



# The Kibble Experience 2012

The interactive PDF version!



Jump page



External link

**A Sustainable Future**





## Integrated Services - Improved Outcomes

Kibble aims to get it right for every child. We constantly work to improve the services we provide for children, young men and young women and have invested heavily in enhancing the quality of our campus and ensuring we have the best qualified, most committed staff.



Look out for SHANARRI indicator icons used throughout this document...

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# Welcome!

## from our Board Chair and Chief Executive

We are delighted to introduce Kibble's annual review.

Many of the young people at Kibble have long experience of the child welfare system, may have been involved in offending behaviour and be experiencing significant psychological or psychiatric difficulties. Giving these young people support and direction is at the heart of our day-to-day activities and underpins all our services.

A sustainable future is our aspiration for these young people. Kibble's effectiveness is seen in the outcomes young people achieve and set within our principles of safety, structure, stability and success. Our services - needs led and evidence based - evolve and develop as we strive to 'get it right'.

Our Trustees and Directors believe thorough governance is good governance - please take a look at Kibble Map on the following page which illustrates our services and governance structure. As a charity with a long history of service to young people and the wider community, society profits when we do our work well. Although many of our services are delivered as public services on behalf of local authorities and central government, charitable trustees also have clear and specific responsibilities to ensure the effectiveness and sustainability of the charity. This includes being clear, not just about current services, but also how these will be improved and developed within the context of Kibble's charitable purpose and mission. This Annual Review will outline our services and how we intend to continue supporting young people.



In the past year, two of Kibble Education and Care Centre's founding directors passed away. Moira Goudie was a serving director and led our education sub-committee. As a former teacher and previously active in children's hearings she brought a down-to-earth practicality and kindness to us. Our former chairman, James Jack, MBE, had led the organisation with great insight and intelligence over a period of great change and development. Both are sorely missed and epitomised public service as individuals who gave unstintingly and freely of their time and talents.

*"I long to accomplish a great and noble task, but it is my chief duty to accomplish humble tasks as though they were great and noble. The world is moved along, not only by the mighty shoves of its heroes, but also by the aggregate of the tiny pushes of each honest worker."*

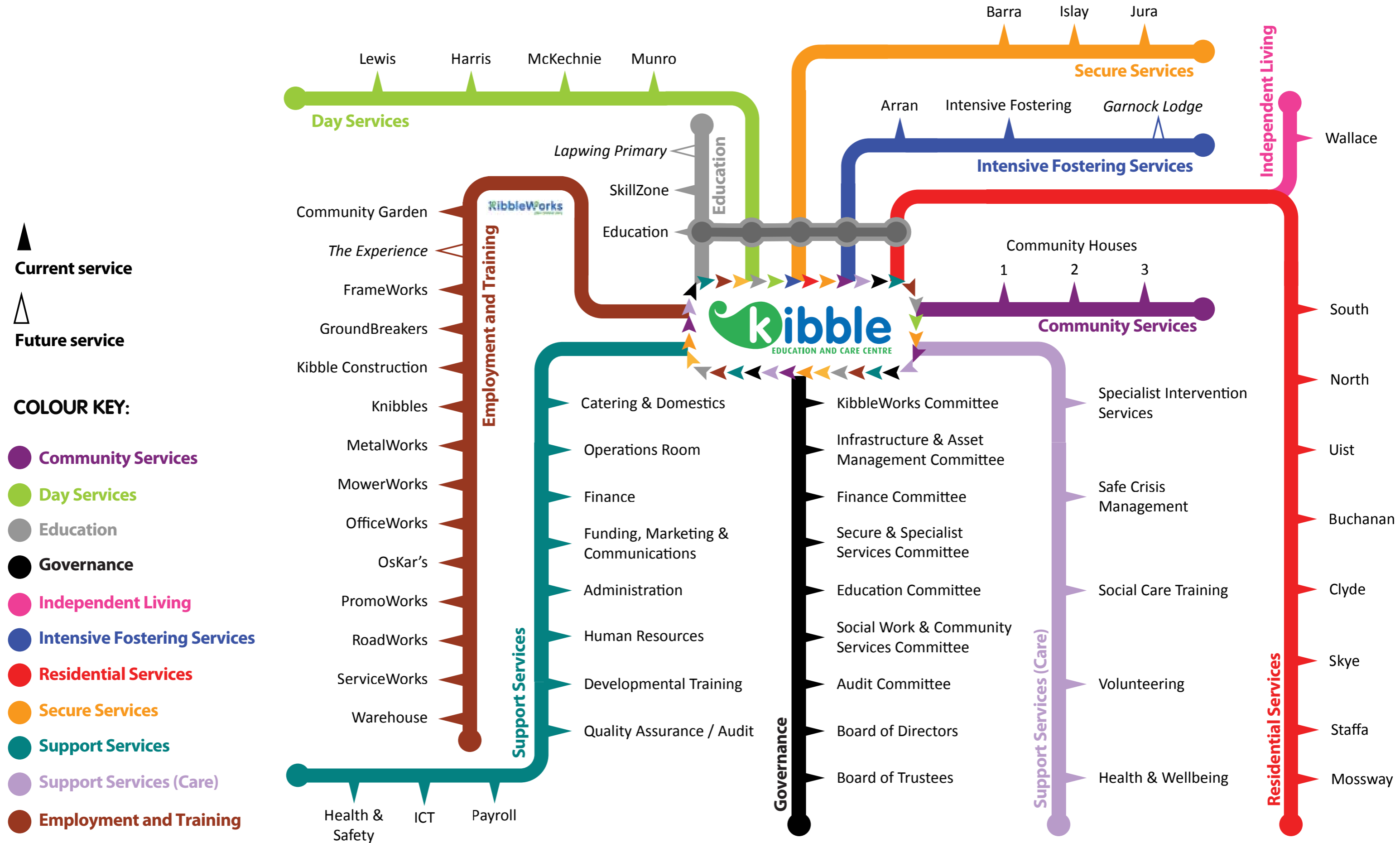
Helen Keller



Graham Bell, Chief Executive (left) and Norman Walker, Chair of Board (right)

Photo by Paula Donaghy, HND student, Reid Kerr College

# The Kibble Map



# Who We Are

Kibble is Scotland's national specialist provider of services for young people at risk. We provide a safe, happy environment and brighter future for disadvantaged children and young people.

We are committed to providing young people with the care and support they need to overcome trauma so they have every opportunity to live empowered lives contributing to society, community and family life.

Young people are kept at the heart of everything we do at Kibble. We believe we can keep providing the opportunities they need by remaining at the forefront of child and youth care and investing in our people, our local places and our programmes that help young people.

## ...And How We Operate

Kibble is one of Scotland's oldest charities and a committed social enterprise.

Our Trustees provide guidance and governance to ensure our original trust deed of 1841 is properly implemented whilst meeting the 21st century requirements of operating a large charity on a social enterprise business model.

This means that:

- we must balance our primary objective of improving opportunities for disadvantaged young people with the need for financial sustainability
- any operating surplus is reinvested for the benefit of disadvantaged young people and never distributed to owners, shareholders, investors or directors

The current board structure of Kibble Education and Care Centre, established in 1995, owes much to the wisdom and vision of our inaugural Chair, James Jack MBE. Mr Jack leaves a lasting legacy in an organisational business model well equipped to respond to future political, economic, societal and legal needs. He was instrumental in structuring the Kibble Board to allow for shared responsibility and a unified vision. He believed passionately that senior staff should sit on the Board as Executive Directors, unpaid for their directorial responsibilities but working to drive forward the charitable aims of the organisation. He constructed safeguards to ensure that the integrity of the organisation was maintained and transparent. The ultimate result is a robustly governed, sustainable organisation with the flexibility to focus on its mission of improving life chances for young people when they need it most.



Donald Munro, Executive Chef, with a Kibble young person  
Photo by George Pllu, HND student, Reid Kerr College

# Who We Help

Kibble works with disadvantaged young people from 5 to 24 who require specialist, structured support. We offer a uniquely integrated array of services encompassing Residential Services, Day Services, Community Services, Secure Services, Full Educational Curriculum, Intensive Fostering, Integrated Transitions, Employment and Training.

Kibble provides at risk young people with a place of safety, structure and stability, opening up new possibilities for young people to play a useful part in society and prepare them for a happy and fulfilled adult life.

*"So far it's going well. The staff try to offer as much support and activities to pass the time as they can and it's nice to know the people in here don't judge you on the mistakes you have made in your past. I feel like it's a fresh start again. I can be myself - nobody to impress or nobody to show off to, just me, myself, and hopefully I can make all the changes needed to prove I'm sorry for what I've done and I won't reoffend in the future."*

*"At the end of the day, it all comes down to me. I'm in control of my actions and the decisions I make and I think it's time for me to change my lifestyle. I can't turn back time and change the past but I can make changes for a good future and better life. Since I have been in Kibble, I feel as if I have made changes. I'm taking each individual day as it comes and this seems like the easiest thing to do."*

B.W. - a young person at Kibble

## ...And How We Know It's Working

We want everything we do to have the most positive impact possible for each young person. This is why we've introduced the Kibble Outcome Framework. Based on the Scottish Government's 'Getting It Right For Every Child' approach, our framework is a process in which every young person takes part. Each young person is assessed within five days of coming to Kibble and in conjunction with our unit staff, education department, Specialist Intervention Services and health team, the young person helps identify the extent to which they are:



The Kibble Outcome Framework assesses the level of support required and with reviews held at regular intervals, the young person and staff can monitor the progression of a young person's journey at Kibble.

Ultimately, this means that as a result of our services, the life chances of each young person at Kibble will be improved.





# Residential Services

Kibble offers residential care to looked after young people (5-18) with a complex range of needs.

As each person's needs, circumstances and length of stay are different, our residential services have the breadth and flexibility to allow us to offer personalised solutions to young people and their families in need of support.

## What we offer:

**Residential accommodation** in small, homely units for between four and eight young people. In each of our 12 residential units, we strive to promote values of healthy family living, providing young people with structure, personal space, respect and a relaxing environment.

**Support for Learning** in whichever form best meets the needs of the young person. We provide schooling, offering the mainstream 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.

**Specialist Intervention Services** provide psychological assessment and therapeutic support for all young people at Kibble. Following an initial assessment, our team of psychologists and family workers can build a tailored programme that will integrate with care planning and equip each young person to overcome trauma and make a successful transition to being independent, empowered adults. For more information, see page 13.

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

## What does this mean for the young person?

Kibble provides a safe, nurturing and comfortable home in which young people are respected and included in all decisions relating to their care. This can serve as the point of stability in their lives from which they can set out, with our support, to become healthy, active, achieving and responsible members of their families and communities.

# Secure Services

Kibble's Safe Centre is a secure unit that looks after young people (12-18) in need of a safe, secure and positive environment. Unlike other resources in Scotland, our services are offered in conjunction with the centre's wider education, health and wellbeing services which means we provide integrated care, meeting the objectives and outcomes for each individual child or young person.

## What we offer:

**Three secure units** that house up to six young people each. These units provide a warm, homely and stimulating environment for young people while ensuring their safety and security is paramount.

## Integrated care and education plans.

Kibble helps young people reach their potential in a variety of educational and vocational contexts. As part of our implementation of Curriculum for Excellence, we offer the standard academic exams as well as opportunities to pursue vocational achievements. For more information, see page 9.

## A range of evidence based interventions.

These programmes contribute to the young person's wellbeing, reducing the risk of harm to themselves or others, their likelihood of reoffending and supporting their return to the community. For more information, see page 13.

## A healthy environment for living, learning and working.

We understand that good physical, mental and social health leads to young people and staff being happier, healthier, more motivated, more confident and better equipped to make positive life choices. In recognition of our efforts in working towards better health, we have been awarded Health Promoting Unit Status.

## What does this mean for the young person?

Young people arrive at Kibble at a point of crisis in their lives and have the opportunity to transform this into a turning point. Every young person is supported towards regaining a sense of purpose and creating lives based on positive relations with family, community and society.

## OUTCOMES



A young person organised a stall selling goods for **CANCER RESEARCH UK...**

Staff and young people dressed up in onesies for **CHILDREN IN NEED...** The Christmas Fayre included a raffle, tombola and a craft sale, all for **CASH FOR KIDS...** The Summer Fayre raised money for **ERSKINE HOSPITAL...** Young people made up Hallowe'en Ghoulie Bags to sell to the units, all for **THE DOGS TRUST...**

**...RAISING OVER £1500!**



Like teenagers everywhere, young people at Kibble are moving from childhood to adult independence but often have more obstacles to face. That's why we're so pleased to see Sean make a safe transition from living in secure care to living in Wallace Unit, our unit which supports semi-independent living. As well as cooking and cleaning for himself and managing his own food budget, Sean manages the responsibility of travelling home at weekends and is trusted to take trips to Glasgow independently.



Kibble young people raising funds for Cancer Research UK

## OUTCOMES



The Kibble Safe Centre



"The young people put their hearts and souls into the Duke of Edinburgh Award Scheme. They were really inventive when it came to ways of completing the tasks within the limits of the Safe Centre and showed a lot of perseverance. They completed a 15 mile hike by doing circuits of the football pitch and camped out in the Safe Centre grounds on the coldest night of the year – which was no joke when they ran out of firewood at 5am! It's great to see them take responsibility for their own learning and get their achievements recognised in this way."

Claire Spence, Classroom Support Worker



The Care Inspectorate rated us as 'Excellent (6)' at ensuring that service users and carers participate in assessing and improving the quality of the care and support. They said: "Young people attended weekly unit meetings where they identified and discussed issues that were important to them. Where necessary these issues were given priority at staff and management meetings to ensure a quick response to issues raised. Observations of young people's meetings demonstrated a high level of participation with young people taking responsibility for setting the agenda, chairing the meeting and taking minutes. Issues discussed and resolved recently included changes to menu options, the purchase and repair of games consoles, the personalisation of rooms and changes to activity times to take account for other commitments that young people had undertaken as part of their care plan agreements."

# Day Services

Kibble's Day Services offer support to children and young people who need additional help to stay engaged with learning. When young people reside at Kibble, this support is delivered through their own unit but we also provide this service to young people who live in their family home or in the care of their local authority via our Lewis, Harris, McKechnie and Munro Units.

## What we offer:

**A key worker for each young person.**

These care professionals are trained to identify barriers to learning and can dedicate their time and expertise to working alongside teaching staff to help the young person overcome these.

**Tailored solutions.** Each young person's needs are very different so plans are designed to meet an individual's specific needs and are often highly practical including measures such as parenting support, daily phone calls and home visits.

**Variety.** It is central to Kibble's ethos that studying an academic syllabus is just one element of education. Consequently, we place a strong emphasis on creative arts, outdoor pursuits and study trips that will keep a young person positively engaged with learning.

## What does this mean for the young person?

By having a service in place that lets us meet the educational needs of each young person on an individual basis, they will overcome obstacles, learn their strengths and find opportunities to achieve. They will be able to do this in an environment in which they are nurtured, respected and included in decisions that affect them.

# Education


Curriculum for Excellence states that each learner is entitled to a coherent curriculum providing positive experiences and outcomes at and between all stages. In line with this, Kibble focuses on each young person's individual needs, ensuring they move smoothly between services and education phases. We provide a stimulating environment that focuses on literacy, numeracy, health and wellbeing while helping young people develop the skills needed for learning, life and work.

## What we offer:

A broad, general education phase. From S1 to S3, we provide a balanced and diverse range of educational experiences. The school has a proud history of interdisciplinary learning, particularly with regard to performing arts such as drama, music, video and art and the school often comes together to put on shows, concerts and pantomimes.

A pupil led senior education. In their senior phase (S4+), students are encouraged to take much more responsibility for their learning and there is a significant element of personalisation. We have an ever broadening programme of work

experience and youngsters can also access training opportunities on campus. This programme is complemented by the wide range of opportunities at KibbleWorks and, more recently, off campus specialist work placements for budding mechanics at a partner garage.

Lapwing Primary School. Kibble's new primary school is located in a rural setting that allows us to provide a curriculum based around outdoor learning, a method that has proven to be one of the most effective ways to engage difficult to reach children. For more information see page 15. 

## What does this mean for the young person?

Each young person is entitled to a broad, general education up to S3 and thereafter a purposeful and relevant senior phase. We strive to treat each learner as an individual, recognising their talents, interests, and learning styles while giving them the right level of support with things they find difficult.

## OUTCOMES



*"It's an emotional rollercoaster, the family work, but it really is beneficial. It's so workable, it's been an absolute Godsend. In fact, I would go as far as to say that if we didn't have the family work just now, me and my son could possibly be estranged."*

Parent of a young person



A primary pupil being mentored



Peer mentoring can be a great way of nurturing young people – both the mentor and mentee – and Jason is one of our young mentors. He came to Day Services three years ago, made great progress and is now a fifth year pupil who mentors some of our youngest children in outdoor education. As well as mentoring, he works closely with the PE department and coaches the football team.

## OUTCOMES



Young person playing football on campus



**100%** of S4 pupils gained some form of accreditation  
**88%** of S4 pupils achieved Access 3 or above in English  
**69%** of S4 pupils Access 3 or above in Maths  
**34** Standard Grade passes at General level or above  
**20** full courses achieved at Access 3  
**119** Access 3 unit passes  
**117** Intermediate 1 unit passes  
**4** Intermediate 2 unit passes



We offer a variety of sports including gymnastics, trampolining, football, basketball, tennis, badminton, table tennis and swimming. Learners have the opportunity to gain the new National 4 and 5 qualifications as well as qualifications in Sports Leadership. Outdoor education activities such as mountain biking, canoeing and white water rafting are popular options and our emphasis is always on the importance of a healthy and active lifestyle that encourages physical activity. We look to raise the self esteem of our young people, develop teamwork, discipline and communication skills. Proof that we are successful in encouraging young sports people? Our football teams are unbeaten in the league and we are competing to win our sixth Cup Final!



# Intensive Fostering Services

When foster care is the best alternative to living with their families, our Intensive Fostering Services (IFS) place vulnerable children and young people into caring homes. We put all our energy and expertise into cultivating foster relationships that endure and are rewarding for both the child and foster carer. We have previously worked with 12+ years but are now planning to offer placements to younger children via a new care home in the community.

## What we offer:

A stable, safe and happy environment for children and young people who have faced damaging or difficult experiences. We specialise in finding and supporting placements for children and young people sometimes described as 'difficult to place'.

## An integrated approach to services.

Young people in foster care with Kibble can access all our other services as needed. This could include attending school here at Kibble or accessing support that helps them attend a mainstream school. It could also include access to our Specialist Intervention Services which can offer programmes

and support to address clinical or behavioural issues - for more information see page 13.



Comprehensive support for foster carers. Our support extends equally to the fostered young person and foster carer. Our carers receive regular, comprehensive professional training and support alongside access to peer support networks including 24/7 support at crisis points.

## What does this mean for the young person?

For a young person who has a history of failed placements, foster care with Kibble can be their first experience of living with a caring and nurturing family who are equipped to meet their needs. Given the way that foster families still remain very much part of Kibble, it can also be a young person's first experience of a welcoming community in which to live, learn and thrive.

# Community Services

Kibble's Community Services assist young people leaving care or custody or who are at risk in other ways to make successful transitions to independent living. When a young person is expected to embark on independent living which includes finding and keeping employment, finding and keeping a home, sustaining themselves in it and integrating into adult society, we provide a framework of support that may otherwise be lacking in their life.

## What we offer:

A supported tenancy in a flat with support and a level of supervision from care professionals.

Continued support from Kibble's other services such as our Specialist Intervention Services.

Supported employment and training at our KibbleWorks social enterprises or other external college/work placement.

Flexible support decreasing over time in line with needs of the young people transitioning into the world of employment.

*"Kibble has very good links with health care services that promote young people's wellbeing and self esteem. For example young people could be supported by health specialists, psychologists or through the Child and Adolescent Mental Health Teams."*

The Care Inspectorate

## What does this mean for the young person?

Young people leaving care or custody are more likely than their counterparts to end up homeless, unemployed or struggling with drug and alcohol issues. Kibble aims to secure much more positive outcomes for our young people. An important element of this is providing extensive support and care throughout a young person's transition to independent living.

## OUTCOMES



Declan, 8, and Craig, 11, are brothers being looked after within our fostering service. Given their complex needs, their local authority requested separate placements so they could have a carer focused solely on their needs. Their needs are respected in all decisions made about their care and placements allow Declan and Craig to experience the unconditional positive regard needed to develop to their full potential. Declan and Craig spend a lot of time together through weekly activities arranged for them and in wider group activities and IFS also works hard to ensure they keep in touch with their birth family.



Fostered young people enjoying a day out with staff



Sean, 20, has been with IFS since 2005. As young people at IFS are always included in decisions about their care, when Sean turned 18, he discussed his future with his foster carer, social worker and the IFS team. He could not return to his birth family so he decided on a supported care placement, staying with his foster carer. This has given him the stability he needed to move forward. Sean is now studying towards a university degree.

## OUTCOMES



A team of young people from Kibble Construction renovated the Community Houses in Love Street from top to bottom. As well as gaining experience of a large scale construction project, they were able to put their Health and Safety training into action, ensuring both the team's health and safety and the safety of the young people who would be living in the supported accommodation.



Construction work being carried out on Community House properties by young people at KibbleWorks



*"Living here, I've learned how to cook and how to budget - I can make sure I have enough to live on plus a few luxuries. I'm flat hunting now to make the move to living fully independently and I know it'll be an emotional time but I'm now more than capable of independent living."*

Darren, 17, Community House

# Employment and Training Services

Kibble's Employment and Training Services are delivered through KibbleWorks, our social enterprise group which provides supported employment and training to young people (16-24) at the margins of the job market. KibbleWorks provides essential opportunities for young people attempting to access the labour market whether they are care leavers, unqualified school leavers or young adults excluded from entry level jobs by either availability or social circumstance.

**What we offer:**

Practical skills in a range of industries including gardening, picture framing, design, mechanics and recycling.

The support of enterprise co-ordinators who are qualified in their own area of expertise and also often have qualifications in child and youth care.

A place of work that is willing and able to integrate its requirements with each young person's care plan and needs.

A place of work that provides a source of stability and connectedness when a young person is making the transition from care to independent living.

**Our social enterprises:**

- Community Garden
- FrameWorks
- GroundBreakers
- Kibble Construction
- Knibbles
- MetalWorks
- MowerWorks
- OfficeWorks
- Oskar's
- PromoWorks
- RoadWorks
- ServiceWorks
- Warehouse



**What does this mean for the young person?**

Finding and keeping a job can be a real challenge, even for those from the most supported backgrounds. For socially excluded young people the scale of this challenge increases dramatically. KibbleWorks provides an environment in which our trainees learn how to connect with the world of work and develop core skills and abilities that will support them for the rest of their working lives.

# Specialist Intervention Services

Kibble's Specialist Intervention Services (SIS) provide psychological care and support to children, young people and their families. With each young person undergoing a psychological assessment within 72 hours of admission, we make psychological health a priority from the outset.

**What we offer:**

**Psychological Support.** With five psychologists we are the best resourced in-house service for Looked After and Accommodated Children in Scotland. Staff ensure young people are properly assessed and that the most effective interventions are devised for them including suicide or violence risk, EMDR and CBT.

**Interventions.** We deliver structured and tailored interventions that support young people in addressing issues such as violence, substance misuse, offending, bereavement, anger and emotional difficulties. We offer individualised support and group work based upon the risks and needs of the young people.

**Family Service.** We believe that involving a young person's family is key to making and sustaining positive changes in their life. We offer parent/carer support groups, intensive interventions, parenting programmes, structured work with carer/child and outreach support.

**Research.** We view research as essential to maintaining best practice. Our current research includes adolescent fire setting and a PhD on peer violence. Our research contributes to the field and we lecture to numerous universities. All research is considered by Kibble's Ethics Committee and used to inform Kibble's ongoing evaluation.

**What does this mean for the young person?**

Every young person gets access to qualified psychological care without the waiting times. Their assessment and treatment is tailored specifically to them. Our commitment to wellbeing and the integration of our services with the rest of a young person's care plan contributes to them being safe, healthy, achieving, nurtured, active, respected, responsible and included.

## OUTCOMES

**respected**  
**R** Nicole, 16, is a school leaver living in hostel accommodation. She had previously worked part time but came to Kibble with no clear sense of her future options. After trying different roles at KibbleWorks, Nicole thrived in our administration department. She mastered our invoicing and accounts processes, operates the IT system for RoadWorks and is a dab hand at processing credit card payments. Nicole has just been offered her first house and Oskar's will help her furnish it. She'll begin a full time office junior position with KibbleWorks after finishing her 12 week placement and her sunny disposition will make her a welcome addition to the KibbleWorks team!



Conor proudly stands beside a play park construction that he helped to build

**achieving**  
**A** Conor, who arrived at our Safe Centre at the age of 14, was nominated for Youthbuild UK's Young Builder of the Year Award and came third out of more than 1000 nominees!

*"I came here a boy and I'm leaving a man!"*

Conor Manning

## OUTCOMES

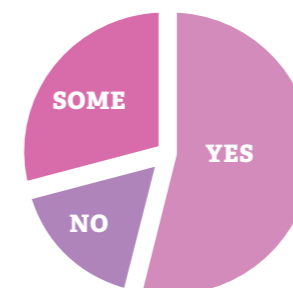


SIS staff prepare for a discussion group after a theatre performance

**included**  
**I** "I feel that the family work has a good impact on my family's relationship. At the beginning it seemed to make my family very close and there was a good understanding of the work that was involved. By the end of the work I myself seemed to be a much stronger person and have a lot more understanding of teenage behaviours. My husband was also very amazed at the work involved and this built a stronger bond with him and his son. Without the help of the family work I don't know where we would be."  
Parent of a young person

**healthy**  
**H** We asked our young people if their work with SIS made them feel better about themselves:

"I'm more confident."  
"I've got higher self-esteem."  
"If you buy into it it will work - who wants to be angry?"



"SIS has worked with a young person and his parent to produce positive and sustained change, which in turn has had a discernible benefit on the young person, and in my view, his life chances. To achieve this the service has displayed considerable skill, flexibility and determination."  
Educational Psychologist



# 2012 Highlights

## New additions to Campus!

We added two new units to the campus. The Wallace Unit is for young people who still need the support and structure that life on campus offers, but are ready to adapt to a semi-independent style of living, taking responsibility for daily tasks such as cooking and laundry. The Lewis Unit has been added to give us extra capacity for pupils using our Day Services, allowing us to help more young people.

## Hollywood Star Visit

Game of Thrones TV star and ex-Reid Kerr Drama student Daniel Portman visited Kibble to work with the pupils in the drama department.

Daniel said:

*“Working with the boys has been great. They’ve been really focused and responsive.”*

## Please Listen

Two young people took to the stage to highlight the issues that young people face. Their play, 'Please Listen' explores the highs and lows of a life in care and after performing at a conference in Glasgow for an international audience of child and youth care workers, the young men were inundated with requests to perform and received rave reviews.

See the video here!



*“At the start I wasn't really up for doing the play because it brought back a lot of memories. But I learned to deal with that and, if I'm able to make someone else's life a bit better through the play, it will have been worth it. This is an opportunity to change people's opinions and make a difference to the lives of kids in care.”*

Jonny, Actor and Kibble young person



Gavin Sinclair, Jonny, Daryl and Daniel Portman perform 'Please Listen'

## The Child and Youth Care Community

At Kibble, we recognise the link between good research and good practice and understand the importance of contributing to the child and youth care community. We do all we can to foster good relations, learn from and teach partners at home and throughout the rest of the world.

In March 2012, we hosted the Child and Youth Care Net (CYC-Net) Annual Conference. At this and throughout the rest of the year, we welcomed visitors from Australia, Austria, Belgium, Canada, Germany, Ghana, Hungary, Indonesia, Ireland, Netherlands, New Zealand, South Africa, Spain, Uganda and the USA.

## Bruce Perry

Kibble was pleased to sponsor the EUSARF Conference that featured a keynote speech from renowned child psychiatrist Dr Perry. He spoke about the importance of recognising the impact of trauma on the brain and how we can build treatments that take this into account.

## Care Inspectorate

The Care Inspectorate, independent regulator of social care and social work services across Scotland, divide their scrutiny of Kibble into three areas: our Safe Centre, our Education and Care Centre and our Intensive Fostering Services. Here is a snapshot of recent findings:

### Safe Centre 25/7/12

Quality of Staffing: 6

Quality of Management and Leadership: 6

### Education and Care Centre 3/9/12

Quality of Care and Support: 5

Quality of Care and Environment: 5

### Intensive Fostering Services 21/9/10

Quality of Care and Support: 5

Quality of Management and Leadership: 6

5 = Very Good

6 = Excellent

Full reports can be downloaded at [www.scswis.com](http://www.scswis.com)



# What's Next

## Garnock Lodge

Over the past year, Kibble has received an increase in referrals for younger children (5-12). As we are committed to responding to needs as they arise, we began planning Garnock Lodge, a new service in Beith, Renfrewshire to look after four at risk young people whose needs cannot be met in a larger children's service. This small, homely service will provide one-to-one support in a nurturing environment and for many will act as a staged progression into foster care.

## Lapwing Primary

Kibble recently opened a new primary school at Lapwing Lodge to provide education for the youngest people in our care, catering specially for young people who struggle to cope in mainstream school. As outdoor learning has proven to be one of the most effective ways of reaching difficult to engage children, we have placed this at the centre of our teaching. We are looking forward to developing the school further as pupils benefit from pursuing Curriculum for Excellence in this stimulating, safe and active environment and gain real rewards from the one-to-one attention of our teachers.

## The Experience

The Experience is KibbleWorks' new anchor social enterprise that will allow us to expand our employment and training services for young people 16+. This will create transitional jobs and provide training opportunities in the construction, catering, leisure and hospitality industries for disadvantaged young people.



Coming soon: The Experience

## NMT

Kibble is the first centre in Scotland to pilot the Neurosequential Model of Therapeutics (NMT), a programme that ensures traumatised children and young people receive tailored help and support. Practitioners develop intervention plans that take the young person's developmental history and brain functioning into account securing the best possible outcomes for them.

## Kibble Theatre Company

Since taking up a full time post as Arts Development Worker with Kibble, Gavin Sinclair has been introducing young people to all different elements of the creative arts. From variety shows to theatre trips to producing their own plays, the young people are getting a wide range of new experiences and are about to embark on their new Kibble TV Channel, KTV, which will see them filming different types of events on campus using the latest media equipment and techniques. Ever since Kibble began providing care for both girls and boys in 2011, the girls have been keen to make their mark on Kibble - and what better way than with a play called 'Alien Invasion: The Girls Have Landed'!

## Social Pedagogy

Kibble strives to develop an ethos and culture based on social pedagogy principles. In line with Scottish Government ambitions and in partnership with the University of the West of Scotland and ThemPra we are hoping to develop a residential child care degree utilising the benefits and principles of a social pedagogy approach. This will improve knowledge and practice and help staff support the young people in achieving better long term outcomes.



Outdoor activities at Lapwing Primary



# CEO Annual Report

## Sustainability and Stewardship

### Sustaining our Services

For many of the young people we work with life may seem like a daily battle, and simply maintaining some sense of equilibrium in their relationships and activities can be almost impossible. Yet the ability to endure, the resilience not just to survive but to grow and develop, is crucial to their stability and success in later life. Consequently, the daily rhythms and routines of life and work in Kibble are designed to build that capacity for endurance, to create an appetite for learning and a willingness to change, while encouraging a growing responsibility to others. This framework for positive youth development is incorporated within our systems and structures, but more importantly is lived out by Kibble staff at all levels and across all our different functions.

Woody Allen famously said that “eighty percent of success is showing up” but the work of our staff far exceeds this! *In loco parentis* must be more than just a legal term and needs to include the forging of relationships built on trust and mutual respect. Based on their previous experiences, some young people struggle with close relationships and can often be hostile and challenging, yet persistently and consistently the front line staff work to establish and sustain these connections. There is no simple answer to guarantee resilience in young lives but experience and research demonstrate that sound relationships are pivotal.

### Sustaining our Culture

Effective organisations are sustainable, and the culture of stewardship permeating our leadership and

governance originates from Kibble’s Trustees who unstintingly give of their time and talents. As Kibble has expanded so too have the governance arrangements, ensuring that the organisation meets best practice, not just in careful oversight but in an ongoing commitment to strategic development, achieving our mission and reinterpreting our work as society evolves. Unusually for the type of work it does, Kibble remains very much a community based charity with many of the varied activities firmly rooted in the local area. Augmented by growing numbers of volunteers, these activities involve young people and seek to ensure that Kibble is not an isolated institution but one where community integration is an essential element of our work with disadvantaged young people.

### Sustaining our Model

Some years ago Kibble’s Trustees and Board entered into a partnership with the then Scottish Executive’s redevelopment of the secure estate. Founded on Scotland’s progressive approach to the provision of services for young people at risk, it was agreed that Kibble’s secure services would be created within an array of integrated services comprising preventative and rehabilitative community based and residential provision. This range of specialist services was provided prior to the secure unit being built and has continued to strengthen in tandem with the development of the secure services. Secure services remain a small but core proportion of Kibble’s service provision ensuring that the focus remains firmly welfare based. This evidence based

model, unique in the UK, and an example of social innovation in action, allows for practice based emerging evidence to be disseminated nationally and internationally. Indeed, with visitors from over 50 countries this approach attracts ongoing widespread interest as we continue to refine and develop the model.

Operationally this new approach was a high risk strategy for Kibble. However, the entire development is underpinned by our belief that this needs led, integrated service and partnership model was the right thing to do.

### Sustaining our Mission

Located in Paisley since the mid 1800s, Kibble remains committed to doing what is right, not what is expedient, and

will continue to develop and provide appropriate services for young people at risk. Some years ago ‘Determined to Succeed’ was the Scottish Executive’s strategy for enterprise in education, aiming to help young people develop self-confidence, self-reliance and ambition. Kibble continues to offer these aspirations to young people and does its utmost to embed these values throughout the entire organisation.

Graham Bell  
Chief Executive





# Successful Learners!



**Curriculum for Excellence isn't just for young people at Kibble. We want everyone at Kibble to be Successful Learners, Confident Individuals, Responsible Citizens and Effective Contributors.**

**Here's how we have achieved that in the past year.**

## KibbleWorks Qualifications

Young people at KibbleWorks gained 39 qualifications including forklift operation, CITB Construction, REHIS Food Hygiene, REHIS Health & Safety and Manual Handling.

## Class of 2012

A celebration of achievement ceremony was held for students in 4th year. Each student was awarded a gift and a folder documenting their achievements at Kibble. Parents, carers, teachers and key workers attended the ceremony to support the young people.

## Surpassing the National Average

All our managers are qualified up to and including accreditation by the Risk Management Authority, our supervisors are fully qualified up to and including SVQ 4 in Health and Social Care and 89% of our child and youth care workers are qualified up to HNC or SVQ3 in Health and Social Care, surpassing the national average.

## Promoting Learning

We always try to foster learning across the sector and hosted several conferences in 2012:

- The CYC-Net conference brought together child and youth care practitioners from across the world for three days of learning and discussion.
- The EFECT conference focused on how to manage conflict in children and young people.
- The What's Working event shared the progress of Kibble's project to chart social enterprises across the world that directly provide employment to young people.
- Leading Scotland was an event held in partnership with the Social Enterprise Academy that tackled the issues of leadership in ethical enterprise.
- Pupil Inclusion Network Scotland held an event sponsored by Kibble, the theme of which was to 'Pause and Reflect'. This group supports learners who are vulnerable or excluded and the day featured participation from some of Kibble's young people and explored big ideas around the purpose of education.



An international gathering of child and youth care practitioners at the CYC-Net conference

## Braehead Clan Visit

Ice hockey team Braehead Clan visited Kibble to discuss healthy eating and ice hockey with our young people. They showed off their hockey equipment and took some time to meet the young people and answer their questions.



Braehead Clan visit Kibble

## Ethics Committee

The Kibble Ethics Committee protects young people in Kibble by making sure that any research involving them has their safety as a priority. Kibble staff made 11 submissions to the Committee on topics such as the extent to which young people think Kibble's Family Services are effective and young females' experience of cognitive skills group work. On site research like this keeps our staff engaged in learning and ensures we all stay up to date with developments in childcare.

# Confident Individuals!



## Food for Thought

The campus has food committees with representatives from young people and staff. They discuss and make changes to meal plans and shopping lists at Kibble, making sure a balance is struck between healthy diets and occasional treats. They give feedback on menus and budget for the weekly shop. The Open School runs a foodie blog which has prompted changes like using a smoothie maker to keep their five-a-day interesting.

## A Talent Showcase

Creativity across the Education Department was showcased at a Variety Show which revealed flair among staff and pupils as everyone got into the cabaret mood. Pupils and staff presented band performances, renditions of popular Scottish songs, dance routines and an outstanding magic show from Lee, Kibble's resident magician! The family audience sat back and enjoyed the performance and had the chance to buy soaps, bath bombs and candles all made by Kibble pupils in the Art Department.



Soaps and bath bombs made by young people being sold at the Variety Show

## Killer Pool

Killer Pool was a short multimedia piece staged by young people exploring the experiences of young soldiers as they return from Afghanistan. There was also a war art exhibition featuring art work from young people both in the Safe Centre and Open School.



Killer Pool

## The Kibble Pantomime

Every year, Kibble puts on a pantomime and the 2012 performance, held at the Gannochy Trust Centre for Expressive Arts, was the biggest yet! Based on Dickens' Christmas Carol, this fun event involved more pupils than ever before and performed to two full houses of parents, carers, family and staff.

## Luke Cooks up a Storm

Kibble young person, Luke, 16, has been training in the kitchens and has gained his SVQ2 in Professional Cookery. He is now looking for his first job outside Kibble having already been nominated for a Skills Award.

## Singing in the Community

Every week, around a dozen of our young people head to a different care home in the Paisley area to share singing sessions with the residents. They perform lively renditions of rock 'n' roll classics and traditional Scottish songs and encourage the residents to join them in a sing-along. As well as getting out into the community, we also invite residents to Kibble twice a year for a musical get together with a tea and cake accompaniment!



Young people performing at a Community Concert

## Gannochy Festival

Nine young people raised the roof when they performed alongside staff at the music festival held at the Gannochy Trust Centre for Expressive Arts. We also had a team of young people working as front of house staff and one of our young people operating the sound desk. The night was a huge success and really showcased the talented young people we have at Kibble. Many of those involved passed Performing Units at Access 3 and Intermediate 1 level by appearing in the concert.



# Responsible Citizens!



## Our Volunteers

We have 20 volunteers working on our VolunteeringWorks programme which focuses on members of the community befriending young people in Kibble and giving them the benefit of having another significant adult in their lives. Our volunteers spend time with the young people doing activities the young people are interested in and vitally, our befrienders keep this up during the good times and bad.

*"I enjoy the time I spend with the young people through the good and the bad, I enjoy singing at the top of our voices on the way home after an activity, I enjoy the stories the young people tell you - I sometimes wonder if they're superheroes."*

Sandra, volunteer

## Health and Wellbeing Fayre

This successful event offered activities and advice on health and fitness, oral health, healthy eating, sexual health, sleep, drug and alcohol advice, smoking cessation and mental health. Staff, young people and parents were encouraged to attend and participate in the activities which included yoga and dance taster sessions.



Joan Taft, Volunteer Co-ordinator, making smoothies at the Health and Wellbeing Fayre

## Singing Memories

Kibble offered the use of our Gannochy Trust Centre for Expressive Arts to the Singing Memories Group, which brings together carers and people with dementia for a fun and relaxing weekly sing-along.

## Anne Frank Exhibition

Young people in the Safe Centre hosted an exhibition that addressed the persecution of the Jews during World War II through the story of Anne Frank. After learning about Nazism in Europe and how it affected Anne's family, young people, with the support of the Anne Frank Trust, set up an exhibition of photographs, personal testimony and historical sources. They guided groups of visitors around the exhibition, talking them through the story.

*"I was really impressed with the young people – they had a lot to remember and explained it really well. It took a lot of confidence to do this in front of a group of strangers."*

Miss Bowen, visitor to the Anne Frank Exhibition



Work featured at the Anne Frank Exhibition

# Effective Contributors!



## Zero Waste Partnership

Kibble runs the Zero Waste Volunteer programme on behalf of Zero Waste Scotland in Renfrewshire, encouraging householders in the area to reduce, re-use and recycle. Our Volunteer Co-ordinator, Karen Gilligan recruits and trains volunteers and co-ordinates their work in communities across our local authority, giving talks, Love Food Hate Waste cookery demonstrations and running recycling workshops.



Karen Gilligan, Zero Waste Volunteer Co-ordinator

## UNICEF and Save the Children

Our Safe Centre Duty Manager, Neil McMillan, contributes to the work of UNICEF and Save the Children. Through his work as a Child Protection Consultant, Neil has spent a lot of time working with different governments and agencies, examining their child protection systems and advising on improvements. His work has taken him to Indonesia, Pakistan, the Congo and Myanmar where he has confronted issues such as extreme poverty, child soldiers and child labour.

## Peer Mentoring Getting Results

Courtney, 15, is mentoring primary pupil Tony at our new Lapwing Primary School, helping him with his reading and writing. She's getting such great results that reading is now Tony's favourite subject. Courtney's keen to continue working with young people when she leaves school.

*"I never give them a row. I would feel bad if I did and it wouldn't work anyway. Kids won't listen if you shout at them, especially kids in care. You have to sit down and talk to them. I've been in care a long time so I understand them."*

Courtney, mentor, 15

## Supportive Services

Nineteen young people at Kibble undertook work placements across the organisation in departments such as HR, maintenance and administration in 2012. As they took up each new placement, the support services staff played an important role in motivating the young people, encouraging them and teaching them the skills necessary to get on in the workplace.

## Enterprising Students

Young people in our safe and open schools set up and ran their own businesses as part of a project supported by Young Enterprise Scotland. Three teams across campus created their own business plans, allotted job roles such as finance managers and marketing teams and ran sales and customer service operations. The companies – *Direct Essentials*, *Artgos* and *Jolly J's* – promoted different products including snack bags, homemade baking, homemade soaps and candles. As well as contributing to their Certificates of Personal Effectiveness, the young people gave a portion of profits to charity and gained experience of business skills such as negotiation, teamwork and innovation.

## Kibble Charity Cycle

Duty Manager Peter Monan completed a mammoth 93 mile cycle trek around the isles of Bute, Millport and Arran for the Accord Hospice. This was just one of our regular fundraising activities on behalf of the Accord Hospice. Another was the Accord Challenge Cup six-a-side tournament which was hosted on our playing fields. We were proud to see man of the match and top goal scorer go to our very own Colin Braidwood, staff member at Staffa Unit!

## Malawi Visit

As part of a University of the West of Scotland Study Tour, four members of the Malawian Government's Ministry of Finance Local Development Department visited Kibble and learned about our innovative approach to sharing and capturing knowledge.



# THANK YOU

We'd like to say a big thank you to those who have recently supported Kibble's funding efforts. Your generosity allows us to carry on improving the futures of disadvantaged children and young people.

### Trusts and Foundations

- Bellahouston Bequest Fund
- The Big Lottery Fund
- Peter Brough Bequest Fund
- Mathew B Campbell Trust
- Equitable Charitable Trust
- The Gannochy Trust
- The James and Patricia Hamilton Charitable Trust
- Agnes Hunter Trust
- The MacRobert Trust
- JPMorgan Chase Foundation
- Santander Foundation

### Government and European Funds

- Climate Challenge Fund
- Enterprise Growth Fund
- European Social Fund
- The Forth Valley Orchard Initiative
- Revolve
- Social Enterprise and Third Sector Challenge Fund
- Zero Waste Scotland

### Individuals and Community Groups

- The 8 O'Clock Club
- Women's Guild, St Andrew's
- Trinity Church

### Specialist Committees

The work of the Board is enhanced by a range of dedicated specialist committees comprising Board Members, Kibble staff and key individuals with relevant professional expertise. These committees cover KibbleWorks, Infrastructure, Finance and Support Services, Special Services, Education, Social Work and Community Services and Audit.

Thanks to all our Board Members and Trustees for their invaluable support and assistance.

### Our Board and Trustees

- James Cochrane, Chair of Trustees, Non Executive Director
- Norman Walker, DL, Trustee, Chair of Board
- Iain Robertson, Trustee, Vice Chair of Board

### Executive Directors:

- Graham Bell, Chief Executive
- David Baird
- John Harte
- Dr Joan Mackenzie
- John McIntosh

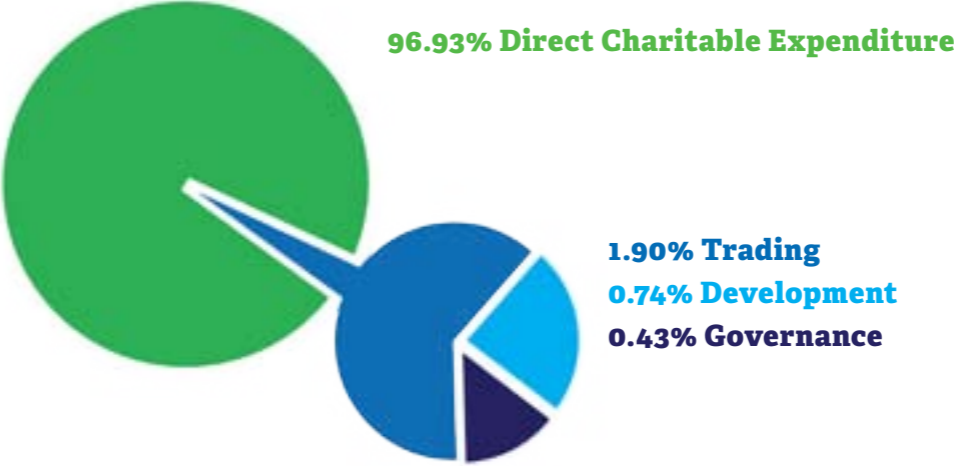
### Trustees, Non Executive Directors:

- Paul Allen
- Elizabeth Clark
- Dr Tony Clarke
- Mary Hackett
- David Hannah
- Marion Jackson
- Walter Johnston
- James Paterson
- Trustees
- Rev A Birss
- Provost Anne Hall
- Sheriff Principal BA Kerr
- Celia Lawson
- Sheriff J Spy
- James Wardrop OBE, DL

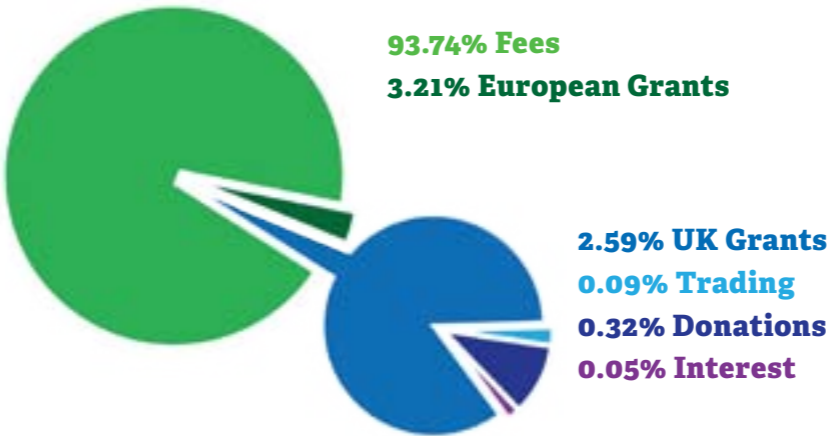
David Nairn, Company Secretary

# Finances

### 2011-2012 Expenditure



### 2011-2012 Income



Extract taken from the Kibble Education and Care Centre Report and Financial Statements for the year ended 31 March 2012, Consolidated Statement of Finance Activities. A full copy of the accounts is available on request.



**Kibble accepts referrals** from Scotland, the rest of the UK and Ireland for young people requiring specialist, structured support. Contact us to make a referral for any of our residential, secure, education, fostering, community, day or employment and training services.

**0141 889 0044**

**[www.kibble.org](http://www.kibble.org)** 

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Scottish Charity No. SC026917  
Registered in Scotland No. 158220

**[www.kibble.org](http://www.kibble.org)**

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