

Kibble Education and Care Centre

A Better Future

Welcome

From our Board Chair

Welcome to the 2014 edition of the Annual Review. As always, we remain committed to Kibble's original charitable purpose of working with young people at risk. Kibble continues to operate as a national provider with a strong local footprint. Today, the national specialist service provision runs in parallel with local projects that focus on young people at risk. Investment in evidence-led service development ensures Kibble can respond to need, whilst continuing to be a social innovation leader within its field. Income stream diversification runs alongside this, as we seek to ensure the strategic direction is strong and stable. The Board have reaffirmed the belief that the charity needs to be more than a public service contractor, centrally directed and only delivering to a narrow service specification. The requirement for needs-based innovation in the social sector remains important and Kibble is confident that it is well placed to meet its mission.

Gavin Norman Walker DL
Chairman

and Chief Executive

It's been another exciting year at Kibble and I'm pleased to offer an insight into our work and the progress we have made. What we do at Kibble is underpinned by our commitment to providing the right relationships and opportunities for young people, leading to positive youth development. As we prepare to operate within a new public procurement framework, we are mindful that we look after and support young people often characterised as 'high risk' or 'high dependency'.

My closing sentiment in last year's Annual Review was the expectation that the coming year would be one of continued development and making a difference in the lives of young people. We have achieved both of these outcomes, despite ongoing public sector austerity and an increase in the complex needs of the young people referred to us. We work hard at developing responsive personalised services, underpinned not only by relationships, but also by practice which is evidence-based or evidence-creating. Kibble's Outcome Framework has been embedded across the organisation, ensuring that measurement and evaluation meet rigorous standards, and this has been commended in favourable Inspection Reports.

Social progress depends on individuals and organisations continuing to adapt and improve. Our strong commitment to social innovation and the development of our uniquely integrated array



of services enables us to continue to contribute to positive social change. Our approach is of international interest, but our primary concern is to ensure that we do 'what works'.

Kibble has been part of the social fabric of Paisley and Renfrewshire for 155 years, and we continue to invest in our three main pillars of 'people, places and programmes'. Over the past year we have continued to develop an increasingly diverse range of satellite services. These include community residential services for young people requiring specialist support and an adult placement service for care leavers.

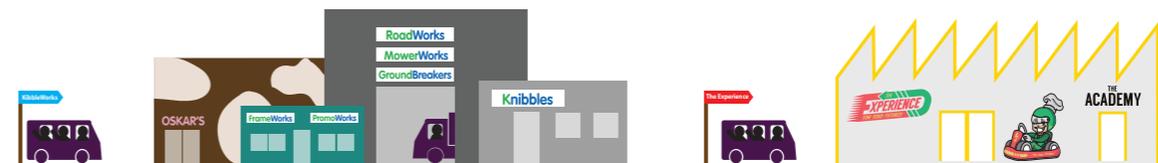
We are also making a significant capital investment in our KibbleWorks service through the creation of 'The Experience' - a large youth training and employment centre operating as a social enterprise in the leisure and hospitality sector. This will make Kibble's wider work more visible and higher profile, and we are not complacent about the risks and challenges associated with this. However, we believe the return on investment will be both social and financial, demonstrated through the unparalleled range of vocational opportunities offered. Research on the life chances of young people at risk consistently highlights the need for work experience and transitional support into adulthood - these are key elements of KibbleWorks.

Good governance is a shared responsibility between trustees and senior staff. Kibble's Board is strongly committed to exemplary and effective governance, and constantly seeks to balance a strategic approach with scrutiny of operations. As Kibble's work expands so too has the remit and composition of the Board. Seven sub-committees meet regularly, with responsibilities for specific areas, reporting directly to the Board. 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. In 2014 we began the first phase of a steady, planned succession of the Senior Management Team. This will ensure that during a period of ongoing transition, we retain the capability and capacity to continue providing high quality services.

Finally, it is with both sincerity and admiration that I record my thanks to everyone who contributes to the organisation's work, impact and ethos. At one time some people referred to Kibble as "the school for bad boys". That damaging depiction has long gone, and the many visitors we welcome each year frequently comment on the positive, vibrant community we are today. I look forward to another challenging year ahead, as we continue to work to our charitable mission with a focus on what matters and what works.

Graham Bell
Chief Executive

Welcome



Education

In line with 'Developing the Young Workforce' - Scotland's Youth Employment Strategy - a great deal of our work encourages young people to re-engage with learning, whether it's through tailored education or supported employment. Lapwing Primary has a focus on outdoor learning as it provides one of the best ways of engaging with difficult to reach young people. Plans are underway to expand the primary services.

The Kibble education curriculum teaches across the four contexts of learning - ethos and life of the school, subjects and curriculum areas, wider achievement, and interdisciplinary learning. Pupils are tracked in their progress across the four contexts every six weeks which complements the tracking of the SHANARRI indicators under the Outcome Framework.

Challenge and resilience are cross-curricular themes promoting learning for sustainability.

Ethos and Life of the School

- Caring Kibble pupils spent over 2000 hours volunteering at primary schools, care homes and community projects - 5 pupils earned Saltire Awards in the process
- Our fundraising activities made over £4000 that pupils donated to 12 different charitable organisations
- We have active Pupil Councils in both the open school and safe centre. Recently they have played a key role in the introduction of school polo shirts, and helping with interviews for candidates for teacher vacancies



Curriculum Areas and Subjects

- 66 pupils achieved 297 SQA units across 29 different subject areas. We completed 54 full qualifications at SCQF level 3 and above
- Our pupils gained a range of vocational qualifications including 1 City and Guilds award and 2 SVQs
- Last session saw our first ever presentation at SQA Higher level



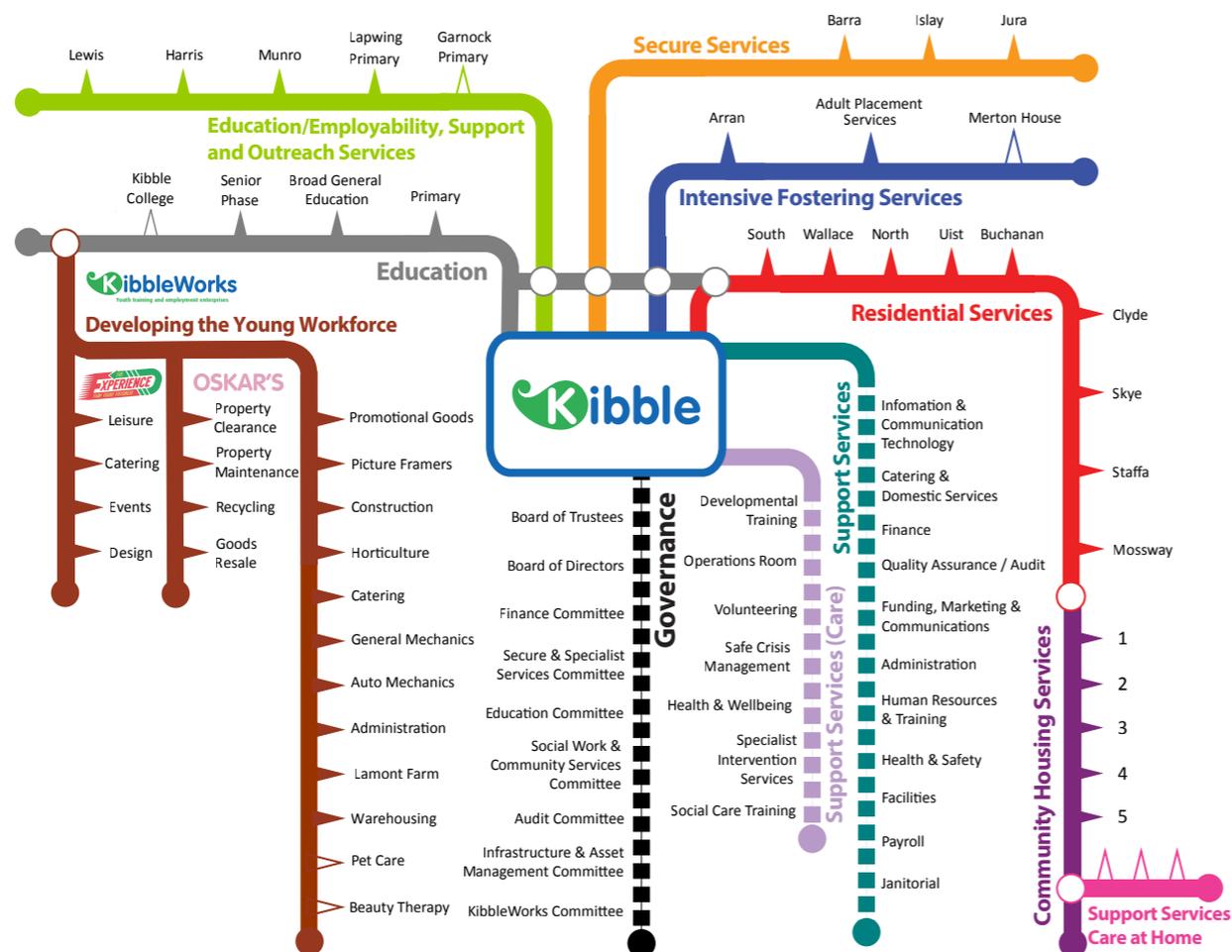
Wider Achievement

- 1 of our pupils was selected as a baton bearer in the Commonwealth Games Queen's Baton Relay
- 7 pupils were certified as first aiders by the British Red Cross
- 4 pupils became Level 1 Sports Leaders
- 5 pupils qualified as football coaches, 1 trained in badminton and 1 specialised in basketball
- The talented young artists in our safe centre curated the Koestler Trust Exhibition



Interdisciplinary Learning

- Self-esteem and confidence of pupils was raised, and we continued to encourage the use of transferable skills gained across many areas of the school. We staged 12 different shows and events that were enjoyed by over 500 guests
- Almost 200 voters took part in the Kibble Referendum – a one off event in which pupils managed every detail from campaign management and registration to counting votes - 74% backed the 'Yes' campaign



Kibble's Journey Through 2014...

Express Yourself

Kibble's Gannochy Trust Centre for Expressive Arts first opened its doors in 2010 and since then it's been a hub of creativity, nurturing the talents of young people as they develop confidence and self-esteem. It's the ideal venue to showcase talent to teachers, family and friends and 2014 was a bumper year. A few of the highlights included:

- The Gannochy Festival - an annual music event featuring the Kibble Band amongst others
- Burns celebration event
- DJ presentation
- The Singing Group performed for local care home residents
- Screening of a film funded by Creative Scotland and directed by Peter Mackie Burns
- Kibble Allsorts Variety Show for Renfrewshire Mental Health Arts and Film Festival
- Peter Pan and the Return of Captain Hook show
- The Big Freeze panto
- Behind the Noise – weekly sound engineering courses
- Health promotion events such as yoga and street dance
- Dirty Feet Dance Company use the hall weekly for rehearsals

Supporting Role

South unit look after a wide range of young people, many of whom exhibit challenging behaviour and have a common need for stability in their lives. Working with families has always played an important role, and in 2014 the focus was on proactively promoting family work, providing help in addition to the services delivered by the Specialist Intervention Services team. Staff offered parents and grandparents support with their own needs, and assisted on family trips away.

Young people were also actively encouraged to contribute to the local community. Achievements have included one young person securing a Saturday job, and participation in a charity event to raise money for the emergency services.

This work has been a resounding success and will continue in 2015.

Happy Birthday – You're Ten!

Kibble reached a milestone in 2014 as its Intensive Fostering Services (IFS) enjoyed its tenth birthday. Many young people who have been looked after by IFS sent cards with messages such as: "Thank you IFS for helping me through my highs and lows and offering me a great amount of support. I couldn't ask for a better family and they can't do enough for me."

With 36 young people being fostered in this time, the service celebrated a decade of welcoming young people and carers through its doors and thanked the staff, young people and carers for being part of the IFS community.



Going for Gold

Kibble was presented with the prestigious Investors in People Gold Accreditation award. The awards are designed to recognise companies and organisations that encourage and train their staff to improve both themselves and the performance of the organisation they work for.

Chief Executive Graham Bell reaffirmed the organisation's commitment to the personal development of staff: "Training is a top priority at Kibble as we aim to provide the best possible service to the young people we teach and who are in our care."

This was the second award of 2014 following hot on the heels of the EFQM award.

Specialist Intervention Services

Our Specialist Intervention Services (SIS) team have further added to the range of trauma treatments offered, introducing Treating Problem Behaviour (TPB) trauma therapy (R.Greenwald), with the support of the Scottish Government. Measuring self-reported trauma symptoms of young people in secure care showed an average decrease of 30% between initial accommodation and six weeks later. We are also the only residential childcare service to offer Dialectical Behaviour Therapy as a method of support to young people.

When asked to rate the usefulness of the SIS team's work, social workers gave an average rating of 9.2 out of 10. Feedback from young people working with SIS has also been positive:

- 100% felt respected in sessions
- 96% felt listened to by their worker
- 96% felt safe in sessions
- 96% felt that their worker cared about their future
- 82% felt that they had learned new skills

Brighter Futures

KibbleWorks, our collective of youth training and employment enterprises, also turned ten in 2014. This was a big year for KibbleWorks and in September it became an approved City and Guilds Centre. It has subsequently been granted approval to offer courses in Vehicle Systems Maintenance, Horticulture, Warehousing and Personal Progress. Offering these vocational and industry recognised courses has strengthened the benefits to the young people, giving them the best chance of a successful transition to a meaningful career. In addition to formal qualifications, KibbleWorks also provides short courses relevant to a range of work-related areas. The bike maintenance programme started in 2014, and is an excellent example of our initiatives working together.

We believe our efforts to integrate the learning and employment elements of KibbleWorks ensure our work is fully cognisant of many of the recommendations of the Wood Commission Report, (Education Working for All!), and we will endeavour to benchmark our activities against the full range of recommendations as we continue to develop.

See our website for more details.

Transitions

Leaving care can be a daunting thought for many young people; they usually don't have the same support network as someone leaving the family home. We provide this through community services and can offer supported tenancies, employment support and ongoing links with care staff.

Registration from the Care Inspectorate for Housing Support Services was recently achieved, allowing young people to take up their own tenancies with assistance from staff - based on individual need. We also have registration for Care at Home which allows us to provide personal care for young people if required.

A Holistic Approach

Social pedagogy is concerned with well-being and learning, bringing together theories and concepts from related disciplines. Social pedagogic informed practice gives Kibble an overarching framework to link together our existing strength-based training while offering an opportunity for staff development. In 2014 colleagues continued to show a healthy uptake for this learning through workshops, study trips, national networks and university modules.

Social Pedagogy Introductory Module (Year 1)

- 14 staff members completed the module
- 3 are working towards completion
- 2 colleagues engaged in the practice days of the module

Life Space Crisis Intervention Module (Year 2)

- 15 members of staff completed the module
- 5 are working towards completion

We are Family

We were delighted to have played a huge part in the success of the CELCIS conference in Perth Concert Hall in October. The conference was named 'We are Family' and the Kibble family were heavily involved. Young people from Kibble's open school and safe centre created artwork for the event, which was displayed in the main foyer of the Concert Hall.

The Kibble Band kept everyone entertained during the lunch break and gathered quite an audience with their talented musicians. Kibble TV filmed the event and one of our budding actors teamed up with Who Cares? Scotland to perform a comedy play highlighting areas of change within residential care.

Tasty treats, made and packaged by our young people, went down a storm with delegates and we returned with an empty box! It was a fantastic day for all involved.

Open House

For many years Kibble has welcomed visitors from near and far. With a proud tradition of being open and transparent, we recognise the importance of knowledge sharing, and actively encourage people to come and learn about our social enterprise model, our integrated services and our outcomes. Information sharing is a two-way process and drawing on knowledge and experience from a range of diverse sources leads to strengthened networks and improved practice.

In 2014 we welcomed a number of guests including Education Scotland, Lithuanian visitors, the Scottish Government, Slovakian visitors, 'The Real' David Cameron and various children's panels.

Motivated Learners

Kibble offers young people, based in their local communities across the central belt, access to our Education Services. There are various reasons why mainstream schooling has perhaps not worked for our day pupils. Our Education/Employability Support and Outreach Service (ESOS) ensures the help continues beyond school time, when it's needed, through our evening and weekend outreach programmes or through other activities which are available 24/7. We are proud of our achievements in 2014:

- an overall average attendance of 91.6% for day pupils
- over half of all day pupils have an attendance rate of 95% or above
- 3 young people stayed on for a sixth year, each with a bespoke programme including Highers, mentoring, work experience and college placement
- 4 new primary pupils made strong progress with an average attendance of over 99%
- 2 young people have engaged in bespoke outreach packages. These youngsters could not access education/training on campus, so the learning and teaching went to them
- 88% of parents/carers feel behaviour has significantly improved

Our Challenge

Last year 71% of young people moving from ESOS achieved a positive destination. Raising this figure is our key focus, with our vision to achieve a positive destination for all young people. We also plan to track destinations and provide support to ensure these are sustained.

Fitness Focus

2014 was an important year for sport in Glasgow with the advent of the Commonwealth Games and Kibble was proud to have two baton carriers in its midst.

It has been said a healthy body equals a healthy mind, and in North unit a strong emphasis is placed on keeping young people fit and active. Various initiatives were undertaken throughout the year to promote this theme including the 'insanity' keep-fit programme, cycle trips and a range of other sports and leisure activities.

The fitness campaign continued as Team North entered the Paisley 3K fun run and Team Fast Track entered the 10K in August. The training regime was not for the faint hearted and involved a 7 o'clock start most mornings on campus. The shin splints and blisters were worth it, as the runners raised £1400 for the Teenage Cancer Trust.





You see a kart –
we see a young person’s future.

The Experience opened in November 2014 and is based in the former Rolls-Royce aero-engine factory at Hillington Park. The themed entertainment and events venue operates as a social enterprise under the KibbleWorks banner. It gives young people (16+) facing barriers to employment the chance to learn new skills and gain valuable experience, improving future job prospects. The Experience houses Scotland’s only indoor electric adult and junior Go-karting arena.

The Gannochy Trust Academy for Culinary Arts provides a state-of-the-art training kitchen and 120 seat restaurant – the perfect place to enjoy a tasty bite and debate the race results! Our Karting with a Conscience programme ensures karting is available for all, with tandem and adapted Go-karts.

Phase Two is on track to open in spring 2015 and will provide:

- Leisure & Learning – a fun and educational centre focusing on STEAM subjects (science, technology, engineering, arts and mathematics)
- Volta Ville – dedicated facilities for junior visitors including themed party spaces incorporating a 140ft slotcar track, model making and educational activities
- Laser Experience
- The Imaginarium – a welcoming sensory space for visitors with additional support needs
- Creative and flexible events and meetings space – custom built space for conferences and ‘confertainment’ including The Social Innovation Station (meeting space, resources, training, support and advice for social economy organisations)
- A youth workers’ resource hub including the former Scottish Institute for Residential Child Care (SIRCC) child and youth care library



WWW.THEEXPERIENCE.ORG.UK



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Our Future – Strength in Ambition

2015 will be a year of particular significance as we commemorate 175 years since Miss Elizabeth Kibble wrote her Last Will and Testament, leaving a lasting legacy to offer care and support to young people in Paisley and ultimately laying the foundations for Kibble. From the outset we have always been forward thinking and there to support young people facing adversity. Although we remain true to these principles, our methods are constantly evolving and we grow our ambitions to ensure the young people in our care are given the best possible opportunity to build a brighter future.



At the forefront of this vision is the need to work in partnership, to continue to integrate our services, and to develop our provision to meet the changing requirements of young people. This was certainly evident with the opening of Kibble’s newest social enterprise, The Experience. Supported by ERDF and a range of trusts and foundations, this will equip young people (16+) with new skills and valuable commercial work experience in the leisure and hospitality industry, ultimately improving employability prospects. See opposite page for more details.

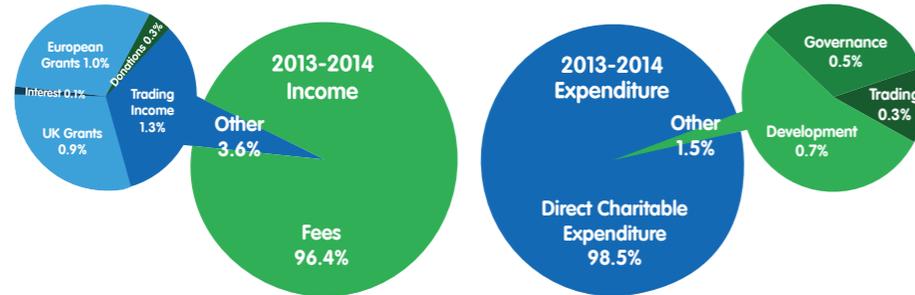
Kibble’s Intensive Fostering Services (IFS) will open Merton House in Largs, a care home/residential service for 5-12 year olds in spring 2015. It will support some of the youngest and most vulnerable people in the care system. This early intervention service will work with a maximum of five children at any one time and provide a supportive and nurturing environment. Children living at Merton House will get regular opportunities to enjoy family living with respite carers which will help aid the transition from residential living to a long-term foster care placement. The young people will also have access to our other provision such as the primary school and psychological services. We believe this facility is unique in Scotland.

IFS will also continue to strengthen the service it offers by working to recruit more foster carers and adult placement providers through our ‘Join our Fostering Family’ campaign. They will be busy delivering the message that if you’re a patient and resilient person keen to make a difference, fostering could be for you and Kibble is one of the best services you can do it with.

In the coming year Kibble will continue to grow its school service for younger children with the addition of Garnock Primary. This means Kibble will have two active primary schools delivering a learning model aimed at reintegration into the mainstream where possible. Early intervention and effective support is the model for sustainability.

Our Commitment to Excellence

Finances



Extract taken from the Kibble Education and Care Centre Report and Financial Statements for the year ended 31 March 2014, Consolidated Statement of Finance Activities. A full copy of the report is available on request.

Care Inspectorate Reports

School Care Accommodation Service Inspection Report

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

Care Inspectorate, August 2014

Safe Centre Secure Accommodation Service Inspection Report

Quality of Care and Support	6	Excellent
Quality of Environment	5	Very Good
Quality of Staffing	5	Very Good
Quality of Management and Leadership	6	Excellent

Care Inspectorate, August 2014

Intensive Fostering Services Inspection Report

Quality of Care and Support	6	Excellent
Quality of Staffing	6	Excellent
Quality of Management and Leadership	5	Very Good

Care Inspectorate, January 2014

Adult Placement Services Inspection Report

Quality of Care and Support	6	Excellent
Quality of Staffing	5	Very Good
Quality of Management and Leadership	6	Excellent

Care Inspectorate, June 2014

Thank You!

We would like to express our wholehearted thanks to those who have supported Kibble during 2014. Your kindness allows us to continue our work, investing in and enhancing our services. Ensuring each disadvantaged child and young person in our care has access to a brighter and improved future is at the heart of what we do, and your generosity allows us to continue with this work.

- The Big Lottery
- The Peter Brough Bequest Fund
- Creative Scotland
- The Mr and Mrs William Donald's Memorial Trust
- European Regional Development Fund
- European Social Fund
- The Gannochy Trust
- Glasgow Airport Flightpath Fund
- Moffat Charitable Trust
- The Underwood Trust
- Zero Waste Scotland

This Annual Review was designed and created in-house by Kibble's Funding, Marketing and Communications department.



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