

An Enterprising Future



Kibble

EDUCATION AND CARE CENTRE

The Kibble Experience
Annual Review 2011



Our Commitment to Excellence

CONTENTS



Overall, young people receive outstanding personal support that enables them to gain as much as possible from their Kibble experience.
Education Scotland and Care Inspectorate Inspection Report, November 2011



Care and education staff work together closely to ensure that young people receive appropriate levels of support and challenge.
Education Scotland and Care Inspectorate Inspection Report, November 2011



Senior managers have a very clear vision for Kibble and its development.
Education Scotland and Care Inspectorate Inspection Report, November 2011



Staff know young people very well and involve them in discussing the types of support that would be helpful to them.
Education Scotland and Care Inspectorate Inspection Report, November 2011



Young people receive a very broad range of programmes and courses leading to improved learning outcomes and a broad general education. They benefit significantly from having their curriculum personalised to suit their needs.
Education Scotland and Care Inspectorate Inspection Report, November 2011



Employment Training Programmes at KibbleWorks and KibblePLUS are supported by the European Social Fund



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Why we do what we do...

Kibble is proud of its reputation for openness and transparency and we publicise our activities in a variety of ways. For too long services for young people at risk were shrouded in secrecy and we believe that these should be open to much wider scrutiny. Publicising our work encourages better understanding, access and involvement. We raise awareness by placing tailored adverts in professional and trade magazines and occasionally in the mainstream press. A variety of leaflets are produced in-house with information on individual services which we distribute widely to Kibble stakeholders. We exhibit at relevant conferences and events and regularly welcome visitors from all over the world. Our website is designed and maintained in-house and provides relevant up-to-date information on our work. Kibble operates at near or maximum capacity which results in the efficient delivery of services and our Annual Review is a good platform to demonstrate the difference we are making in young people's lives. Whilst we have confidence in what we do, we recognise that some young people will continue to need long-term support so we must focus on offering them the best chance to achieve their potential.

We have peppered a few examples of our publicity and communication materials throughout the Annual Review. Further examples can be found on the download section of our website at www.kibble.org/downloads



"I can say for sure that just about everything I learned at Kibble helped me in many ways out in the big wide world and my life would have taken the wrong path had I not been to Kibble."

Bob Burniston, Kibble boy 1956-58

Welcome from our Chair and Chief Executive

In my comments in the Kibble Experience last year I remarked on the great honour it had been to serve Kibble. It was therefore with mixed emotions that I demitted office last year, although I am pleased to remain as a Trustee. When I think back to my appointment in 1994, I was struck by the insight of the Trustees as they prepared for their future course of action in anticipation of the re-organisation of local government in 1996. This was predicated on their strong belief that there were still many young people across Scotland who could benefit from Kibble's work. In some ways we were ahead of our time. For instance, in our governance model the senior management team was appointed to the Board to provide shared responsibility and a clear common goal among the Board members. We could never have imagined that our organisation would grow to its present size and scale, and it is testimony to the expertise, skills and dedication of the Trustees, Board and staff at Kibble that we have built up such a reputation, both nationally and internationally.

James J Jack, MBE
Chairman
Kibble Education and Care Centre
1995-2011

I am delighted to present this Annual Review, where you will find more information about the range of services we offer. At the heart of what we do is our charitable mission to provide services that are inter-linked and comprehensive to provide continuity of care to young people at risk.

We don't always get it right, but we do base all our work on the best possible international research and evidence available to us. We carefully evaluate what we do looking at the outcomes of our work across a range of measures, for example, social and educational progress, risk reduction, community impact, and so on.

At times of economic uncertainty, planning and investing for the longer term is hard. However, commissioning of care services needs to take the longer term view or an endless stream of short-term contracts will have the cumulative effect of reducing choice, quality and sustainability.

As a social enterprise that requires to operate as a social business we believe that all our actions – as provider of services, employer and community resource – should be delivered to the highest ethical and quality standards. If we do this society profits, not only now, but for generations to come.

Graham Bell,
Chief Executive



Gannochy Trust Centre for Expressive Arts

Our Visitors

Our fabulous new facility for Expressive Arts opened to young people at the start of the Autumn term in August 2010. Located at the front of the main campus, the building creates an exciting first impression for visitors. Inside the Centre is equipped with an excellent new theatre space, complete with tiered seating, stage lighting and a sound booth. The Centre also features a drama workshop with separate make-up studio, two specialist music classrooms with annexed tutorial rooms, two specialist art rooms and office and study space.



Laura Cairns, our Drama Teacher, organises our regular shows, supported by a range of staff and young people from Music, Art and Design and Home Economics, as well as our talented musicians and performers who are drawn from pupils and staff of all departments and units. From Reid Kerr College, Gavin Sinclair, Chris McDonald and students also make valuable contributions to the productions both behind the scenes and on stage.

The first major event in the hall was Kibble's second 'Big Draw' in October 2010, part of a national festival of events under the umbrella of the Campaign for Drawing. Open to people of all ages to discover how drawing can connect them with their surroundings and the wider community, Kibble's Big Draw attracted a wide range of staff and young people.

The first large performance to be held in the theatre was the 2010 Pantomime 'Aladdie Goes to Ibiza'. This show was the subject of a feature in the Times Educational Supplement. Invited guests included patients and residents from Accord and St Vincent's Hospices, Renfrew Care Home and Craigielea Care Home.

The space is also used for daily whole school assemblies and special themed assemblies, for example National No-Smoking Day. Monthly Achievement Ceremonies recognise and celebrate young people's achievements. Staff training and professional dialogue also take place in the hall.

Visiting arts groups regularly use the hall to perform for staff and young people, as well as delivering workshops.



Dirty Feet Dance Company is an established dance company which was formed by members of the Disability Resource Centre in Paisley. They make use of the hall in our Gannochy Trust Centre for Expressive Arts as a rehearsal space, assisted by young people from Kibble. They also used it for a performance comprising a film and dance presentation for an audience of family, friends and representatives from the arts community. Five of our pupils were involved as front of house staff, showing guests to their seats and looking after the performers.

Pupils from Kersland School also use the main hall in our Gannochy Trust Centre for Expressive Arts for Physical Education.

The first Engage Renfrewshire AGM was held in the Gannochy Trust Centre for Expressive Arts in September 2011. Alan McNiven, Chief Executive of Engage thanked Kibble for the use of the Centre, which "allowed them to visit this creative, busy hub of artistic creativity and to meet up with old friends and new before getting down to the serious business of the night."

Visitors from all over the globe visited us in 2011 to learn about what we do:



"The world is a book and those who do not travel read only one page."

Saint Augustine

"In travelling; a man must carry knowledge with him if he would bring home knowledge."

Samuel Johnson from Boswell, Life of Johnson, 1791

How do you improve employment opportunities for young people during the most difficult economic times?

The Kibble Experience in Action: KibblePLUS



Our KibbleWorks enterprise and employment hub offers a spectrum of training and employment opportunities to young people who are in care/preparing to leave care, or whose needs cannot be met by their own communities. This service was expanded to include KibblePLUS in 2010 to offer work experience, training and employment to young people aged 18 to 24 with a range of barriers to employment.

Between April 2010 and June 2011 under the KibblePLUS umbrella, 117 young people were offered work and training in construction, marketing, events, administration, community gardening, recycling and re-use, car mechanics, child and youth care, classroom support work, catering, maintenance/trades, information technology and domestic appliance repair.

Having been unemployed for six months, David (pictured left) was one of the participants on this programme. He has gone from strength to strength since he began work as a trainee cook in our Secure Unit kitchen.

Catering Trainer Carol McMath noted David's potential and natural ability for catering from the outset: *'I've only got good things to say about him. I'm really, really pleased with him.'*

With a previous background and interest in catering, he was delighted to be offered the job. A combination of natural talent, hard work and support from Carol and Kibble's Executive Chef Donald Munro, enabled David to complete his SVQ 2 in Professional Cookery within five months. David was delighted to achieve

this and was even more delighted when his assessor nominated him for the Modern Apprenticeship of the Year award: *'It was an honour.'*

David is now working towards the SVQ Level 3. He also had an opportunity to work in the five-star Beach Rotana Hotel in Abu Dhabi, accompanying Donald Munro there to cook for guests in the hotel's fine dining restaurant during a week-long Scottish food promotion. This was an opportunity beyond the reach of most young chefs. David described it as *'A trip of a lifetime.'* Donald speaks very highly of David and his achievements: *'David has a great enthusiasm for the job and you can't teach enthusiasm. He has a natural ability in the kitchen and our job is to draw that ability out of him.'*

"I'm glad I came to Kibble."

David Armour

"Our aim is to prepare young people for the world of work and give them a chance to make a positive contribution to society. David's chance to work in a top-class restaurant in Abu Dhabi is exactly the kind of opportunity we try to create for young people."
Graham Bell, CEO, 2011

www.kibble.org/news/david



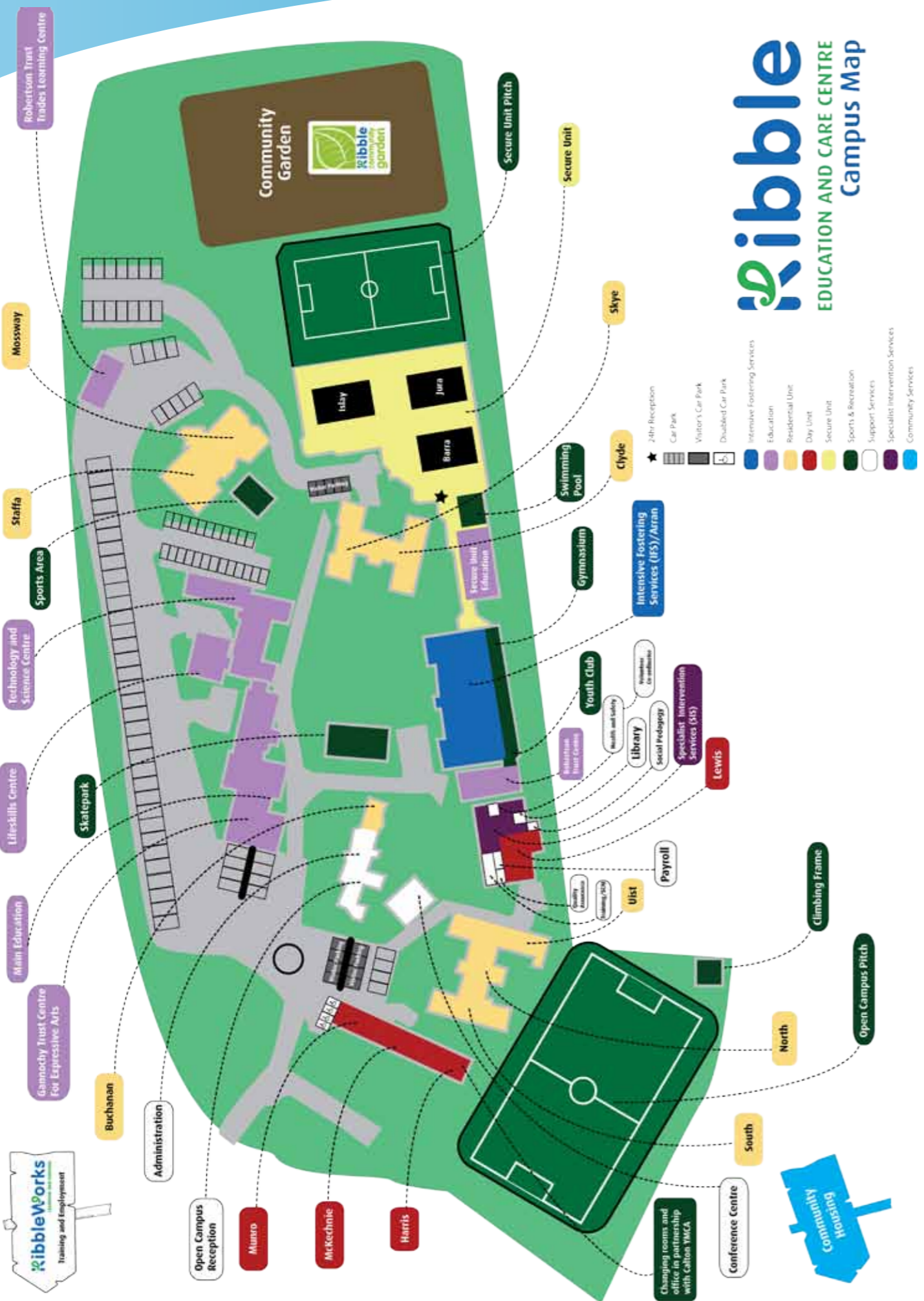
Holyrood Magazine advertisement, September 2011



The majority of the young people (18-24) employed under KibblePLUS programmes have come from Renfrewshire, in keeping with Kibble's role as a community anchor organisation. We are able to continue offering employment and training opportunities through our Community Jobs Scotland programme.

96 percent of young people on our training and employment programmes are from Renfrewshire.

Fundraising for Others



Our young people and staff participate in many fundraising activities to benefit a range of other organisations and charities, both local and national.

Events we held

- Craft fairs
- Coffee mornings
- Raffles
- Kibble Choir performances
- Munro climbing
- Kibble 'It's a Knock Out' event
- 'Movember' moustache growing
- Caring Christmas Trees sale and distribution
- Walking the West Highland Way

Who we helped

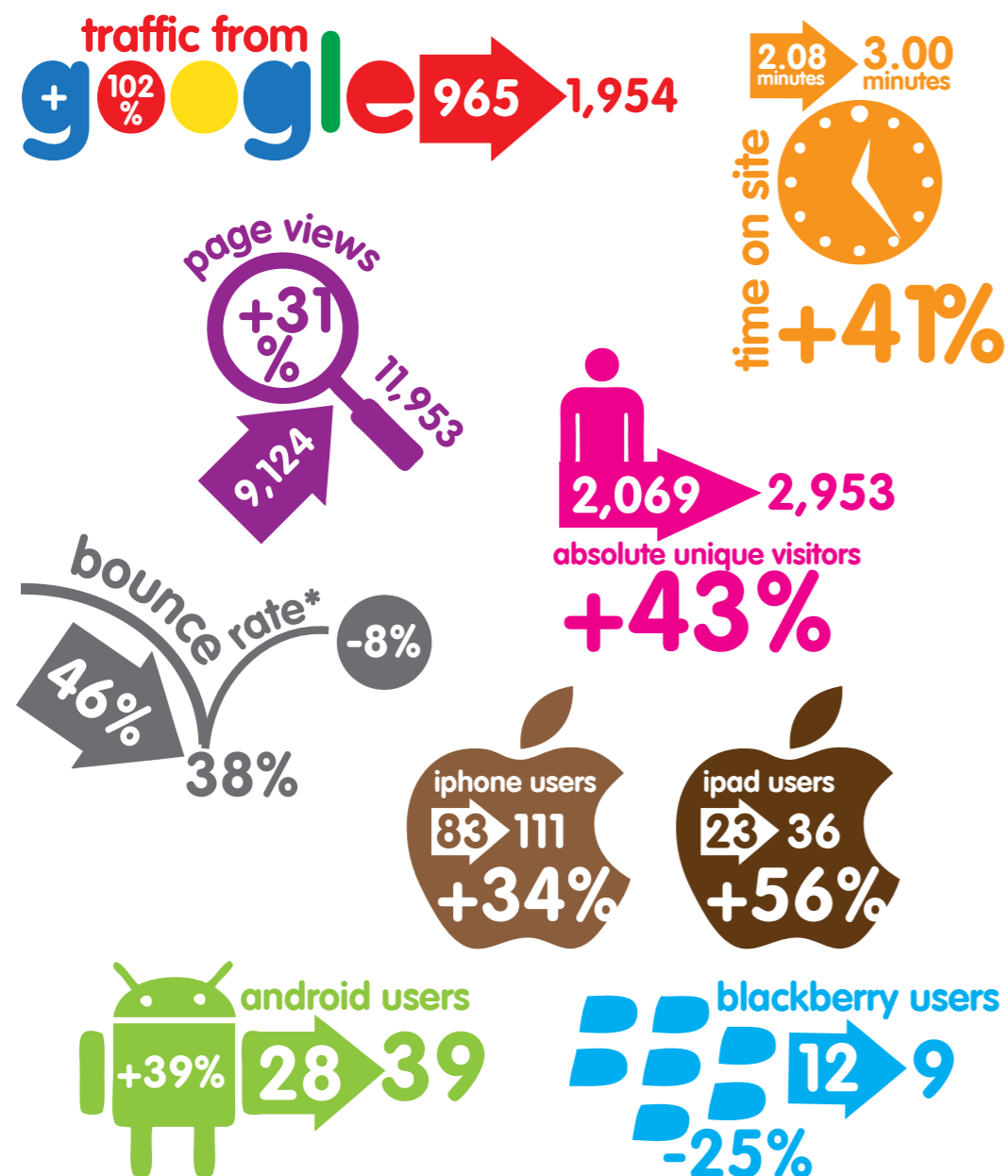
- Accord Hospice, Paisley
- Breast Cancer Campaign
- Cancer Research
- Comic Relief
- Help for Heroes
- Kersland School, Paisley
- Macmillan Cancer Care
- Plan International – sponsor a child in Zimbabwe
- The Prostate Cancer Charity
- St Vincent's Hospice, Johnstone
- Yorkhill Children's Hospital, Glasgow
- Vatsalya Orphanage, Jaipur, India



Our Website: www.kibble.org

www.kibble.org relaunched in August 2011 with a new design, completed in-house by our Funding, Marketing and Communications (FMC) department.

The monthly figures below demonstrate the improvements seen in our web traffic and usage before and after the redesign.



* Bounce Rate is the percentage of single-page visits



We have also joined Twitter, allowing you to keep up to date with our news by following @KibblePaisley

Our Research

Research into Practice Forum

Kibble's Research into Practice Forum was established in Autumn of 2010 to develop more focused knowledge-sharing across the organisation. This initiative is grounded in a Knowledge Transfer Partnership with the University of the West of Scotland. The forum is also a response to a recognised need for more effective transfer of knowledge with respect to evidence-based and evidence-creating practice and is a reflection of Kibble's commitment to sharing and collaboration.

The forum meets every six weeks, with a core membership drawn across staff groups including Senior Management, Audit Team, Funding, Marketing and Communications, Education, Health, and Specialist Intervention Services. An open invitation to attend is also extended to all staff within Kibble via our intranet and staff newsletter.

The forum operates in tandem with our internal Ethics Committee, also established in autumn 2010, and informs ethical approval processes and protocols based on the experiences and feedback of previous researchers and applicants. The forum also offers guidance on research areas and methods, as well as on the ethical approval application process to prospective researchers.

Ethics Committee

Kibble's internal Ethics Committee was established in Autumn 2010 and has undergone steady development since then. As a learning organisation, Kibble's uniquely integrated array of services is underpinned by a "research to practice" approach. Therefore, a wide range of qualitative and quantitative research is being undertaken at academic and practitioner levels to improve the quality and effectiveness of our programmes. Researchers comprise both internal and external groups and individuals with research up to Doctoral level currently being undertaken in education, mental health, social entrepreneurship and HR. Ethics Committee members are drawn internally from Senior Management, Psychology Team, Education, Audit Team, and child protection staff/Duty Managers. In addition, we have external members including an independent Chartered Forensic Psychologist and social work practitioners and academics. Where subject-specific expertise is required in considering an application for ethical approval, appropriate specialists may be invited to contribute to the committee's deliberations. The committee liaises with the Research into Practice Forum via a dual coordinator, to facilitate sharing of knowledge and information on current research subjects and to identify gaps in research.

Kibble: A Learning Organisation

The Research into Practice Forum is one aspect of our commitment to perform as a learning organisation, i.e. one which:

- Acquires and shares knowledge, allowing it to innovate, survive and thrive in a rapidly changing environment
- Values employee contributions
- Creates a culture that encourages and supports continuous employee learning, critical thinking and risk-taking with new ideas
- Learns from experience, whilst experimenting and disseminating new knowledge throughout the organisation for incorporation into day-to-day activities



Why Do You Do What You Do? May 2011

Held in conjunction with Euroarc, we organised and catered for this event, held at the St Mirren Stadium conference suites. The conference theme was evidence-based and evidence-creating practice, and featured an impressive breadth and quality of research and presenters.

How do you provide opportunities for a vulnerable young person to progress and develop a career?

"For Fergus to reach the top ten finalists in "Young Builder of the Year" is another glowing example of his commitment and enthusiasm to any task he sets his mind to."
Fergus' Key Worker, September 2011



"It has opened the door to the world of work again and has made me believe in myself."
KCL participant, 2011

Who Cares? Stardust Ball brochure advertisement, September 2011

The Kibble Experience in Action: Kibble Construction Ltd. (KCL)

Kibble Construction Ltd (KCL), part of Kibble's training and employment programme celebrated its first birthday on 1st February 2011. In the first year they employed eighteen participants, aged between 18 and 24, who successfully completed the comprehensive alteration and refurbishment of a run-down bungalow in Paisley. The work was carried out by the young people under supervision and they were responsible for all structural and joinery work, brickwork, decoration, landscape and gardening.

Subsequent contracts include the full structural stabilisation and renovation of a tenement in Love Street. This property remains in the ownership of Kibble Education and Care Centre, forming a home for young people in the community. This project employed seven participants who worked in difficult conditions to produce a completed building to industry standards. KCL is currently undertaking the conversion of a derelict former hostel in Linwood into five terraced homes for sale on the open market. The contract is programmed to employ twenty young participants.

KCL enables young people to gain valuable working experience in a real construction environment and has already led to full-time employment for several of them. Equally important it has improved the confidence and self-esteem of the young adults involved in the project.



Fergus Whyte (pictured left) first came to Kibble in 2008 when he started attending Kibble's Day Services at the age of fourteen. Fast forward four years and how things have moved on! Now Fergus has embarked on a four-year apprenticeship with Jarvie Plant Hire and was a top 10 finalist for Youthbuild UK's "Young Builder of the Year 2011" award.

During his two years in Day Services, Fergus established himself as a positive role model for other young people and demonstrated a strong awareness of injustice and sense of fairness. He also gained various Standard Grade and Intermediate qualifications including Construction Crafts: Site Carpentry and Bench Joinery, and Construction Crafts: Carpentry and Joinery Techniques.

In 2010, on the next stage of his "Kibble Journey", he progressed from Day Services to working within our enterprise and employment hub, KibbleWorks, specifically with GroundBreakers. Whilst working with GroundBreakers, Fergus developed a particular interest in hard landscaping and construction. His skills and aptitude for this type of work prompted a move to working with Kibble Construction Ltd. (KCL).

Staff at KCL noticed Fergus' consistent enthusiasm and natural talent for construction and nominated him for Youthbuild UK's "Young Builder of the Year 2011" award. With candidates nominated from over 40 organisations throughout the UK, Fergus did extremely well to reach the final ten.

In September 2011, Fergus started a four-year apprenticeship with Jarvie Plant Hire as a Mechanical Fitter. In Fergus' own words this involves "working with the big machines... I'm really looking forward to it".

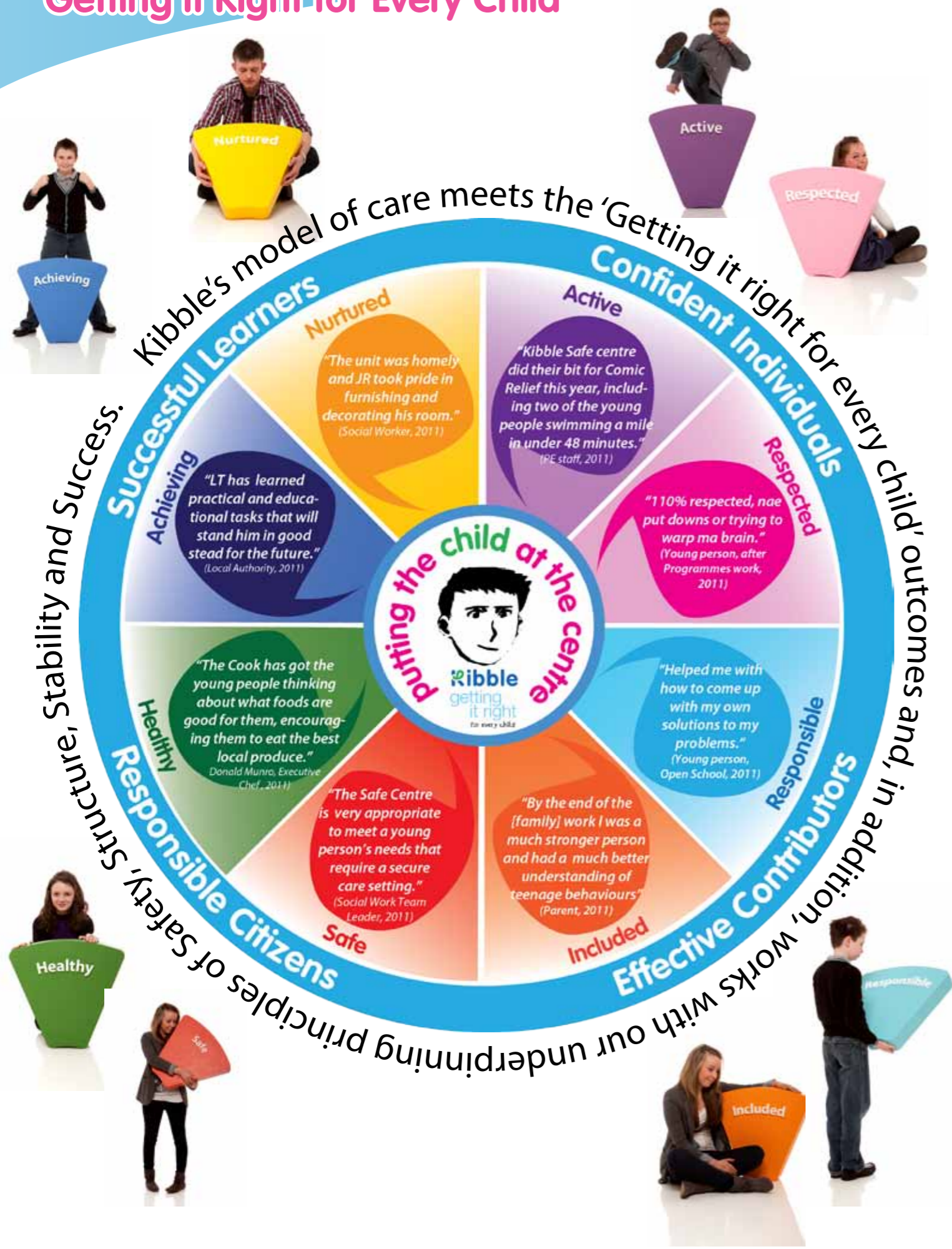
Overall, Fergus says that he has enjoyed his time here at Kibble and that it feels "really good" for his hard work to be recognised, both with the award nomination and the apprenticeship. It shows the other young people what can happen if "you keep your head down and get on with it". So Fergus continues to be an inspiration to other young people.

"I've really enjoyed my time working at KibbleWorks"
Fergus Whyte,
August 2011

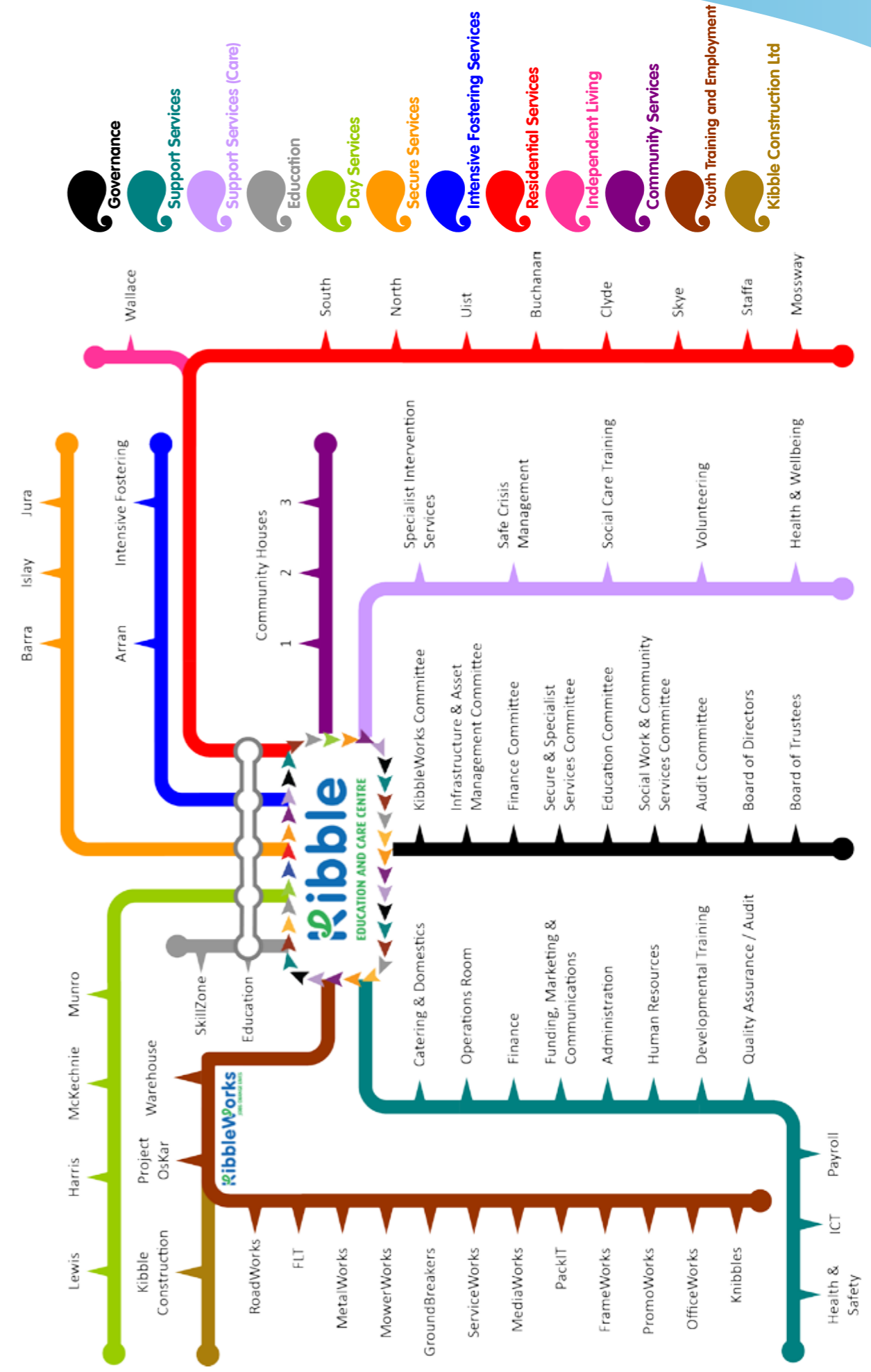
"We always knew Fergus had the potential to achieve a full time position within our own organisation..."
Kibble Staff Member,
September 2011

Getting it Right for Every Child

Our Services



Kibble Service Design and Delivery



Education

Education

At Kibble we offer a full range of courses and qualifications suitable for every age and ability. All subjects are moving towards the new Curriculum for Excellence. Curriculum for Excellence aspires to enable all subject teachers to help students to become: successful learners, confident individuals, effective contributors, responsible citizens.



Subjects have been regrouped under the following headings:

- Expressive Arts
- Modern Languages
- Numeracy and Mathematics
- Health and Wellbeing
- Sciences
- Social Sciences
- Literacy and English
- Religious and Moral Education
- Technologies

In addition, Kibble's Intensive Support Department provides a differentiated curriculum for learners with moderate or specific learning difficulties, or for young people for whom a special/primary facility can best meet their emotional needs.

Personalised education plans are also put in place to:

- Develop awareness of strengths and learning styles
- Provide support in classes at times of crisis
- Develop and share strategies with teaching staff
- Encourage achievement and attainment

Other activities include:

- High impact educational and cultural trips (e.g. Belfast, Auschwitz)
- Music/drama/choir performances
- Outdoor education
- Community and charity work



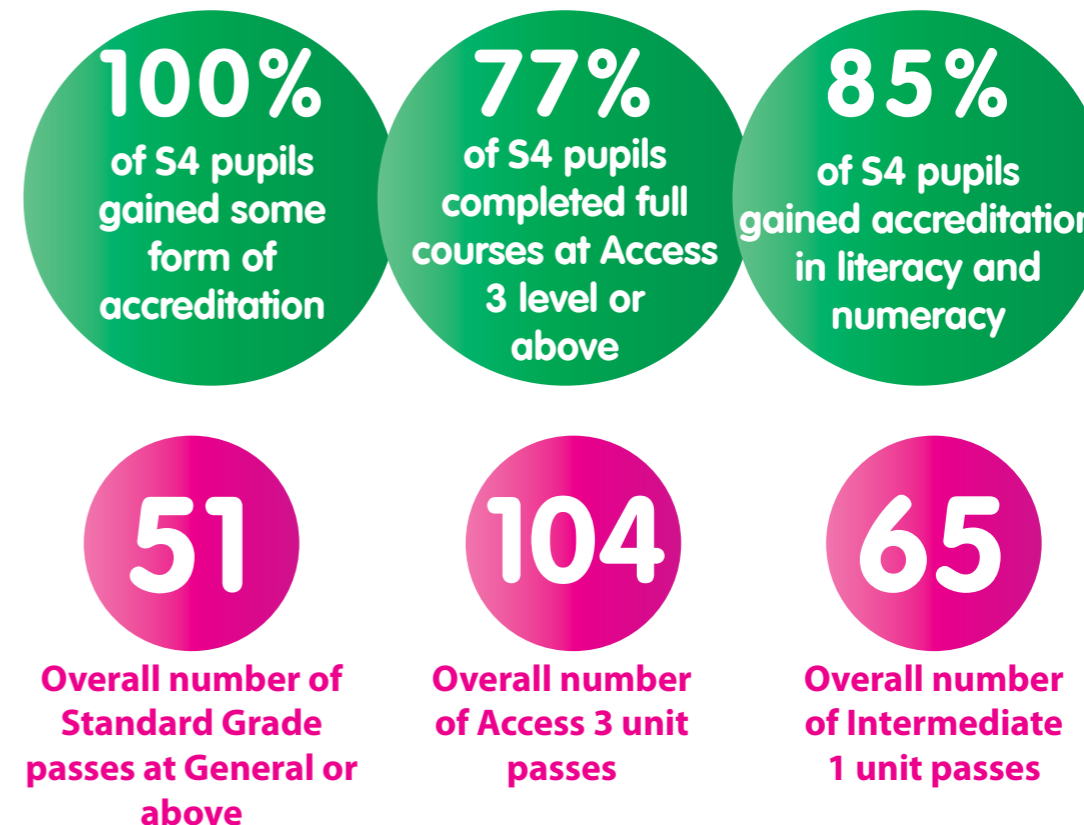
Lamont City Farm

Some of our staff and young people have carried out extensive building and maintenance work on a voluntary basis at Lamont City Farm, a vibrant independent charity project in Erskine. As well as being of great benefit to the farm, this provided valuable work and training experience for the young people who participated.

Health and Wellbeing

All teaching staff have a responsibility for Health and Wellbeing. To meet the needs of all learners, education departments work closely with a number of specialists like the Looked After Children Specialist Nurse and Specialist Intervention Services team. Such partnerships allow us to address young people's mental, social, emotional and physical needs. As part of the school day, learners take part in programmes including smoking cessation, drug/alcohol awareness, relationship issues and sexual health. Recent additions to our Health & Wellbeing programme include direct input from NHS specialists and developing strategies to assist young people in maintaining healthy patterns of sleep.

Class of 2011 Fourth Year



New to the Curriculum in 2011

To complement our curriculum and to provide more varied and flexible routes to attainment and achievement, the following courses have been added in 2011:

- Hairdressing (Intermediate 1)
- Fashion and Textiles (Access 3)
- Beauty (Intermediate 1)
- Sports Leadership (Level 1)
- Hospitality (Intermediate 1)
- Personal Finance (SCQF 4)
- Cycling (Bronze)
- Creating Digital Media (Intermediate 1)
- Award in Personal Effectiveness to complement CoPE (ASDAN)
- NPA Game Design (SCQF 4)
- Religious, Moral and Philosophical Studies (RMPS) (Intermediate 1)





CURRICULUM FOR EXCELLENCE

Kibble Vocational Education



Skills for Learning

Skills for Work

Skills for Life

ANGLING FOR YOUTH DEVELOPMENT, GAME FISHING:
LEVEL 5 UNITS

CYCLE MAINTENANCE:
INTRODUCTORY QUALIFICATIONS

COMPUTING STUDIES:
ACCESS 3 / INTERMEDIATE 1

DRIVING PROFICIENCY

EMPLOYABILITY:
ACCESS 3 / INTERMEDIATE 1

COMPUTING GAME DESIGN:
LEVEL 4

INTERNAL / EXTERNAL WORK PLACEMENTS:
ACCESS 3 UNITS, CITY AND GUILDS

COMMUNITY PROGRAMMES:
LAMONT FARM, CRAIGLEA NURSING HOME, KERSLAND SCHOOL

PROMOTING

Literacy
Enterprise
Working Together
Independent Learning
Creativity
Problem Solving
Engagement
Motivation
Numeracy
Communication
Evaluating
Critical Thinking
Understanding
Transferable Skills
Health and Safety
Technology
Computing Skills
Initiative
Self Reliance
Ambition
Partnership

MOTORBIKE MAINTENANCE, AUTOMOTIVE SKILLS:
ACCESS UNITS

SKILLS FOR WORK. CONSTRUCTION:
INTERMEDIATE 1 / 2

SKILLS FOR WORK, AUTOMOTIVE SKILLS:
INTERMEDIATE 1

SKILLS FOR WORK, HOSPITALITY:
INTERMEDIATE 1

SKILLS FOR WORK, HAIRDRESSING:
INTERMEDIATE 1

PRACTICAL CRAFT:
ACCESS 3 / INTERMEDIATE 1

HOME ECONOMICS:
ACCESS 3 / INTERMEDIATE 1

SKILLS FOR WORK, CREATIVE MEDIA:
INTERMEDIATE 1



KibbleWorks

Kibble

www.kibble.org
SQA Approved
Centre



Day Services

Kibble's Day Services provide the support needed to maintain educational placements for young people who live at home or in local authority care. Each young person's allocated key worker supports him or her closely throughout the placement. Key workers meet regularly with teaching staff and work co-operatively to develop strategies to promote the balance of social and emotional wellbeing with educational achievement. Often highly personalised packages are created and implemented.

Standard Day Services Package

Personalised Care:

- Pre-placement visit involving young person and family
- Home visits at times of crisis
- Routine home visits
- Daily phone calls and weekly reports
- Buddying and mentoring
- Help for families at times of crisis
- Key working (regular key time with key worker)
- Parenting support, coaching and guidance
- Use of Snoezelen Room (supported by a grant from Children in Need) to soothe and calm

Activities:

- "Playtime" (planned, unstructured, therapeutic play)
- Camping trips and other sustainable pro-social activities
- Fishing club
- A comprehensive activity programme during school holidays

Intensive Day Services/Alternative to Residential Care

Over and above the standard Day Services' daily family contact, there is a range of services available from which an individually tailored package can be established. These can include any of the following:

- Evening/weekend work with the young person and his or her key worker. This can be activity-based, Programmes-based, or simply extended time with the key worker
- Family work, where the key worker spends time rebuilding damaged family relationships
- Temporary respite within one of Kibble's other services
- Wrap-around on-call service for young people and their families/carers
- Community-based diversions from residential and secure care



Specialist Intervention Services

Special Intervention Services (SIS) at Kibble is an added extra that makes Kibble special and unique. SIS encompasses four distinct services providing a range of specialist assessments and interventions for young people at risk and their families:

Psychology Services, Programmes Team, Family Support and Intervention Services, Research and Evaluation



How do you support vulnerable families to identify and build upon their strengths and to cope with their difficulties?



Family Support and Intervention Service:

Working in partnership with young people and their families.

Having tried to access family support through other agencies, "Aileen" had been left disappointed and frustrated. In common with other parents, she reported feelings of powerlessness and low self-esteem, perpetuated by a perceived "blame culture" on the part of professionals. This all changed when her family was offered the support of Kibble's Family Support and Intervention Service:

"The service has been a definite turning point for our family. After being through such a stressful time trying to deal with our son's behaviour, we had been left feeling hopeless, powerless and useless! From the day we were introduced to the service and our worker, we felt that at last we had found someone who really listened to us and believed in what we had to say. Mostly she helped us to believe in ourselves again and gradually build our confidence after having it crushed. The work we did together was carefully focused around our specific needs as a family and was set out in a way that was very easy to understand and take in. It was intense at times but was always delivered in a way where we all felt completely comfortable and supported. It helped us to understand each other better and made communicating together easier. We have all learned so much from the work we did and it has been invaluable to us as a family. I can honestly say I don't know where we would be now if we hadn't had the help, support and understanding from this service."

Kibble's Family Support and Intervention Service works in partnership with young people and their families to address familial risk and individual need. We have identified key factors in achieving this by offering families a five-tier system that will enhance the inherent strengths of children and their carers/parents and promote crucial protective factors. We endeavour to:

- Reduce the risk of a young person being taken into residential care
- Reintegrate young people back into their own families and communities

Mission statement:

We view all families as unique; we aim to help families build upon their strengths as well as supporting them with their difficulties. We believe in considering all of the family in promoting resilience and planning change.

"The facilitator built up our confidence and helped us believe in ourselves as parents again."

"We were guided rather than preached to, taught rather than lectured."

"The parenting programme has made a huge difference to me as a parent, giving me more understanding and skills."



Care Accolades Finalist, June 2011

Kibble's Family Support and Intervention Service was established in January 2009. The relative novelty of the service proved to be no barrier to its recognition by the prestigious Care Accolades. The Family Support and Intervention Service received a Special Commendation in the Children and Young People category.

Youth Training and Employment



"If it wasn't for Kibble and the opportunity they gave me, I wouldn't have got this apprenticeship at Audi."

Danielle Cowan

"Danielle is doing great and she's as keen as mustard. We've never had a female apprentice at this workshop, but she's just like one of the boys and she'll do whatever she's asked to do to the best of her ability."

Iain Murdoch, Manager,
Audi Accident and Repair Centre



Danielle Cowan from Renfrew spent several months with Kibble's vehicle maintenance social enterprise RoadWorks, and that led directly to Danielle being taken on as an apprentice spray painter at a major Audi car dealership in May 2011.

Intensive Fostering Services

Kibble's IFS is unique to Scotland with its emphasis on finding foster placements with integrated services for adolescents:

- Integrated education at Kibble and/or youth enterprise employment placement at KibbleWorks
- Individual outreach support to young people in college and/or employment
- Structured leisure activities and group work programmes
- Supervised birth family contact and support
- Integrated supported care packages between 18 and 21
- Proven integrated planned assessment process

"The biggest kick from my job is seeing the young person come on in leaps and bounds; just seeing him smile and be genuinely happy is enough to make anyone's day."

Tommy Arthur, Foster Carer



March 2011 saw the launch of IFS's recruitment campaign: Changing Futures Together.

Taking an innovative approach, IFS combined marketing methods such as local bus advertising, a dedicated website with social media integration, and taking up stalls at local shopping centres, encouraging informal chats with potential foster carers.

All creative marketing for this campaign was provided by Kibble's FMC department



IFS: Promoting Youth Participation, March 2011

The IFS seminar 'Promoting Youth Participation' took place on 3rd March in St Mirren Stadium's conference suites. The aim of the event was to benefit and increase people's knowledge of promoting participation within a range of children and young people's services, particularly in the context of intensive fostering services.

IFS Difference Day, March 2011

Young people, Foster Carers and Volunteers worked with the IFS team to help share their experiences of foster care. The day centred around four themes: Family, Health and Wellbeing, Education and Play, and Volunteering. Lots of activities and games took place on the day and everybody involved was presented with gifts as tokens of Kibble's appreciation for all their hard work and dedication.

How do you encourage young people with chaotic lives and poor diets to switch to and enjoy healthy, nutritious food?



"The boys like to eat food they are familiar with - fish and chips, curries, burgers and fried chicken. We give them a similar type of food, but we make sure it's a healthier version than what they would get in a fast food outlet."

Carol McMath, October 2011

"The boys used to ask for takeaways when they were getting a treat for someone's birthday, but now they ask Carol to cook a special meal for them. Carol really cares about the boys and she's got them thinking about what foods are good for them"

Donald Munro, Executive Chef,
Kibble, October 2011

Kibble's Secure Unit serves the community by looking after those children and young people who need a safe and controlled environment in order to prevent harm to themselves or to others. We provide safe and secure accommodation only after all other options have been considered. Young people are received into Kibble either through the Children's Hearing system or through the courts.

We recognise that those who arrive at Kibble are at a point of crisis in their lives. Our duty is to care for them with humanity and to respect their rights, including their individual and diverse backgrounds. We work in a collaborative manner that will allow us to address the problems that have contributed to their situation, and we work with other agencies to achieve the highest standards in childcare planning, and provide for their long-term development. It is hoped that, by positive intervention, real progress can be made towards gaining a sense of purpose and achievement that will give a solid base for the future.



Carol (pictured left) works in our Secure Unit kitchen providing three meals a day for its staff and eighteen young people up to the age of 18. She excels in her daily management of the kitchen and staff training responsibilities and it is testament to her outstanding contribution that she was nominated for the Best "Dinner lady"/ Public Caterer BBC Food and Farming award in November 2011.

Carol has turned around the diets of the young people at Kibble, and they now request and enjoy eating healthier foods. Her meals are much more than "just food". In addition to this, Carol works with our in-house nurse to ensure adequate calorie and nutrient intake and, crucially, to encourage them to eat food that does not exacerbate behavioural problems. She also insists on using the best local producers, where possible, particularly for products such as meat and fish. Fresh salad and vegetables are guaranteed as they are grown a mere 50 yards from the kitchen in Kibble's community garden. Carol meets with our head gardener regularly to enable her to plan seasonal menus, utilising as much of the produce as possible.

One of Carol's key strengths is her genuine care and concern for the young people in our Secure Unit and she invests time and energy in their emotional and nutritional well-being far beyond expectations. She recently tutored a young person in our employment and training programme, KibbleWorks, through their SVQ Food Technology to such a standard that they were nominated by Skills Development Scotland for the Young Apprentice of the Year Award.

Throughout the last four years Carol has also helped to raise the standards of the food produced in the kitchens to restaurant standard under the tutelage of our Executive Chef Donald Munro who has worked in a range of fine dining restaurants. This was reflected in our recent Care Commission inspection where we received a grade 6, the highest level, for quality of care and support.



We are delighted that the sports facilities at Kibble's Safe Centre are used extensively by external community groups. The football pitches and gym are particularly well utilised by the following: John Hillcoat Goalkeeping Academy, Calton Athletic, Mojams local boys' club, a social workers' 5-a-side group, and a local amateur football team. We are also very proud that the Safe Centre joined the Small Schools Football league in August 2010 – the only secure unit in Scotland to do so.

Intensive Residential Services

All of the residential services within Kibble are now focused on Intensive Support for the young people. The young people have a range of risks and needs which are assessed at the point of referral and we attempt to tailor the services which best match the most prominent aspects of these risks and needs.

Our range of intensive residential services:

Two 8-bedded units offering placements to young people exhibiting high-risk inappropriate harmful behaviours

One 6-bedded and one 4-bedded unit offering placements to young people exhibiting high-risk aggressive behaviour

One 4-bedded unit for young people requiring intensive support

One 4-bedded unit for preparation for independent placements, which can also operate as a step-down resource for any of the above specialist services

One 8-bedded and one 6-bedded unit offering placements to young people characterised by high levels of vulnerability and possible mental health concerns

One 6-bedded step-down unit from our secure facility



As an organisation that offers both education and care, the most significant integration of service for Kibble exists across the education programme which we offer linked to the residential and day care. In bringing the education and care services together, our focus is on integrating the fundamental principles of GIRFEC with the overarching approach detailed within the Curriculum for Excellence. The outcomes identified for each young person attempt to reflect their progress against both GIRFEC and Curriculum for Excellence.

All of the intensive residential services receive support from our Specialist Intervention Services (SIS) team of Psychologists and Programme Workers. Individual programmes are tailored to the needs of the young people and the SIS team is also able to offer a range of levels of family support/intervention. We have very positive links with the local Health Board and continue to develop partnership working with the NHS staff as we increasingly work with youngsters who have a range of health issues.

We recognise the critical importance of working professionally with all placing agencies and, across the intensive residential services, are developing a focused model of regular 6-weekly planning discussions/reviews for all the young people in these services. We welcome the opportunity to remain part of this partnership as we feel they are a key element of the support that the young people require as they make the transition from Kibble back into the community.



Community-based Services

Kibble has been providing community-based services for over ten years, and until now these have exclusively been offered to young people who have already been attending Kibble. However, a recent review highlighted a need to re-design the service provision to meet the ever-changing needs of service users and purchasers.

We have therefore developed a range of community-based services on a needs-led basis. These offer highly intensive services for young people who present high risk behaviour, through to less intensive support for young people in leased flats with packages tailored to their needs. There is supporting evidence that this varied method of service provision has benefited young people, their families and service purchasers.

All of our services are reviewed annually. This process incorporates the views of young people, their parents/carers, service purchasers and the Care Inspectorate set in the context of the core principles of "How Good Is Our Throughcare". These views underpin our practice and values in relation to service provision.

"JM has made significant progress and has had many good experiences in your care. The staff's commitment and good communication was appreciated by my team."

Area team social work manager

"Thank you for taking me in as one of your own. I won't forget it."

Young person

"Their efforts have been excellent in the progression of FM over the period of time he has spent in Kibble and hopefully set him up for the future which he would not have had if it had not been for the care and attention bestowed upon him by your staff."

Grandparents of a young care leaver

Building on our successful track-record with young people attending Kibble, we are now able to offer a range of bespoke services to young people external to Kibble, some of whom may be with other service providers.

- Bespoke specialist community services for the most vulnerable and at risk young people aged 12-16, with access to Special Education and Kibble's Specialist Intervention Services.
- Age 16-18+: Employment training, ongoing risk assessment and preparation for independent living/own tenancy.
- Age 16-18+: Access to Supported Employment Programme and Kibble's Specialist Intervention Services. Intensive Community-based Independent Living.
- Age 16-18+: Supported flats (single or shared tenancies). Tenancy supported 6 to 12 hours a week, with 24 hour on-call backup. Employment Training as an option.

KibbleWorks

KibbleWorks is the youth training and employment arm of Kibble Education and Care Centre. Based in Paisley, KibbleWorks comprises a portfolio of social enterprises offering employment and training to young people aged 16 to 24 from a care or custody background, or facing barriers in the workplace.

KibbleWorks effectively blends job creation, economic and workforce development and training for young people with multiple barriers. This approach has been identified internationally as a proven model for helping people move into the workforce.

KibbleWorks has just launched its Community Jobs Scotland Programme, offering a range of exciting opportunities.

Community benefits

- ✓ Regeneration
- ✓ Environmental
- ✓ Social
- ✓ Health
- ✓ Economic

We offer:

- ✓ Qualified supervisors
- ✓ Employability support
- ✓ Jobsearch support
- ✓ Knowledge and experience
- ✓ Mentoring

Our young people gain:

- ✓ Jobs
- ✓ Valuable opportunities
- ✓ Transferable skills
- ✓ Vocational training
- ✓ Team working



PromoWorks
The Warehouse
FrameWorks
RoadWorks
GroundBreakers
Knibbles

MowerWorks
MetalWorks
OfficeWorks
ServiceWorks
Project OsKar

Please visit
www.kibble.org
for more info!

"Having this job made me realise how important work is."

Young Person, 19, KibbleWorks

ENTERPRISING OPPORTUNITIES IN:

Warehousing and Distribution
Re-use and Recycling
Trades
Construction
Marketing
Mechanics

Catering
Print Solutions
ICT
Multimedia
Administration
Child and Youth Care

"I've got more self-respect now."

Young Person, 18, KibbleWorks

"It's a lot easier to find a job when you're in a job."

Young Person, 24, KibbleWorks

"I'd recommend it to everybody. It gets you on your feet."

Young Person, 21, KibbleWorks

"Brilliant - I love it. There's never been a dull moment since I've been here."

Young Person, 17, KibbleWorks

"I've matured a lot, not just in work life, but in my personal life."

Young Person, 23, KibbleWorks

"Since I walked in the door I feel like I've not stopped learning."

Young Person, 20, KibbleWorks



Project Oskar



www.projectoskar.org

are expected of these young people as of any other Project Oskar team member. This is due to carefully planning their transition to ensure they can swiftly adapt to the working environment. Project Oskar's main goal is to get the young people on placement work ready and assist them in finding employment. In 2011 15% of our young people moved into employment in the commercial sector. All of the young people on placement with us gain invaluable skills and experience which we hope will stay with them for the rest of their working lives. For them, their future is working!



CRNS Partnership Award with Renfrewshire Council, April 2011
"The support the council has given us in pushing through an entirely new partnership has given Project Oskar the best possible start to continuing our work with the local community."
 Gaynor Hutton, Project Oskar Manager

PR Campaign of the Year Award, Scottish Green Awards, September 2011
 Project Oskar's branding is very distinctive and is becoming well known in the local area, with branded vehicles often out and about. The judging panel described Project Oskar as *"extremely engaging and effective"*.

Best Partnership Initiative Award with Renfrewshire Council at the Scottish Waste & Resources Awards, October 2011
 This award was designed to recognise outstanding achievements in the waste and resource industry in Scotland and provide a unique opportunity for the public, private and community sectors to gain national recognition for environmental performance, innovation and best practice.

Project Oskar is KibbleWorks' recycling hub, offering re-use services to the local community. As one of the KibbleWorks social enterprises, Project Oskar offers training and employment placements to young people who have multiple barriers to employment. These supported placements are designed to assist young people to form work life habits and undertake the lifestyles changes required to gain employment.

Project Oskar is run as a commercial enterprise, turning over in excess of £200,000 in 2011. Our customers include local solicitors, local councils, housing associations, private individuals and businesses in the Renfrewshire area. As we compete against private companies for business, our services must be professional and of a very high standard. The young people placed in Project Oskar are therefore made well aware of what is expected of them. They must be punctual, work with care, be customer aware and show that they can deal with different customers' requirements. This business ethic filters down through Project Oskar from the management to all young people employed - if they let us down, we may need to let down our customer which is not acceptable. Like many of the KibbleWorks enterprises Project Oskar has a mixture of young people from various backgrounds including some who have been in residential care at Kibble. The same standards

Project Oskar



Chief Executive's Report 2011

A Charity built on Commitment and Trust:

"We will leave this place not less but greater, better and more beautiful than it was given to us." Extract from the Athenian Oath

Charities with a history as long as Kibble's are only sustained with the support of a very wide community. It is testimony to the input, insight and expertise of our Trustees and Directors that this organisation has not only survived, but also continues to thrive and develop. Their voluntary activity is augmented by the increasing number of other people giving freely of their time and skills to support young people at risk. Maintaining the work of this large and complex organisation 24 hours a day, 7 days a week, also requires a large staff group and we are fortunate to have people who bring care, professionalism and resilience to their careers. To them all I would like to express my thanks for their efforts in making our community and country a better place for everyone, while maintaining Kibble's position as Scotland's specialist provider of services for high risk and high dependency young people.

Committed to our mission:

"To found and endow in Paisley an Institution for the purpose of reclaiming youthful offenders against the laws." Miss Elizabeth Kibble 1840

Our mission remains constant – working with young people who present the most challenges to existing services. Our charitable principles inform all aspects of our work and we believe that we have an added responsibility to operate not just efficiently and effectively, but also transparently and with an added focus of wider community benefit. Kibble is based on its original site, but the old institutional ways of working are long gone. Our multi-purpose campus with its state of the art facilities allows us to deliver integrated services from the one location, drawing on the strength and expertise of a wide range of staff, with input from external agencies where required. Our increasing range of satellite sites and activities complement our work and add breadth to the depth of services we offer.

Committed to improvement and development:

"Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skilful execution; it represents the wise choice of many alternatives." William A Foster

Committed to continuous improvement across all our services, the year has seen exceptionally high occupancy and participation levels. Kibble works with a concentration of young people who have a complex and acute mix of social, emotional, educational and behavioural issues. Most of them come to Kibble after a long period in some form of public care, and the understanding and expertise of a well qualified and well experienced staff group is paramount. As we operate at the intersection of child welfare, youth justice and mental health services, we require staff to have a very broad based overview of youth development. To address this need we are working with other agencies and the University of the West of Scotland to develop and implement a social pedagogue training course for staff. To respond to the current economic pressures we are adapting our training delivery methods to ensure that our staff remain fully equipped to deliver high quality support and interventions to young people.

Committed to joint working:

"Society is indeed a contract. It is a partnership in all science; a partnership in all art; a partnership in every virtue, and in all perfection. As the ends of such a partnership cannot be obtained in many generations, it becomes a partnership not only between those who are living, but between those who are living, those who are dead, and those who are to be born." Edmund Burke

Following the National Residential Child Care Initiative, the Government has moved ahead with commissioning specialist services for young people at risk. Commissioning is the process public bodies use to assess need, design services to meet those needs, and select an appropriate service to meet those needs. Kibble will be working with public bodies to ensure that our services are appropriate to the young people we seek to serve. Charities too have a role in leading best practice, and where need is not being met, aiming to provide services that fill the gap. This should be done in a way that promotes social innovation and positive economic impact – an increased challenge in times of economic stringency. Innovation is often associated with research, commercialisation and the development and introduction of high tech products. However innovation can also include the development of new skills and capabilities through education and training, and new forms of management, organisation and working practices.

Committed to the Future:

"The future is not some place we are going to, but one we are creating. The paths to it are made not found, and the activity of making them changes both the maker and the destinations." Philip Adams

This year we continued our investment in people, programmes and places using a mix of operating surplus, philanthropy and grant support. Our new education centre, comprising classrooms and resource areas, together with The Gannochy Trust Centre for Expressive Arts have transformed our educational service delivery and opened up a whole new range of opportunities to implement the Curriculum for Excellence. Also on campus our new Community Garden will allow us to grow a range of fresh food while introducing young people to the benefits of healthier lifestyles. Our training and employment services now include Kibble Construction where houses are purchased and redeveloped. Project Oskar is a furniture re-use enterprise that combines environmental, social and economic impact.

Kibble has a strong track record of acquiring and sharing knowledge, allowing us to innovate, survive and thrive in a rapidly changing environment. We will continue to improve and develop services mindful of the 'circle of life' as we offer care, education and vocational training as Kibble did when it opened in 1859.

Graham Bell, 2011

Strengthening our Services

Our Support Services

Kibble is a very complex and heavily regulated organisation, operating 24/7. These challenges are addressed by ensuring our strategy, technology, structure, human resource systems, measurement systems and culture are responsive to the needs of the organisation. The design and development of many of these areas are covered by our Support Services. These include HR and Development, Administration, Payroll, Finance, ICT, Facilities, Internal Audit, Funding, Marketing and Communications. As part of their day-to-day work, Support Services are engaged in designing and applying the processes, policies, procedures and performance measurements which help ensure the smooth and efficient running of the organisation. This in turn helps us meet our social mission to provide better outcomes for the young people in our care.



The Kibble Community Garden

Our Community Garden Project, which is part of the KibbleWorks programme, employs disadvantaged young people and trains them in horticulture. Headed up by a professional gardener, the team grows healthy salad and vegetables for our young people and staff meals across 7 kitchens and is also involved in the maintenance of our 17.5 acre campus. Thanks to a grant from the Climate Challenge Fund, we have also established a composting project, allowing us to compost all of our food waste, thereby diverting it from landfill. See details of the award we won in recognition of our composting efforts below! The young people will also be given the opportunity to gain qualifications in manual handling and health and safety, whilst learning a variety of soft skills such as language and communication, confidence and self-esteem, interpersonal skills and a work ethic. All of these are invaluable skills to learn in preparation for entering permanent employment.



Simon Wood, Brian Donnelly and Simon Stronach



Douglas Boyle 'Proximity Principle Pot' Award, November 2011

Our Community Garden team have been awarded this for their outstanding management of the Community Garden's Rocket A900 composter which is being used to recycle all of our food waste. It is a great achievement to be awarded this having only been composting since September.

Financial Breakdown

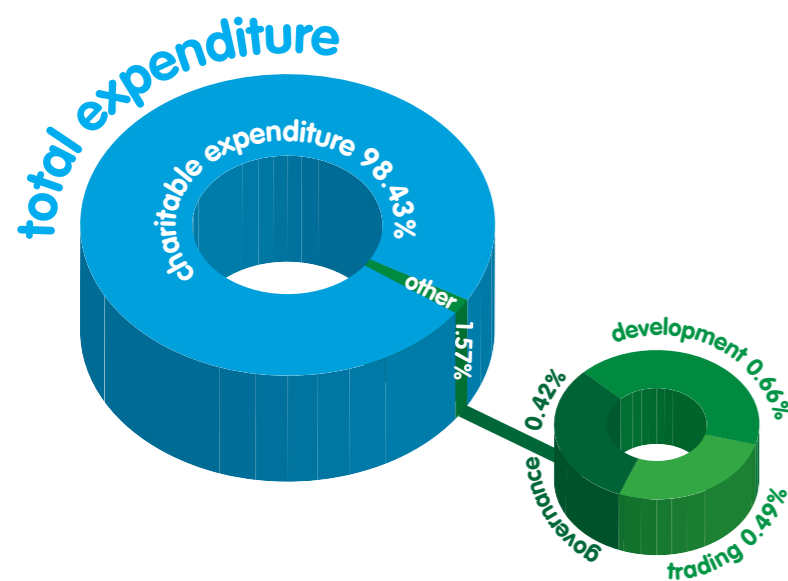
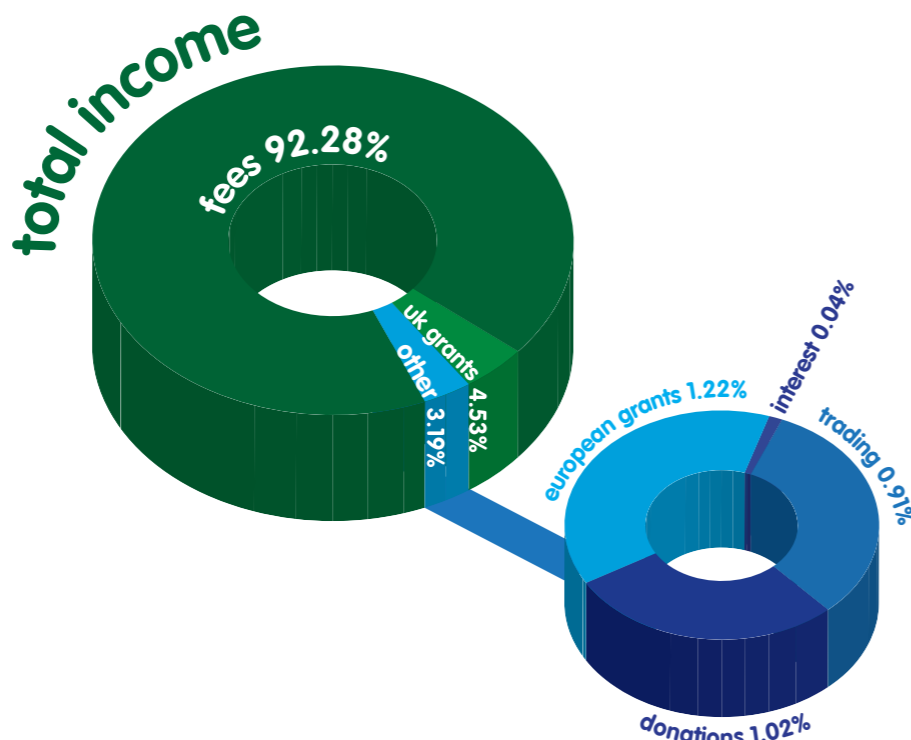
Our Supporters

INCOME

Kibble Education and Care Centre's main income (92.28%) came from fees received mainly via Scottish Local Authorities and was up 10.72% on 2010, although the fee income percentage to other income fell by 2.72% from 95% in 2010.

The remaining 7.72% was made up of UK Grants (4.53%), European Grants (1.22%), Donations (1.02%), Interest (0.04%) and Trading Income (0.91%).

Trading Income, Donations and UK Grants were up on 2010. Income from European Grants and Interest Receivable fell by 30.32% and 49.52%.



EXPENDITURE

98.43% was spent on our Charitable Expenditure¹. The remaining 1.57% was spent on Governance (0.42%), Trading (0.49%) and Development (0.66%).

Expenditure on Governance was up by 13.5% on 2010's figures, while we were able to make efficiency savings of 13.45% in Trading and 27.96% in Development.

¹ Charitable Expenditure includes, but is not limited to: staff costs, rent, insurance, training and travel.

Due to the specialist nature of Kibble's work we focus on developing key partnerships to help us deliver more efficient and effective services. These partnerships take a wide variety of forms, including philanthropy, social investment, and a range of collaborations to allow us to adopt and share knowledge and best practice locally, nationally and internationally.

Thank you to investors in our people, our programmes and our places.

- The Beatrice Laing Trust
- Bellahouston Bequest Fund
- The Big Lottery Fund
- Central Scotland Green Network Development Fund
- Climate Challenge Fund
- The Clothworkers Foundation
- The Equitable Charitable Trust
- The Esmée Fairbairn Foundation
- European Social Fund
- The Gannochy Trust
- Garfield Weston Foundation
- The Heritage Lottery Fund
- The Hugh Fraser Foundation
- The James & Patricia Hamilton Charitable Trust
- The MacRobert Trust
- The Merchants House of Glasgow
- The Moffat Charitable Trust
- The Percy Bilton Charity
- Peter Brough Bequest Fund
- The Rayne Foundation
- The Robertson Trust
- Scottish Investment Fund
- The Wolfson Foundation
- Zero Waste Scotland



We would also like to express our thanks to our volunteers, who give so generously of their time and commitment.

The summary comes from our Annual Statutory Accounts. Copies of the full report can be obtained by contacting Kibble Education and Care Centre.

Marketing and Communications

This Annual Review was compiled and designed in-house by our Funding, Marketing and Communications (FMC) Department. The Central Solutions Team trained a number of 18-24 year old participants as part of the KibblePLUS programme during 2010 and 2011, and two of those young people, Scott and Michelle, excelled in their roles and managed to secure permanent positions within the team. Scott, 23, from Renfrew, was experiencing difficulty finding a job after graduating from University, and now works at Kibble as a Web Development Assistant. Michelle, 22, from Paisley, was also thankful to Kibble for giving her the opportunity to shine. "Coming to Kibble has given me back my confidence which I had lost because

"I was unemployed for nearly a year when I left university. It's very difficult to find a job and if it wasn't for the training programme at Kibble, I don't know what I would be doing. I wouldn't be surprised if I would still be out of work."

Scott Earl

I had been unemployed for such a long time. The Kibble training programme opened the door to me getting the job as Marketing Assistant. If it wasn't for the training programme, I would still be signing-on. It means a lot to have a job. Nobody likes being unemployed and I didn't feel useful when I wasn't working. Now I feel I can contribute something and I am useful to someone by putting my skills to good use."



Claire Ross, Lesley Fuller, Scott Earl and Michelle McAughey



PR Campaign of the Year Award, Scottish Green Awards, September 2011

The Funding, Marketing and Communications department played a crucial role in helping Project OsKAR develop their marketing strategy, which included their distinctive logo, leaflets and posters, website, twitter and facebook accounts, and more.

Training and Development

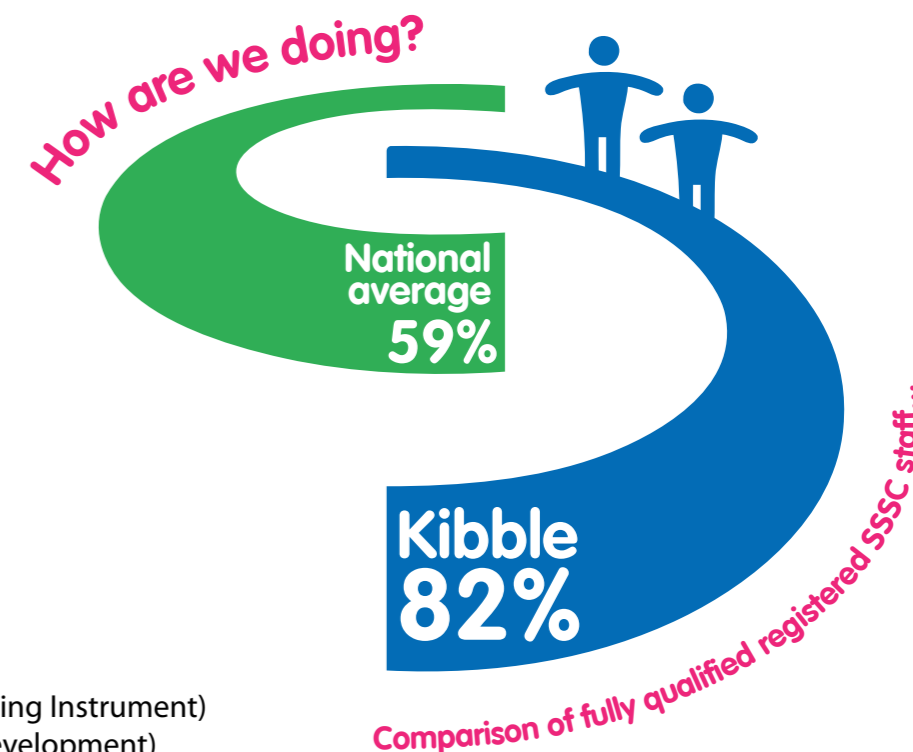
Kibble has long recognised that the complex needs of the young people in our care demand a skilled and qualified workforce. We put great effort into our comprehensive training and development programme, which ensures that staff in all disciplines and at all levels are fully equipped and supported to maximise their skills and competency levels. With over 400 staff, as an enterprising third sector organisation delivering highly specialised services, it is essential that Kibble maintains a cycle of continuous improvement in all areas of operation.

Essential Training

- Developmental Assets
- SCM (Safe Crisis Management)
- Safe Handling of Medication
- KiDAS (Kibble Driving Assessment)
- Safe Centre Induction
- Manual Handling
- First Aid
- Fire
- Food Hygiene
- Child Protection
- SVQ/HNC

Developmental Training

- RAP (Response Ability Pathways)
- LSCI (Life Space Crisis Intervention)
- Handling Teenage Behaviour
- Young Minds
- YASI (Youth Assessment and Screening Instrument)
- Ross Programme (cognitive skills development)
- ASIST (Applied Suicide Intervention Skills Training)
- Anger Management Programme



Tree Of Knowledge "Fun at Work", January 2011

In partnership with Renfrewshire Chamber of Commerce, we played host to a different kind of event - an interactive workshop by Tree of Knowledge, using fun to encourage, motivate, and boost confidence.



Investors in People Silver Award, May 2011

Kibble was first accredited with the Investors in People Award approximately ten years ago. Re-accredited in May 2011, Kibble was given a Silver award; less than 2% of the organisations across the UK who have gained IIP recognition achieve either Silver or Gold status. We can and hopefully will still improve as we embark on the next three-year period but we are very proud of the staff's achievements in gaining this prestigious recognition.



Kibble

EDUCATION AND CARE CENTRE

Throughout this document, we have used the icons below to highlight certain stories, awards and events that we wish to share with you.



We hope that you enjoy reading our 2011 Annual Review, and look forward to the next!



@KibblePaisley

This Annual Report was printed by the Print Brokers, Paisley.
As part of their Corporate Social Responsibility Policy a donation will be made to a local charity.

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