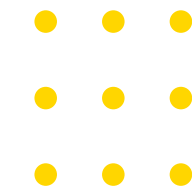




# We Are Kibble

Annual Review 2022



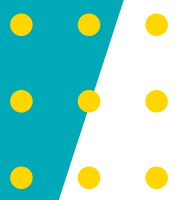


'We Are Kibble' was a phrase originally used by young people. This is their world that we have the privilege to be part of.

It is our wish to empower young people and provide them with the love, care and support needed to fulfil potential. We do so by listening to young people and evolving in line with their needs while remaining true to our values of Respect, Ambition and Belonging.







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## Welcome

**Kibble's Annual Review shines a spotlight on the difference we are making every day to the lives of young people. As a Board, we understand our responsibility is to provide a solid foundation for Kibble's clear vision of transforming lives, families and communities to build on and the milestones to date are incredible. Our ambitious plans are set to continue and united, the Board work alongside the Senior Leadership Team to ensure Kibble has the resources required to action the goals of the next year and beyond.**

Our foresight to prepare for the future intends to strengthen the longevity of our essential services. We want to continue to provide the help that Kibble is best suited to offer and ensure children, young people and their families have access to the vital support so vastly needed. The Board's decision-making is always to encourage the enhancement of existing services while paving the way for future growth.

Several Board developments have been part of Kibble's progression plans. We have welcomed new Board and sub-committee members to join us in fair and transparent corporate governance. The broadening of leadership enriches our way of thinking and as a result, encourages innovation. Quality time together in the form of strategic development days ensures long-term business goals are set. Additionally, the Board have continued to develop their professional skillset through expert training with the Institute of Directors - even

at the highest level, Kibble's commitment to learning and development is followed through. Overall, succession planning is a priority. Each one of us must evolve if Kibble is to continue to grow.

Kibble targeted the following business areas to invest in and nurture: staff learning and development; young workforce development; and mental health services. It was agreed that once expanded upon, these areas had potential to significantly impact business operations. The Board set-up subgroups to help monitor and evaluate progress and track tangible outcomes.

Consequently, the emphasis on learning and development has meant Kibble's workforce are fully supported in completing further study, research and training with 10% of the staff team achieving high level qualifications including PhD and Master's degrees. Kibble introduced the role of Senior Practitioner for experienced Child and Youth Care Workers to progress professionally. As well as supporting existing employees to develop, Kibble has launched training programmes for new recruits who wish to qualify for a rewarding role with us.

The motivation of Kibble's ambitious staff team to continually expand their knowledge can inspire young people to find and cultivate their passion and purpose in life too. It is important Kibble provides young people with exciting learning opportunities that will direct their enthusiasm, energy and drive into an aspirational career. The relaunch of Kibbleworks

to The Skills Academy and partnership with St Mirren FC has provided young people with supportive learning environments and an engaging syllabus filled with academic, practical and entrepreneurial projects. All helping young people gain valuable qualifications and increase employability skills.

Each Kibble staff member has dedicated themselves to providing the highest standard of care to young people, which is confirmed in the tremendously positive outcomes Kibble is responsible for. It is because of each member of staff that we can re-invest into improving our service provisions and help give more and more young people a chance at life. Moving forward, Kibble is determined to be the change our young people need and pioneer new mental health services. Plans are underway for a new Wellbeing Service, which will be a purpose-built facility, grounded in the latest research and technology and capable of keeping young people with complex needs and behaviours as safe as possible.

All that we achieve is only possible because of our workforce, stakeholders, partners, and communities. I'd therefore like to extend my gratitude to everyone who stands alongside us in our mission to empower children and young people to fulfil their true potential.

**David Nairn**  
Chair of Board





## Welcome from our CEO

Kibble has cultivated a culture of togetherness as each one of us holds the shared understanding that we are here to 'Transform Lives, Families and Communities'. It is with great responsibility and pride we take on our role of helping shape the world children grow up in and drive forward our three strategic priorities to do so, the set objectives include: to help more young people, introduce new services, and improve processes. Our milestones of the past year outlined within this Annual Review were led by our culture and core values of Respect, Ambition and Belonging. All of which were the foundation of decision-making as we continued to apply our therapeutic, trauma-informed model of care across our services and project developments. Kibble strived to be at the forefront of mental health service provision maintaining children and families at the centre of all support, while focusing on staff development and wellbeing.



Our own therapeutic trauma-informed practice has young people and relationships at the centre with 'Skilled and Supported Staff', a key component to accomplishing our approach. It is imperative our workforce have the capabilities required to meet the ever-changing needs of young people as well as being fully supported themselves by Kibble. Our dedication to increased recruitment, training opportunities, career development and the creation of new managerial roles have guaranteed a steady, competent workforce enabling us to deliver continuity of care and introduce pioneering services. The investment into forming an extensive learning and development infrastructure demonstrates the importance we place on succession planning and creating future leaders within the organisation to ensure business longevity.

Kibble has the scale and resources to meet the increased demand for services that support young people's mental health and wellbeing. Last year, we opened Bute, a residential children's house, that provides a high level of support to young people with complex mental health and self-harm behaviours. The house now has 20 members of staff plus health professionals who give close, one-to-one support for four young people in a safe, therapeutic environment. Furthermore, we have our Specialist Intervention Services (SIS) who offer vital psychological support to young people, families and communities as well as delivering additional, much needed psychological services funded by the Scottish Government including national services SAFE and IVY. We are set to expand our mental health provision by establishing our own new, state-of-the-art Wellbeing Service.

Developments within our Paisley campus include the construction of three residential children's houses that replicate family style living in line with our therapeutic approach plus a new Education Day Hub.

Our community services are set to expand further with a new children's residential house based in the coastal village of Inverkip. Forest View in Lochwinnoch has extended to welcome more pupils to the therapeutic primary school with plans underway to also provide greater space to young people who call it home. The growth of the service emphasised the need for a community hub to act as a dedicated base for staff, young people and families.

Kibble's ambitious nature paired with set objectives, sound organisational structure and strong business model has formed a clear, driven growth strategy that is propelled by our collective culture to deliver the best care possible. Ultimately, the genuine connections between one another and with young people motivates everyone at all levels within Kibble to continually evolve and improve both personally and as an organisation. Our achievements to date are a remarkable feat and we plan to only build on our success to date.

**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 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 practice 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.

- Residential Care
- Secure Care
- Education
  - Forest View Primary School
  - Mirin Academy (Safe Centre School)
  - Goudie Academy (Paisley Campus School)
  - The Skills Academy
- Community-based Services
- Kibble Fostering
- Housing Support
- Adult Placement Services
- Specialist Intervention Services (SIS)
- Interventions for Vulnerable Youth (IVY)
- SAFE Project
- Partnership with St Mirren Football Club
- Puddle Lane Early Learning and Childcare Centre

## Mission, Vision and Values

### Mission

Empowering lives and fulfilling potential through care, education and opportunity.

### Vision

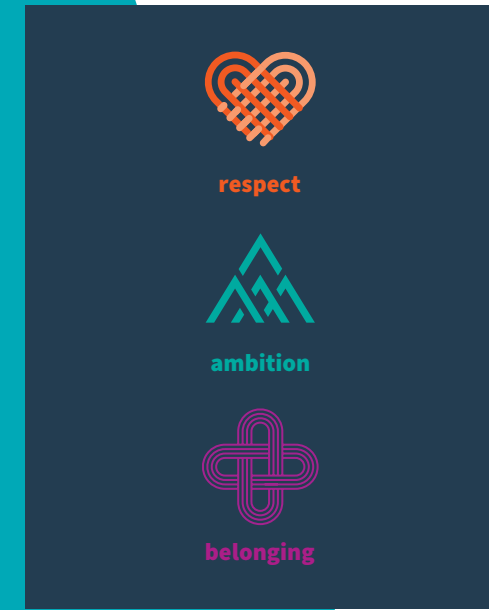
Transforming lives, families and communities.

### Values

**Respect:** Building relationships on integrity, compassion and trust. Accountable and responsible use of resources.

**Ambition:** Courage to keep improving and innovating. Creating positive opportunities from everyday experiences.

**Belonging:** Inspired by our shared purpose, proud to be included. Making a positive difference and creating lasting connections.





# Strategic Priorities

In order to achieve our mission, three strategic priorities have been identified: to help more young people; to improve processes; and to introduce new services. The set objectives provide structure to our overall business operations and decision-making.

The model outlines our three strategic priorities.







## Respect

Kibble has shown respect to all by creating greater access to essential services for those who need it.





## Interventions for Vulnerable Youth

The vital Interventions for Vulnerable Youth (IVY) project is a specialist psychological and social work service delivered by Kibble and funded by the Scottish Government.

Young people, up to the age of 19, who present a risk of harm to others can receive professional consultation, advice and ongoing support at no cost to themselves or to those who referred them. The only aim is to ensure young people and their support system have access to the best advice, practice assessment and interventions addressing mental health, psychological and forensic risk and needs.

The value of the service was evaluated through an Outcome Report and extensive Feedback Report, which confirmed all professionals utilising IVY would use the service again.

»»»» **“The service was available quickly to a young person and the family who were then able to access support when they needed it, something which is not always possible in many services.”** *Social Worker*

»»»» **“IVY is an exceptionally useful service that offers support and guidance to professionals, children, young people and families.”** *Social Worker*

## The SAFE Project



The new, free ‘Safe’ service offers support to young people and families affected by crime.

SAFE is a vital community-based service that has been established through the Scottish Government Victim Centred Approach Fund. The project allows for a specialist team of psychologists, therapists, practitioners, and advocacy workers to provide psychological advice and support to young people, aged between 5 and 25, who have been a victim or witness to a crime.

## Our Wellbeing Service

Kibble has progressed with developing a brand new, pioneering Wellbeing Service that follows a therapeutic model.

The intention is to provide an intensive level of support and healthcare to young people with complex mental health needs in a calm, healing space rather than a clinical facility. The high ratio of specialist staff to young people has the priority of encouraging genuine relationships, which is a key element of therapeutic care.

Through a Knowledge Transfer Partnership (KTP) with the University of the West of Scotland (UWS), an employed academic who specialises in artificial intelligence, has begun using advanced technology to design remote health monitoring, sleep-tracking and behavioural analysis solutions. The purpose of the research is to ensure when a young person requires a higher level of health and safety protection and care, there is the option of applying machine vision and artificial intelligence to monitor their wellbeing in the least intrusive way possible. By using innovative health and safety-based technology, complemented with a high staff to young person ratio, we will help young people feel safe and become hopeful about the future.





## The Promise

Scotland made a promise to care experienced children and young people that they will grow up loved, safe and respected. The Promise Scotland was formed to support people and organisations to take action and evoke change in the overall mission to #KeepThePromise.

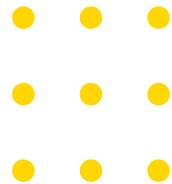
As a children's charity with over 160 years' experience, we understand our role in helping shape the world children and young people grow up in. We promise to respect the voices of care experienced young people.



### Kibble's Pledge

Kibble aims to exceed the actions set out by the Promise and continually strives for the needs of children and young people to be placed at the centre of all decision-making, respecting their voice.

- Kibble follows a trauma-informed approach across all operations including care, staffing, culture, and environment. Our services aim to offer young people a safe, therapeutic and loving setting where they can access a constant source of support and begin to look positively towards the future.
- The appointment of a Promise Keeper ensures there is accountability to deliver Plan 21-24.
- Our dedicated Systemic Family Service continues to work with young people and families and equip them with the tools to strengthen family bonds.



- Project developments have been in line with the Promise and the needs of young people. The changes have included: the creation of more dedicated family rooms for young people to spend quality time with the ones they love; the build of three-and-four-bedroom residential children's houses, which allow for friendships to form between fellow young people and a familiar, friendly staff team; and the installation of an airport-style body scanner within the Safe Centre.
- Children and young people are listened to by decision-makers as time is dedicated to monthly Our Voice meetings. It is a chance for young people, pupils, staff and representatives from Who Cares? Scotland to meet and discuss feedback, issues and concerns.
- Across Kibble, we proactively ensure all conversations, materials and documentation use non-institutionalised language to prevent stigmatisation of young people in care. We are increasingly co-producing materials alongside young people to share resources that will be valuable to those needing Kibble's services.







## Created for Young People by Young People

Young people developed their own innovations, tools and training resources as part of the Early Action System Change Renfrewshire partnership funded by the National Lottery Community Fund. With a focus on tackling coercive control and ultimately improving mental health and wellbeing, young people co-produced a number of different resources.

### Find Out What Our Young People Created

A welcome video and wellbeing resource booklet for young people coming to Kibble was created by young people already at Kibble. The pack intended to empower young people to access support, feel able to share their thoughts with adults, knowing that they won't get in trouble. Overall, the video and leaflet let young people know who to talk to and where to go to help combat any worries running through their mind. Reminding them, help is always on-hand.

Young people at Kibble knew they wanted to help their fellow young people feel more comfortable in asking for help. They were determined to introduce a new way of signposting others to the support available and offer reassurance that the adults surrounding them had the potential to be a listening ear.

**"Letting young people lead feels much more effective. It is going to be more welcomed and make more of a difference." Youth worker**

SCAN THE QR CODE TO WATCH OUR VIDEO DIRECTED BY YOUNG PEOPLE:





## Puddle Lane Set to Welcome More Families

Kibble opened Puddle Lane Early Learning and Childcare Centre (ELCC) for all children aged 0-5 years old from across Renfrewshire, Glasgow and surrounding areas, with Kibble staff, friends and family receiving a generous discount. Since opening in 2021, Puddle Lane has experienced great success with over 25 families enrolled and an extension underway to welcome even more children.

As a leading child and youth care charity and social enterprise, we have the specialist knowledge, experience and expertise in education, and early learning and childcare to provide high quality childcare to our staff and wider community. In addition to Kibble employees having access to childcare savings, the discount extends to season ticket holders for the local football team, St Mirren. Furthermore, Puddle Lane is registered to offer all families free nursery hours funded by the Local Authority as part of their overall funded Early Learning and Childcare (ELC) programme. Our research has expanded across a national and international scale, and we are proud to offer the best practice in early years childcare to families within our community.

**“My son, Owen’s face lights up when arriving at Puddle Lane, seeing the friendly staff team and spending time with his friends.”**

*Stephen Porter, Kibble ICT Systems Analyst*

Puddle Lane is a modern, state-of-the-art children’s nursery with open-plan playrooms and a dedicated dining area. There’s plenty of outdoor fun to be had in our large garden area filled with oak play furniture and the nearby community garden where we grow fruit, vegetables and plants.

By design, our indoor and outdoor nursery encourages little ones to continuously learn through active play. It has truly become an inspiring, playful place for babies and children to be curious, make friends and be happy.

We will soon welcome even more families to Puddle Lane as we are expanding in size. Our project development plans are currently in progress and include building additional open-plan playrooms, enhancing the overall spacious, free-flowing environment.

**“Cuillin adores his time with everyone at Puddle Lane and that makes for a very happy mum too. Thank you.”** *Cuillin’s Family*

**“Puddle Lane has been beautifully created, it is the best environment for my daughter, Roni and you can see how much fun she has every single day.”**

*Christopher Gemmell, Kibble Child & Youth Care Worker*





## Ambition

Kibble has the ambition to drive forward much-needed new services and ensures the workforce has the resources required to achieve improvement of existing operations and growth of new services.







## Forest View

Forest View has grown with the two residential children's houses adding to its grounds, large therapeutic cabin houses and oak horse stables with the primary school also expanding to help more young people.

### About Forest View

Forest View in Lochwinnoch provides nurturing accommodation and therapeutic support to children aged between five-and-twelve, with a primary school right next door. It is a safe place filled with friendly adults who listen, comfy couches for relaxing, and plenty of space to play and make friends. A frame on the wall for all to see shares the words, "you are so loved" and reminds those living here that they are surrounded by kindness, understanding and happiness.

From initial concept through to development and practice, Forest View was designed to be trauma-informed. The location, architectural layout, interior design, and specialist staff were carefully selected to deliver the right support at the right time. All supportive services and the adults who surround the child, listen to the child's needs and work together to form a shared understanding. The multidisciplinary approach ensures families, education professionals, the care staff team and therapeutic services work alongside one another to best meet the needs of the children, helping them recognise their emotions and create meaningful relationships.

Our Specialist Intervention Services (SIS) team deliver valuable support to children and their families. The services can include: a review from a Speech and Language or Occupational Therapist, as well as a psychological assessment; creative therapies including art, music and play therapy; and Systemic Family Therapy for families to gather to build and strengthen relationships.

### The Creation of Our Cosy Cabins

Forest View has expanded to include tranquil wooden cabins where children can access the fundamental therapeutic support SIS offers. By bringing an adventurous yet snug hideout to Forest View children have space to talk through their thoughts, feelings, and emotions.





### Our Stables

The oak stables for horses and miniature ponies follows through on our intention of animals being a permanent fixture at Forest View due to the profound impact they can have on the mental health and wellbeing of children and young people. Horses are especially renowned for their intuition on how a human is feeling and their ability to respond and mirror their behaviour accordingly. Therefore, spending time with horses can help children and young people learn to process emotions because, to build a trusting connection, children must show empathy and patience to the horse. Overtime, young people will begin to transfer their knowledge of an animal's emotions and welfare to themselves. Those who live at Forest View wholeheartedly participate in equine therapy, pony trekking and horse and cart journeys.

### The Extension of Forest View Primary School

Our therapeutic primary school will see Kibble build up to four new classrooms in order to support more pupils, who need a helping hand to engage with learning. The extension will allow us to increase enrolments while maintaining the highly supportive learning environment that effectively delivers the Broad General Education to smaller class sizes.

Forest View Primary School has received commendations for the high morale amongst staff and pupils, with children's behaviours and attitudes to learning being described as "impeccable" by Education Scotland. Our experienced, specialist trained teachers are dedicated to ensuring pupils achieve their very best.



### A Parent's Story

One young person who spent time at Forest View's Ness house returned home to their family, who were extremely grateful for the great care given by Kibble and the loving staff team. The young person's happiness along with the family's appreciation is the highest accolade we could ever receive.

*"Thank you all so much for the amount of care and support given during this past year at Ness House. You provided the right environment for my son to learn how to work through big, overwhelming emotions. We as a family will be forever grateful for your dedication. There is no doubt he will miss you all and the support and friendships that were made."*

*Kibble and Ness have been a huge part of our lives and now it is time for a new start, although we will never forget about Ness."*



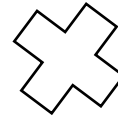


## Inverkip

Kibble has children's residential houses throughout the community, including Forest View and Garnock Lodge in Lochwinnoch, and Arran Villa in Largs, amongst others. Now, a new community house is set to open in Inverkip.

The expansion of our community services is in line with our practice becoming increasingly therapeutic and trauma-informed as the house replicates family style group living with four-bedrooms. The large house, complete with open-plan living areas and great outdoor space, is for children to feel comfortable, safe, and happy. It is purposefully designed for young people to receive a high level of support, love, and care with the opportunity to create meaningful relationships.

The coastal village of Inverkip has a strong sense of community, the village regularly holds events, activities and classes that span across sport, health, recreational and social interests. It is an ideal location for young people to grow up in, explore, join in fun local festivities and overall build connections to establish a sense of belonging.



## Abbeyfield Community Hub

As our support within the community strengthens to reach more children, young people and families, Kibble is establishing a dedicated community hub in Renfrewshire.

Kibble is opening Abbeyfield as a base for our essential community-based services that provide much-needed support to families from across the surrounding areas. The services within Abbeyfield will include fostering, Adult Placement Services, IVY and SAFE.

Set within the bustling town of Paisley nearby transport links for reliable and affordable access, Abbeyfield provides the location and space required for our busy staff teams. The community hub has office space to work independently and meeting areas for colleagues to come together and communicate. Foster carers and young people will also be able to regularly visit friendly team members at Abbeyfield.

Our own therapeutic and trauma-informed model highlights the importance of integrated services. Kibble provides working environments that allow for collaboration and shared decision-making to take place.







## Within our Paisley Campus



### New Children's Residential Houses

Our values of Respect, Ambition and Belonging are central to all operations within Kibble.

Our own trauma-informed model of care emphasises the importance of the latter value, 'Belonging'. As building genuine relationships with children is one of the most powerful actions we can take in helping young people to look ahead and heal from previous experiences of trauma and adversity. The ambition to create a setting that encourages connections led to the development of three new children's residential houses that replicate family style group living.

The three-and-four-bedroom houses within our Paisley campus are allocated their own dedicated, specialist staff team while also having onsite access to Kibble's range of support services. This allows for young people to form close bonds with their own regular staff team, nurturing valuable relationships while also being able to recognise friendly, familiar faces of the wider staff team across Kibble. By providing a range of integrated services in the safe, stable setting, young people experience structure and stability and can begin to think positively towards the future.

### The Great Outdoors

Visible change can be seen through the increase of greater outdoor areas across Kibble, with young people and staff having more opportunities to get outside and spend time in tranquil gardens, allotments, stylish picnic areas and more. Spending time outside can encourage an active lifestyle, improving mental and physical health.



### Welcome to our New Education Day Hub

Our Education Day Hub provides tailored learning opportunities to S1-S6 pupils on a day placement basis.

Kibble's strategic priority to improve existing services drove forward project development plans to renovate and create an inspiring educational environment. The entire space was renewed from the learning spaces to the kitchen and dining area as well as opportunities for socialising.



Individual desk space



Comfy seats for playing guitar, reading, or having topical discussions



Plenty of space for spending time together, playing pool, laughing and making friends



Inviting, calm kitchen filled with warm blue tones with natural wood and plenty of seating



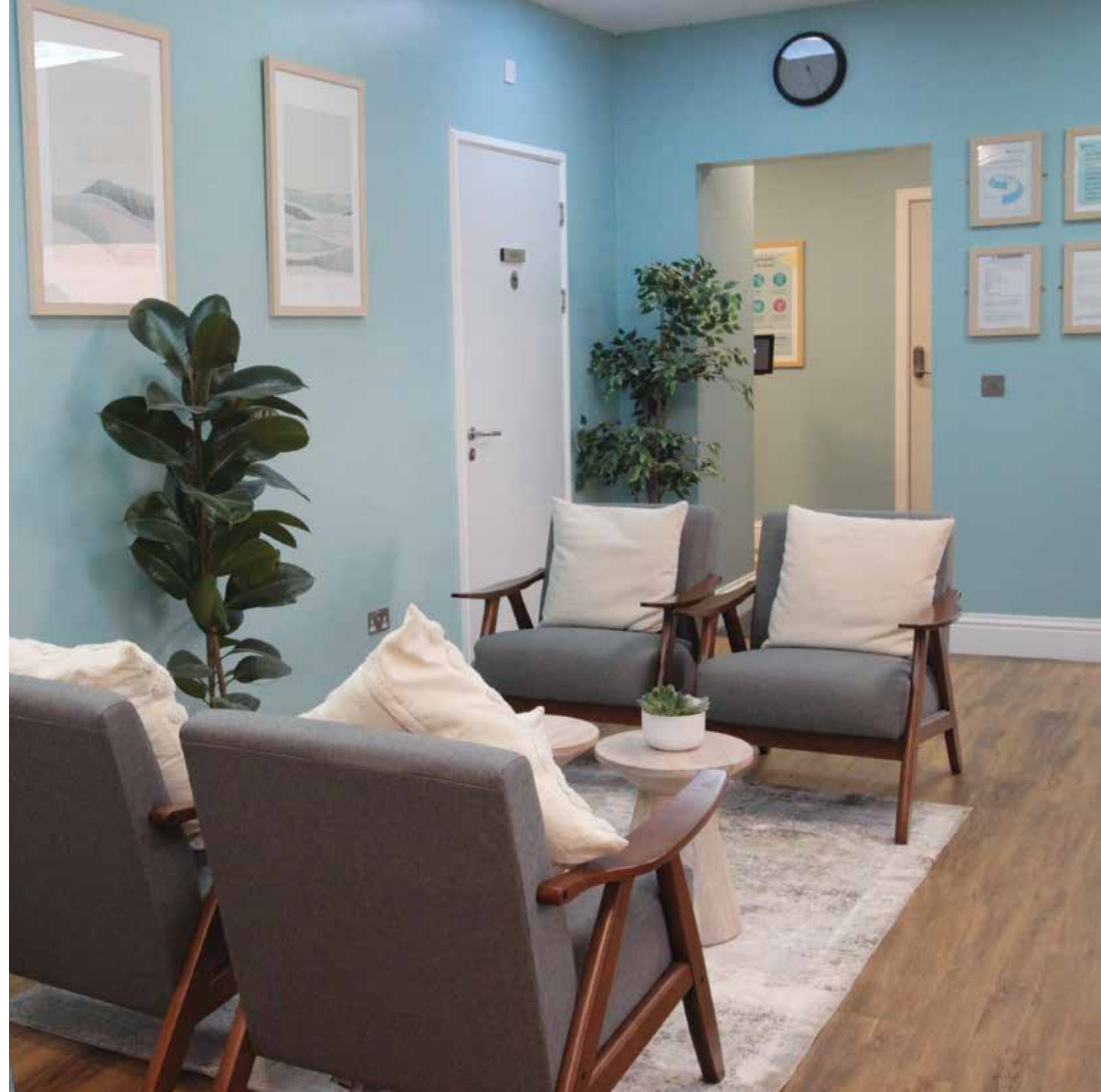
### Safe Centre

We understand our responsibility in keeping young people safe and therefore have further enhanced the environment within our Safe Centre. Through the developments, the setting has become even more in line with our therapeutic, trauma-informed model.

A significant advancement was the installation of an airport-style body scanner to minimise the use of full search, in line with the Promise and the United Nations Convention on the Rights of the Child (UNCRC). This involved a full refurbishment of the welcoming reception area.

The improvements included the Safe Centre fitness suite and outdoor fitness area, all newly introduced gym equipment has been well used, enhancing health as well as both physical and mental wellbeing.

Within the Safe Centre, family space was extended as a former conference room was converted into a family friendly area. Young people and staff agreed that creating more dedicated family rooms was the most valuable use of space as quality with family is essential for open communication and emotional wellbeing, which both help to strengthen relationships.





### Develop Skills for Learning, Life and Work

Alongside the Education Day Hub and Forest View Primary School, Kibble also has Goudie Academy, Mirin Academy and The Skills Academy.

All encourage young people to develop skills for learning, life and work through an innovative and highly supportive education programme that follows Curriculum for Excellence. Furthermore, new and exclusive training and employment possibilities are made available to young people through our shareholder partnership with local football club, St Mirren.

Many pupils, when they first enrol, may have built up an aversion to learning as a result of truancy, bullying and expulsion. Understandably, this has likely led to feelings of low self-esteem, an uninterest in developing social skills and overall, little expectation of ever establishing an enjoyable, rewarding career. However, we strive towards reversing these patterns and instead, inspire young people to fulfil potential and achieve.

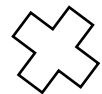


### Our Young People Have the Opportunity to Become St Mirren Ball Attendants

Through our collaboration with St Mirren, the opportunities for young people to gain valuable work and life experience has expanded to include becoming Ball Attendants.

Those interested have been placed at the heart of the game with the experience massively increasing confidence levels as they are on-track to gain the prestigious Saltire and Duke of Edinburgh Awards (DofE). By accomplishing the awards and succeeding in the high-profile voluntary position, young people have developed skills and experienced a huge self-esteem boost, ultimately helping motivate them to set future aspirations and believe in themselves.

**“Being a Ball Attendant for St Mirren is great fun! It is my favourite thing to do at the weekend.”** *Young person*



## Class of 2022

Welcomed by the lively sound of drums to enter the main hall where live music filled the room with teachers and pupils playing on the main stage to the crowd, who were loudly singing back to the band. The atmosphere was fantastic with pupils, families, staff and even pets, getting together.

There was a photo booth, slushie machine, buffet and plenty of sweets and cupcakes. The table names were all famous music festivals from Wireless to Glastonbury. As everyone mingled across the room, taking part in the fun activities, and catching up with one another, all would agree that the best summer festival was happening right in that moment at Kibble.

The school leaver presentation was the main event. Each teacher took time to speak about an individual pupil. The personalised talk about the progress each young person had made was awe-inspiring.

Lucy Mason, Principal Teacher, shared, it was incredible to teach one of the kindest souls. To see confidence levels develop through projects with YDance was monumental. Lucy announced it was a privilege to see a pupil thrive and secure a place at college to do health and social care.

Chris McDonald, Teacher, reflected on 2022 and shared the achievements of one of his pupils who had shown a talent for performance, composition and understanding music.

Fiona Sinclair, Qualifications and Attainment Manager, told the room, a person can have all the qualifications in the world, but it takes a kind heart and a big smile to go far.

Graduates received their leavers hoodie and leavers handbook for their friends to sign as well as a portfolio marking their accomplishments.







## Pupil Accomplishments

### Young Workforce Development

The Skills Academy is our modern tertiary Education and Training Centre based in Hillington Park and at St Mirren Football Club within the SMISA Stadium and the Ralston Training Complex as part of our partnership with the Scottish Premiership club.

Our young workforce development programme aims to help young people develop skills and gain qualifications, which increase their chances of finding and sustaining employment within a role they enjoy.

Through the partnership with St Mirren, young learners gain valuable qualifications and complete motivating work placements in an exhilarating real-life setting across all areas of the organisation including front of house, hospitality for events and conferences, facilities management, and grounds maintenance with the experience further strengthening their employability skills.





### The Skills Academy Renovate St Mirren FC's Hospitality Entrance

Young people who attend Kibble's Skills Academy renovated St Mirren's hospitality entrance under the guidance of a Joiner Instructor and gained their National Progression Award in Construction.

The students received a design brief from an interior designer, which outlined the objective was to declutter and simplify the entrance, making it look inviting, on-brand and professional. Under the mentorship of a qualified Joiner Instructor, young people brought the design to life using the trade skills they had learned. The valuable experience heightened confidence levels as their efforts helped them to achieve the National Progression Award in Construction.



James Gillespie, Kibble Chief Executive Officer, praised the dedicated students: "Kibble's partnership with St Mirren was to provide young people with learning opportunities that will take place in a real-life setting and help them to build a career they enjoy.

"Our young people were determined to impress the club and the football fans with their joinery, painting and decorating skills and I am sure everyone will agree they have done an amazing job, the hospitality entrance has been transformed and looks great. It has been phenomenal to see their confidence levels grow and proudly add the work experience to their CV, strengthening their future career prospects."



### Kibble, St Mirren and Nationwide Help Young People Develop Independence

**The thought of moving forward into employment and living alone can be daunting. Suddenly having the sole responsibility to manage finances, maintain a job, cook and have a social life can feel overwhelming.**

Many individuals face this milestone with guidance from family and friends. However, for others, there can be a lack of support as a result of facing adversity and trauma from a young age.

Kibble, with funding from Nationwide Building Society's Community Grants programme, is helping care-experienced young people live independently and enjoy having their own home. The funding has enabled Kibble to deliver the SQA Level 4 Successful Tenancy award, which is specifically designed to prepare learners to live safely themselves and encourage them to explore and be part of their local area. The qualification equips young people with the skills and knowledge needed to start the process as well as maintaining living alone while preventing isolation.

The support has extended from young people of Kibble to include individuals who are part of the wider community with help from our partner, St Mirren. Those coming from local areas who enrolled within the course, attended St Mirren to complete the qualification. The connection with St Mirren helped to expand the community outreach and encourage even more young people to achieve the qualification. We also welcomed young people recommended from Skills Development Scotland, Invest Renfrewshire and local housing associations to join the course.

James Gillespie, Kibble Chief Executive Officer, said: "Kibble's partnership with St Mirren has allowed both renowned Paisley institutions to join forces and help address local deprivation and exclusion through youth employment, community engagement and effective local initiatives.

"It is brilliant to see young people succeed and achieve qualifications and to know that by Kibble and St Mirren working together, we have made a difference to even more young lives than we ever could do working in silo. We are aware of one another's community projects and have established collaborative working, as a result, we pull our resources together and increase awareness of the support available to young people within the local area."



### Our Skilled and Supported Workforce

**The progress of young people, pupil attainment levels and the overall growth of the organisation has been made possible because of the dedicated staff team, working together in our shared mission to 'Transform Lives, Families and Communities while staying true to our values of Respect, Ambition and Belonging. Each employee goes above and beyond to make young people feel safe, supported, and loved.**

It is understood the complex behaviours and needs of young people demand a highly skilled workforce and as a result, Kibble invests heavily in learning and development for all employees to ensure staff are equipped with the training and resources required to deliver the best care possible. Our own therapeutic, trauma-informed model emphasises our commitment by including 'Skilled and Supported Staff' as one of seven key elements.

We will do all we can to help our motivated, qualified staff team fulfil their own ambition to pioneer new ways of working, shape the wider care sector and contribute to Scotland becoming the best place for children and young people to grow up.





## Our Own Training Programme for Those with Potential to Become Child and Youth Care Workers

The dedication to employee development and career progression continues throughout the entirety of staffs' careers, beginning with the process of recruiting staff.

Individuals who possess kindness, compassion and life experience can become fully qualified Child and Youth Care Workers through Kibble's training programme as we place as much importance of having the drive to make difference as on qualifications and experience.

Those wishing to become a Child and Youth Care Worker can apply to receive full training and mentoring from Kibble while earning. By the end of the 12-month programme, candidates have gained an HNC in Social Services and are guaranteed an interview at Kibble.

Our in-house learning and development infrastructure enables us to offer applicants with life experience and the understanding, perspective and drive to give young people a chance at life, the opportunity to begin a fulfilling career.

## Introducing the New Role of Senior Practitioner

We recognise our workforce's dedication to expanding their knowledge and skillset and understand the importance of succession planning and creating future leaders within the organisation, who can also be valuable to the wider care sector. Kibble has developed a new role of Senior Practitioner providing experienced Child and Youth Care Workers with the opportunity to further progress their career prospects and help give young people a chance at life.



## Meet Lola



Child and Youth Care Worker, Lola Devine began her career through Kibble's own training programme as a trainee Child and Youth Care Worker. Once she qualified, investment into her progression continued with her now studying for a Master's degree, funded by Kibble.

Lola exemplifies our culture of continuous improvement and professional development, ensuring we all have the ability to deliver the right care, at the right time to children and young people.

She shared, "I moved into child and youth care from hospitality with little experience, but thankfully that didn't matter due to the extensive and thorough training Kibble were able to provide me with.

"Kibble recruit people with all different experiences as long as they have a drive to help young people.

"The essential requirement is the aspiration to support young people and provide them with a better chance at life – if you have that Kibble will work with you to make sure you have the skills and experience to become the best carer possible."





## Kibble Announced as Scotland's Top Employer of the Year 2022

Kibble won the prestigious title of Scottish Employer of the Year and Medium Employer of the Year at The Herald Top Employer Awards 2022.



The Herald Top Employer Awards set out to celebrate the best of the employment industry in Scotland. Those who put their employees at the forefront of the business, provide opportunities for training and progression, have a diverse and inclusive focus, and are committed to supporting their people.

Kibble received tremendous recognition with The Herald describing all that we do as 'outstanding'. The accolade is a testament to the selfless staff team who show determination, love and compassion to young people every minute of every day, ensuring round-the-clock operations continue 24/7, 365 days a year.



It was a privilege to be amongst some of Scotland's most influential companies who, like us, recognise staff as their greatest and most valuable strength. Large businesses, national firms and charitable organisations gathered at the event, and although from different industries and of variable sizes, we are all in agreement with placing great importance on creating an uplifting and motivating workplace.



Kibble fully understands that staff are the most important resource, we have an exceptionally committed workforce and strive to be a top employer in return.

Throughout 2022, Kibble was also awarded the HR Network Award 2022 for CEO of the Year. The award gave recognition to Kibble for remaining fully operational during a global pandemic, opening new services, and improving provisions throughout the challenging time. James Gillespie credited the entire staff team for the great feat.

Please see full awards on page 69.

Throughout the past 12 months, our dedicated workforce, exceeding 700 members of staff, have cared for over 250 young people.

Over 43% of employees have worked with Kibble for more than five years, the average length of time a staff member stays with one company.

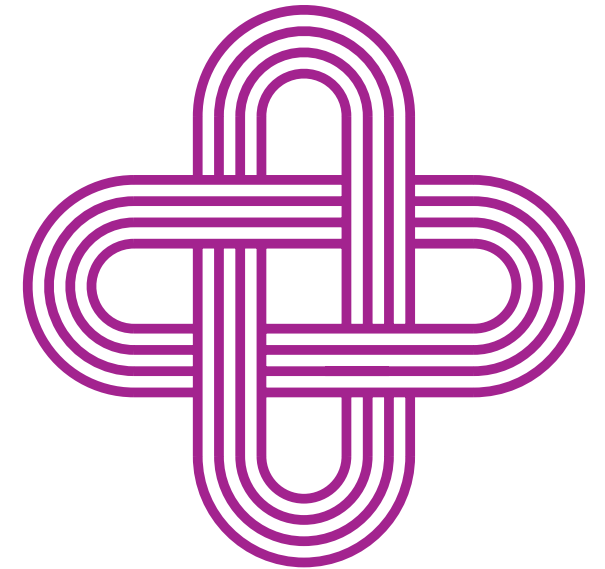
Approximately 10% of staff, at any one time, across Kibble are undertaking further study including PhD and Master's level qualifications.



## Belonging

Kibble creates positive moments and promotes inclusivity to instil a sense of belonging for all.

Through genuine friendships between staff and young people, together we have created positive experiences and optimistically looked towards the future. The closeknit bonds amongst colleagues, and between staff and young people continue to be the most important aspect of Kibble with relationships being a focal point in our ambitious future.



## Forest View's First Birthday

Forest View Residential Children's Houses marked their first anniversary with a day full of smiles.

Young people agreed their first year at Forest View's Ness and Tay houses had to be celebrated and decided to fill it with fun experiences. Some picked to go swimming and others made the adventurous decision to climb the Kilpatrick Hills. A great time was had by all as we celebrated the friendships and memories made throughout the past year.



Stunning views from our Kilpatrick Hill climb



Arran Villa enjoyed camping, BBQs, movie nights and spending time with their pets.



Young people and staff joined The Big Sleep Out

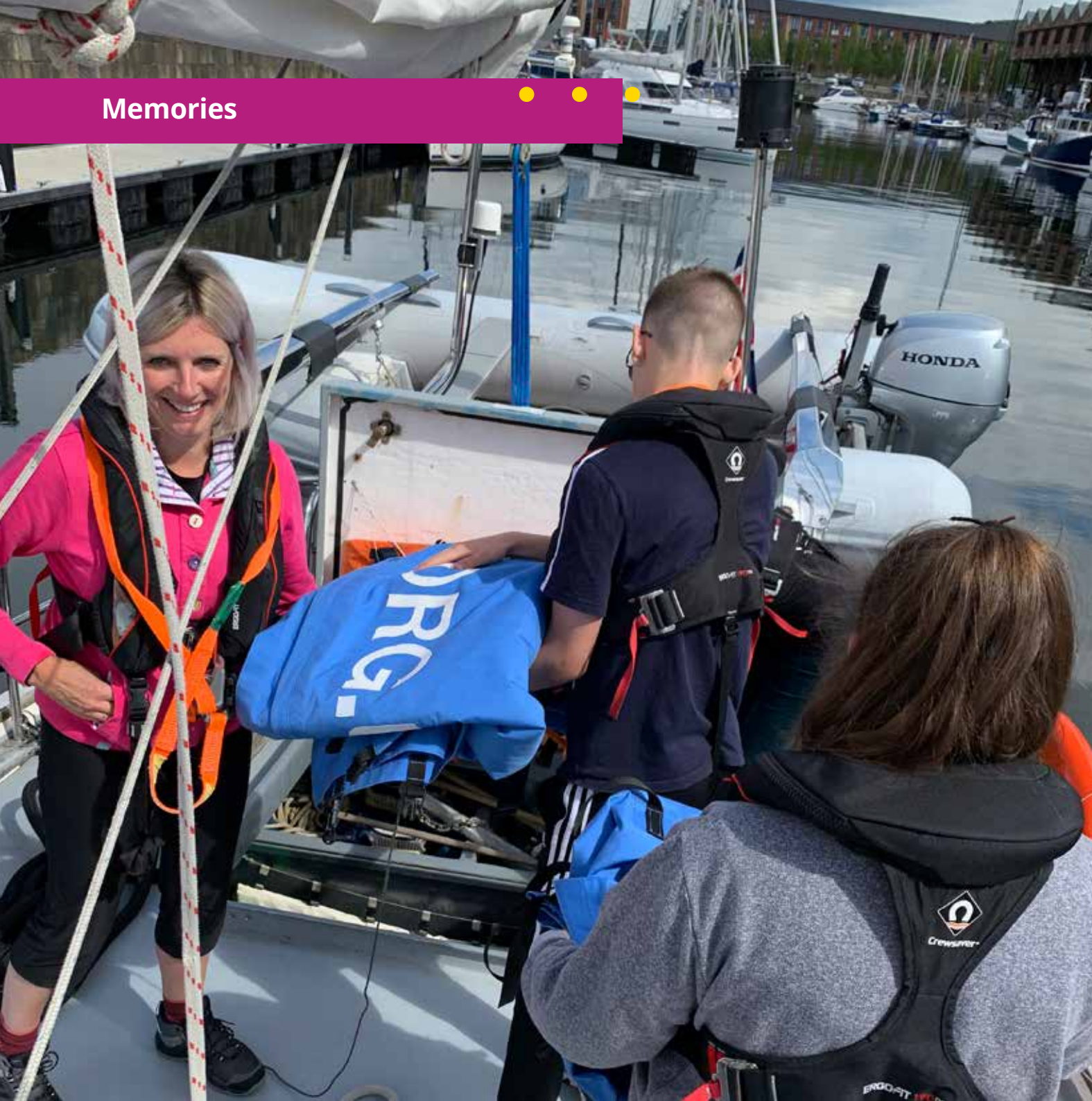


Memories were made at our Pride Picnic



Visits from Royal Scottish National Orchestra (RSNO) and Scottish Youth Dance (YDance)





### Setting Sail with Ocean Youth Trust

A group of avid seafarers took to Scotland's high waters for a three-day sailing voyage with Ocean Youth Trust Scotland.

The nine-strong crew included five excited young people from Kibble's Goudie Academy alongside teachers and care staff who came aboard for the once-in-a-lifetime experience where fun, and adventure prevailed from sunrise to sunset. The crew set off with waves and cheers from their classmates before making their way to the dock at Inverclyde.

Once aboard it was all hands-on deck for a full health and safety briefing, lessons on how to use a life jacket, learning the knots, sails and the orientation of the boat. With everyone fully briefed, it was time to set sail! One of our enthusiastic young sailors safely cruised us out of safe harbour with the first stop on the map... Dunoon. As we made our way out to sea there was much excitement as we sailed past Scotland's infamous Paddle Steamer 'The Waverley'. To make our presence known we formed a Mexican wave and cheered as we continued our journey to the Holy Loch and a quick stop off at the swing park. After a day of fresh air and excitement, it had certainly taken the wind out of our sails. We cosied into our cabin beds and were rocked off to sleep with a bedtime story.

As the sun rose on a brand-new day, we were greeted by the sight of playful porpoises and seals. After a hearty breakfast, it was time to hoist up the sails and head in the direction of Bute towards Rothesay. With the anchor firmly down at the end of a successful day of navigating the tide, it was time for some fun and games. We got into teams and had a competition on who could sail around the boat on a dinghy the fastest.

On the final day, we set sail back towards Greenock where we worked hard on the dock side to scrub the deck, polish the brass, clean the windows, and ensure that the boat was left as clean and tidy as we had found it. Whilst the sun had set on our three-day voyage, it was only the start of our seafaring adventures with more trips planned for the near future.







## Halloween is a Treat

Kibble goes all out for Halloween with elaborate costumes, over the top décor and creating artistic masterpieces for Renfrewshire's infamous Halloween Festival.

## Spectacular Spooky House

A fierce competition challenged young people to design and decorate the most imaginative spooky house with a chance to win a prize for those who upcycled their creations.

The frightful experience included life size skeleton balloons, cobwebs that covered the ceiling and cornered off areas with tape that screamed 'BEWARE'.

## The Magic of Christmas

Throughout the Christmas period, our dedication to provide love, care and safety to young people only grows. We understand Christmas has the potential to bring up a range of emotions and can be extremely busy with lots of planned events and outings. Those caring for young people do all they can to make sure young people know they are still always there for them throughout the festivities, reminding young people they will be listened to. Across Kibble, we have the mission to make Christmas as magical and enjoyable as possible.



Niamh, Child and Youth Care Worker shared, "It is a privilege to spend such a special day with our young people. I was determined to make it their best Christmas yet and one they will remember for years.

"Many people can find Christmas Day difficult, including myself, but now it is a heartwarming time as I spend it with young people and the amazing staff team. It is impossible not to feel the warmth and love of the family we have created here."

Christmas 2022 was an especially huge celebration as previously the impact of a global pandemic had meant previous years' festivities had a large virtual focus.

## Reflecting on the Previous Year's 'Kibble Aid'

During 2021, throughout the global pandemic, young people and staff recreated the iconic 80's Live Aid concert and brought us 'Kibble Aid'. This was part of the Scottish Government's Youth Music Initiative, which is administered by Creative Scotland. The event was broadcast online across all classrooms, children's residential houses and offices as well as the staff intranet for support services to watch from home. The performance was a huge success as over 600 Kibble employees and more than 150 young people tuned in to experience the full show.

All who were involved in bringing 'Kibble Aid' to life worked together to agree logistics that followed government guidelines. There was mass involvement, and each group had their own task, from a behind-the-scenes crew who handled music and videography, to performers who had designated timeslots.

The entire project was pupil-led from the initial idea to a group of pupils deciding to perform their act in sign language.

The whole experience had a positive effect on health and wellbeing as pupils felt a sense of purpose, working together to achieve a common goal. They learned new skills and gained an understanding of how to adapt to challenging situations, remain optimistic and look towards the future.



## Our Christmas 2022 Pantomime, 'Aladdin Goes to Ibiza'

**2022 experienced the return of Kibble's traditional Christmas panto.**

A phenomenally talented group of young people gave a spectacular performance filled with impeccable acting, exquisite set design and an astounding group effort to make each member of the audience laugh out loud.

The tale followed a young lad as he travelled to the land of Ibiza on an aeroplane. The adventure involved dance numbers, sing-a-longs, and hilarious one-liners.

The panto set off on tour around local care homes to spread excitement, happiness and festive cheer as far as possible.

## Star Performer

**Young people thoroughly enjoy acting, singing, and dancing.**

One starlet in particular played a key role in her theatre group's Sleeping Beauty pantomime. The young 12-year-old is a rising star who stepped up to audition for one of the singing and dancing parts alongside other children her age and was over the moon when she got the part. Every night in the lead up to the show, she would dance around the living room, sing in the kitchen and alongside others at her drama group.

As the performance approached, our star performer was ready to go out on stage and shine with mum, friends, key worker, head teacher and other adults across Kibble sitting in the front row to watch in awe. There were amazing special effects and even bursts of flames as the Evil Queen appeared on stage. After a packed week of performances, including two shows in one day, there were feelings of exhaustion mixed with elation.







## 2023 Began with a Celebratory Staff Event, ‘We Are Kibble’

As 2022 came to a close and the new year began, Kibble staff were invited to join together, in person, to reflect on recent accomplishments before looking forward to the future with a drive to continue giving young people a chance at life.

Colleagues from various areas of the organisation came together from care, education and support services. Throughout the week, David Nairn, Chair of the Board attended along with Board Members and Trustees, Mary Hackett and Brendan Harris.

The event created an opportunity for open discussion and by taking the time to reflect on progress to date and agree future priorities, we were reminded of our shared mission and felt inspired to continue working alongside one another to ‘Transform Lives, Families and Communities’.

James Gillespie, Chief Executive, delivered an interactive session, encouraging questions throughout.

The session began with James sharing his pride in how Kibble remained fully operational through a global pandemic, and he reflected on the growth the organisation experienced during this time period,

opening new services and improving existing operations. He credited the entire staff team for the achievements of the year. James expressed sincere gratitude, thanking each person for keeping young people and colleagues safe, and for continuing to demonstrate love, care and respect to all.

James continued to discuss the strategic direction of Kibble, which places great emphasis on succession planning. As Kibble evolves in line with the changing needs of young people, our staff team must have the skills, confidence and resources to open pioneering services that provide the right support, at the right time. The learning and development infrastructure offers staff the chance to gain new qualifications in addition to accessing mandatory training courses. Opportunities for staff to advance in their career internally has also been established. Additionally, there has been significant investment into increased recruitment with 65 more care staff employed compared to the previous year. As a result, we have a reliable, competent and driven workforce.



The ambitious nature of both Kibble and each individual staff member leads by example as we understand the importance of motivating young people to look ahead and build a positive future for themselves. James gave further insight into Kibble’s young workforce development expansion, which saw Kibble partner with Scottish Premiership football team, St Mirren, in order create new training and employment possibilities. Young people can gain valuable work experience front of house, hospitality for events and conferences, facilities management, and grounds maintenance. Working at St Mirren, young people learn in a live business environment and find a sense of purpose in establishing a career they enjoy.

Overall, the event was an outstanding success with many greatly appreciative of the Kibble wide event. Staff were given the opportunity to shine a light on fellow team members who had gone above and beyond in their role; take part in fun, team-bonding activities and get to know one another, gaining an understanding of other roles and areas of the organisation.

It was an excellent experience to bring staff together, reconnect and feel a sense of belonging, united in our shared purpose and pride that throughout 2022, we cared for over 250 young people who needed love, support and guidance.

The outstanding achievements were shared amongst staff before being marked throughout this Annual Review to ensure we have a record of the progress made as we strive to make a difference to the lives of children and young people.

**Kibble shows no signs of slowing down and we are ready for the year ahead.**





## 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 Hamilton Nairn, Chair of Board  
Duncan Elliott Sloan, Vice Chair  
Paul Arthur Allen  
Tom Armstrong  
Dr Graham Connelly  
James Stuart McNeill  
Mary Alexandria Hackett  
Brendan Patrick Harris  
Alexander Patrick Brown  
Margaret Ralston McCartney

### Chief Executive

James Glen Gillespie

### Chief Operating Officer

Sinclair Hamilton Soutar

### Executive Director

Neil McMillan

### Trustees

Marion Hunter Jackson, Chair of Trust  
Provost Lorraine Cameron  
Sheriff Principal Duncan Murray  
Sheriff T McCartney  
Sheriff S Murphy  
Jimmy Cochrane  
Reverend Gordon Armstrong

### Secretary

Lesley Moraig Boyle



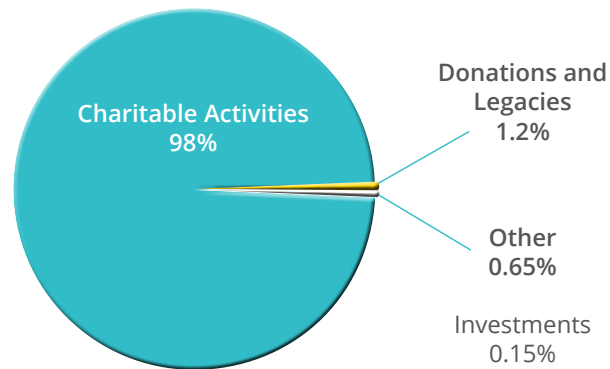
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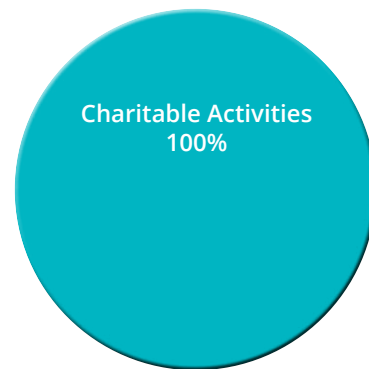
# Finance

# Awards and Accreditations

2021-22 Income



2021-22 Expenditure



Extract taken from Kibble Education and Care Centre financial activities for the year ended 31 March 22. A copy of the full report is available on request.



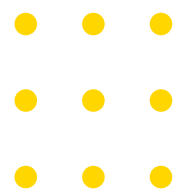


# Thank You to Our Funders

We are extremely appreciative of the support given to us from organisations who agreed to fund valuable projects. The generosity helped us enhance our services and create opportunities for those in our care.

- Ably Resources
- AMW Charitable Trust
- Amazon Smile
- Cignpost Diagnostics
- Creative Scotland
- Early Action System Change Renfrewshire
- Elizabeth Frankland Moore and Star Foundation
- Fairlie Parish Church
- Health Improvement Scotland
- Hope Church
- Merchants House of Glasgow
- Peter Brough Bequest Fund
- Renderworks
- Renfrewshire Health Improvement Team
- Scottish Government
- The Gannochy Trust
- The National Lottery Community Fund
- The Robertson Trust
- The Schuh Trust
- YouthLink Scotland





## Thank You to Our Partners

**Thank you to the local communities, fellow organisations and charities who work alongside ourselves to give young people a chance at life. We place great emphasis on open collaboration, support and teamwork as it is understood a joint effort has the power to make more of an impact than working in silo ever could.**

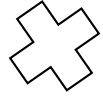
Kibble became shareholder partners with local football club, St Mirren in 2020 to expand the workforce development programme and improve the future prospects of young people by creating new training and employment possibilities. The agreement between ourselves and St Mirren has enabled both organisations to grow and strengthen while staying true to our shared values, not-for-profit ethos, and belief in the model of community ownership. Together, our overall aim is to address local deprivation and exclusion through youth employment, community engagement, initiatives, and activities.

The intention to offer young people diverse employment opportunities and real-life experience is further enhanced by Kibble cooperating with other similar organisations including Skills Development Scotland.

Additional important partnerships include Kibble's involvement with influential organisations across the UK. 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 sits 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. Kibble regularly attends the North Ayrshire Providers Forum and North Ayrshire New Secure Hospital Working Group. Our extensive network extends to 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.





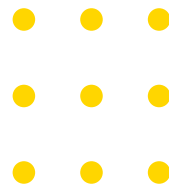
## Thank You

**'We are Kibble' and we take great pride in providing the highest standard of care possible to children, young people and families. It is a privilege to be part of young peoples' lives, helping them create happy childhood memories they can one day look back on and smile. There are many individuals who vibrantly bring Kibble to life, and we would like to thank each and every one of you.**

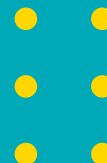


Thank you to those who enthusiastically form friendships and wholeheartedly join in with fun experiences and authentically add to the strong feelings of belonging. Thank you for showing one another respect, valuing young people, families and colleagues as well as respecting our overall mission to 'empower lives and fulfil potential through care, education and opportunity'. Thank you for understanding the gravitas of what we are trying to do here and for understanding that no matter what role you have within Kibble or how you contribute, you are making a difference. Thank you for possessing the ambition to always do better and improve, driving Kibble to continuously evolve and meet the ever-changing needs of young people. Looking after children is not easy, and nor should it be if we want to provide high quality care and lead by example. Our determination helps us to continually reflect, evaluate and innovate as we strive for progress.

The biggest thank you must be presented to young people, those who are the inspiration behind every action. Thank you for placing your trust in us to keep you safe. You inspire us every day to bring you joy, unconditional love and our full support. You give us purpose as we aim to shape positive opportunities from everyday experiences and ultimately, help you begin to optimistically look ahead and build a bright future.







**Kibble**

Goudie Street, Paisley, PA3 2LG

t: 0141 889 0044

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

 @KibbleCharity  KibbleGroup

Kibble Education & Care Centre Scottish Charity No. SC026917 Registered in Scotland No. 158220  
KibbleWorks Scottish Charity No. SC035861 Registered in Scotland No. 269349

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