



Momentum

Annual Review 2020/21



To keep up momentum means to show perseverance, to continue and work towards a better future. Throughout the global pandemic, during the most difficult of times, Kibble kept momentum. The bonds between staff and young people were pivotal in keeping us all optimistic. Together, we created positive experiences and brighter moments to happily reflect on. As a charity, we carried on at a swift pace, always evolving to provide the highest standard of care, love and support to young people. As we move forward, we show no signs of slowing down and instead, the development and progression will only grow.

Contents

Welcome	4
About Kibble	8
Services	10
Transforming Lives, Families and Communities	11
A Year in Review	12
Changing Lives	20
Skool's Out!	22
New Services	23
Forest View Residential	25
Introducing Bute	26
Garnock Lodge	28
The Skills Academy	30
Introducing Puddle Lane	32
The Expansion of Our Young Workforce Development	34
Recruitment	35
Kibble's Staff-in-Training	36
Intensive Fostering Services	38
Magical Moments	39
Virtual Fashion Show	40
Christmas Celebrations	42
Project Connect-19	44
HenPower	46
Looking to the Future	48
Our Priorities	49
Our Promise	51
Introducing David Nairn, Chair of the Board	52
Guidance and Governance	54
Board and Trustees	55
Finance	56
Awards	57
Thank You	58
Thank You to Funders	60
Thank You to Our Partners	61



Welcome

Welcome to Kibble's Annual Review 2020/21 which showcases the unbelievable strength and resilience shown by the Kibble family in what has been one of the most challenging of times. Thanks to the dedication and care of the Executive Team and staff, young people have been kept safe, supported and continue to thrive. There is no doubt that the pandemic has created many obstacles, but in the face of this disruption, we as an organisation, have risen above to ensure we remained open and able to provide ongoing care, support, education and opportunities to young people.

The Executive Team had to react swiftly and adapt to the challenges of the pandemic. The upmost priority was the safety and wellbeing of young people and staff. The implementation of staff testing and arrangement of staff participation in the vaccine rollout were paramount to this. Through respect, integrity and trust, all staff have contributed to making Kibble as safe as possible.

Young people are always at the very centre of Kibble and staff across the organisation went above and beyond to ensure young people remained connected with families, engaged in educational activities, community engagement projects and a host of other events to give everyone something positive to



'Rainbow' by a talented young person

focus on and boost morale. The Halloween Trail, Kibble's Virtual Fashion Show and the array of artwork shared throughout the year have shone a light on the wonderful talents our young people have, they are truly bursting with creativity, and it is inspirational to see. These achievements are also a testament to the staffs' selfless determination, love and compassion. All have gone to the effort of bringing everyone together and instilling a sense of belonging across Kibble.

Our overall objectives at Kibble are to help as many young people as possible and deliver the highest quality of care. We were determined not to let COVID halt our ambitious plans and continue with the plan of introducing valuable new services to ultimately meet these objectives. The research into trauma-informed care playing a key role in the key developments across Kibble.

At all times Kibble kept true to the core values of respect, ambition and belonging. On behalf of the Trustees and Board Members I want to express the pride we have for all the staff at Kibble as they have conducted themselves remarkably throughout this pandemic. It has been an honour to serve on your Board.

It is with a heavy heart that I announce 2020/21 will mark my final year as a Kibble Board Member and Chair as I begin

retirement. I have been well acquainted with Kibble for many years and it will always hold a special place in my heart. I leave you in the capable hands of my successor, David Nairn, Senior Partner in Milne Craig Accountants. David has fulfilled the Kibble Company Secretary role for 21 years and is very knowledgeable and passionate about Kibble, its services and our young people. I am also delighted to be taking over the role of Chair of Trustees and remaining part of Kibble, albeit in a different role.

Moving forward, I am confident that the care and loyalty Kibble staff have for one another and our young people, will continue to see Kibble overcome whatever obstacles arise.

Marion Jackson
Chair of Board



Welcome from our CEO

The Kibble Group has continued to expand and evolve over the past year despite the unprecedented challenges set by the pandemic. To ensure the highest standard of care, support and opportunity for young people, slowing down was simply never an option. Across Kibble we have continued at pace to introduce new service provision and to develop existing services to meet the changing needs of the young people we support.

As CEO, I am immensely proud of the strength and resilience of the children and young people at Kibble, who have found ways in which to adapt to the current climate. This has been echoed across the entire organisation, with colleagues going above and beyond to ensure the wellbeing of young people, and to retain important support and routine despite significant disruption to their lives. The Kibble family has once again pulled together and collectively our 650+ staff have worked tirelessly to ensure there was no disruption to services, and that we continued to maintain our high-quality service provision.

As an organisation, we have coordinated a robust COVID-19 response in line with our Organisational Resilience Policy. During the pandemic, we put in place several contingencies to ensure the safety and wellbeing of young people and staff. Our response has included the roll out of a successful vaccination programme, the introduction of new technology, weekly COVID-19 testing, increased recruitment for care roles, and emotional support through our 'Safe Space to Talk' service. In addition, to support staff childcare needs, we successfully set up 'Skool's Out!', a registered childcare hub which was free to all staff.

Throughout the last year, we have introduced several new services to meet the evolving needs of young people. In the late summer of 2020, Forest View residential houses opened their doors to provide therapeutic accommodation for children aged 5 to 12 in Lochwinnoch. Our two houses, Ness and Tay, offer four and five-bedroom accommodation, enhancing our existing primary aged services at Forest View. Nearby, we also remodelled Garnock Lodge in Renfrewshire as a modern, four-bedroom children's house based around a small, family-living model. In addition, we have launched Puddle Lane, a brand-new early learning and childcare nursery at Hillington, open to Kibble staff and the wider community. On our

main campus in Paisley, we established Bute, a specialist therapeutic children's house for young people. And finally, a satellite Intensive Fostering office in Hamilton was opened to increase support to our foster families in the Central belt.

Our partnership with St Mirren Football Club has gone from strength-to-strength as we continue to leverage opportunities for Kibble young people, the local community and the club. The stadium is a base for Kibble's Skills Academy, offering, training, employment and qualifications in areas such as catering, hospitality and retail, along with apprenticeships in grounds keeping and maintenance. Formerly KibbleWorks, the Skills Academy has been re-energised into an innovative employability, education and training centre to help young people find and sustain rewarding employment.

Across Kibble we continue to research and embed a therapeutic, trauma-informed model across all services. In addition, young people are actively encouraged and supported to take part in the co-design of new and existing services. I have been particularly inspired by young people's participation in the Independent Care Review, and their subsequent involvement in Kibble's Promise Implementation Group.

As we look to the future, there are exciting opportunities on the horizon as we continue to work towards achieving our three strategic priorities: helping more young people; introducing new services; and improving processes.

I would like to express my gratitude to the Kibble Staff, Board, partners and stakeholders for their continued support and I look forward to what we will go on to achieve in the months ahead.

James Gillespie
Chief Executive

About Kibble

Kibble is a specialist child and youth care charity and leading social enterprise. We empower young people through care, education and support. For over 160 years Kibble has cared for young people and although we have changed since inception our priority remains the same, to support young people who need our help the most.

Many of the young people we care for have experienced significant trauma in their lives and Kibble offers dedicated care and support to help them move forward. This includes residential and community support, as well as dedicated schools and wellbeing services.

We provide a safe, stable environment that is both nurturing and therapeutic. With a robust support network and wide range of integrated services, we offer young people opportunities and encourage them to believe in themselves, feel a sense of belonging, and realise their own self-worth.

Across Kibble, our practice is becoming increasingly trauma-informed. The development of our therapeutic, trauma-informed model draws on learning from trauma and attachment theories, social pedagogy, Life Space Crisis Intervention (LSCI) and through discussions with children and young people. All aspects of the charity, including the physical environment, staff training and culture are factoring in trauma-informed principles.



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 expand opportunities for young people. This includes the NHS, Police Scotland and arts organisations including Scottish Ballet, Royal Scottish National Orchestra and Create Paisley.

Through The Skills Academy, young people can gain valuable work experience and achieve qualifications in our social enterprises. As part-owners of St Mirren Football Club, a wide range of education, training and employment opportunities have opened up, whilst broadening access to sport, health and wellbeing.

Puddle Lane Early Learning and Childcare Centre was opened by Kibble as a social enterprise. Initially set-up to provide reliable childcare throughout the pandemic to Kibble employees, the venture has since expanded into a state-of-the-art children's nursery. Our extensive childcare experience enables us to offer the highest quality of early years care to families.

Our services include:

- Residential Care
- Secure Care
- Education
 - Forest View Primary School
 - Mirin Academy, the Safe Centre School
 - Goudie Academy, the Open Campus School
 - The Skills Academy
- Intensive Fostering Services
- Housing Support
- Adult Placement Services
- Specialist Intervention Services
- Interventions for Vulnerable Youth (IVY) Project
- Part-Owners of St Mirren Football Club
- Puddle Lane Early Learning and Childcare Centre

To find out more about our services visit 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.



A Year in Review

As COVID-19 began to impact the way of the world, Kibble had to adapt swiftly and effectively. It was vital that Kibble continued to provide essential care and support to young people. The resilience and dedication of the Kibble family became overwhelmingly clear as all stepped up to manage the situation, as safely and efficiently as possible, minimising disruption to the lives of those who have already faced adversity and uncertainty.

Reflect on Kibble's journey since the lockdown was announced in March 2020:

"Safe Space" was a vital service as 50 requests were received throughout the year, approximately one session each week.

MARCH 2020

National lockdown announced with a "stay at home" order.

Kibble remained open and operational with employees receiving essential key worker status.

Leadership and management held daily meetings to ensure the continuation of Kibble's 24 hours, 7 days per week service.

Prepared ongoing business continuity and contingency planning.

Prioritised keeping staff and young people safe. Established a PPE staff group, co-ordinated with the National Health Service (NHS) and developed a suppliers database to ensure the ongoing supply of personal protective equipment (PPE). The Health and Safety Manager oversaw all areas of the organisation were following the rigorous infection control policy.

Staff communication implemented to keep all employees informed, reassured, and supported. This included: regular e-mails, FAQs, easy-to-read guides and posters and dedicated Intranet section.

The 'Skool's Out!' childcare hub for staff opened its doors to 42 children aged from 10 months up to 14 years old. This enabled Kibble staff to continue working, safe in the knowledge that their own children were being well cared for.

APRIL 2020

Health and wellbeing support was offered online. Specialist Intervention Services (SIS) established a "Safe Space to Talk" support line for all Kibble staff, later expanding the services reach to all residential workers across the country, as well as the employees of our partner, St Mirren Football Club.

Launched a childcare service for Kibble Staff - Skool's Out!, which was registered with the Care Inspectorate and led by an experienced team.

Children and young people celebrated the NHS by decorating the campus with their rainbow artwork and clapping each week.



MAY 2020

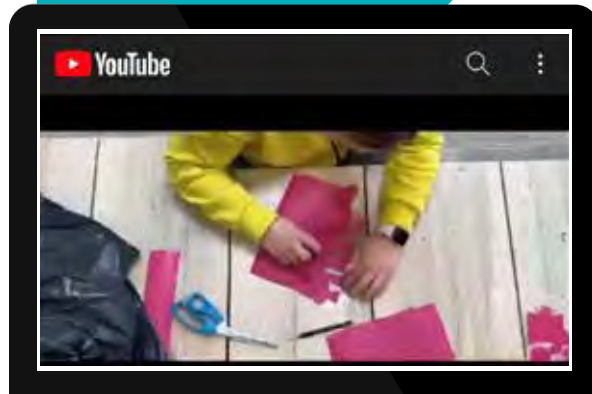
IT team supplied each care house with laptops, phones and the software needed for video calls, encouraging young people to keep in close, virtual contact with friends and family.



JUNE 2020

A spectacular **Virtual Fashion Show** was prepared by young people and staff with art, music, set design, videography, acting and dancing all coming together for an entertaining performance.

Google "YouTube Kibble's Virtual Fashion Show" to watch a preview.



JULY 2020

Girls in Skye put their best foot forward by taking part in the One Million Step Challenge for Diabetes UK raising over £500.

Young people in the Safe Centre planted new seeds, shrubs and herbs as part of the Power Project.

Children at Arran Villa held a special, fun-filled party to celebrate their graduation from home schooling. The Hobbit House in the back garden was transformed into the ultimate party venue, complete with bunting, glow sticks and colourful balloons.



AUGUST 2020

From BMX biking, creative workshops and hip-hop dancing to bubble football, it was a busy and exciting summer with young people getting involved in range of activities and learning new skills through funding from Summer of Play.



SEPTEMBER 2020

Young people and staff from education began their preparations for hosting a Macmillan Coffee Morning.



Halloween fun

OCTOBER 2020

Recruitment drive for our Child and Youth Care Worker Staff-in-Training programme.

Scottish GoAwards highly commended Kibble for working in partnership throughout COVID-19 with the Scottish Government, Strathclyde University, The Fostering Network, WhoCares? Scotland and CELCIS.

For Halloween, the grounds were transformed into an atmospheric Haunted Trail.

100% of the trainees from the January 2020 Staff-in-Training course are now employed by Kibble as Child and Youth Care Workers.

NOVEMBER 2020

Opening of Forest View Residential Houses in Lochwinnoch.

“I will try to describe Forest View in three words: fun, happy and kind friends.”

Young person

“At Forest View I’m listened to, which makes me feel loved.”

Young person



DECEMBER 2020

Christmas Light Switch On with each house getting festive with dress up and twinkling fairy lights.

Kibble’s Virtual Christmas Quiz offered a fun online activity to all.

The Kibble Christmas Fayre showcased the incredible handmade festive gifts children and young people created and raised money for charity.

Kibble’s Christmas Bake Off involved each house receiving a delivery of ingredients and picking up a wooden spoon and mixing bowl to competitively create a snowman cake to win a prize.



Our house Skye was transformed into Whoville



Quizmaster



“Bake” a leg

FEBRUARY 2021

COVID-19 test kits rolled out to staff. Cignpost donated £10K for COVID-19 test kits.

JANUARY 2021

COVID-19 Vaccination offered to all staff as front-line staff working in social care.

Kibble's residential and community services further expanded with the opening of Garnock Lodge in Renfrewshire. At the bottom of the huge garden, discover a wooden Hobbit House.



MARCH 2021

Kibble introduce Lateral Flow testing for staff as an enhanced safety measure.

Kibble win the Digital Innovation award by Generations Working Together for the HenPower project. Funded by the National Lottery Fund and in partnership with Spiers Care Home, the initiative helped establish intergenerational connections in the community online during the pandemic.

Watch our video for an insight into the project - Google "YouTube Kibble henpower".



APRIL 2021

Kibble expands its number of residential care houses by opening Bute, a small four-bedroom care house for 12-18-year-olds, which provides a high level of support and focuses on building interpersonal relationships. Bute has adopted the essential components of therapeutic care and education.



MAY 2021

All staff and young people able to participate in PCR Testing to remain in line with the latest government guidance.



Changing Lives

Throughout the past year, during uncertain times, the bonds between staff and children played a pivotal role in supporting young people through the various restrictions to ensure they remained optimistic. By motivating one another to look towards the future, Kibble kept momentum.



In a year:

We have supported **222** children and young people.



8 Young people have moved to independent living, successfully managing their own tenancy.



Throughout the academic year 2020/2021, our educational attainment increased by **28%** compared to the previous year, with a total of **957** SQA unit awards recorded.



Over **3,363** staff training items were completed.



Kibble has **684** employees working across the services, **53%** reside in the Renfrewshire, Glasgow and Inverclyde areas.



Our intensive fostering service has **25** foster carers who are supporting

21

children and young people.



For the core subjects of Mathematics and English, pupils' attainment achieved a year-on-year increase of **17%**

Skool's Out!

Kibble opened a free, registered childcare hub to support the childcare needs of the staff, when schools and nurseries remained closed.

As the COVID-19 pandemic swept over the world, a national lockdown was implemented across the country. The order was "stay-at-home" as schools and nurseries were closed and outdoor exercise was limited to once a day. Yet, Kibble as a leading specialist child and youth care charity, which provides residential care, education, foster and secure care to children, had to remain open and fully operational. The continuation of our 24/7, 365 days a year essential service was paramount to ensure the safety and support of children and young people. In order to support staff, who were parents or carers, Kibble offered childcare arrangements.

The childcare hub for staff was named, Skool's Out! and welcomed all children of nursery, primary and secondary school ages. There was plenty of fun to be had for little ones and bigger kids alike as activities ranged from soft play to laser tag.

Registered by the Care Inspectorate and led by an experienced team, including fully qualified teachers, staff were able to continue working, safe in the knowledge that their own children were being well cared for.

This proved a lifeline for many as over 40 children were enrolled into the childcare hub.

The success of Skool's Out! led to Kibble opening Puddle Lane Early Learning and Childcare Centre, its own children's nursery for staff and their families as well as the wider public.

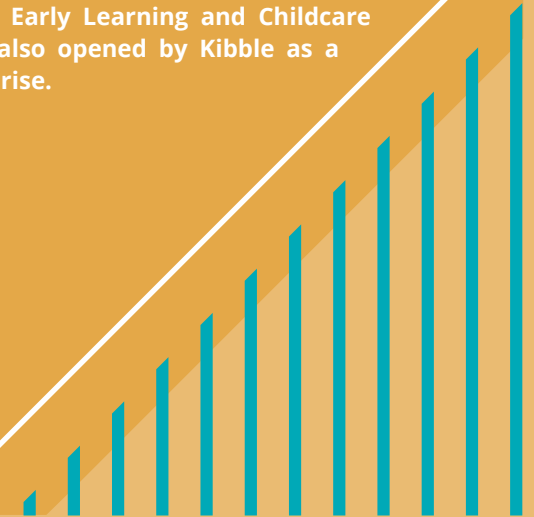
"Huge thank you to everyone at the hub for all the memories, laughs and stories you've provided Dylan with. He has met some brilliant new friends too. Dylan has actually told me that he's leaving his own primary school and going to the hub full-time." Vicki Gardner



New Services

Kibble have continued to develop, drive best practice and enhance service provision to best meet the needs of children and young people. Our unwavering progression has resulted in the opening of Forest View Residential, Bute and Garnock Lodge and Lovernbank, all within the year. As with all of Kibble's residential accommodation, young people are closely supported by our Specialist Intervention Services.

Puddle Lane Early Learning and Childcare Centre was also opened by Kibble as a social enterprise.





“One six-year-old who had shut down emotionally and would not speak was given regular therapeutic sessions with a horse and although unresponsive at first, eventually moved to pat the horse. It was extremely moving.”

Outdoor coordinator Rhona

Forest View Residential

Within the semi-rural village of Lochwinnoch, alongside our primary school, lies Forest View Residential. The two individual houses, Ness and Tay are four and five bedroom and provide nurturing accommodation and therapeutic supports to children aged between five and twelve.

Inside, the warm and welcoming interiors help the children feel safe and settled, whilst they choose elements for their bedroom that reflect their personalities and interests. Outside, there’s lots of laughter as the sustainable playpark is complete with a large timber climbing frame and swings. Animals are regular visitors and the children have formed magical relationships with dogs, tortoises and ponies.

Human-animal interaction at Forest View

The entire Forest View campus was designed to be trauma-informed from the very beginning. Part of the approach involved making animals a crucial and permanent feature of the campus due to the profound impact they can have on young children, helping them build relationships and control their emotions.

Animals show the power of caring and nurturing

By welcoming animals to Forest View all the time, children do not have a sanitised view of animals. Rather than seeing an animal occasionally and thinking “oh the animal is so shiny and clean”, children understand the full picture of what it is like to care for animals and look after them, realising the commitment involved to keep them clean and happy.

Animals heighten self-awareness

Children want to keep animals safe and in-turn, this helps children gain awareness of their own personal safety as well. For example, when taking animals out a walk, children look ahead to check it is safe on behalf of the animals and for themselves, rather than running along with limited attention to their surroundings.

Animals help with literacy and maths

Motivating children to read to a dog has seen astounding literacy progress. The tranquillity of the dog has helped

the children to relax while reading and find enjoyment in story-telling and books.

Meanwhile, for maths, children have calculated the weight and length of ponies. Children have the actual mammals in front of them; instead of only imagining abstract calculations.

Looking to the future

Forest View continues to grow and Kibble has begun to explore equine therapy and build stables for the miniature ponies who come with their handler Rhona throughout the week. This will enable us to offer pony trekking for the children, and horse and cart journeys.

Extract from ‘How animals aid a trauma-informed approach to education’ written by Henry Hepburn.



Introducing Bute

Bute provides close support to young people whose needs are best met within a smaller group living environment. Using a therapeutic and trauma informed approach, Bute offers one-to-one support for young people who need a more intensive level of care, including those transitioning from secure care.

Young people are cared for by an experienced, friendly care team as well as our Specialist Intervention Services and integrated health team, which includes specialist nurses, qualified therapists and a strategic health consultant. All are integral to the running of the house, day and night. Together, we are leading the implementation of Kibble's Therapeutic Model including psychological assessments, staff training, confidential staff support and evaluation of the service.

Take a tour of Bute

Amongst the leafy trees of our Paisley campus, Bute's charming garden along with natural, wooden interiors helping young people feel safe and settled. Young people and staff have embraced the summer months and the first sunny day of the year was marked with a BBQ.





Garnock Lodge

Garnock Lodge provides residential accommodation within the Renfrewshire countryside, surrounded by scenic views and nature trails. Young people can begin to move forward from their past experiences as they are given consistent love and care, encouragement to enjoy learning and offered positive opportunities for the future. Young people are fully supported in their wish to have family time, when possible, and facetime calls are a regular occurrence. Through genuine bonds between staff and young people, the kids feel understood and loved.

Inside, nature-inspired interiors with wooden décor and earth tones help create a sense of tranquillity. Home comforts such as weighted blankets, fluffy cushions and comfy chairs fill the space with warmth.

At the bottom of our huge garden, discover a wooden Hobbit House, great for play and adventure. The magical outdoor space inspires the imagination of young people who have great fun with den-building. It is the ideal place to create wonderful childhood memories.

The New Residential Care House in Glasgow

As well as introducing Garnock Lodge and other new services, Kibble has opened a second care house in Glasgow as a response to the individual needs of one young person. The off-campus base provides a nurturing environment and intensive level of support to young people with complex behaviours. The heightened support enables staff to strengthen their relationships with young people, and in tandem helps young people establish close bonds with those caring for them.

“ I live at Garnock and I love the house and how peaceful it is. I have done really well since I first came to Kibble and the staff are like family and take good care of me”

Young person

“Garnock is located in a rural area away from the hustle and bustle of a busy town. It is a safe, warm and welcoming home for our kids who love the nature surrounding us.

We like to ensure we encourage and nurture the interests, hobbies and talents of each individual.

It has been great to give our kids opportunities to experience new activities. They have chosen to go to Alton Towers, Blackpool, Foxlake and many other day trips, making memories they will remember forever.”

Melissa Isaac, Acting Service Manager



The Skills Academy

Introducing Kibble's Education and Training Centre, the dynamic and innovative, Skills Academy. It has undergone a significant transformation to offer new qualifications, large modern premises and work experience opportunities with local organisations. We have become part-owners of St Mirren Football Club and partnered with Skills Development Scotland and the National Manufacturing Institute Scotland (NMIS). Overall, The Skills Academy equips young people with the qualifications, training, skills and confidence to progress onto rewarding work opportunities.

Highly supportive learning environment

Through The Skills Academy, young people from 14 years-old gain qualifications, full training and valuable work experience in line with the current job market, while being fully supported by Teachers, Key Tutors, Instructors and Employability Support staff.

Our large purpose-built centre in Hillington Business Park offers bespoke workshop areas, classrooms, meeting spaces and a canteen that provides fresh meals. St Mirren's SMISA stadium has a dedicated Skills Academy training centre where young people gain real-life, motivating experience across a variety of roles.

Developing the skills for learning, life and work

As a registered City and Guilds, and Scottish Qualifications Authority (SQA) centre, young people can participate in full-time, part-time and bespoke vocational programmes in areas including: auto-engineering, hospitality, landscaping and gardening, joinery, painting and decorating, and construction. In addition to achieving National Qualifications in English, Maths and Employability.

“The Skills Academy is good, I have learned a lot since I have been here and although I’m due to move on soon I feel that I can take the skills I have learned with me into a real job. The staff are good and help you when you need it”.

Pupil at The Skills Academy

Introducing Puddle Lane



Kibble has opened Puddle Lane Early Learning and Childcare Centre. An inspiring children's nursery at Hillington Park, Glasgow. It welcomes children aged 0-5 years old, offering exceptional childcare for all in the Glasgow and Renfrewshire areas. A generous discount is available for Kibble staff, friends and family. As the name suggests there is plenty of outdoor fun to be had, splashing in puddles.

Drawing on 160 years of experience

As a leading child and youth care charity and social enterprise, we have specialist knowledge, experience and expertise in education, and early learning and childcare. Puddle Lane follows an innovative social enterprise model and all profits are re-invested into the nursery itself and put towards further enhancement that the children can benefit from.

Indoor and outdoor children's nursery

At Puddle Lane there are impressive indoor and outdoor play areas for children to learn happily and naturally through the joy of play. Located in the easily accessible location of Hillington Park, Glasgow, nearby Braehead Shopping Centre and within walking distance from Hillington West train station.

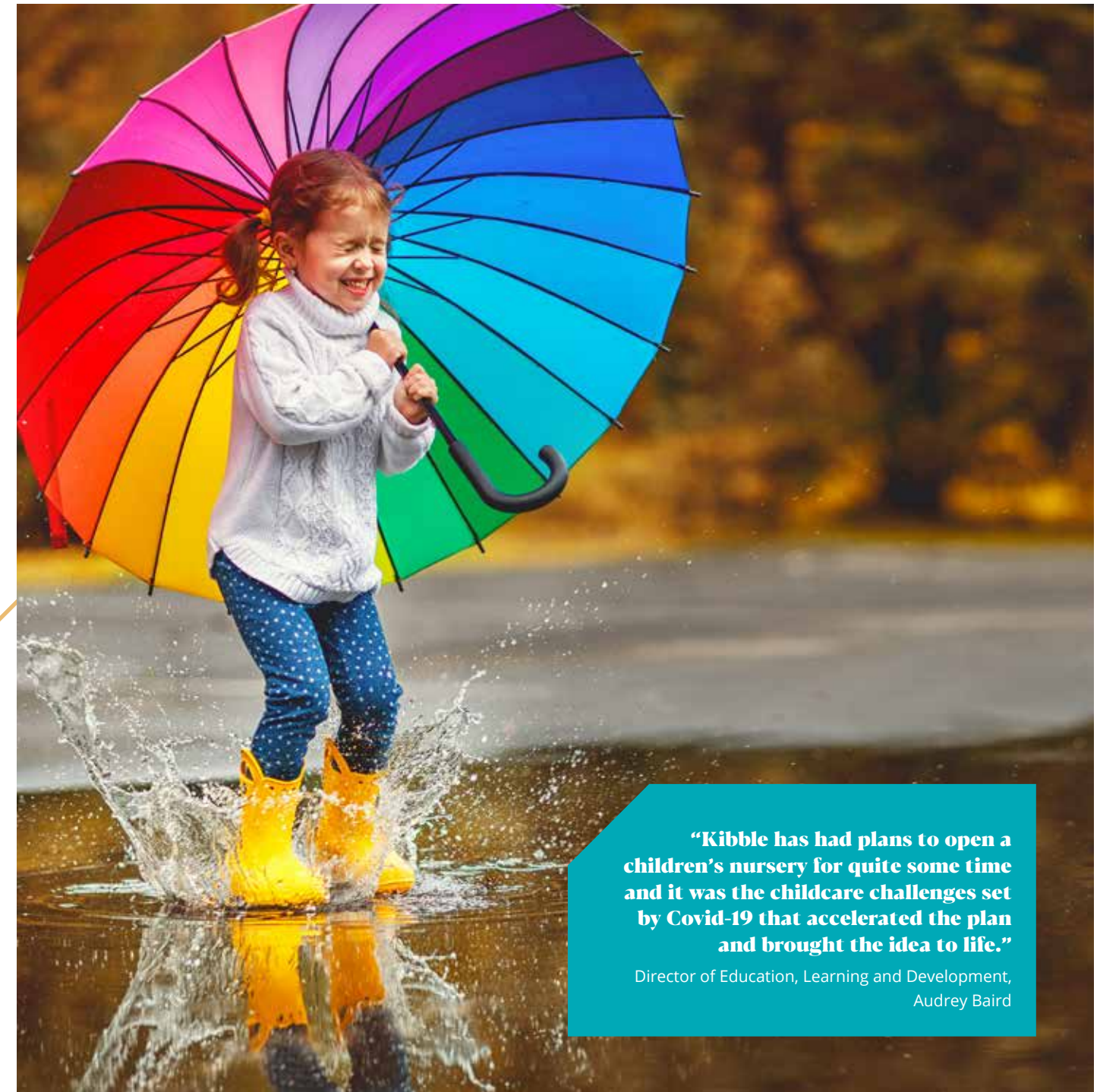
The indoor playrooms are open plan, letting children move freely. Inside, little ones can enjoy soft play with a dedicated baby zone and an indoor Astroturf play area which leads outside. There is also a dedicated dining area for enjoyable and relaxed mealtimes.

The children can venture outside to the enchanted garden, plant seeds and grow their own flowers while gaining an

understanding of the natural world around them. There is more fantastic fun to be had in our outdoor playpark where children have the freedom to explore and be curious, learn and play.

Children can learn and thrive

The philosophy at Puddle Lane is centred around play and is in line with the Curriculum for Excellence. Our practice is rooted in the learnings of Philosopher Fredrich Froebel and underpinned by social pedagogy. Led by an experienced nursery manager and professional and friendly childcare team, children thrive as we instil creativity and confidence by encouraging them to learn at their own pace, and to take part in experiences which brings learning to life.



“Kibble has had plans to open a children's nursery for quite some time and it was the childcare challenges set by Covid-19 that accelerated the plan and brought the idea to life.”

Director of Education, Learning and Development,
Audrey Baird

The Expansion of Our Young Workforce Development

Kibble's young work force development model continues to expand and thrive. The growth involved Kibble purchasing a 27 percent stake in St Mirren Football Club. Since Kibble became part-owners of the club in February 2020, significant progress has been made despite restrictions and delays caused by the lockdown.

Sporting Chance for Young People

St Mirren's SMiSA stadium has created a dedicated space to The Skills Academy to offer skills and qualifications in areas such as: catering, hospitality and retail, along with apprenticeships in groundskeeping and maintenance.

The pioneering venture between Kibble and St Mirren has brought meaningful change to the lives of young people at Kibble, the club, fans and the wider community. As well as enhancing young workforce development and education through The Skills Academy, the expansion has provided opportunities in volunteering, traineeships and apprenticeships, growing valuable connections between schools and businesses.

Together Kibble and St Mirren have agreed to address local deprivation and exclusion through youth employment, tackling food poverty, community engagement initiatives, activities and events. From our creative young people designing handmade Christmas decorations for St Mirren Charitable Foundation and their Christmas Day gift boxes, to helping the club deliver food packages using our fleet of vans and workforce power.

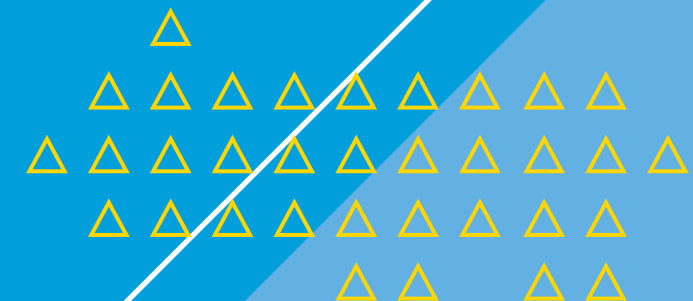
Future Ambitions

Kibble and St Mirren FC will continue to bring exciting developments. It is going good so far, but there is more to come. Ambitious objectives have been set to strengthen stability and enhance the scale of both organisations. We have joined forces with the aim of being as successful as possible to enrich the entire Paisley community and beyond.



Recruitment

Kibble is made up of individuals who have a drive to help others, those who can put young people first and foremost. All Kibble's achievements are because of the dedicated staff team. We recruit people who strive to be the best they can be and as a result, work collectively to improve each day, finding bright moments in daily routines while providing young people with love, care and support.





Kibble's Staff-in-Training

Kibble proactively recruited enthusiastic, hard-working individuals with life experience to begin a rewarding role in care. Through the Staff-in-Training 12-month programme, applicants earned a living wage while gaining valuable work experience and studying for a HNC in Social Services. Upon completion, all were offered an interview for a Child and Youth Care Worker role at Kibble.

As a result of the pandemic, many employees faced the prospect of redundancy, while some decided they were no longer fulfilled within their role and were seeking a new career path. Kibble offered those with the potential to be great carers the opportunity to make the career change with the peace of mind they will have an income while learning on the job.

The recruitment drive was successful as all completed the course and are now valuable staff members. Moving forward, the Staff-in-Training programme will become more regular.

“Quite often, people don’t think they have the skills to work as a carer or the experience they need to be successful, however we find that it is the drive to give young people a chance at life that makes a great carer – whether their background is a mechanic, hospitality worker or stay at home parent.”
CEO Jim Gillespie

Real Stories, Real Lives

Hear from our Staff-in-Training



“Throughout my Staff-in-Training course, a defining moment for me was joining in with the young girls’ dance classes. It helped form a bond between us all as we shared great laughs.”

Michelle



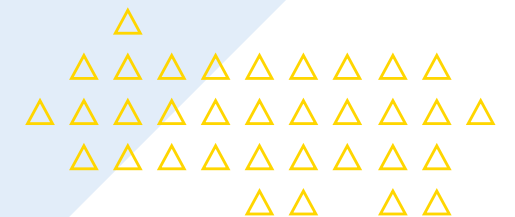
“Through a strong friendship I have built with a quiet, introverted young person, I have since encouraged them to enjoy swimming, exercise in the outdoor football pitches and get involved in the regular cook nights.”

Emma



“I was able to bond with a young person I cared for over a common interest in football. As a result, I encouraged him to attend football training and the club asked him to join the team.”

Aidan



Intensive Fostering Services

Foster care enquiries more than doubled during the pandemic. It is hoped that the increase will lead to more people from a range of backgrounds taking on the role of a foster carer at this crucial time, bringing compassion, understanding and solidarity to those who need it most.

Kibble issued an urgent call for Scots to consider the rewarding role of a foster carer. The pursuit of friendly, caring and patient people to join our fostering family came at a time when foster carers were needed, more than ever, to help cope with the impact of the pandemic on children and families throughout the country.

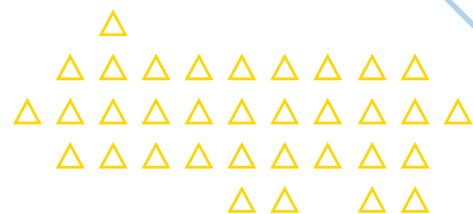
Throughout the UK, many re-evaluated their way of life and found new perspective, wanting to be more altruistic. The 225% rise in foster care enquiries is likely reflective of people's new approach to life.



“It’s very encouraging to see that so many have reflected on the pandemic as an opportunity to become a foster carer. The past year has been extremely challenging for many young people, and they will need a sense of stability more than ever.

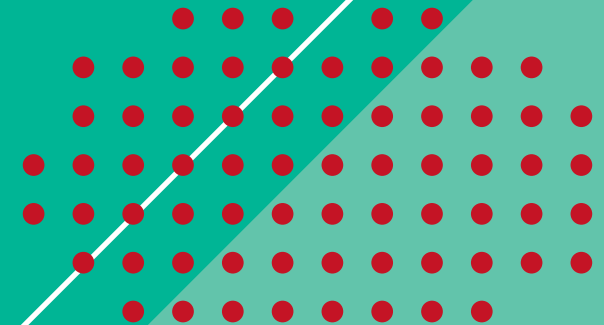
Our foster carers come from various walks of life and that’s something we not only support but encourage. The one thing which they all have in common is their desire for giving a young person a safe, loving home.”

Neil McMillan, Executive Director Community Services at Kibble



Magical Moments

Kibble staff and young people came together to make memorable experiences in what was an extremely difficult year. People became resourceful and suggested creative ways for everyone to celebrate together safely. Through optimism, hard work and collaboration we kept momentum and persevered to find hope and positivity and as a result, there are wonderful memories to reflect upon.



Virtual Fashion Show

Young people and staff put on an incredible lockdown fashion show. In an isolating time, we banded together to raise everyone's spirits and have a lot of fun, while learning new skills.

JUNK TO FUNK

RECONSTRUCTED

KIBBLE COMIC-CON

LOCKDOWN LOUNGEWEAR

Team effort

A team of 55 models and 37 designers along with a behind-the-scenes crew, who handled music and videography, delivered a spectacular performance, which was recorded and streamed live. The organisation of hosting a Virtual Fashion Show during lockdown and following government guidelines took patience and cooperation. All departments across the organisation including the Expressive Arts Team, IT department, care, teachers, and administration, got involved with the kids and collaboratively put on an inclusive show. Also, a huge thank you to our funders who helped bring the whole experience to life, this included The Gannochy Trust, Children's Aid Scotland and The Schuh Trust.

The creative process

Young people designed, created, and showcased their very own homemade costumes, which fell under one of four themes: Lockdown Loungewear, Kibble-Comic-Con, Reconstructed or Junk-to-Funk.

Across Kibble, each house was given a box of materials and items they could use throughout the creative process, along with a mannequin and sewing machine. Art workshops were held weekly to help young people further develop their sewing skills, while following social distancing rules. Children's Aid kindly donated iPads, which young people used as a learning tool and watched instructional videos detailing step-by-step instructions on how to tie-dye and make a face-coverings. The iPads also let young people keep connected with their friends across campus and send updates and previews of their masterpieces.

“Whether young people were using the tie-dye kits for a lockdown leisure piece, creating clothing using the sewing machine or bringing scraps of material together to create an item, they have all been really creative in their ideas”.

Sarah Falconer, Kibble Arts Development Officer

Originality

Young people brought their imagination to life with their original pieces and inventions using an array of colours mixed with different patterns and materials. Some young people dedicated costumes to current times such as The COVID Busters and Dr Superhero, who had a tie-dye cape.

The judges were impressed and awarded several prizes including “Most Dedicated Designer” and “Best Model”.

Overall, the Virtual Fashion Show was a phenomenal success with everyone feeling a sense of achievement.



Christmas Celebrations

Together Kibble staff and young people made sure the most wonderful time of the year was celebrated throughout the whole of December in the lead up to Christmas Day itself.



Great Christmas light switch on

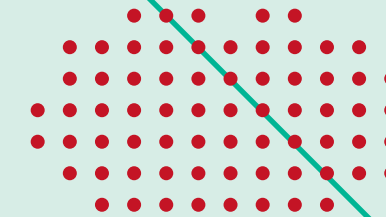
Kibble was transformed into a glittering winter wonderland as children, young people and the care teams decorated houses inside and out to see who would win a prize. Christmas trees reached the height of the ceilings, and young people and staff dressed up as snowmen, elves and reindeers as they enjoyed warm hot chocolate and took lots of selfies.

Young people in Skye transformed their house into a dazzling Whoville, home of the Grinch, complete with a tangled, life-sized Grinch stuck in the Christmas tree.

At Arran Villa, fairy lights were strung all around the house and the kids created a video as they showed off their dazzling decorations while heartily singing Jingle Bells. Across the other houses, Santa's red and white suit was up on the washing line ready for his Christmas eve endeavours.

Christmas bake off

There was more than a light dusting of competition as children and young people gave it their all to bake the best snowman cake. Each had their own unique style from Jura's picturesque winter scene to Barra's jolly snowman surrounded by snowflakes. Impressively, Mossway baked three cakes to make up the body and head of a happy snowman.



Helping charities with homemade Christmas decorations

Our young people used their creative skills to help with 'Festive Friends', an annual event held by St Mirren Charitable Foundation to support those in the community who are isolated and alone on Christmas Day. To help bring a little festive cheer, pupils created special handmade Christmas decorations that went into a Christmas gift box handed out to isolated members of the community on Christmas Day.

12 days of Christmas

Within the Safe Centre, everyone was determined to make happy memories therefore a new, exciting activity was held across the 12 days of Christmas. Barra, Islay and Jura joined in with singing, dancing, Christmas move nights and quizzes.



“Our Christmas Light Switch-On was fantastic! We belted out 5,4,3,2,1 and let off lots of snowflake confetti cannons.” Young person





Project Connect-19

Kibble developed Project Connect-19 to support care experienced young people disproportionately affected during the COVID-19 pandemic. Funded by The National Lottery Community Fund, the construction of a new project support team and the development of a new model of services was introduced.

Project Connect-19 had a monumental impact and changed the lives of 51 care-experienced young people who lived or were preparing to live independently and who had been affected by the COVID-19 outbreak. Through the project, access to a much-needed support network during an unpredictable time was made available. Many organisations usually relied upon were possibly unavailable or unreliable due to the closure, disruption, or restriction of services. The project provided individualised, flexible, participant led support and offered access to; online support, mental health counselling, a befriending service, activities to reduce social isolation, transitions advice and digital support where access to technology was a barrier.

The project ensured no one in the group was excluded. Young people had activities to look forward to and internet top-ups to join the online events. Young people were given a purpose through college and job application advice and access to resources and materials to further develop skills related to independent living. Moving forward, young people have adopted the positive behaviours learnt such as cooking, eating well, self-care and exercising, which has had a positive effect on their wellbeing.

The online group activities and private Facebook group encouraged socialising between the group of similar young people, with many providing emotional support to one another. The project has left behind a legacy of young people forming lasting friendships, which may prevent future isolation.

Real Stories, Real Lives

Young people's Project Connect-19 Stories

"I honestly do not know where I would be if it was not for this project. They have provided food for me when I had none. I don't feel so alone now that I have other people to talk to. I could not do that because I did not have a phone or internet. I feel like part of the world again. I have made some good friends online and I rely on the recipe boxes and the internet top-ups the project has given to me. Thank you to everyone on that project because they are all brilliant and always check in with me."

Ronnie

"This is the best project ever. The staff supported me constantly which helped with my anxiety. I have met some friends online and I have learned to cook, I could not cook before the project."

Rose

"I have been suffering from social isolation and low mood since COVID-19 happened. I can't go anywhere, and I feel stuck in the one place all the time. I can't see my friends the way I used to, and this makes me feel really down. Someone from my old residential unit called me and told me about the project. I really enjoy taking part in the online activities. There is always something different happening and I get along great with the staff who keep in touch. I'm worried about when the project ends as I look forward to catching up with other people and I like the stuff the project does."

Rebecca



* The names of all young people featured have been changed to protect their identity.

HenPower

Kibble won the Digital Innovation award by Generations Working Together for the intergenerational HenPower initiative.

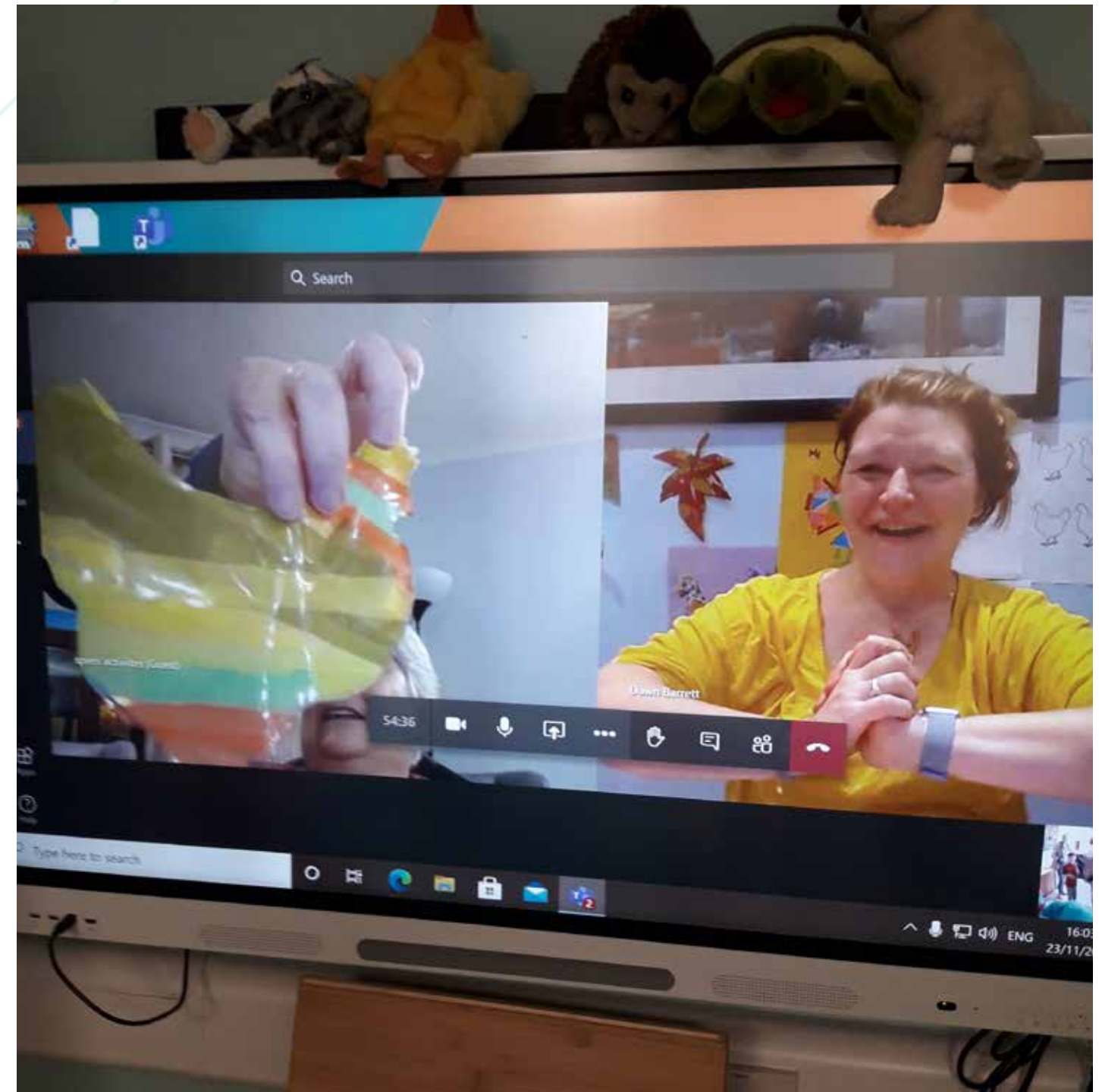
Funded by The National Lottery Awards for All Scotland, the special project aimed to tackle loneliness and isolation by establishing connections and friendships within the community, between children at Kibble, elderly care home residents and ex-battery hens. Throughout lockdown, the project impressively continued as technology was used to connect everyone in live sessions each week.

Initially, prior to the pandemic, children enjoyed taking part in arts activities within two local care homes, working together to create mosaic pictures, decorating stones, crockery, and singing and performing as well as spending time with hens and other small animals. As lockdown was introduced, socialising and bonding was needed more than ever, albeit by virtual means. We successfully used Microsoft Teams to link



the care homes, children at Forest View, and even the animals in the stables. Whilst it was a challenge, everyone enjoyed the weekly online classes with children excited to share their artwork and chat to their friends.

HenPower gave children new and diverse opportunities to build intergenerational connections and a way to interact with a wider range of people from the community. The connection between the older generation and children was valuable as the love, care and non-judgement nature of the friendship was similar to what supportive parents and grandparents would provide.



Looking to the Future

Kibble aims to provide the best service for children and young people by continually evolving to meet their needs. The enthusiastic staff team are always looking for ways to improve the already high standards through new service development, regular training, research and reflection and by putting young people first. With a robust inspiring learning and development culture, staff are given the support they need to deliver the highest standard of care.

Our Priorities

Kibble has proven itself as a steadfast, resilient charity and the perseverance shown throughout the global pandemic shows no signs of slowing down. The charity has an ambitious future ahead with determination to help as many young people as possible.

Progressing our Wellbeing Model

Our plan is to develop a new residential accommodation setting, dedicated to inspiring wellbeing. The calm, healing space will provide an intensive level of support and healthcare to young people with complex mental health needs.

The physical space will offer an abundance of natural daylight with far-reaching windows and bi-fold doors that connect young people to the natural environment. Through love, attention, therapeutic supports and help from medical professionals, young people will receive the care needed in a warm, welcoming and relaxing setting, rather than a clinical facility. By using innovative health and safety-based technology, complemented with a high staff to young person ratio, we will help young people move forward.

Education and employability

Through The Skills Academy and our part-ownership of St Mirren FC, our young people have opportunities to gain valuable work experience and qualifications that are in line with the current job market. Our primary and secondary schools, Forest View, Mirin Academy and Goudie Academy will continue to inspire learning. Funding will be secured to develop pioneering projects that meet young people's needs and wants. Pupils will have their voices heard to enable meaningful change.

The learning and development culture at Kibble spans across young people to staff. Kibble employees will be offered opportunities to gain further qualifications and lead research projects and progress professionally. Investment into development is a priority with staff across Kibble undertaking PHDs and Masters qualifications in education, residential childcare, Systemic Family Therapy and Forensic Mental Health. Staff also have the opportunity to study for BA, MBA and ACCA qualifications. We want to be the best we can be and have the ability to help young people in the most effective way.

Proactive recruitment for dedicated employees will ensure colleagues and young people alike are supported. We will increase the regularity of our successful Staff-in-Training course, taking into account people's life experiences and drive to help others.

“Through Kibble’s Staff-in-Training programme, I became a fully qualified Child and Youth Care worker gaining a HNC in Social Care. The investment in my progress continued and four years later I am now studying for a Master’s degree, funded by Kibble.”

Lola Devine, Child and Youth Care Worker



Therapeutic, Trauma-Informed Practice

The look and feel of our indoor therapeutic living spaces, which feature nature-inspired interiors, comfortable and cosy furnishings and bi-folding doors will be mirrored outdoors in our gardens. The plan is to create more outdoor areas, giving young people and staff open spaces to connect with nature. Already, at Garnock Lodge there is a Hobbit House for play and adventure. Also, at Forest View there is a timber playpark and stables for horses. Further development to the outdoor garden areas is in response to young people asking for outdoor areas to do yoga and relax. The garden renovations will have a positive impact on mental and physical wellbeing. It is in line with Kibble's value of ambition and to create positive opportunities from everyday experiences.

“Having more places to go would be good to make people feel comfortable to talk. Being outside makes me feel calmer, I can be distracted from my thoughts and it helps me to relax.” Young person

For our residential accommodation, renovations will see all living spaces move towards becoming smaller, four-bedroom houses. Young people will be able to build stronger relationships with the staff members, enhancing the sense of belonging.

Our Promise

Across Kibble, we pledge to #KeepThePromise and play an integral role in making Scotland the best 'place in the world for children to grow up' so that children are 'loved, safe and respected and realise their full potential'. As a charity that has placed young people at its heart for over 160 years, we understand our responsibility in working with the wider sector to drive positive and lasting change.

Kibble's Pledge

We are fully committed in our pledge to help transform Scotland's Care System and be part of the movement that is improving the lives of children and young people.

We will –

- Continue providing a safe, nurturing environment for children and young people and to help them build brighter, positive futures.
- Deliver trauma-informed care and recognise the importance of early intervention.
- Help transform the lives of children and young people through the provision of education, training and employment opportunities that meet their needs.
- Support young people on their journey to independent living. Give children and young people happy experiences, good memories and help them achieve a sense of belonging.
- As a priority, provide care to children and young people in a loving setting.
- Ensure there is a constant source of support for children and young people while they are in our care.
- Commit to sharing research and practice to support the Care Review.

Our Progress

Despite the challenges set by COVID-19, we have made significant progress in implementing many of the calls-to-action including implementation of therapeutic trauma-informed care. However, there is always more that can be done, and we strive to continually improve the landscape for children and young people.

- Forest View Residential Houses, Garnock Lodge and Bute opened to provide safe, therapeutic and supportive residential accommodation. All were developed in-line with trauma-informed principles across care, staffing, culture and the environment, including nature-inspired interiors.
- Our Systemic Family Service has supported over 30 families in the last year. The service works with young people and families to a shared understanding of each other's perspectives and to strengthen family bonds.
- We are affiliated with the Restraint Reduction Network and our practice and trainings are aligned to de-escalation approaches and early intervention.
- Across Kibble, we have changed our approach to language, ensuring that all conversations, materials and documentation are using non-institutionalised language to prevent stigmatisation of young people in care.
- Appointment of a dedicated Promise Keeper who will contribute to the development of approaches that deliver cross the five pillar of 'the Promise' to children and young people and their families.

We will continue to work alongside our young people to help shape all care practice in the years ahead.



Introducing David Nairn, Chair of the Board

I feel great privilege in introducing myself as your Chair. For over 160 years' Kibble has focused on supporting young people and it is an honour to be part of Kibble's prosperous future plans.

As I reflect on the past year, it is clear that Kibble has shown astounding resilience. Throughout the most challenging of times to have such great achievements and positive moments is a testament to the staff's dedication. It truly demonstrates the genuine love staff have for our young people. I would like to personally express my gratitude to the entire Kibble family.

Kibble has exemplified the overall mission to empower as many young people as possible and deliver the highest standard of care, education and opportunity. Great effort was made to ensure there were no delays to the pre-planned developments that young people so vastly needed. The 20/21 Annual Review is packed full of accomplishments. Although a difficult, trying time for many, Kibble excelled in offering inspiration to all.

Kibble is proud of its ambitious nature and does not shy away from leading by example. Moving forward, Kibble will strive to continue in delivering robust progression and contribute to the shaping of childcare provided across the sector.

Kibble's future vision is aligned to the core values of respect, ambition and belonging. The priorities are to invest in staff, employee benefits and strengthen the renowned learning and development programme; enhance and expand services to ensure our young people receive an outstanding quality of love and care; and service developments to best meet the complex experiences our young people have faced in their lifetime.

Together, we will ensure Kibble advances to best meet the everchanging needs of our young people. Across Kibble, we pledge to play an integral role in making Scotland the best in the world for children to grow up. Through learning from one another, and others in the sector, as well as carrying out in-depth international research and listening to young people, we have the resources to thrive. I, for one, look forward to the year ahead.

David Nairn
Chair of Board



Guidance and Governance



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 customers receive our services as intended

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

Our Board and Trustees

Non-Executive Directors

David Nairn, Chair of Board
Jimmy Cochrane
Paul Allen
Tom Armstrong
Dr Graham Connelly
Stuart McNeill
Mary Hackett
Brendan Harris
Duncan Sloan

Trustees

Marion Jackson, Chair of Trustees
Rev Gordon Armstrong
Rev Alan Birss
Provost Lorraine Cameron
Sheriff Principal Duncan Murray
Sheriff T McCartney

Secretary

Lesley Boyle

Chief Executive

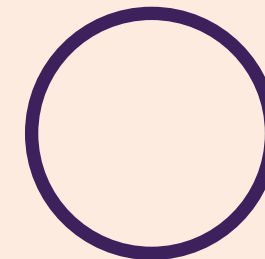
Jim Gillespie

Chief Operating Officer

Sinclair Soutar

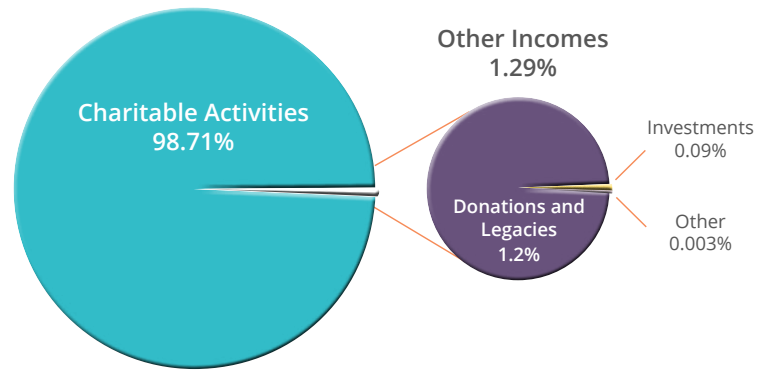
Executive Directors

Audrey Baird
William McFadyen
Neil McMillan
Mark MacMillan

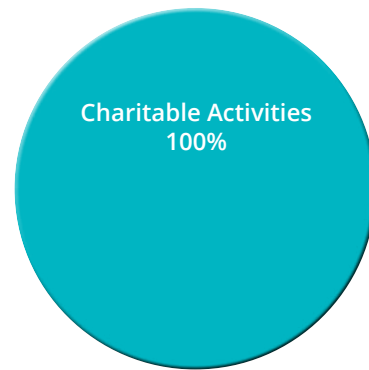


Finance

2019-20 Income



2019-20 Expenditure



Extract taken from Miss Elizabeth Kibble Trust Consolidated Statement of Financial Activities for the year ended 31 March 2020. A copy of the full report is available on request.

Awards



Thank You

Thank you to everyone who has been a part of Kibble throughout the past year. It has been your enthusiasm, perseverance and drive to make real change that has enabled Kibble to keep momentum and give young people the best chance at life. Young people in particular deserve recognition as it is their smiles and progress that provide immense motivation for everyone involved.



Thank You to Our Funders

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.



Kibble

- Ably Resources
- AMW Charitable Trust
- Amazon Smile
- Card Factory
- Children's Aid Scotland
- Cignpost Diagnostics
- Creative Scotland
- Early Action System Change Renfrewshire
- Elizabeth Frankland Moore and Star Foundation
- Fairlie Parish Church
- Merchants House of Glasgow
- Peter Brough Bequest Fund
- Scottish Council for Voluntary Organisations
- Scottish Government
- The Gannochy Trust
- The National Lottery Community Fund
- The Robertson Trust
- The Schuh Trust


Thank You to Our Partners

We are well networked within our local community and work closely with fellow organisations to enhance our knowledge, understanding and service provision. We would like to extend a heartfelt thank you to our partners for the open collaboration, support and teamwork.

Kibble chairs the local Our Children Renfrewshire Voluntary Sector Children's Forum hosted by Engage Renfrewshire and represents this forum at Renfrewshire Council Children's Service Planning Group. Kibble also sit on the Social Work Scotland Residential Subgroup, Social Work Scotland Child Protection Sub-Group, Renfrewshire Prevent Voluntary Providers Group. All of these groups are represented by local residential service providers/partners. In addition, we also regularly attend the North Ayrshire Providers Forum and North Ayrshire New Secure Hospital Working Group.


Other relevant organisations we work closely with include: Police Scotland, social work, education, housing, economic development and regeneration, skills and training; NHS - CAMHS, GP's, allied health professionals such as speech and language therapists, occupational therapists; Who Cares? Scotland Participation Groups; voluntary sector; Charities Learning Consortium; housing associations; colleges and universities.

Through partnering together with those who share the same mission as we do, to support and empower young people, we can truly make a difference and give young people a chance at life.



To say 2020/21 brought new challenges would be an understatement. As the world felt the impact of a global pandemic that shifted daily routines completely, Kibble had to persevere and continue providing round-the-clock care to young people. When reflecting upon the past year, there should be an overwhelming sense of pride as each individual showed true commitment and hope, enabling us all to keep momentum. We moved at pace while creating positive experiences for young people, remembering our values of respect, ambition and belonging, even in the face of trying times.

The annual accomplishments are due to the incredible staff team as well as young people who gave motivation and encouragement through their smiles, kindness and progress. The close-knit bonds between colleagues, staff and young people continue to be the most important aspect of Kibble and relationships will continue to be a focal point in our ambitious future.





Kibble

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w: www.kibble.org

 [@KibbleCharity](https://twitter.com/KibbleCharity)  [KibbleGroup](https://www.facebook.com/KibbleGroup)

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

KibbleWorks Scottish Charity No. SC035861 Registered in Scotland No. 269349

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