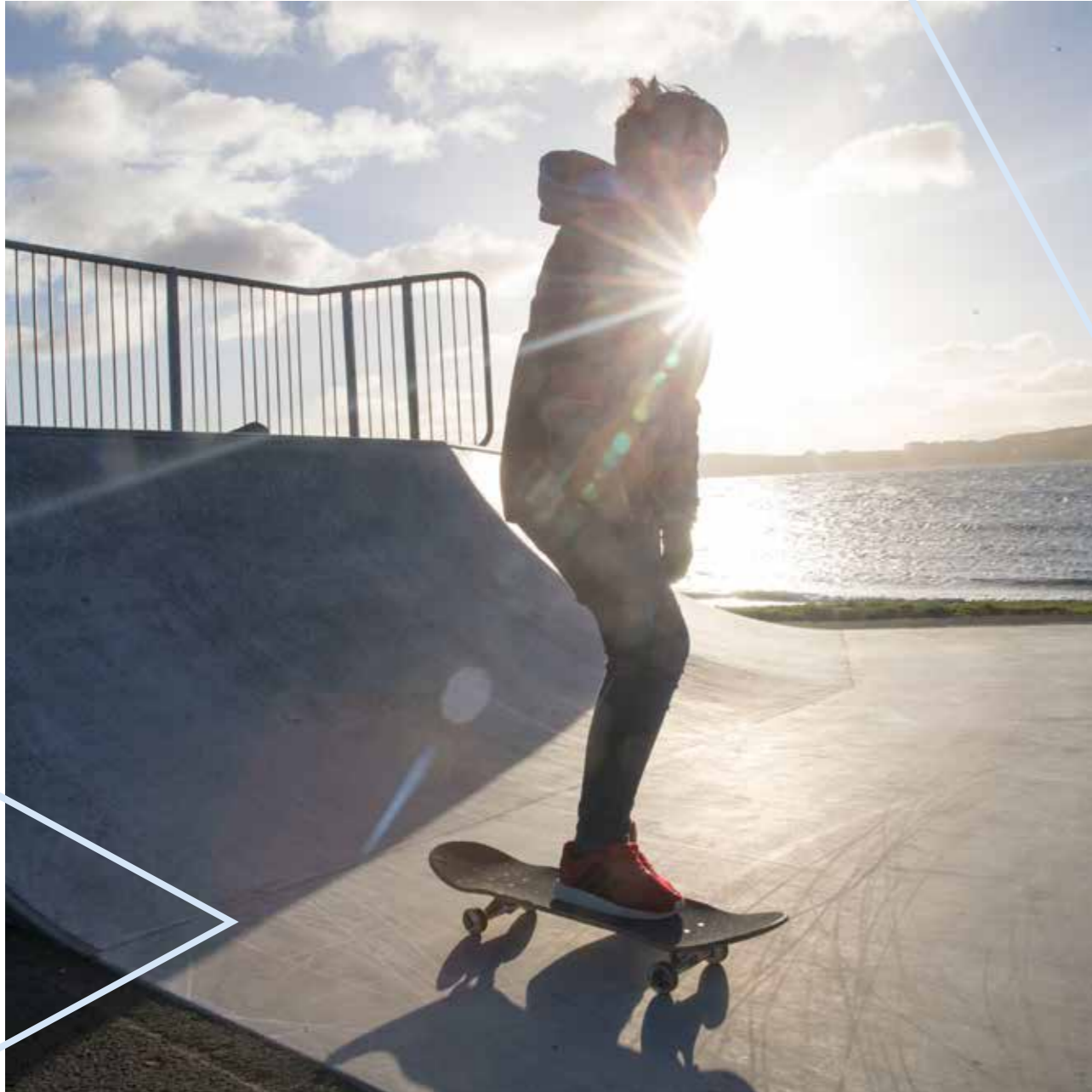




# TWO THOUSAND AND NINETEEN/ TWENTY

ANNUAL REVIEW



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## Welcome

Welcome to Kibble's Annual Review for 2019/20 which celebrates our charity's successes, and the positive differences we make to young people's lives. As we look ahead, we have ambitious plans to grow our services in line with the evolving needs of our young people, with a focus on early years provision, education, and health and wellbeing. 2020 has been a year that's presented many challenges as a result of the global pandemic, and on behalf of the Board, I would like to express my gratitude for the courage and dedication of the Executive team and staff. The care given to both young people and each other has been inspirational.



The Executive Team have implemented many changes to help Kibble adapt to the challenges of the pandemic. It was encouraging to hear that so many of our staff utilised the free childcare hub that was created. This will have been a lifeline for many, ensuring their own children are safe and happy while they are supporting Kibble's children and young people.

Technology has played an important role in helping us to adapt. The Board have been kept up-to-date with our meetings continuing virtually. There has been a focus on enhancing our governance model, and as part of this we have seen a natural reshaping of our subcommittees. This has been augmented by the establishment of a new project subcommittee which oversees all developments, supported by a team of professional advisors.

This last year has seen some exciting developments at Kibble. We opened our new therapeutic primary school, Forest View, in the summer of 2019 and are now looking forward to the next phase as we welcome children to our residential care houses within the idyllic grounds. Using the latest trauma-informed research, the houses will provide a safe and welcoming home for children. For young people further on in their education, the announced partnership with St Mirren Football Club in early 2020 provides unparalleled employment, education and training opportunities.

As we adapt to this new way of working, the resilience and commitment of our Kibble family will be invaluable. Our core values of respect, ambition and belonging will continue to be our strength during this crisis and beyond. It is an honour to be Chair of Kibble as we continue the proud legacy of Miss Elizabeth Kibble.

**Marion Jackson**  
Chair of Board

# Welcome From Our Chief Executive

**At Kibble, our goal is to give children and young people a chance at life. To provide opportunities in education, to empower young people to believe in themselves, and to create positive experiences and connections. Kibble never stops evolving, and the past 12 months have been no exception.**



In the face of a global pandemic, 2020 has brought significant challenges. It's a year none of us will forget. Our staff have gone above and beyond to ensure that our children and young people are safe, loved and supported, and collectively everyone has pulled together to ensure there has been no disruption to our essential services and the high quality of our provision delivery continues.

As an organisation that has faced many significant social, political and economic hardships throughout its 160-year history, we are used to adapting and growing from experience. Perhaps one of the main adaptations from this recent time of crisis is how we have been able to harness digital technology to provide greater connectivity and efficiency. We have supported our young people to stay in contact with family via video calls while all meetings, including children's hearings and fostering panel assessments, have moved online. We have also reached out to the wider sector by offering confidential, therapeutic support to residential care staff working tirelessly to care for others. A dedicated childcare facility has also been established providing exceptional, free childcare for staff during the COVID-19 crisis.

As part of our Organisational Resilience Policy we have developed a robust Enterprise Risk Management approach to allow us to anticipate,

respond, recover and learn from unplanned events such as the COVID-19 pandemic. With a dedicated committee, and with investment in research, consultancy and training, we have developed a forward-thinking approach that enables us to identify and mitigate risk, and effectively respond to this, thereby ensuring the safety of young people, staff and stakeholders.

At the start of 2020 we announced a historic new partnership with St Mirren Football Club, enhancing education, training and employment opportunities for our young people. This investment brings multiple benefits including regeneration and community initiatives, as well as enabling fan ownership by 2021.

Across our services we continue to embed therapeutic, trauma-informed practice to ensure everything that we do from our environment, to staff training, resources and culture is aligned to these principles. This was initiated within our primary years' services and is currently being rolled out within our Safe Centre. Our commitment to trauma-informed practice has led us to review and scope opportunities to improve wellbeing provision for young people with complex needs.

Forest View, our new primary school set in Lochwinnoch, opened its doors in August 2019. It is a therapeutic space where young people can progress their education, while growing in confidence. As part of the Forest View development, two new residential care houses will open in winter 2020 for children aged 5 – 12, reflecting therapeutic, trauma-informed principles.

We are also developing new residential care houses at our Paisley campus with plans for a new four-bedroom children's house for young people requiring a more intensive level of support. Planning is in place to develop two additional four-bedroom care houses to reflect small, family-based living. Significant developments and renovations are also underway within our Community Houses.

This year we launched a successful foster carer recruitment campaign, with several individuals having already begun their training and assessment.

To recognise the dedication of our employees, we have expanded our training and education opportunities, and increased salaries for three consecutive years in line with the public sector pay policy. There has been a significant drive in recruitment, and we have enhanced our employee benefits scheme, with a focus on health and wellbeing.

I hope you enjoy reading this review. We look forward to sharing our progress in the months ahead as we continue to drive best practice and grow opportunities for young people.

**James Gillespie**  
Chief Executive

# About Kibble

**Kibble is a specialist child and youth care charity and leading social enterprise that supports at risk children and young people (aged 5-26) across the UK. Many of the young people Kibble cares for have experienced significant trauma, therefore using a trauma-informed approach we provide care, education and therapeutic support to open opportunities and create positive futures.**



As one of Scotland's oldest charities, Kibble has been supporting young people for over 160 years. To maintain the highest standard of care, all services are integrated and shaped around the needs of each young person. This includes residential care, primary, secondary and tertiary education, education day services, intensive fostering, secure care, community housing, and therapeutic support and interventions.

Kibble has developed a therapeutic, trauma-informed model that draws on learning from trauma and attachment theories, social pedagogy, Life Space Crisis Intervention (LSCI) and through discussions with children and young people. Trauma-informed principles are embedded in all areas of our organisation from the physical environment to staff training and culture.

We conduct international research and field trips to establish best practice, ensuring a culture of continuous improvement. In the last year this research has helped shape animal therapy within our primary school, Forest View, while research into the Finnish residential childcare model is influencing our early years residential services. Our young people deserve the best, and that's why our practice is ever evolving.



# Services

To maintain the highest standard of care, all our services are integrated and shaped around the needs of each young person. There's no such thing as one size fits all; each person is unique, and our successful model reflects this. Specialist staff bring our services to life and help children and young people to feel safe, supported and loved, while ensuring the best outcomes.

Services are strengthened by external partners and community groups to widen support and enhance opportunities for young people. This includes the NHS, Police Scotland and arts organisations including Scottish Ballet, Royal Scottish National Orchestra and Create Paisley.

Kibble is committed to developing the young workforce and offers young people (aged 15+) the opportunity to gain valuable work experience and qualifications in our social enterprises. Young people who are furthest removed from the job market can undertake work-based learning in mechanics, painting and decorating, customer services, hospitality and more. Kibble has recently extended its young workforce development portfolio through its partnership with football club St Mirren. The venture opens a wide range of education, training and employment opportunities for young people, whilst broadening access to sport, health and wellbeing.

## Our services include:

- Residential Care
- Secure Care
- Primary Education
- Secondary Education
- Tertiary Education
- Intensive Fostering Services
- Education Day Services
- Community Housing and Housing Support
- Specialist Intervention Services

To find out more about our services visit [www.kibble.org](http://www.kibble.org)

# Transforming Lives, Families And Communities

Kibble's vision is to 'Transform Lives, Families and Communities', and to help us achieve this, we have identified three strategic priorities: to help more young people; to improve processes; and to introduce new services.

In delivering these priorities we will see growth across our services, particularly in the areas of: early intervention; education and young workforce development; therapeutic and trauma-informed practice; mental health and wellbeing; and an expansion of community resources to ease transitions.

This model outlines our three strategic priorities.



## Real Stories, Real Lives

# Billy and James<sup>^</sup>

## A Story of Two Brothers

**When two teenage brothers came to Kibble, it was their first experience of living away from home. Facing difficult family circumstances, the transition to living with a foster family was never going to be easy, however with the right support the boys were able to turn their lives around. Both boys are settled in their foster family, they are growing in trust and confidence, and making significant progress in their education.**

Billy, now aged 14 and his younger brother James (age 13), were the first children to be supported by Kibble's Shared Living foster care service which combines family living with close support from practitioners in the home. The loss of the boys' father had a profound effect on the family, including their mum who experienced poor mental health. Both boys became involved in anti-social behaviour and were falling behind in their education because they were not attending school. To keep them safe and offer stability, they were placed in temporary foster care.

The road ahead was not easy as the boys learned to adapt to life in another family. They regularly gravitated back to their community and spent most of their time on the streets. But in time, foster carers Austin and Ann Marie gradually helped them to feel that they were safe and belonged, and eventually a bond was formed as the emotional barriers came down. Both boys were closely supported by a therapeutic practitioner, who also worked with their mum and foster carers. Collectively, they worked through emotions and behaviours and found ways to understand each other.

Fast forward six months and life is very different. Billy attends KibbleWorks each day and is gaining skills and qualifications. He's currently applying for college to follow a career in welding. James is doing well at school and has been gaining experience in greenkeeping and mechanics.

<sup>^</sup> Names changed to protect identity of the young people.



## Real Stories, Real Lives

# Daniel

## A Flying Ambition

**Daniel is a young man who overcame an unsettled period to embark on a career as a military paratrooper. On completion of his rigorous training, Daniel hopes to be honoured with his red beret – a testament to his hard work and dedication.**

Daniel's time at Kibble was a turning point in his life. His teenage years were difficult, and he got caught up with the wrong crowd and became involved in offending behaviour. He was placed in Kibble's Safe Centre and this gave him the space to get his life back on track. While at Kibble he pursued his love of sport, joining the school football team, as well as swimming and playing pool. Daniel also attended KibbleWorks and gained his Construction Skills Certification Scheme (CSCS), with the initial aim to follow in the footsteps of his dad.

Daniel's mother Lynda explained: "When Daniel returned home, he was a different lad altogether and a joy to live with. He was my Daniel and I had him back to how he used to be". After leaving Kibble, Daniel began working with his dad before going to college to study brickwork. However, it wasn't long before he decided he wanted to join the army. Lynda's emotions were mixed, however she realised that this was his dream and she would support him all the way. Daniel recently completed the first part of his training where he passed with flying colours and is now undertaking 26 weeks training to join the paratroopers.

Lynda shared her story with us to say thank you to staff "for all the time and consideration you have towards the children". She hopes Daniel's story will inspire other young people to fulfil their ambitions.



## Real Stories, Real Lives

# Rory<sup>^</sup>

## An Artistic World of Wonder

**At the age of ten, Rory is already following his dream to become an art teacher having recently discovered his love and aptitude for art. As a day pupil at Forest View Primary School, Rory has been inspired by his art teacher and he spends hours sketching and painting to create fantastic, imaginative pieces. He entered an art competition through trampoline park 'Flip Out' and was awarded first place across the whole of Glasgow.**



Rory has attended school at Kibble for three years, following difficulties engaging in mainstream education. He had experienced trauma in his life and as a result had low confidence and anxiety which led to him to fall behind at school. Rory has thrived at Kibble, not only in his education, but in his confidence and ability to overcome his anxieties. He has achieved his Trinity Arts Award at Discovery Level, and as part of this award he proudly stood in front of teachers to deliver a presentation on his work.

For Rory, writing was an activity he actively avoided. However, by introducing the Talk for Writing teaching method in class, Rory has been able to express his creative flair through his writing. After returning from a visit to a museum, Rory was so excited he wrote a six-page account of his trip. He is also a fan of reading, and among his favourite books are Harry Potter, and anything by Roald Dahl including Esio Trot which features a pet tortoise called Alfie.

But a friendly tortoise doesn't only feature in the storybook, Rory also enjoys visits from 'Monster the tortoise'. In fact, several animals visit Forest View including miniature ponies, dogs, a lizard and chickens. Spending time with the animals has brought significant benefits for Rory – he loves reading stories to them and this has really helped to develop his confidence and self-esteem.

Every day Rory is growing in confidence and ability. He's a joy to be around, a joy to teach and brings so much joy through his art.

*<sup>^</sup> Name changed to protect identity of young person*





## Real Stories, Real Lives

# Ruby

## Heart and 'Modern' Soul

**Ruby is Quality and Safeguarding Manager at Kibble, responsible for ensuring our high standards are maintained, and that health, wellbeing and safety of young people and staff is upheld. Currently studying for a PHD, working at Kibble is not a job for Ruby, it's a vocation that she gives her heart and soul to.**

Before joining Kibble in 1996, Ruby held several roles to provide for her young family before going onto university to study social work. Initially Ruby worked on a project to help young people prepare for leaving care and onto independent living. She was then integral to setting up Kibble's first community house and first intensive support service.

Ruby regards the kids at Kibble like her own: "I really care and want to help them find and develop their strengths". She recalls an occasion where she was supporting a child who had faced a difficult past. He would often be verbally aggressive towards her and would find hurtful things to say. She cared for him and stuck by him then one day while walking down the high street he called her name and ran to give her a big hug. A year after leaving Kibble he called to say sorry, that he didn't mean the things he said, and this meant so much to Ruby.

Ruby explained: "We need to be aspirational and want the best for the kids – if we don't have hope for them for the future, we won't be able to support them towards this right now". We encourage young people to realise their ambitions and achieve their dreams - "we drop pebbles, sometimes boulders, and hope they will follow the path".

A familiar theme in Ruby's life is her love of mod music. When she's not working, this sees her travelling cross-country to events on her beloved Vespa.





# Changing Lives

In the last year:

- We have supported 229 children and young people.
- Young people have been supported across 31 of Scotland's local authorities, with a small number supported from outside Scotland.
  - Pupils' educational attainment increased during the academic year by 30% on the previous year, with 629 SQA unit awards recorded across the core subject areas. Specifically, Maths and Numeracy attainment increased by 42% year-on-year.
  - 43 young people have moved back home with their family, friends or relatives.
  - 5 young people have moved to independent living, successfully managing their own tenancy. A further 14 young people have moved to supported accommodation in the community.
  - At the time of writing we have 17 approved foster carers who are supporting 21 children and young people in their family home, with support of the fostering team.
  - There are currently 677 staff working across Kibble, 66% of which reside in the Renfrewshire, Glasgow and Inverclyde areas.
  - 4127 staff training courses have been delivered across a classroom, e-learning or online setting.



# Our Year In The Spotlight

## Forest View Primary School

**Forest View, our therapeutic primary school in the heart of Lochwinnoch, first opened its doors to pupils in August 2019. It provides an inspiring programme of education for up to 30 pupils between the ages of 5 - 12 who need a helping hand to engage with learning. The school provides a safe, nurturing and supportive education for children attending as day pupils or living at one of Kibble's residential care houses.**

At Forest View we provide an enriching education in line with Curriculum for Excellence, with an emphasis on stability, structure and therapeutic supports to help children prepare for learning. The curriculum is rich and varied, following the Broad General Education in the same way as mainstream schools. To support learning, class sizes at Forest View are smaller with up to six pupils per classroom, and each is supported by a classroom support worker. There is an emphasis on pro-social modelling where staff act as positive role models to the pupils.

The school environment has been designed around therapeutic, trauma-informed principles, drawing in elements of nature and space, while also providing colourful, child-friendly stimulus to encourage learning. Classrooms have sensory elements including beanbags, wobble pads, tepees and adjustable desks - all of which create a universal approach that supports pupils to regulate their emotions.

Every opportunity is a chance to learn and the acres of forest grounds provide a backdrop for outdoor learning and play. Following international research, Forest View promotes human/animal interaction and children engage with dogs, ponies and hens which provide delicious, fresh eggs for lunch. The great outdoors give freedom to explore and learn about the ecosystem, fine-tune motor skills and learn about risk. Children put on their welly boots and waterproofs to build bridges and dens, with literacy lessons also being taught in the forest. There is an emphasis on combining education and play based on the theories of German pedagogue Friedrich Froebel.



# Historic Partnership with St Mirren FC

In February 2020, Kibble announced an innovative new partnership with St Mirren Football Club, growing opportunities for young people. As part of this historic partnership, the St Mirren Independent Supporters Association (SMISA) voted in favour of the deal which saw Kibble own a 27.5% share in the club, opening future job prospects and opportunities in employment, training and education, as well as widening access to sport, health and wellbeing. This exciting partnership will also address local deprivation and exclusion through youth employment, community engagement initiatives and activities.



The partnership between a charity and a league football club is believed to be the first of its kind in the UK. The response from fans was overwhelmingly positive, enabling them to meet their goal of fan-ownership five years earlier than planned. There was also significant appeal in a partnership that had children and young people at its heart, opening employability and training opportunities for vulnerable young people, and being a force for good in the community.

At the centre of this will be Kibble's young workforce development model that will continue to thrive, with increased job prospects for our young people aligned with the current job market. This will complement existing provision offering skills and qualifications in areas such as: catering, hospitality and retail, along with apprenticeships in groundskeeping and maintenance.

Kibble young people will have access to the club's professional sporting facilities, enhancing our school's physical education provision and offering an inspiring backdrop for learning and skills development. The benefits of sport on mental health are well documented and partnering with St Mirren FC will enable us to provide greater access to sport, nurture talent and support overall health and wellbeing.

# A Therapeutic, Trauma-Informed Model

As part of our commitment to embedding a therapeutic, trauma-informed approach, in October 2019 we developed an inhouse model that would ensure we remained both focussed and accountable in creating safety, connections and supports to help children and young people cope with the significant challenges that they face as a result of earlier trauma.

The model is comprised of seven key elements that make up our approach to delivering therapeutic, trauma-informed practice. It is based on years of research and discussions with young people and staff to create a model that draws in learning from; trauma and attachment theories, social pedagogy and Life Space Crisis Intervention (LSCI).

We recognised that this would be a gradual process that we could learn from and adapt over time. The initial focus was on early years services where we have implemented several measures including monthly multi-disciplinary meetings to inform each child's support plan and education. The team consists of a psychologist, teacher and care worker who meet regularly to discuss how each child is progressing. Our therapeutic model is being rolled out in phases across our services and following successful initiation in our early years' services, we have begun delivering this to staff across the organisation.

As part of this process, we also ensured that staff had the skills, knowledge and confidence to help us deliver this therapeutic, trauma-informed approach. Training was led by our inhouse Learning and Development team, encouraging staff to understand the psychological and physiological impact of trauma, and the skills and techniques to best support a child with this experience. This training was initiated within our early years services and is now being rolled out to staff within our Safe Centre, education and residential care services.

We have also placed a strong emphasis on the environment, and working with our design team, we are drawing on organic, nature inspired interiors including sensory spaces for children to regulate when they may need, and plenty of outdoor space to play and explore. This has been embedded throughout Forest View, Education Day Services, and Arran Villa care house, with work having begun within our Safe Centre and secondary school classrooms.

# Shared Living

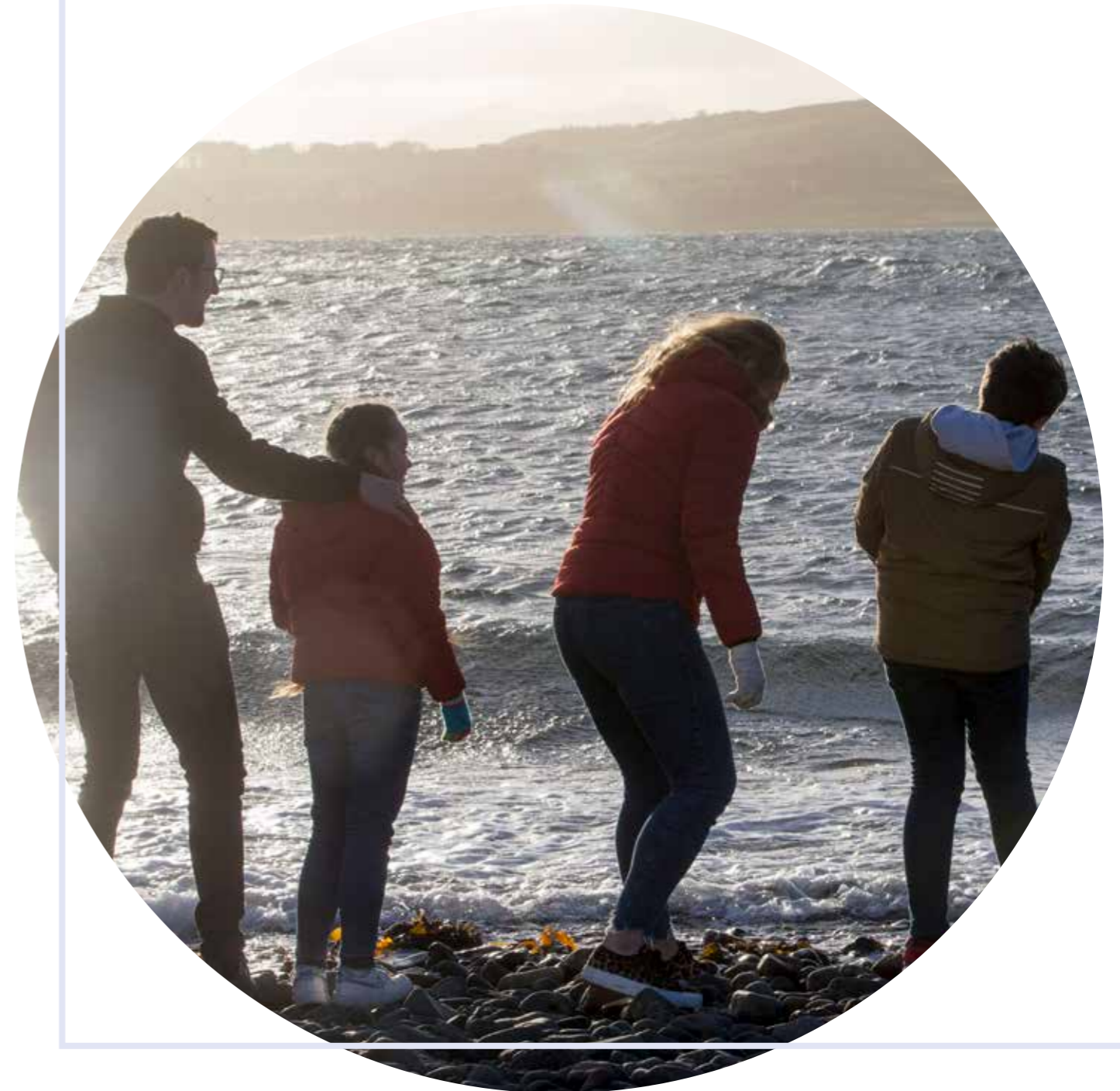
## A Hybrid Approach to Care

In January 2020, we held our Shared Living Dissemination Event in Glasgow, welcoming over 80 academics, commissioners, fostering agencies and foster carers to learn about the findings of the project and discuss the future of fostering. Shared Living is a hybrid model of care that combines intensive fostering with residential care, established to reduce the number of placement breakdowns as a result of significant childhood trauma. With this model of care, children and young people live with experienced foster carers, and have an intensive level of support provided by a team of staff and therapeutic practitioners that help both young people and foster carers. This was initially set up as a pilot project alongside Strathclyde University, with funding from the Scottish Government and European Union via the Social Innovation Fund.



The shared living dissemination event was an amalgamation of years of academic research, planning and development to create an exemplary model that could be replicated across the sector. We were delighted to welcome Children's Commissioner Bruce Adamson to Chair the event, plus a host of speakers including Tracy Wright from the Resilience Learning Partnership, Professor Ian Greener from Strathclyde University and Dr Chris Wright of Who Cares? Scotland. Presentations were also led by Kibble including Amanda Jordan from our Specialist Intervention Services (SIS) team who described the benefits Kibble's Systemic Family Therapy provided for two brothers, their family and foster carers. Systemic Family Therapy involves everyone around the child or young person working together under the support of a Family Therapist to explore emotions and behaviours in order to develop a shared understanding and to strengthen family bonds.

Now at the end of the initial pilot, Kibble is continuing to provide this service which has proven to prevent placement breakdowns and the associated trauma faced by young people and carers. We look forward to supporting more children in the future and sharing our knowledge and best practice across the care sector to better support children and young people with experience of trauma.



# Creation Nation

Whether its singing, acting, dancing, drama or art, children and young people across Kibble are extremely talented within the expressive arts. To nurture this talent, our expressive arts department provide a wide range of opportunities and experiences which are not only great fun but contribute towards young people's academic qualifications.

By establishing partnerships and connections with the wider arts community, we provide a range of experiences for our young people and introduce them to artistic disciplines such as ballet and opera, activities that many of their generation may not have access to. Not only do these opportunities develop young people artistically, but their involvement in productions, videos and community events helps grow their confidence and their ability to meet new people.

## Paisley Halloween Festival

In October 2019, young people took part in the annual Paisley Halloween Parade – the highlight of the Paisley community calendar. As the public lined the streets, Kibble young people, staff and families paraded their six-foot spooky clown float, complete with lighting and music to add to the effect. The theme was Day of the Dead, and all those who joined the parade wore costumes and face paints as they paraded their incredible artwork that was months in the making. It was a day to remember and we look forward to future events, and the opportunity to showcase the young people's incredible artwork.

## The Wizard of Oz

The festive season got into full swing with a cast of performers searching for the Emerald City as school pupils brought The Wizard of Oz to the stage. There were ruby slippers, a cowardly lion, tin man, a cackling witch, flying monkeys and beautiful rainbows as they embarked on their journey to Oz. The applause said it all and the talent and confidence shown was remarkable. This was supported and nurtured by education staff who went above and beyond to ensure the pupils had a great experience, not to mention the audiences.

## Down to a Fine Art

Safe Centre pupils held an incredible art exhibition in October 2019 based around the theme of the environment. The art showed the devastating impact of climate change and pieces included: a dove of peace, a polar bear in the melting arctic landscape and a wish fish with hopes for the future. This was part of the talented pupils Silver Arts Award. Pupils received high praise from those who came along and the hard work and effort was evident.

## Closing the Gap on Classical Dance

Pupils have been immersed in the exciting world of dance as part of The Close project, run by Scottish Ballet. The Close is an education project which gives young people, who may not have had the opportunity to engage with classical dance, an enriching cultural experience. Pupils were invited to a VIP performance of Scottish Ballet's The Crucible, before creating their own version of the production, creating an artistic film showcasing contemporary artistic dance, drama, art and design, and music. In addition to their involvement in the dancing, the young people were trained to support the filming aspect – learning new skills that have inspired their career prospects. The film premiered at the National Youth Justice Conference, where Kibble pupils presented to a room of over 100 delegates about their experiences of being involved with the project.

## Kibble's Fashion Show

There was a dramatic turnaround of plans for Kibble's Fashion Show as the pandemic meant that we had to create this in a virtual setting. While this involved a lot of coordination and planning due to restrictions on face-to-face meetings, the result was incredible. Young people were assigned four themes which included Junk to Funk, Lockdown Loungewear, Kibble-Comic-Con and Reconstructed, and were tasked with the design and creation of four outfits. This would form part of their Trinity Arts Award. These were created from upcycled clothing donated from local organisation ReMode, as well as everyday household items. The performance is due to be screened live across Kibble at the end of the school term and judging from the outfits so far, it's going to be quite a show!



# Looking To The Future

**At Kibble, we pride ourselves in providing the highest standard of care for children and young people, and this is reflected in our Care Inspectorate gradings. The last 12 months have brought significant progress as we have embedded our therapeutic, trauma-informed model, introduced new services, established partnerships and developed staff training opportunities. As we look ahead, we have ambitious plans to expand our services, particularly in the areas of early years, residential care, education and health and wellbeing, ultimately with the goal of supporting more young people.**

## New Residential Houses

In the winter of 2020, Forest View Residential Houses will open their doors, providing nurturing accommodation for children between the ages of 5 - 12. Our two individual houses, Ness and Tay, will provide four and five-bedroom accommodation for children with experience of trauma. The new children's houses will enhance our existing primary aged services at Forest View to create an innovative model of care based on trauma-informed principles. The houses will sit alongside our therapeutic primary school, lodges housing therapeutic practitioners and sustainable play areas.

As we continue to embed a therapeutic, trauma-informed model, we are also developing new residential care houses at our Paisley campus. In Autumn 2020, we are opening a new four-bedroom children's house for young people whose needs are best met in a smaller group living environment. The house will provide nurturing accommodation and one-to-one support for those who need a more intensive level of care. This will also provide a gradual transition for young people moving on from our Safe Centre. Across campus, planning is also in place to develop two additional four-bedroom care houses to reflect small, family-based living.

## Education and Employability

To meet the demands of the current job market, and in line with the needs of our young people, plans are in motion to transform KibbleWorks, our collection of social enterprises supporting young people into employment. A first-class hair and beauty salon has been developed on our campus, and young people will soon begin working towards qualifications and gaining practical experience under the direction of two experienced hairdressing and beauty staff. In addition, plans are in place to develop Kibble's community garden where young people can gain recognised qualifications in horticulture and enterprise-based qualifications. Currently this provides around 1300kg of fresh fruit and vegetables for use within our kitchens, with plans to eventually distribute seasonal produce within the community. This will also include working with bees and hive keeping to produce fresh honey. Our partnership with St Mirren Football Club will also bring significant training and employment opportunities across grounds maintenance, landscaping, catering, and leisure and hospitality.

In addition, qualifications will be provided in Tenancy and Citizenship, supporting young people to develop vital skills and knowledge to help them understand housing choices, manage their finances and ultimately gain and sustain a tenancy.



## Therapeutic, Trauma-Informed Practice

The year ahead will see significant renovation and interior upgrades across our residential care houses, community houses, schools and grounds as part of our commitment to implementing therapeutic, trauma-informed practice. Work is due to commence on our early years' residential services, Arran Villa and Garnock Lodge, to create more therapeutic living spaces using nature-inspired, organic interiors. Within our schools, plans are in place to redesign the classrooms and corridors, with Glasgow School of Art's Innovation and Design students involved in the project, with input from Kibble pupils.

Within our Safe Centre, work is ongoing to improve mental health and wellbeing facilities. This includes developing a new, larger gym with improved equipment as well as a cinema room. Thanks to the success of the one-year funded POWER project, we now have a part-time Activities Coordinator who is looking to expand and develop the activity programme to support young people's physical and mental wellbeing. This year we are looking to expand our health care team to support medication handling, health checks, support and advice.

To improve the way in which young people come into and leave our Safe Centre, a scanner is soon to be introduced to detect any sharp objects or substances in the young people's possession. Plans are also underway to renovate the existing skatepark which sits at the centre of our campus, alongside further landscaping to create therapeutic, sensory gardens.

## Progressing Our Wellbeing Model

Planning has begun on the development of a state-of-the-art Wellbeing Centre to meet the needs of young people with complex mental health needs and who require an intensive level of support. In particular, the Wellbeing Centre will be developed around the needs of young people with self-harming behaviours, and in some cases provide an alternative to secure care. The Centre will combine high level care and therapeutic support, alongside education. Using an innovative approach, health and safety-based technology will complement a high staff to young person ratio, with gradual transitions in place to help young people move forward.



## Our Promise

**On 5 February 2020, the Independent Care Review was published which mapped out the Scottish Government's universal approach to transforming Scotland's care system, and improve the lives of infants, children and young people in Scotland. The publication, referred to as 'The Promise', set out its ambition for Scotland to 'be the best place in the world to grow up' so that children are 'loved, safe, and respected and realise their full potential'.**

The Independent Care Review is the amalgamation of three years of extensive research that has seen 5,500 individuals with either personal or professional experience of care sharing their views on how we can transform the future of care. Young people and staff at Kibble were privileged to be involved with this research, welcoming First Minister Nicola Sturgeon in January 2019 to our campus in Paisley. As part of the Root and Branch Review, young people talked openly to the First Minister of their experiences in what was a momentous day. Sharing their experiences took a great deal of courage and we are extremely proud of them for their contributions. Our staff have also wholeheartedly contributed to this process, working alongside Fiona Duncan, Chair of the Independent Care Review to provide information and insights.

As a charity that has placed young people at its heart for over 160 years, we promise to take the recommendations forward, working with the wider sector to drive positive and lasting change that will better support the needs of Scotland's most vulnerable young people. We will continue to work alongside our young people to help shape and co-produce service delivery in the years ahead.



## Our Governance Model

**Guidance and governance of the organisation are the responsibility of Miss Elizabeth Kibble's trustees as set out in our original Trust Deed of 1841. Kibble is a legally constituted company which brings obligations to operate in a financially sustainable way. As a non-profit organisation any surpluses are reinvested for the social good.**



We have a very strong and active governance, with monthly Board meetings and trustees meeting quarterly. Regular subcommittee meetings allow for independent observation and scrutiny of operations and the development of new projects.



Our directors are de facto trustees, with the obligations of stewardship of purpose and resources that this brings. Some trustees also sit as non-executive directors on the Board of Kibble. The company secretary has administrative responsibility for the Board, and all of our directors, executive and non-executive, fulfil their directorial responsibilities for no remuneration.



We want to thank our trustees for volunteering their time and for their invaluable input. They help us to ensure we continue to provide the highest standard of services to young people and guide us as we develop new services.

Kibble's quality improvement department and audit committee report to our Board, and a full external audit is conducted annually. Our internal quality controls are mapped and assessed against the EFQM Excellence Framework and our Business Continuity procedures are aligned to ISO22301: Societal Security Business Continuity Management Systems Requirement. We are committed to:

- Protecting our people, systems and infrastructure
- Identifying and mitigating the risks to Kibble's services to an acceptable level
- Managing any disruption to minimise its impact
- Ensuring our stakeholders receive our services as intended

These robust systems and procedures allow Kibble to continue to provide high quality services while identifying out ways to develop provision in order to support more young people.



## Our Board And Trustees

### Non-Executive Directors

Marion Jackson, Chair of Board  
James Cochrane, Chair of Trustees  
Paul Allen  
Russell Chambers  
Dr Graham Connelly  
Edith Forrest  
Mary Hackett  
Brendan Harris  
Duncan Sloan  
Tom Armstrong

### Trustees

Rev Gordon Armstrong  
Rev Alan Birss  
Provost Lorraine Cameron  
Sheriff Principal Duncan Murray  
Sheriff James Spy  
Sheriff T McCartney  
Iain Robertson

### Secretary

David Nairn

### Chief Executive

Jim Gillespie

### Executive Directors

Audrey Baird  
Jim Crawford  
Sinclair Soutar  
Neil McMillan



# Inspection Reports

## - Current Gradings

Below you'll find details of Kibble's registered services alongside the current inspection gradings. Please note that some of our services have been inspected under the new framework.

### Existing Framework

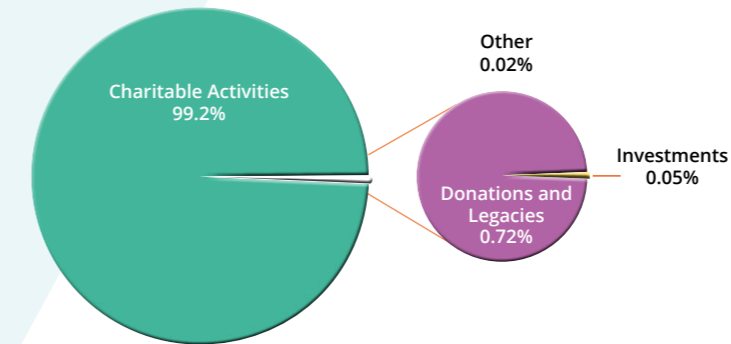
Service	Grade
<b>Adult Placement Services</b>	
Quality of Care and Support	6
Quality of Staffing	6
Quality of Management and Leadership	5
<b>Housing Support Services</b>	
Quality of Care and Support	5
Quality of Staffing	5
Quality of Management and Leadership	5
<b>Intensive Fostering Services</b>	
Quality of Care and Support	5
Quality of Staffing	5
Quality of Management and Leadership	5
<b>Safe Centre Accommodation Service</b>	
Quality of Care and Support	5
Quality of Environment	5
Quality of Staffing	6
Quality of Management and Leadership	6

### New Framework

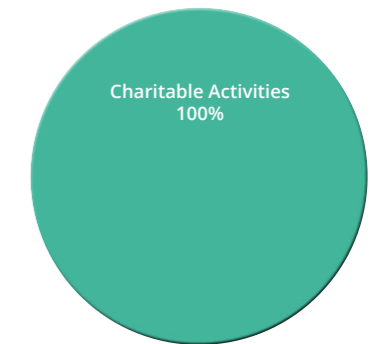
Service	Grade
<b>Arran Villa Care Home Service</b>	
Wellbeing	6
Leadership	Not assessed
Staffing	Not assessed
Setting	Not assessed
Care Planning	4
<b>School Care Accommodation Service</b>	
Wellbeing	5
Leadership	Not assessed
Staffing	Not assessed
Setting	Not assessed
Care Planning	5
<b>Education Scotland And Care Inspectorate Joint Inspection Report</b>	
Improvements in Performance	Very Good
Learners' Experiences	Very Good
Meeting Learning Needs	Very Good
The Curriculum	Excellent
Improvement Through Self-Evaluation	Very Good

# Finance

## 2018-19 Income



## 2018-19 Expenditure



Extract taken from Miss Elizabeth Kibble Trust Consolidated Statement of Financial Activities for the year ended 31 March 2019. A copy of the full report is available on request.

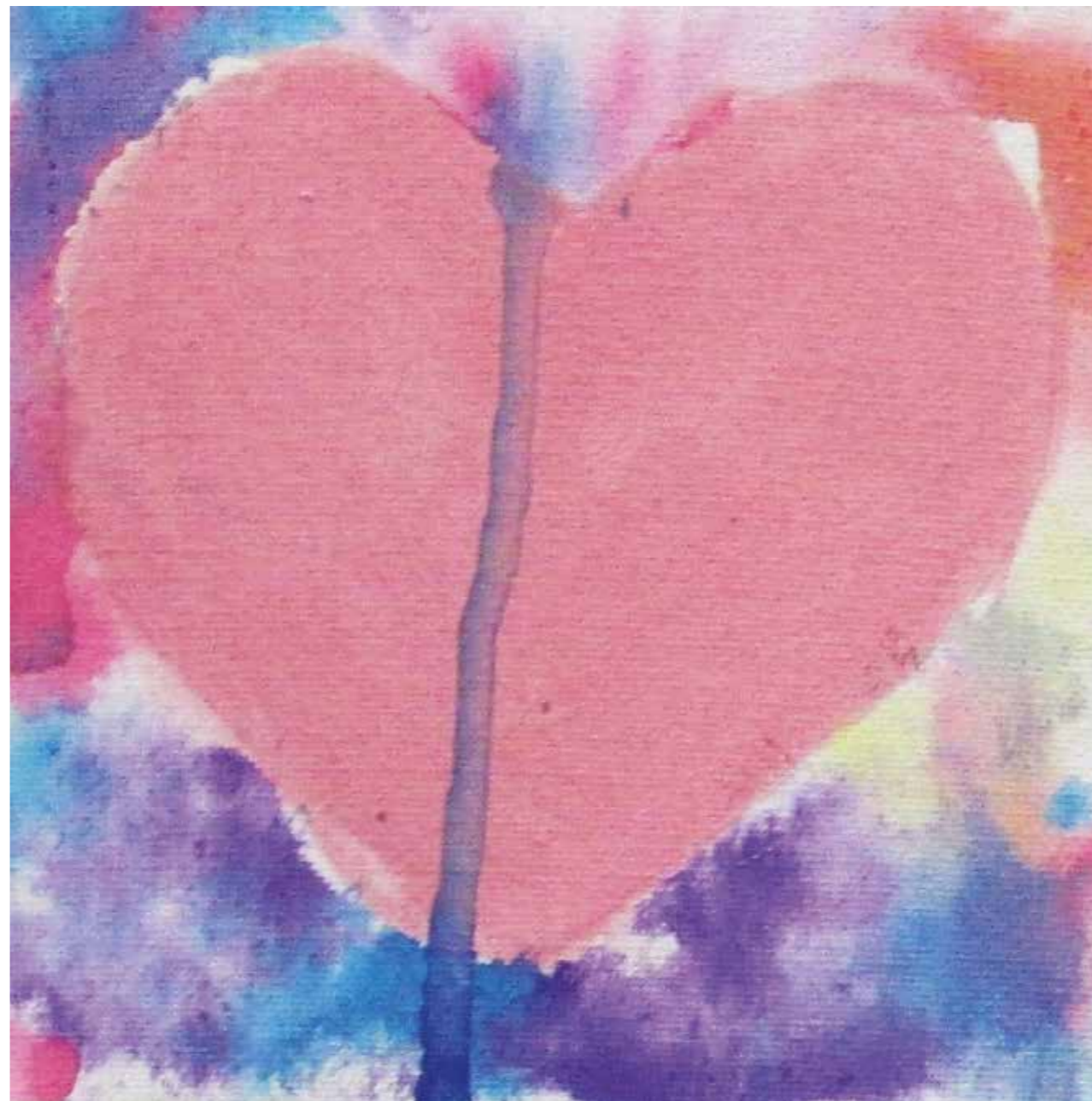
# Awards



# Thank You

Over the past year, we have been grateful for the support from many organisations who have funded projects at Kibble. Their generosity helps us to enhance and develop our services, and create new opportunities for the young people in our care.

- Creative Scotland
- Helensburgh Parish Church
- Moffat Group
  - Paisley Great Day Out
  - Peter Brough Bequest Fund
    - Renfrewshire Early Action System Change
    - Social Economy Growth Fund
    - Scottish Government
    - Social Innovation Fund
    - The Elizabeth Frankland Moore and Star Foundation
    - The Gannochy Trust
    - The National Lottery
    - The Robertson Trust
    - Scottish Women's Rural Institute
    - YouthLink Scotland - CashBack




## **Kibble**

Goudie Street Paisley PA3 2LG

t: 0141 889 0044

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

 @KibbleCharity

Kibble Education and Care Centre

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Kibble Scottish Charity No. SC026917 Registered in Scotland No. 158220