school and unit life provides stability with plenty of room for enjoyment and relaxation. Evening activities may be focussed on specific interventions, but can also be unstructured leisure time.

### Build Relationships

We work with some of Scotland's most difficult to reach youngsters, who need care, commitment, security and safety on either a short, medium or long-term basis. Our success lies in our ability to develop a sense of belonging embedded in the ethos of social pedagogy and response ability pathways. This is evidenced in regular return visits from former residents.

### Nurture And Encourage

We recognise the importance of working with families and we strive to promote a sense of well-being that empowers young people to share life experiences and trauma in a

safe environment. Humour is embedded in the culture, promoting happiness and a sense of fun. Young people are encouraged to follow their dreams through a significant range of educational experiences.

### Specialist Intervention Services (SIS)

The SIS team provide psychological assessment and therapeutic support for all young people at Kibble. Following an assessment, our team of psychologists and family workers will build a tailored programme that integrates with care planning, equipping each young person to overcome trauma and make the transition to being independent, empowered adults. (See pages 16-17 for more details).

### Support To Learn

We support the education and learning opportunities of the young people based on the principles of the Curriculum for Excellence syllabus, or alternative vocational qualifications. We also offer additional educational support for residential young people who continue to attend their local authority school.

### Supported Transitions

We offer supported transitions which focus on the critical time when young people are returning to the family home, beginning a foster care placement, or progressing to independent living.



## Flexibility



Kibble has established its own Outcome Framework which is fully compliant with the Children and Young People (Scotland) Act 2014. This helps us to regularly review and monitor the progress of young people throughout their placement. The framework was developed around SHANARRI and Curriculum for Excellence, and helps us to identify any areas that may need to be addressed.

## Introduce New Life Experiences

We want young people to make the most of their time with us and enjoy new experiences. We focus on their strengths in order to build resilience and esteem. New, positive experiences are an important part of this process and we run a busy calendar of events and activities throughout the year. Some recent examples of participation include: taking part in free running classes, recording live music in a studio, involvement with the Care 2 Create Showcase, football matches against local community teams, and competing in tournaments at local fisheries.

Sometimes we go further afield; highlights of the past year include: a trip to London, camping in the Scottish highlands, a hillwalking trip, swimming, theatre, and trips to the beach.

## EXAMPLES OF OUTCOMES

- A number of young people from our residential units achieved the Duke of Edinburgh's Award and some continue to work towards it.  

- Young people in one unit are nearing the end of a programme of dialectical behavioural therapy (DBT). DBT is a type of talking therapy based on cognitive behavioural therapy which is adapted to meet the particular needs of people who are affected by trauma.
- One young person made the transition to his own supported tenancy in the community.  


# SECURE CARE SERVICES

Kibble's Secure Care Services provide a safe environment for young people (aged 12-18) at risk of harming themselves or others. We aim to instill in our young people a sense of possibility and to show them their life can be very different from the life that led them to the Safe Centre. We look for ways to provide young people with a sense of purpose and positivity, and to raise their aspirations.

Young people at a point of crisis are referred to our Safe Centre, either via a referral from the Children's Panel or a court order. They stay in one of three units, housing a maximum of six young people per unit. We want to create a homely environment which is secure, safe, nurturing and develops young people's strengths.

## WHAT DO WE OFFER?

### Dedicated Support

On admission to the Safe Centre, all young people undertake a First Level Psychological Assessment. This helps to identify immediate needs and assist the young person in coping with the transition to secure care. This is carried out by the Specialist Intervention Services (SIS) team, which has some of the most experienced and qualified practitioners in the Scottish sector (see page 16-17 for more details). The assessment shapes the care plan for the young person.

Every young person has a dedicated key worker, co-key worker and key tutors who work closely with the young person and all stakeholders to set and review personalised targets.

### Behaviour Support

Each young person has a Behaviour Support Plan (BSP) containing detailed information about what works for them to keep them safe. This is a working document that is regularly updated and reviewed. There is also a positive behavioural points system in place across the Safe Centre which is incentive based.

### Dealing With Complex Needs

In line with the Scottish Government's strategy: 'Mental Health in Scotland – a 10 year vision', we adopt an 'All of Me' focus to ensure parity between mental and physical health. Staff are trained to support young people with complex needs, including those who self-harm. Young people have 24hr access to highly trained staff at points of crisis.

### A Trauma-Informed Approach

Our research shows that many of the young people in the Safe Centre have survived a number of significantly traumatic events in their lives. As such, our practice is becoming ever more trauma-informed, and we have recently introduced the Neurosequential Model of Therapeutics (NMT).

### A Care Plan Combining Education

We provide opportunities in a variety of academic and vocational contexts to help young people reach their potential. As well as the standard SQA courses, we offer a range of wider achievement opportunities such as undertaking Young Enterprise Scotland projects, Duke of Edinburgh's Award, Certificate of Personal Effectiveness and more. The Safe Centre curriculum places additional emphasis on health and well-being subjects, and uptake of these subjects is high.

### Progression Routes

An integrated approach to service delivery means all young people can benefit from a supported transition when they are ready to continue with the next stage of their life after the Safe Centre. This could be progression to Kibble's residential or community services, and/or access to Kibble's young workforce development programmes.

## EXAMPLES OF OUTCOMES

- There is a 99% inclusion rate within physical education, and the Safe Centre has a team that competes in a football league.

A H I

- The Safe Centre holiday programmes provide activities based on the needs and interests of pupils – uptake is high. We work with partners to deliver activities including street dance, DJ skills, street cones, ceramics, bricklaying and beat boxing.

A A

- Young people participate in events throughout the year. During 2016, this has included helping organise a coffee morning in aid of Macmillan Cancer Support, and DJing at a joint Care 2 Create and Kibble event.

A I

- One young person in the Safe Centre is currently working towards his bronze Duke of Edinburgh's Award.

H A A R

“The staff have really helped me to turn things around. I am much fitter and healthier than I was. I have got qualifications which I definitely wouldn't have got if I was still at home. I do sports regularly and I will keep up with it when I leave.”

*Young Person – Safe Centre Secure Accommodation Service  
Inspection Report, June 2016*

H A A R

“  
**This is an  
amazing service  
and young  
people get great  
access to a  
great range of  
opportunities.**  
”

*Parent – Safe Centre Secure Accommodation  
Service Inspection Report, June 2016*



# EDUCATION

We provide primary and secondary provision to young people who require support to stay engaged with learning. Throughout primary school and S1-S3 of the broad general education at secondary we develop the knowledge, skills and experience required to sustain education, training or employment. In the senior phase, or for those aged 16+, we offer the chance to combine valuable work experience with studying for academic and vocational qualifications at KibbleWorks. (For further information on our young workforce development programmes, see pages 24-25).

## WHAT DO WE OFFER?

### Smaller Class Sizes

Our classrooms are well resourced and we have a maximum of five pupils per class. Pupils benefit from a rich learning environment and a lot of one-to-one attention from teachers.

### Specialist Staff Training

Education staff are all registered with the General Teaching Council for Scotland and our vocational staff are all trained to at least internal verification level. Staff are also highly trained in a variety of additional support needs ranging from trauma-informed care to autism. The Specialist Intervention Services (SIS) team has over a decade of experience in providing evidence-based psychological consultation, assessment and interventions for young people (see pages 16-17 for more details). The work of the SIS team was highlighted as one of the strengths of the school in the recent Education Scotland inspection.

### Garnock Lodge – Primary Education

Garnock Lodge Primary offers a safe, rural setting for a primary education, embracing all aspects of Curriculum for Excellence. Our aspiration for all children attending Garnock is to work towards reintegration to mainstream education, if possible. The rural location is ideal for facilitating learning through play and other outdoor environmental activities. Garnock Lodge recently received an Eco-Schools Silver award.





## EXAMPLES OF OUTCOMES

In line with GIRFEC we focus on the individual needs of each young person. The progress of all children and young people in our Education, and Young Workforce Development Services is tracked using the four contexts of learning and SHANARRI indicators. This helps to ensure young people can make full use of our integrated services and take advantage of all the opportunities available to them.

### Ethos And Life Of The School **A R R I**

Through the ethos and life of the school, Kibble’s strength-based approach to learning means each pupil is known individually and has a bespoke curriculum planned in line with Curriculum for Excellence. Attendance at school is tracked and monitored with interventions taking place to promote a high level of engagement. Kibble has an active School Council where pupils’ views are acted upon. The success of the school is also supported by varied partnership work with organisations such as Who Cares? Scotland and Skills Development Scotland.

### Curriculum Areas And Subjects **A**

Work in curriculum areas meets all Curriculum for Excellence entitlements in the broad general education up to S3, and offers a range of SQA and City & Guilds courses in the senior phase from S4 onwards. Our cross-curricular work is innovative and inclusive, engaging many pupils previously disillusioned with education. There is a focus on literacy and numeracy throughout all Education, and Young Workforce Development Services e.g. at KibbleWorks a teacher works on literacy and numeracy within the work experience context.

### Opportunities For Personal and Wider Achievement **A I R**

Our pupils excel in personal and wider achievement with many going on to earn nationally recognised certification such as Duke Of Edinburgh’s or Sports Leadership awards. Our pupils grow in self-esteem and confidence through our creative and performing arts opportunities including an annual Koestler Trust exhibition by pupils in the Safe Centre.

### Interdisciplinary Learning **A**

At Kibble interdisciplinary learning is key to promoting the resilience and life skills required to sustain employment, training, or further education. Education, and Young Workforce Development Services offer a coherent range of programmes to support this. Kibble was recently awarded a Certificate of Excellence for ASDAN.

The Education Scotland inspection 2016 highlighted six key strengths in the school:

1. The extensive range of children’s and young people’s personal achievements
2. Strong, trusting relationships between all staff and young people
3. The impact of the Specialist Intervention Services in identifying and meeting the needs of young people and in facilitating learning
4. The enrichment and extension of the curriculum through highly effective partnership working
5. Innovative, high-quality vocational education and training for young people at KibbleWorks and The Experience
6. The inspirational leadership provided by the governing body and senior leaders

The report also highlighted that: *“The school is very successful at engaging children and young people in learning and helping them to achieve.”* It awarded the following grades in September 2016:

Improvements in Performance	Very Good
Learners’ Experiences	Very Good
Meeting Learning Needs	Excellent
The Curriculum	Excellent
Improvement Through Self-evaluation	Very Good

– Extract from Education Scotland and Care Inspectorate joint inspection report, September 2016.

# SPECIALIST INTERVENTION SERVICES

During the last year Specialist Intervention Services (SIS) have provided a range of trauma-informed assessment, formulation, consultancy and interventions for over 100 young people and their families. On admission to Kibble all young people have an assessment with a psychologist within 72 hours to help identify individual needs and inform their care plan. SIS take an integrative approach to providing evidence-based interventions, offering a wide breadth of services to ensure that all young people and their families are getting the support that is right for them, at the right time, using the right therapeutic approach.

The team comprises 12 full-time members of staff across a range of disciplines including: forensic psychology, health, social work, counselling, cognitive behavioural therapy (CBT), dialectical behavioural therapy (DBT), art therapy, and systemic family therapy. All staff are qualified to postgraduate level or above and registered with relevant professional bodies.

## WHAT DO WE OFFER?

Although not an exhaustive list, the interventions we offer include:

### Emotional regulation

DBT

Neurosequential Model of Therapeutics (NMT)

Art therapy

CBT

Counselling

Trauma treatment

Psychological assessment

Consultation

Therapeutic relationship

Safer lives

Substance use

Systemic family work

Bereavement and loss

Anger management

Skills development



## EXAMPLES OF OUTCOMES

Some of our 2016/17 highlights have included:

### Working With Girls **H N R R S**

“It helps you like... not just emotions... it helps you understand other people’s emotions... not just your own. It helps you understand the way other people are feeling..”

*Young Person’s View on DBT*

Dialectical behavioural therapy (DBT) is a therapy which targets emotional dysregulation and supports young people to learn skills and develop self-awareness in how they manage and cope with their emotional experiences. Since June 2016, staff and young people in our all girls’ unit have been attending a weekly DBT skills group. Attendance has been close to 100%, with a massive commitment from both the young people and the staff.

### Working With Families **I N R R**

25% of the young people at Kibble and their families have accessed services over the last year to come together to talk about their problems and experiences as a family. The Family Service provides a range of systemic services for children and families. Our team supports families to manage the complexities of family life. We see each family as unique and every systemic intervention is tailored to suit their individual needs.

We believe the success of systemic work is due to our commitment to working as part of a team which could include the family system, residential team, case manager and systemic family worker. We recently worked with the Family Training Network and the Scottish Government on a systemic training project which involved eight youth and childcare workers being trained in systemic practice. We were the only residential childcare provider to be involved in the project, highlighting our expertise in the area of best practice with families.

We are currently rolling out systemic training for all our residential teams to promote a more integrated approach to working with young people and their families.

### Working With Younger Children **H I R S**

SIS have introduced a new Art Therapy Service. It provides a form of psychotherapy that uses images and the process of making art as the main form of communication, offering an alternative means of expression for young people. Early therapeutic intervention for younger children has been a primary focus for the Art Therapy Service.

To date, the Art Therapy Service has provided one-to-one support to young people across all Kibble services from the age of seven to 18. For many, this continues to be a long-term intervention with some young people engaging for over a year.

## WHAT’S NEXT?

SIS will continue to drive forward trauma-informed care and develop our portfolio of therapeutic interventions. One member of staff is currently studying for an MSc in Child Counselling. Four more practitioners will complete trauma training in neuro-sequential model of therapeutics (B. Perry) and another will undertake a play therapy course.

Findings from our research into young people’s views on how to make SIS more trauma-informed will also be disseminated.



# ADULT PLACEMENT SERVICES

Adult Placement Services (APS) provide fostering and support for young adults between the ages of 18-25. This can be a challenging time for young adults as they transition from education into employment, while managing greater responsibilities such as personal finances, relationships or sustaining a job.

## WHAT DO WE OFFER?

Our Adult Placement Services aim to ease the transition in young adults' lives, providing a safe, supportive family home and helping them make the transition towards independent living. Each young adult in the service lives with an adult placement carer, and often their partner or family. They are expected to be in full-time education, permanent employment, or actively seeking this with support from APS. Each young adult has a personal advisor who will provide additional ongoing support, helping them through any problems they may be experiencing. The aim is to provide the young adult with the support, skills and confidence to take responsibility for their life and future.

## EXAMPLES OF OUTCOMES

– A number of young adults in APS have secured work in retail and social care.

“I know I’m moving on with a job and relationship, but it’s good to know my carers, who are my family, will always be there for me.”

*Young Person*

“All the people around me are clear and transparent and I really appreciate that.”

*Young Person*

# INTENSIVE FOSTERING SERVICES

Kibble's Intensive Fostering Services (IFS) provide foster care and support for 'at risk' children and young adults from age five years +. The services work with some of Scotland's most vulnerable young people, many of whom have a range of complex social, behavioural or educational needs.

## WHAT DO WE OFFER

### Security And Stability

Working alongside our dedicated foster carers, we give young people the security, stability and success they deserve through consistent care and love. We ensure the outcomes for our young people are measured against the SHANARRI indicators (see page 4).

### Positive Futures

We provide young people with a range of opportunities to help them get the best in life, while strengthening long-term prospects. In addition, our Specialist Intervention Services (see pages 16-17), give young people emotional support and provide interventions to overcome traumatic experiences, helping them build positive, healthy lives.

### An Integrated Approach

Young people in our fostering services are supported by Kibble's full range of integrated services including: psychological support and interventions, education, and employability support. When a young person attends a mainstream school, additional support is provided by their key worker. Key workers have good, positive relationships with the young people, and are a continual source of support, both for young people and foster carers.


## EXAMPLES OF OUTCOMES

During 2016, an additional five families 'joined our fostering family' increasing our fostering numbers to 17 young people aged eight to 21 years.

"The service continues to demonstrate an inclusive and engaging approach to their very high standard of practice, resulting in very good grades during this inspection."

*Intensive Fostering Services Inspection Report, January 2016* 

"They care so much about me, if I feel I want to do something new they help me work towards it."

*Young Person – Intensive Fostering Services Inspection Report, January 2016* 

# CARE HOME SERVICES

Arran Villa is a residential care home and pre-fostering service that supports children between the ages of five to 12. It provides an early intervention service for up to five children at any time, who have been affected by adversity or trauma.

## WHAT DO WE OFFER?

We provide a safe, comfortable and stable environment where children have access to a range of Kibble services including education, and ongoing support for their physical and mental health and well-being.

Arran Villa is also a place of much fun! The house is big with lots of space to play, a large garden with its very own Hobbit house, and is located just beside the sea with play parks, a cinema, bowling complex and loads of other activities right on its doorstep.

## EXAMPLES OF OUTCOMES

Arran Villa opened in July 2015 and already three of the five children have moved from our care home to permanent foster families. The five children currently placed require families and we're working hard to find them.

"There was good evidence that young people were able to make individual choices and that they were supported to achieve their potential."

*Arran Villa Care Home Services Inspection Report, March 2016*  

"I can speak to my key worker about anything."

*Young Person, Arran Villa*



# COMMUNITY HOUSING

(SCHOOL CARE ACCOMMODATION)

Community Housing provides accommodation for young people ready to take the first step towards independent living. Young people have the opportunity to develop the skills they will need to live independently, for example support with employment, education, budgeting and cooking.

The Community Housing team works closely with staff on campus to ensure that when a young person is ready to move into a house there is a familiar face waiting to welcome them. An action plan is developed with the young person to help prepare them for the move. Visits and overnight stays are also arranged to ensure the transition to living in the house full-time is as smooth as possible.

We work in partnership with the Scottish Throughcare and Aftercare Forum which allows us to develop the service in line with all relevant good practice and legislation. Our young people are fully involved in the development of the service and are encouraged to maintain contact when they move on, whether this is to Kibble's Housing Support Services or their own tenancies.

## WHAT DO WE OFFER?

### Supported Tenancies

The young person will receive continuing support and supervision from care professionals. They will also have access to Kibble's other services e.g. Specialist Intervention Services.

### Supported Employment And Training

Access to Kibble's young workforce development programmes (see pages 24-25) will be offered, or the young person will be supported with an external college/ work placement.

### Flexible Support

The support given is based on the needs of each individual young person. As they become more independent and transition into the world of employment this support will gradually decrease.



# HOUSING SUPPORT

Kibble's Housing Support Services commenced in June 2015. The services help young people (aged 16-25) move on from Kibble's main campus or community housing into tenancies where they will be supported to develop the skills required to maintain independent living. Having a safe and secure place to live is something that most of us take for granted. For care leavers – some of the most vulnerable young people in our society – this can often seem unattainable, and could be their first adult struggle following a disrupted childhood.

## WHAT DO WE OFFER?

### A Robust Support Network

Each young person's move towards independent living is carefully planned. Once they make the transition they will have access to personal care (care at home) if required, and can continue to make use of Kibble's other services e.g. Specialist Intervention Services, young workforce development, and education etc.

Our young people have access to our qualified team 24/7 as and when it is needed.

### A Bespoke Service

Each young person's needs are assessed on an ongoing basis enabling us to tailor services to meet their requirements and respond to need quickly and effectively.

## EXAMPLES OF OUTCOMES

- In the last year we have continued to develop our connections with local organisations and build positive working relationships within the community.
- Young people have benefitted in different ways, such as help with employment matters, assistance to sustain their tenancy, and emotional support.

A H R

- One young person has transitioned from the service and continues to sustain his tenancy as well as securing employment, obtaining his driving licence, and purchasing his own car.

R

- We encourage young people to get involved in charity work within the community and one young person has been particularly active, volunteering with organisations such as Rangers Charity Foundation and offering his support at the British Pipe Band Championships.

I R

- In 2016 we introduced Better Futures, which is an assessment tool to chart the young person's individual progress, identify goals and record the impact of Housing Support Services.

## WHAT'S NEXT?

During 2017 we will look at developing the service through taking external referrals.



# DAY PLACEMENT AND OUTREACH SERVICES

Day Placement and Outreach Services provide an alternative way for young people, based in their local communities, to access Kibble's education programme (see pages 14-15). There are various reasons why previous schooling has perhaps not worked for our day pupils. Kibble offers help to primary and secondary pupils, and those at KibbleWorks, to stay engaged with learning, ultimately supporting them to achieve a positive destination.

We also offer additional support to young people who are awaiting a residential place and for young people in crisis within the community, assisting them to work through any issues and potentially avoid more serious interventions. We place great emphasis on developing the social skills of young people, and aim to help them reintegrate into their local community.

## WHAT DO WE OFFER?

### Every Young Person Is Assigned A Key Tutor In Education And A Key Worker From Care

The key worker supports the young person and helps them to reduce barriers to learning. They work in tandem with the key tutor and teaching staff to assist the young person to overcome these barriers.

### Wider And Personal Achievement

The academic and vocational element of the curriculum is just part of our education programme. We actively encourage young people to get involved with creative arts, outdoor pursuits and study trips to promote wider and personal achievement, and to foster young people's interest and engagement in learning.

### Encourage Learning And Participation

The curriculum has been specifically designed to track the progress of each young person across all contexts of learning. Active interventions take place, if required, to ensure young people are always engaged in full-time learning.

Attendance from young people using our Day Placement and Outreach Services is high, generally over 90%, and exclusion rates are low.

### One-To-One Support

If required we can provide one-to-one support while a young person is on campus. A member of staff will be with

the young person at all times. This can help to build relationships and trust.

### Tailored Solutions

We understand each young person has individual needs, and we tailor plans to suit specific requirements.

### Round The Clock Support

We recognise that help has to be available for young people outwith school hours when they return to their home and local community. We offer support 24/7, the team are only ever a phone call away. If a young person needs assistance, we're there for them.

Outreach is also available in the evenings or at weekends. This could be based around an activity or hobby, or extended time with the pupil's key worker.

### Family Work

Family life can be stressful at times and when extra assistance is needed we work with families to find a solution and help to rebuild relationships, particularly when the young person is at risk of being removed from the family home. This can take place on campus or by visiting the family home.

### Respite

If family life is reaching breaking point it can help to have some breathing space. Both the young person and their family/carers can benefit from respite.

### Activity Programmes

It's important to maintain stability outside campus life. During the

holidays, when the routine of school is not available, we offer a full programme of activities. We want the young people in our care to have the same opportunities as everyone else and to be able to enjoy new experiences. This could be trips to the seaside, an activity, a day trip or even somewhere further afield.

### A Calming Environment

Many of our pupils have experienced multiple traumas. With this in mind, our day units are designed to offer a relaxing environment where young people can also have some fun. We have a 'Snoezelen room' which acts as a calm space, and can reduce anxiety and agitation during times of crisis.

## EXAMPLES OF OUTCOMES

One young person, who was prone to violent outbursts, is now studying for a National Certificate in Social Sciences at a Glasgow college.



Another young person is making great progress, continuing on their Kibble journey to gain employment and training at KibbleWorks.



A former young person has forged a successful career in youth work, and received awards at both local and national level.



the BIG  
**Y.E.S.**  
programme





# YOUNG WORKFORCE DEVELOPMENT

In line with Scotland's Youth Employment Strategy, our range of young workforce development (YWD) programmes gives young people the opportunity to gain qualifications and real-life work experience through tailored education and supported employment. At present we offer 12 YWD programmes aimed at young people in Kibble's care, young people from the community facing barriers to employment, students and more.

Kibble operates a flexible and bespoke system based on the needs and strengths of each young person. Opportunities are individually tailored to each young person, and the challenges they face are taken into account when planning a placement. In addition there is an ongoing process of tracking, mentoring and support.

## WHAT DO WE OFFER?

All employability programmes are characterised by a real work placement in a social enterprise, vocational SQA and City & Guilds qualifications, plus access to literacy and numeracy education. Personal support is given from qualified staff trained to equip young people with the skills and knowledge required to sustain employment, training or further education.

KibbleWorks is a collective of youth training and employment enterprises aimed at giving trainees at the start of the employability pipeline the opportunity to gain real life work experience. Our work placements are both rewarding and varied, and include catering, motor vehicle mechanics, gardening, landscaping, construction, customer service, and office administration.

We also run Oskars, a zero waste and recycling social enterprise, and The Experience, a work integrated social enterprise for youth employment and training in the leisure and hospitality sector. The Youth Employment Support (YES) Programme, which is located at The Experience, aims to deliver employment-focused intervention further along the employability pipeline with young people embarking on a work placement.

Young Workforce Development Services work in partnership with many businesses and organisations such as Skills Development Scotland

and CITB. We offer employability certification including Steps to Work and the Certificate of Work Readiness.

During the recent Education Scotland inspection "innovative, high-quality vocational education and training for young people at KibbleWorks and The Experience" was highlighted as one of the key strengths of the Education Services at Kibble.

## EXAMPLES OF OUTCOMES

### YES Programme

100% of participants enjoyed their time on the YES Programme.

"I have improved my interview skills as well as being able to have a chance to talk to people..."

"...It has been really rewarding seeing the change you're making to people with disabilities and the support you're providing."

"I love the time I have spent here. It has given me a whole new perspective on my life and I will be thanking everyone involved."

– Excerpts from Sector Based Work Academy Report, December 2016

90% of participants felt more confident about their future job prospects.

– Winter Leavers' Work Experience Report, December 2016

### KibbleWorks

- KibbleWorks runs an evening outreach programme one night each week. The aim is to provide service users with the opportunity to gain some extracurricular activity whilst addressing issues around fitness, social isolation, mental health and general well-being. After a bite to eat at the end of the working day, young people take part in football training. Around 12 young people from across KibbleWorks and Oskars regularly attend. The response has been extremely positive, and a new experience for many.



- After months of fundraising, a group of staff and three KibbleWorks trainees set off on a life changing journey to Malawi in September. The trip was organised in partnership with Classrooms for Malawi, a charity that helps facilitate volunteers going to Malawi to undertake building projects in the country.

In addition to helping build two new classrooms and renovate another, the group got the chance to meet the locals and take in some sights. After a boat trip to see marine life at Gecko Lodge, one young person commented: "Best thing I have ever done in my life!"



# SUPPORT NETWORK

We have a robust network of support services that work alongside our front line staff, providing the back-up and resources they need to carry out their day-to-day duties. This covers a plethora of areas and includes everything from: estates management; to funding, marketing and communications; finance; staffing; quality assurance and much more. We also have teams that sit within support services specifically focusing on care. This incorporates departments such as volunteering (see page 32), Specialist Intervention Services (see pages 16-17), Learning and Development, and Safe Crisis Management. Our full range of support services is listed on page 8.

## LEARNING AND DEVELOPMENT

The Learning and Development team helps staff to expand their skills and competencies as they continue on their learning journey. It's fair to say it's been a busy year for the department:

- A total of 2964 courses were completed by staff at Kibble in 2016. The majority were online and around a fifth were classroom-based
- The team developed and launched an online induction pack for new staff including a virtual tour which won the 'best e-learning module award' from the Charities Learning Consortium
- A new online learning management system was launched in September with 300 staff logging on since then
- In excess of 137 staff have attended an external training course or conference
- 28 mentors were trained across the year

Social pedagogy is pivotal to learning and development; it helps our staff to unfold their potential. It encourages a holistic way of working with children and young people in a range of different settings, and also provides an ethical, theoretical and practical approach to practice, training, education, and policy. Kibble is embracing and embedding a social pedagogical culture which will underpin all aspects of practice and provide a foundation for building other skills and knowledge. During the past year:

- Nine managers have had the opportunity to be part of the ThemPra leadership course, reinforcing Kibble's commitment to systemic development of social pedagogical practice
- We continued to have a voice on national groups related to the development of the residential child care workers qualification
- We gained membership on the national steering group of the Social Pedagogy Professional Association (SPPA)
- We continued to offer opportunities to advance Continuing Professional Development to contribute to a Level 9 award i.e. 118 individuals have completed learning modules associated with this

## SAFE CRISIS MANAGEMENT (SCM)



SCM training equips employees with the skills to safely and confidently manage challenging behaviour through non-physical intervention techniques, making the need for a physical intervention a last resort. There are clear benefits associated with SCM training and one of the most important has to be ensuring the safety of an individual and others around them. SCM helps to equip staff with the necessary skills to manage crisis behaviour and de-escalate volatile situations quickly and effectively. A major benefit for organisations is increased employee well-being and maximised workplace productivity as stress levels are reduced.

All front line staff in Kibble must complete a four day initial training course; this is further supported by a two day annual refresher. That's over 500 staff to train and re-certify annually within the organisation. In 2016, the average intervention which took place at Kibble was under seven minutes.

Kibble is also affiliated with SCM Europe and we work in partnership with JKM Training, Inc. to exclusively deliver training throughout Europe. Courses vary in length from a few hours to in-depth training that lasts a number of weeks. This can be tailored to suit the needs of each organisation and we'll aim to find a time that is convenient to deliver the programme, on or off-site.



“

*I'm moving into a new flat and enjoying the job. I want to keep a job and earn a bit of money. So long as I am able to do something mechanical or practical I'll be happy.*

”

*Young Person*

# CASE STUDIES

Young people come to Kibble for many different reasons. While they are with us we aim to provide a nurturing, safe, structured environment for young people to develop. Our integrated range of services ensures young people have every opportunity to move on to enjoy a brighter future. In the case studies that follow, we catch up with young people at different stages of their journey, some still with Kibble and others who have moved on to the next phase of their life.

# SARAH'S STORY

When Sarah\* (aged 11) first arrived at Arran Villa she had loads of 'stuff' but not a lot of confidence. She'd been let down and hurt by a lot of adults in her early life. So much so, that she needed to attend therapy with the Child and Adolescent Mental Health Services (CAMHS) three times a week. It took a lot of time and patience from staff and carers to help her begin to build trust in adults again.

Although the bedrooms in Arran Villa are large we could hardly accommodate all the belongings she had accumulated over several placement moves. We began to help Sarah to get rid of a lot of the toys not played with and clothes too small and damaged, as she began to like people more than 'stuff'. She has been in placement for a few months now, making friends and getting to know her foster family. She'll soon be leaving Kibble's primary school to join a school nearer her carer's home.

Sarah loves animals and is very creative. She recently made the lovely Christmas scene in the picture across, which is proudly housed at Intensive Fostering Services HQ.

\* Name changed to protect identity of young person.



# JOHN'S STORY

When John\* arrived at the Safe Centre he engaged in a pattern of high-risk self-harm. He has continued his journey within Kibble, progressing through our primary provision to secondary school, and from residential to community-based living. John is now a wholehearted participant in the life and work of the school and its community, and has represented himself and his school in a broad range of contexts: from carrying the Commonwealth baton, to promoting free-running in the school. He also takes an active role in the school pantomime and has performed at nationally recognised musical events.

\* Name changed to protect identity of young person.



# ZOE'S STORY

Following a period of time detained in hospital and with significant concerns about mental health, Zoe\* was admitted to the Safe Centre. At that time, and despite often being sedated, Zoe was unmanageable in the hospital due to her challenging behaviour. Zoe's self-harming behaviour had reached near crisis point and there was a consensus that her life was at risk. Zoe has a long-standing autism diagnosis that presents a range of difficulties with change, routine, light, sound and food. Many other resources had been tried and had failed, however, unique to Kibble was the immediate inclusion of a carefully considered exit strategy in place at the point of admission.

Despite many challenging times, that included ongoing suicidal ideation and related behaviour, Zoe's plan to move to the Open School from secure care remained in place as the best option. Following medical advice, Zoe's dependence upon medication reduced and she became more alert and at times upbeat. However, Zoe also became more aggressive when in a low mood and a lot of work was carried out on consequential thinking and rigidity of perspective.

Continuing to work in very close partnership with social work, health and family, the mobility plan from secure remains on track and Zoe's transition from secure care continues to go well.

\* Name changed to protect the identity of the young person.

# JASON'S STORY

When Jason\* arrived at Kibble his self-esteem, emotional, physical and mental well-being was at a low point due to his offending, and alcohol and drug misuse. Jason now attends school one day a week and has taken up a part-time work experience placement where he is working towards an SVQ 2 in professional cookery.

He has also shown an interest in hospitality, DJing and football training. Jason took part in a canoeing course and took up a mentoring role for another young person within this activity.

\* Name changed to protect identity of young person.





# JACK'S STORY

Jack\* joined the YES Programme in February 2016 working within the Vehicle Maintenance team. When Jack first arrived, he was quiet, shy and lacked a lot of self-confidence after experiencing years of bullying at school. Within his first few weeks on the programme, Jack showed a great work ethic, arriving to work on time despite living outwith the travel to work area, and was eager to learn from his team leader.

Within a few months, Jack's confidence began to grow. He felt more comfortable socialising with colleagues and even started mentoring and training new young people joining the mechanics team.

Throughout his placement, Jack was keen to get a job within the council or in mechanics and regularly met with our Employer Liaison Officer (ELO) to receive job search support. His determination and hard work paid off as Jack was successful in securing a two year Modern Apprenticeship with East Renfrewshire Council in the Roadworks Department. Jack left the programme like a new person, confident and self-motivated.

During his three month aftercare meetings with the ELO, Jack continued to do well, making new friendships with colleagues and impressing his managers with his strong work ethic. Jack now feels confident about his future.

\* Name changed to protect the identity of the young person.

# STUART'S STORY

Stuart\* joined MowerWorks in May 2016. MowerWorks is a busy social enterprise which is part of KibbleWorks. The team fix and maintain a wide variety of gardening equipment.

Stuart worked there for six months and explained: "I didn't like it at first but after a while I got shown more difficult work and it was challenging. I was learning and progressing each day. I also liked the chat, banter and good advice. I spoke to them about everything, socialising stuff as well as work. I hadn't done mechanics like they do at MowerWorks. I was allowed to work independently because I was trusted."

In November 2016 Stuart took up a work experience offer at a local business specialising in wheel repair and customisation services. Stuart explained: "I was nervous, but I met the manager before even starting and it made me feel more comfortable. Now I'm learning a lot, I've got some independence and I make the best tea!"

Stuart described his hopes for the future: "I'm moving into a new flat and enjoying the job. I want to keep a job and earn a bit of money. So long as I am able to do something mechanical or practical I'll be happy."

\* Name changed to protect the identity of the young person.

# PEOPLE POWER

**Kibble's Voluntary Service (KVS) offers a diverse range of volunteering opportunities from spending time with a young person, to helping with the disability karting programmes at The Experience.**

KVS has many links within the local community and beyond. The service plays an active part in the Volunteer Managers Forum for Renfrewshire, and also takes a lead role in a steering group charged with promoting good practice in volunteer management. KVS attends community conferences and participates in good practice events throughout the year. We are a key partner in Zero Waste Scotland's Renfrewshire programme. In June 2016 KVS was awarded the Volunteer Friendly Award for good practice and our Volunteer Co-ordinator was asked to train as an assessor for the award. This was a unique offer and one that we were proud to accept.

## **NEW FOR 2017**

Our exciting leisure and hospitality venue – The Experience in Hillington Park – has launched a range of charity programmes which include fundraising events for charities, team building for third sector organisations and other good causes, and a volunteering initiative. Volunteers can get involved in many different areas, including helping with the STEAM+ Education programme, fundraising, social media, and assisting with accessible karting. There are unlimited opportunities available and volunteers will be working towards the common goal of making a real difference to people in the local community.

People volunteer for many different reasons. For some it's the chance to give something back to the local community and make a difference, for others it's the opportunity to meet new people or gain new skills. Whatever your reason, Kibble is a great place to volunteer.





# A WINNING COMBINATION

We are proud to announce we have several award winners in our midst at Kibble. We've picked a selection of highlights for 2016.

Kibble was honoured to win the Best Service Award (Suppliers Working with the Scottish Public Sector) at the recent Government Opportunities (GO) Excellence in Public Procurement Awards Scotland. We also went on to win at the national awards, picking up the GO Best Service Award (Local and Health). The awards are recognised as the benchmark by which procurement excellence and progress in public sector commissioning is measured.

The Experience is a Young Workforce Development Centre and social enterprise. It houses Scotland's only indoor electric go-kart arena, laser tag, themed event and conference space and the Academy Café. It raced to pole position at the VisitScotland Thistle Awards collecting the award for Best Visitor Attraction 2016 in the regional category for the west. We're pleased to confirm, following an 'incognito grading visit' at the end of 2016 from VisitScotland, The Experience also retained its 5-star Activity Centre and Taste Our Best accreditation for the coming year.

Our Learning and Development team picked up the Best eLearning Module Design at the Charities Learning Consortium Conference and Awards in London in November. It was the virtual tour, which sits in the online induction pack on KOOL, our online staff training portal, which won gold!

We have also received an ASDAN Certificate, recognising Kibble as a Centre of Excellence for outstanding practice in offering ASDAN courses during 2015/16. There have been many staff over the years that have played key roles in the development and delivery of ASDAN courses and we are delighted to gain this recognition.

One of our Senior Forensic Psychologists has recently completed a Churchill Fellowship on international trauma care. Over 100 fellowships are given each year and they offer British citizens the chance to travel overseas to observe and learn, and bring back fresh ideas and new solutions to the issues faced in today's society, ultimately benefiting others in the UK.

The Deputy Head – Young Workforce Development was awarded the Butler Trust Certificate for going 'above and beyond' to help the young people he works with. The Butler Trust Awards recognise good practice in prisons, probation, and community and youth justice settings throughout the UK.



2016/2017  
**Scottish**<sup>™</sup>  
Thistle Awards  
REGIONAL WINNER



# LET'S TALK



We launched Kibble Podcast Network (KPN) in 2015 with the aim of raising awareness of social enterprise, child and youth care, and other important topics. We talk to other social enterprises about the successes and setbacks they face, and what inspired their journey into the realm of social business. We also catch

up with those that work in the field of child and youth care, discussing their journey and sharing their practice knowledge.

We're pleased to report that during 2016, the podcast reached a milestone 50th episode and we had over 12,000 downloads. At the time of writing we're 168 in the top 200 Government and organisations chart in iTunes, and 75 in the non-profit chart. If you've not already subscribed, find out what you're missing at [podcasts.kibble.org](http://podcasts.kibble.org)

## A TWO-WAY STREET

We recognise the importance of sharing information and good practice, not only to support other organisations, but also to assist Kibble as it continues to evolve and develop its service provision. Each year we welcome visitors keen to find out more about our uniquely integrated service provision and our social enterprise model.

Over the past year we've had a diverse range of visitors including Annabelle Ewing MSP, the Rt Hon Damian Green MP, delegates from the Children in Scotland conference, CELCIS and West College Scotland. We've also welcomed visitors from further afield such as Iceland, Australia, Estonia and Canada.



Awaken Dance Company



***These classes are about more than dancing – we are leaving a legacy and inspiring the next generations of dancers, both with and without disabilities. We are so grateful to Kibble and their fantastic staff for their continued support.***



*Ruth Foster, Dirty Feet Dance Company/Awaken Dance Company*

# INSPIRING CREATIVITY

Since it opened in 2010, Kibble's Gannochy Trust Centre for Expressive Arts has been a focus of creativity, inspiring young people and encouraging them to express themselves as they take part in the creative arts. The venue is a hub of activity, showcasing a diverse range of performances and events from young people at Kibble and organisations outwith including:

- Dirty Feet Dance Company – delivered circus themed creative movement workshops
- Awaken Dance Company – created flash mobs to raise the profile of wheelchair dancing, and used the Centre for a two hour performance called A Night At The Movies
- National 5 drama class performances – incorporating a devised piece, Outside the Box, and an excerpt from Tally's Blood
- Ballroom dancing
- Outreach work
- Thriller – the Centre was the backdrop for a spooky film
- Kibble Allsorts show
- High tea in aid of The Guide Dogs for the Blind Association
- I Am Me film previews
- Euro Quiz
- Shoe box appeal launch
- Presentation by Teenage Cancer Trust
- Pupil health fayre
- Community concerts for local residents from care homes
- World War II high tea
- USA presidential election special assembly
- Creative Scotland use the Centre to host a music group
- Gannochy Festival



Actress Zoe Halliday performs at Kibble Allsorts

# GUIDANCE, GOVERNANCE AND GOING FORWARD

## GUIDANCE AND GOVERNANCE

Kibble has one of the most rigorous and respected governance models in the sector. Guidance and governance remains the responsibility of Miss Elizabeth Kibble's trustees and their successors in office as set out in the original Trust Deed of 1841. Miss Kibble's legacy, "to found and endow in Paisley an institution for the purpose of reclaiming youthful offenders against the laws," remains at the heart of Kibble's work. We continue to be guided and governed by local trustees and Board members.

We also have a proven track record of good stewardship of resources, including efficient and trustworthy use of public and philanthropic funding. Kibble has an internal quality control department, an audit committee that reports to our Board, and a full external audit every year. We have recently implemented Business Continuity Standard ISO22301: Societal Security Business Continuity Management Systems Requirements, as an organisational framework to:

- Protect our people, systems and infrastructure
- Identify and mitigate the risks to Kibble's services to an acceptable level
- Manage any disruption to minimise its impact
- Ensure our customers receive our services, as intended

Our current Board structure was established in 1995 and owes much to the vision of our inaugural Chair, James Jack MBE, who played a key role in ensuring governance was a shared responsibility between trustees and the senior management team. The trustees of The Miss Elizabeth Kibble Trust sit as non-executive directors on Kibble's Board, while members of the senior staff team sit as executive directors, and the company secretary has administrative responsibilities for the Board. The trustees meet quarterly, and monthly Board meetings are augmented by a range of sub-committees providing a rigour and independence essential to the efficiency and effectiveness of the organisation's work.

Kibble's Board is strongly committed to exemplary and effective governance, and constantly seeks to balance a strategic approach with scrutiny of operations. The senior management team are not paid for their directorial responsibilities, and the trustees are all volunteers. The stability and longevity of both the Board and the senior management team is unusual, but has been one of the key drivers of Kibble's success.

“

*We will leave this place,  
not less but greater, better  
and more beautiful than it  
was left to us.*

”

*Extract from the Athenian Oath*

## LOOKING TO THE FUTURE

After two years of service as an Executive Director at Kibble I was delighted to be appointed Chief Executive Designate in September 2016. With the new position comes the responsibility of taking a more prominent leadership role across the organisation and an active involvement in the development of Kibble as a charitable social enterprise.

Kibble is Scotland's specialist provider for at risk young people and our primary mission remains the same as when we first began, to help vulnerable young people when no one else can. 150 years later, we now have a much greater understanding of how and why some young people require intensive services and interventions. Our commitment to broadening our knowledge on this subject has led to the creation of our range of integrated services that puts Positive Youth Development (PYD) at the centre of everything we do.

Kibble has been continuing to develop alternatives to intensive services and interventions as part of PYD. We believe that truly transformational change can only be achieved through a Scotland wide, consistently nurturing holistic response to very high-risk behaviour, which recognises the impact of difficult childhood experiences and trauma in young people.

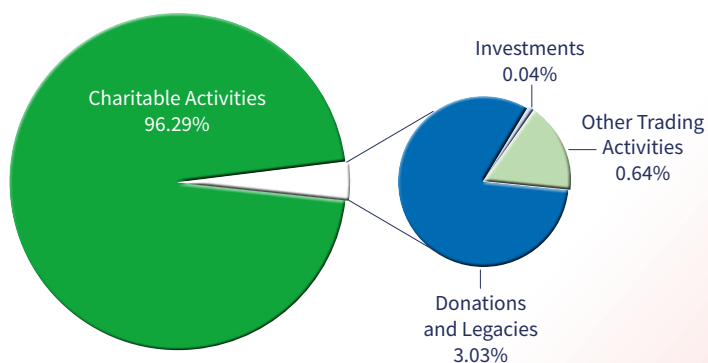
Our model of trauma-informed care emphasises physical, psychological, and emotional safety and healing that leads to a fulfilling adult life. By offering a vision of PYD and trauma-informed care, we can reduce the need for more intensive interventions.

As we consider our strengths and areas for improvement both in existing services and markets, and potentially developing new services and entering into new markets, our strength of commitment to the Kibble mission will be central to our vision and decision-making. Holding strong to our mission and values will be a key feature in our organisational development, outcomes and sustainability for the generations ahead.

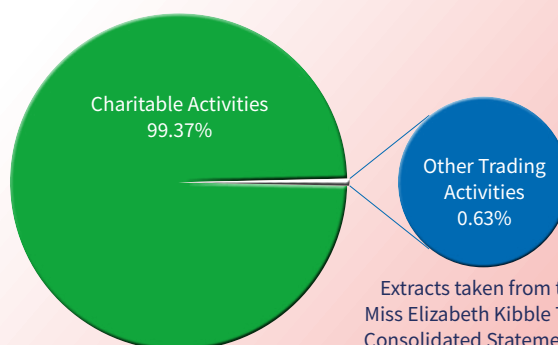
**Jim Gillespie**  
Chief Executive Designate

# FINANCES

## 2015-16 Income



## 2015-16 Expenditure



Extracts taken from the Miss Elizabeth Kibble Trust Consolidated Statement of Financial Activities for the year ended 31 March 2016. A copy of the full report is available on request.

## INSPECTION REPORTS

### INTENSIVE FOSTERING SERVICES

Quality of Care and Support	5	Very Good
Quality of Staffing	5	Very Good
Quality of Management and Leadership	5	Very Good

Care Inspectorate, Jan 2016

### ARRAN VILLA CARE HOME SERVICES

Quality of Care and Support	4	Good
Quality of Environment	5	Very Good
Quality of Staffing	5	Very Good
Quality of Management and Leadership	5	Very Good

Care Inspectorate, March 2016

### SCHOOL CARE ACCOMMODATION SERVICE

Quality of Care and Support	5	Very Good
Quality of Environment	5	Very Good
Quality of Staffing	N/A	
Quality of Management and Leadership	N/A	

Care Inspectorate, June 2016

### SAFE CENTRE SECURE ACCOMMODATION SERVICE

Quality of Care and Support	6	Excellent
Quality of Environment	6	Excellent
Quality of Staffing	N/A	
Quality of Management and Leadership	N/A	

Care Inspectorate, June 2016

### EDUCATION SCOTLAND AND CARE INSPECTORATE JOINT INSPECTION REPORT, SEPTEMBER 2016

Improvements in Performance	Very Good
Learners' Experiences	Very Good
Meeting Learning Needs	Excellent
The Curriculum	Excellent
Improvement Through Self-evaluation	Very Good

# Thank You!

We would like to thank everyone, from individuals to organisations, who have shown their support to Kibble during 2016. Your generosity helps us to continue to develop and grow our services as we work to ensure the young people in our care have the opportunity to go on and live independent lives and enjoy a brighter future.

Agnes Hunter Trust • The Allan and Nesta Ferguson Charitable Trust • Big Lottery Fund  
Bruce Wake Charitable Trust • Children, Young People and Families Early Intervention Fund • Creative Scotland • EMI Music Sound Foundation • Institute of Mechanical Engineers • The Makerston Club • Open Doors Consortium • Shared Care Scotland  
Skipton Building Society Charitable Foundation • Tool Station



The 2016/17 Annual Review was designed in-house by Kibble's Funding, Marketing and Communications department.



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🐦 @ExpVolta

📘 The Experience

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