



# We Are Kibble

Annual Review 2024



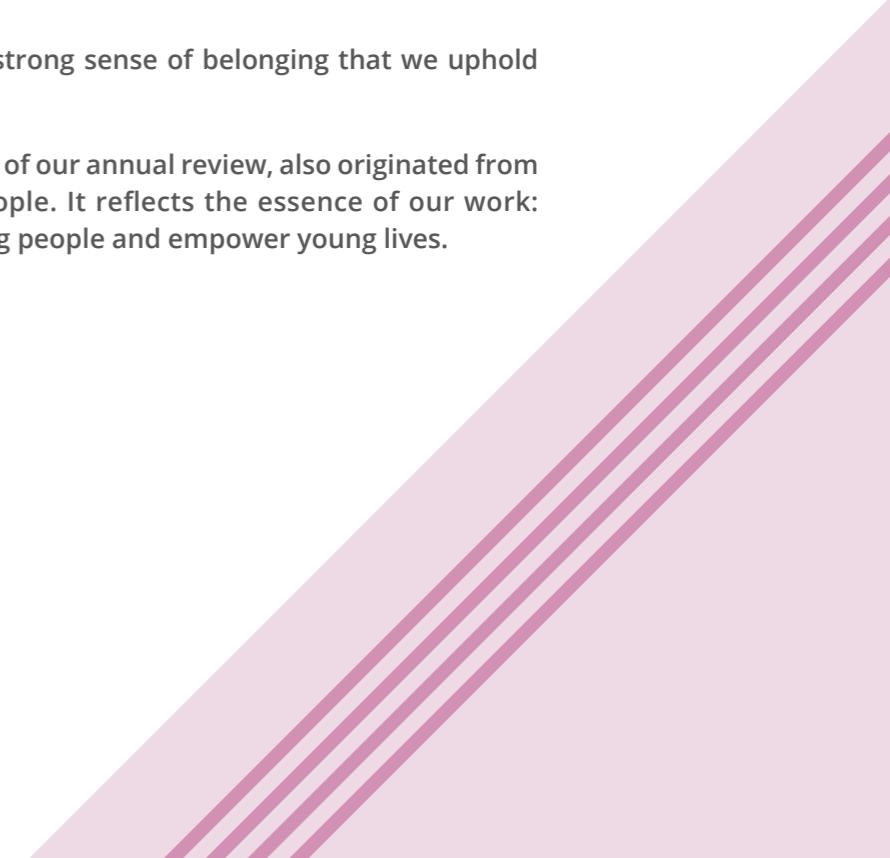


**“No-one can go back to the start,  
but we can start from now and  
create a brand-new ending.”**

**Young person at Kibble**

This quote reflects the strong sense of belonging that we uphold at Kibble.

“We Are Kibble,” the title of our annual review, also originated from the words of young people. It reflects the essence of our work: to stand alongside young people and empower young lives.



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## Welcome from Chair of Board, David Nairn

**It brings me great pleasure to present Kibble's annual review 2024. As Chair of the Board, I continue to be inspired by the significant achievements at Kibble as we work towards our vision of transforming lives, families and communities. Innovative approaches to service delivery and of course a dedicated staff cohort enable us to provide the best opportunities for the young people we support.**

A significant development, and one which Kibble welcomed, was the incorporation of the UN Convention on the Rights of the Child into Scots law in landmark legislation. The UNCRC (Incorporation) (Scotland) Act 2024, ensures the protection of children's rights. Across Kibble we promote a culture of belonging which spans the organisation from young people, to staff, to the Board and Trustees. We recognise, for Kibble to truly serve the young people we support and ensure positive outcomes, they have to be meaningfully involved in the decisions that impact them and the services we deliver.

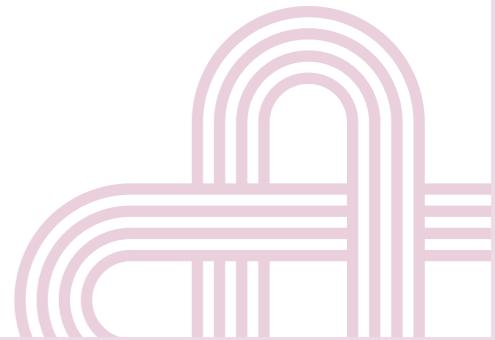
Through the transformational leadership of our Executive Team a number of dynamic changes were implemented during 2024 which has enabled us to support more young people. These included the introduction of Kibble's new adoption service, along with the expansion of our residential provision. We also introduced further supports for young people, piloting a programme of animal therapy at our Forest View campus and adopting new ways of working to ease the transition for pupils moving from primary to secondary education. As Kibble continues to evolve, it does so with the support and direction of the Board and Trustees. Kibble's Board seeks to balance strategic guidance with scrutiny of operations as we continue to adapt to the needs of both the young people we support and the wider sector.

We take pride in having a rigorous and active governance model at Kibble. Directors and Trustees bring an extensive portfolio of skills and experience spanning the charity, public and private sectors. It's this experience that provides strength in leadership, strategic insights, sound financial management, and risk mitigation. In addition to the Board meeting monthly, further oversight of operations is facilitated by ten director-led thematic subcommittees, allowing for regular analysis of activity and impact between senior management and the Board.

Without a doubt, our workforce is critical in assisting Kibble to achieve our strategic priorities of helping more young people, introducing new services and improving processes. They are the embodiment of Kibble's values and show an unwavering dedication to the young people we support. From those working directly with young people, rising to the everyday challenges with integrity, professionalism and compassion; to the support staff that ensure

efficiency of operations. They are there, every step of the way, offering encouragement, building confidence, and helping young people to realise just how exceptional they really are. On behalf of the Board and Trustees I would like to take this opportunity to offer our heartfelt gratitude to staff for their steadfast commitment to helping Kibble ensure young people are given a chance at life.

While 2024 has been a year of achievements, our journey is far from over. We look to the future, committed to seeking out new, pioneering approaches to supporting young people.





## Welcome from Chief Executive, James Gillespie

**At Kibble Group, our core values - Respect, Ambition, and Belonging - serve as the foundation for everything we do. Three values that hold significant impact. At our inaugural Annual Conference, conversations around belonging were at the fore, underpinning the importance of connection and being part of a unified purpose. The alignment of our skilled and dedicated staff, senior leaders and Board have created a strong community that's rooted in belonging, this is what sets Kibble apart.**

2024 was a landmark year for Kibble. In the month of June, we announced the opening of Kibble Adoption, the first Voluntary Adoption Agency to launch in Scotland in fifteen years. Since its inception, the service has recognised incredible success, helping children find the belonging of a family, whilst extending support across the sector to bring efficiencies in processes, training and assessments. We also marked a major organisational milestone with the opening of our new headquarters in Glasgow. This central hub now oversees operations and strategic direction across the Kibble Group, enhancing alignment, collaboration, and visibility across all areas of our work.

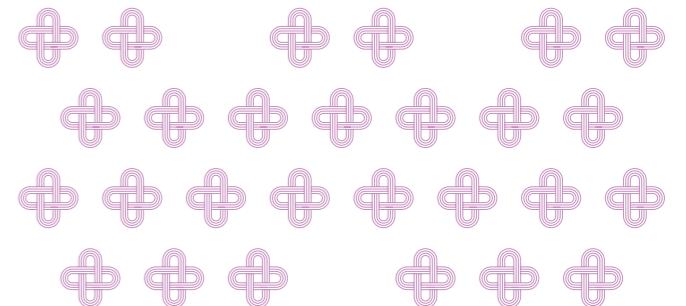
We have made a significant strategic investment in our community-based services, opening Hallhill Cottage, a beautiful children's house in rural Renfrewshire, and Lunderston House in the coastal town of Inverkip. Both houses are set within warm, welcoming communities in close proximity to schools, local clubs and groups that the children enjoy being part of. In the nearby village of Lochwinnoch, we've expanded our Primary School, Forest View, with the addition of new classrooms to support the need for education placements. The school environment has been shaped around the needs and learning styles of children who are neurodivergent, with programmes and education specific to need.

Kibble's strengths lie in its ability to respond to changes within the sector, and the changing needs profile of children and young people. We are seeing significant and progressive changes within youth justice and children's rights in alignment with the UNCRC. With the Children (Care and Justice) (Scotland) Act receiving Royal Assent in June 2024, we've made pivotal changes to our secure care provision. Major investment continues to be made to our environments, and developments have been made in education and training to widen opportunities. We have delivered specialist staff training in areas such as autism, trauma, and speech and language ensuring we continue to meet the needs of children and young people in our care. We remain agile, continuing to work with Scottish Government and key stakeholders in the sector to shape services for young people and families.

In addition, last year saw further development of our intensive services providing close care and support to young people with complex mental health. Construction commenced within our children's house Buchanan, with the aim of creating two, 2-bedroom living spaces for young people whose needs are best met within a small group living environment. Supporting young people moving on from or on the edges of secure care, our intensive children's houses were established in response to The Promise and a continued commitment to transform secure care.

Looking ahead, we have ambitious plans to transform our residential and educational campus in Paisley, creating state-of-the-art children's houses, education facilities, wellbeing services and family spaces. All of which promote an environment where young people are encouraged to be ambitious, where their rights are championed and respected, and above all, where they can thrive, feel safe and belong.

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



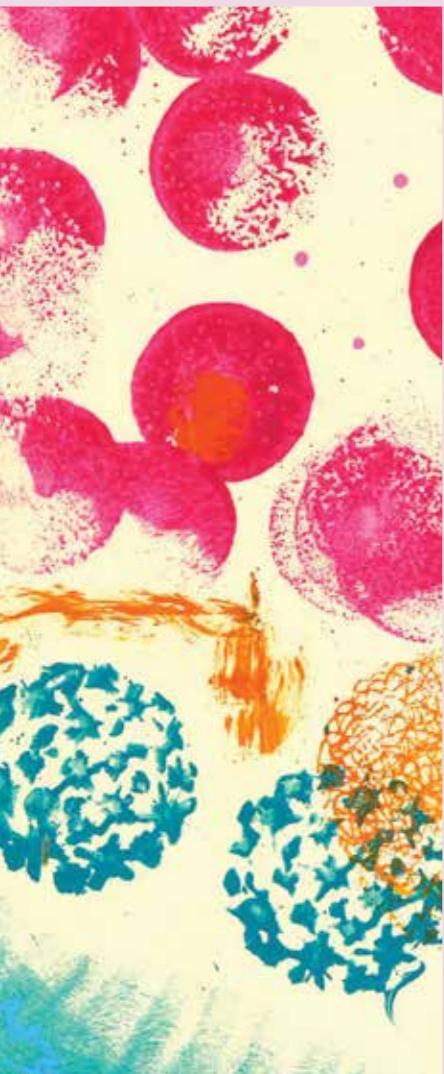


## About Kibble

Kibble is a specialist child and youth care charity and leading social enterprise that supports at-risk children and young people (aged 5+) across the UK. Many of the young people we care for have experienced significant challenges in their lives, often due to trauma, adversity or disrupted family circumstances. Therefore, using a therapeutic, trauma-informed approach and in line with our commitment to **Keep The Promise**, we empower young people through care, education and therapeutic support to open opportunities and create positive futures.

As one of Scotland's oldest charities, we have been here for children and young people since 1841, and our mission to support young people who need our help the most, remains as strong as our roots. By providing a wide range of services shaped around the individual needs of young people, and with the support of families and carers, partners and communities, we help young people find stability, happy childhoods, a rewarding education and opportunities.





## Services

To maintain the highest standard of care, all of our services are integrated and designed around the needs of each young person. Our provision continually evolves and each service has been shaped around Kibble's Therapeutic, Trauma-informed Model. Our services include:

- 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
- Kibble Adoption
- 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\*

Services are strengthened by external partners and community groups to widen support and expand opportunities for young people.

With the continued evolution and expansion of our services, we are pleased to share our learning. During 2024 we hosted visitors from across the UK and beyond including: Education Scotland; the Children and Young People's Commissioner Scotland; Belfast Health and Social Care Trust; the Counsel General and Deputy Director of Justice Policy from the Welsh Government; the Ministry for Children New Zealand; students from McEwan University in Canada; and more.

\*operated by Kibbleworks

## Mission, Vision and Values

### Mission

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

### Vision

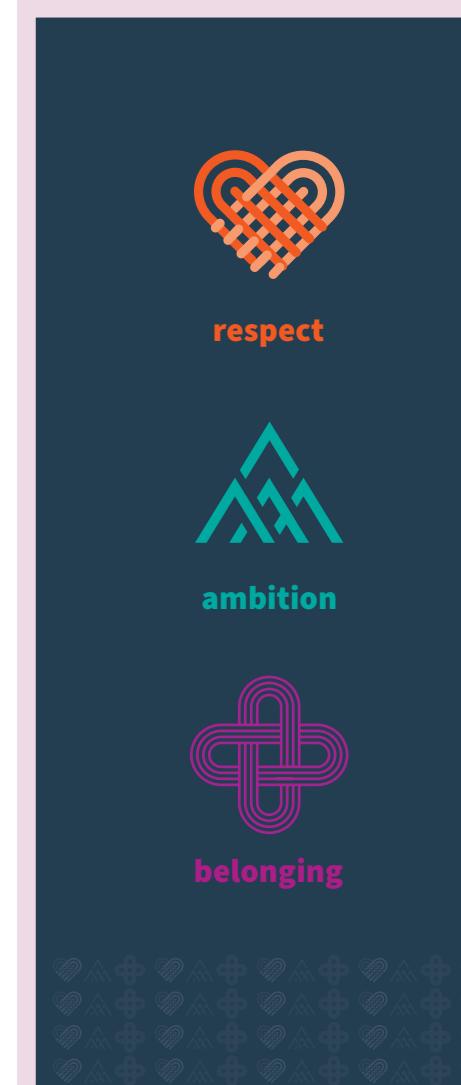
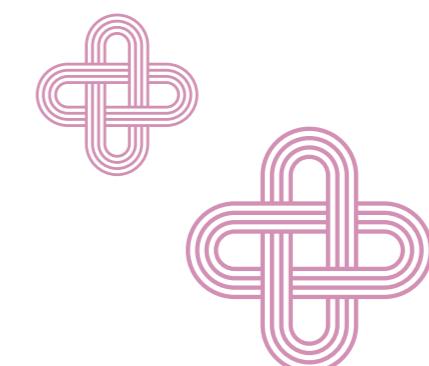
Transforming lives, families and communities.

### 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

Kibble's future direction is driven by our three strategic priorities: to help more young people; to improve processes; and to introduce new services. Delivering on these priorities ensures we continually provide the highest standard of care, education and support; whilst remaining agile to shifts within the sector.

In achieving this, we will be one step closer to fulfilling our vision of 'transforming lives, families and communities'.

The model outlines our three strategic priorities:





# A Year in Review

2024 was an exciting year for Kibble. In the pages that follow we reflect on some of the highlights and milestones reached, celebrate the achievements of our young people, and the sense of belonging that inspires confidence, growth and the resilience to move forward.

## We supported

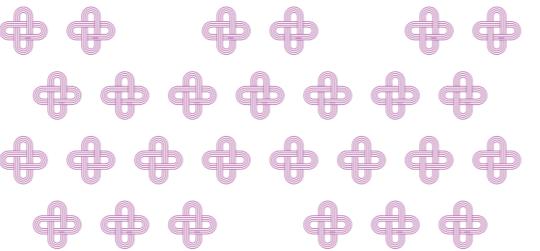
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young people and worked with Scotland's 

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## Introducing Lunderston

**Lunderston is our children's residential house based in Inverkip. It joins our existing list of community-based houses that sit within idyllic areas and offers a neighbourly spirit of belonging.**

Kibble's expansive community services include Lunderston in Inverkip, Garnock Lodge in Lochwinnoch, Hallhill Cottage in Howwood and more. All are filled with a warm and welcoming team of adults who support children and young people in creating happy childhood memories.

There are opportunities to join in with plenty of shared traditions including local fêtes, fairs and events. Kids can join activities and classes that suit their interests and make friends who live nearby. Family visits and Systemic Family Therapy can happen too. By having a base where you feel settled, connections can be made to people, the place and hobbies found there, establishing a strong sense of belonging.

**"I feel safe living here, it's good." Young person**

Since opening in 2024, Lunderston has been the backdrop for children to have fun and form trusting relationships.

**"The adults here understand me." Young person**

Young people shared they most enjoy going on their trampoline or on trips during the school holidays. Overall, young people have felt joy at Lunderston at Inverkip as they know they are safe.



**"Me, my friends and the adults often go out a lot exploring."**

**Young person**



## 100 Days of Listening

**In the month of February, we welcomed staff from The Promise Scotland to Kibble as part of the 100 Days of Listening: Moving on Project.**

The purpose of the visit was to gather the views of young people on their expectations for the future, in order to understand and help shape supports available to young people moving on from care.

The project is part of The Moving On Change Programme and was set up by the Scottish Throughcare and Aftercare programme (STAF) and The Promise Scotland to better understand how support can be improved for care experienced people. The Moving On Change Programme is a national programme and Kibble is involved in the research alongside other residential schools and houses, local authorities and individuals.

Hosted by The Promise Development Lead at Kibble, the team met with young people at our Safe Centre, Community-based Services and School Care Accommodation Services to hear first-hand what young people's expectations and aspirations are for the future. It also sought young people's views on what supports they would like to see put in place by local authorities to help young people moving into adulthood. The team has travelled across Scotland to gather views of care experienced young people from a range of ages, backgrounds and care settings.

These sessions were informal, with no set topic or agenda, enabling young people to speak openly and candidly about their hopes for the future, including career aspirations and moving on from care. What came across so strongly was young people's sense of optimism and clarity in their future pathways. Even from the age of 13, one young person was able to tell the group of their hope for a career in painting and decorating, and what subjects they needed to get there. Another young person was concerned about the everyday costs of running a home, and what they may do when they were feeling lonely.

Staff at The Promise spoke of the real sense of community they had seen across Kibble, the notable relationships with young people and the wider team, and the sense of pride they had witnessed when young people spoke of their achievements and hopes for future. What was also poignant was young people speaking of their connections with staff and knowing that even when they move on from Kibble, they will always be welcomed by staff with open arms if they need advice, support or a listening ear.

## From Care to Independence

**Moving onto independent living is a significant milestone in any young person's life. For young adults moving on from care, this transition often comes much earlier, and it can be particularly challenging. While the average age of leaving home in Scotland is 25, care experienced young people typically make this transition between the ages of 16-18. Most will go from experiencing high levels of support to very little or no support, and they are expected to cope.**

At Kibble, our community services prepare young people for this transition. We provide tailored support to help young people maintain a tenancy and build the life skills they need to thrive, often linking them into other Kibble services where appropriate.

As a result of funding we are pleased to be able to offer additional support for young adults preparing to leave care, or having recently transitioned to independent living. The Scottish Government's Social Isolation and Loneliness Fund, managed by Impact Funding Partners, has enabled us to provide holistic support to those young people who are feeling isolated, and help them to build meaningful connections in their community. The funding also allows us to support young people who experience addiction and/or are young parents.

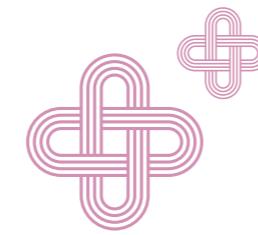
In addition, we have gratefully received funding through the Scottish Government's Survivors of Childhood Abuse Support fund which is managed by Inspiring Scotland. This funding has increased our capacity to provide support to young care experienced adults (16+) at Kibble and beyond to support improved health and wellbeing. Through the funding we are able to provide trauma-informed therapeutic support, alongside practical support to survivors who are transitioning from care into their local communities.

We are very appreciative of the funding, which has allowed us to extend our expertise to offer much-needed support to care leavers who might otherwise face many of these challenges alone or with limited assistance.



**10** young people   
successfully transitioned from our community-based services  
into their own tenancy or moved back with their families.

## Kibble Adoption Becomes Part of the Story



In August 2024, Kibble announced the opening of its brand-new service, Kibble Adoption. As part of our community-based services, Kibble Adoption was created in direct response to the needs of children patiently awaiting forever families in Scotland.

With its branding inviting people to 'Come and Be Part of the Story', Kibble Adoption is re-framing the narrative of growing a family and creating new, enriching chapters in the lives of children and adoptive families.

The opening of the service marked a major milestone in our charity's history. Not only was it the first Voluntary Adoption Service to open in Scotland for fifteen years, it also supports babies and children from birth onwards. Until this point, Kibble's services have been aligned to children from the age of five years, many of whom have faced significant instability in previous care settings. The opening of Kibble Adoption was a natural addition to Kibble's extensive child and youth care services portfolio, with children and adoptive parents able to access a strong network of support services. The service sits alongside Kibble Fostering, which has also undergone considerable transformation. Our fostering service now operates across the entire central belt, into Edinburgh and the East, and also has a new, modernised brand identity to reflect these recent changes.



Adoption is a life changing experience, giving a child the love and security of a permanent family life.  
Visit [Kibble Adoption's website](#) to find out more.

### It Takes a Village

Research shows that adoption not only enriches the lives of children and families, but also brings significant benefits to the whole community. Kibble Adoption therefore aims to have the best adoption support service in Scotland, available to all. In line with our mission, our service prides itself on its robust recruitment processes, training, matching, transitions and ongoing care, support and guidance from the beginning of a journey to lifelong adoption support. This is delivered with a caring, compassionate and expert team who put the needs of children first, and who act as an extension of each family. It does so with a team of ambassadors, people with experience of adoption who are there to guide, support and champion families.

### Partnership Working

Kibble Adoption uses a collaborative model, contributing to the wider voluntary adoption sector in Scotland. It delivers this through partnership working with local authorities to reduce the current postcode lottery that exists within the sector. By working alongside local authorities, the service identifies and tailors supports that are suited to the needs of each service to fill the gaps in current practice. This collaboration will in turn reduce the drift and delay of children's plans currently being experienced in Scotland.



## Little Learners Enjoy Big Adventures at Puddle Lane

**Puddle Lane is a vibrant early learning and childcare centre for children aged 0-5. Located in the heart of Hillington Park, we welcome families from the local community and beyond, with many of our staff also choosing Puddle Lane for their own little ones.**

During 2024, our nursery opened its doors to 40 children, each bringing their own unique personality, energy and sense of curiosity. Guided by Curriculum for Excellence, we take a child-centred approach to placing fun, play and curiosity at the heart of early learning experiences. Each day, babies and children enjoy a wide range of engaging educational activities, games, stories and play, all supported by an experienced team who are committed to nurturing children's wellbeing. We were also delighted to celebrate the graduation of our older children, reflecting on their achievements, as they got ready to transition to primary school.

Our welcoming indoor space offers the perfect backdrop for our young explorers and includes open-plan playrooms, sensory room and soft-play. We also have a dedicated lunch room where children can enjoy home-cooked meals, and cosy areas for children to rest and recharge.

Outdoors, our Children's Garden provides even more opportunities for discovery, complete with an outdoor kitchen and play equipment, that encourages curiosity and imagination. At our Community Garden, children can immerse themselves in the wonder of nature by growing seeds, picking fruits, and discovering wiggly worms, lady-birds and other minibeasts.

As a social enterprise, all Puddle Lane's profits are re-invested back into the nursery. This ensures continued enhancement of resources and learning opportunities for children.

# Keeping The Promise

**In February 2020 the Independent Care Review published an extensive report which outlined recommendations for transforming Scotland's care system.**

It's ambition for Scotland is that all its children and young people will grow up loved, safe and respected, so they can realise their full potential. Scotland's then First Minister made a promise that the recommendations in the report would be implemented fully by 2030. This commitment received support from all of the Scottish Parliament's political parties, and The Promise was made. Plan 24-30 is a series of route maps designed to help Scotland reach the end of its journey to #KeepThePromise by 2030.

At Kibble, we wholeheartedly support The Promise and since its launch we have continued to work with young people and staff to achieve meaningful change. Our Promise Development Lead plays a vital role in this process, amplifying young people's voices, guiding staff, and ensuring our commitment to The Promise is reflected across all our services.

## Key examples of recent work include:

### Your Voices

Young people at Kibble have multiple ways to share their views and shape their experiences, both formally and informally. One of the most popular is the Your Voice events which run throughout the year across our different services. They are designed to enable children and young people to share their feelings, ideas and opinions. The format and content of each event varies depending on the age and developmental stage of the young people attending. For example, an event for our younger children started with baking cookies. This helped them to feel relaxed and recognise they were in a safe space to share their opinions.

The event was co-hosted with Who Cares? Scotland who act as independent advocates for our children. A total of 11 children participated and we used a combination of discussions supported by picture-led resources to explore what was most important to them. This opened up conversations with other peers and the adults attending. The two areas that mattered most to the children were 'how my adults love and care for me,' and, 'having hobbies and clubs to go to.'

### Promise Champions Network

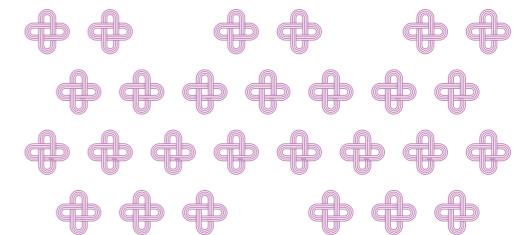
Kibble established the Network to help us #KeepThePromise to children, young people, families and other important adults in a young person's life. We now have 38 Promise Champions across Kibble, placed across our different teams and services. Their role is varied and includes promoting The Promise, gathering evidence on the achievements towards Promise goals, ensuring The Promise remains on the agenda at team meetings, and, sharing relevant learning with colleagues and the families they work with.

### Mirin Academy School Charter

Using the United Nations Convention on the Rights of the Child as a framework, Kibble's Promise Development Lead worked with young people and teaching staff to develop the Charter. Over a number of weeks, discussions covered three key questions: what do young people promise to do; what do adults promise to do; and as a community what do we promise. Different themes were discussed throughout covering areas such as respect, safety and happiness, the school environment, learning and ambition, and, inclusion and belonging. The Charter supports a positive, rights respecting learning environment and serves as a visual reminder of the rights respecting principles of the school and our shared values.

This year's progress reflects our continued dedication to realising the vision of The Promise, through listening to the young people we serve and working alongside staff to drive forward change and give young people the best chance at life.





## Celebrating Young Achievers

**The young people we support inspire us every day. Each brings their own unique mix of creativity, personality and perspective – and when they come together the results are remarkable. 2024 was full of outstanding moments, and we've shared a few of the highlights below.**

**Habitat Heroes** | Three pupils worked alongside park rangers at Clyde Muirshiel Regional Park to learn about land management and environmental science, delving into the world of work as conservationists.

**Community Connections** | As part of a National Lottery Community Fund project, children volunteered at their local food larder and visited a care home to pick Easter flowers, write messages and spend time with residents. These experiences are especially important in supporting inter-generational connections.

**Rising Stars** | Three young people achieved a commended or highly commended Koestler Award. Categories included: painting, sculpture, and, flash fiction and short story.

**Close Project** | Five pupils completed the five-week Scottish Ballet programme and were delighted to be invited to watch a rehearsal for the Christmas performance of Cinders.

**Reimagining Secure Care** | A Vision for the Future: as part of the project, commissioned by the Scottish Government and developed by the Children and Young People's Centre for Justice (CYCJ), young people and professionals shared open conversations on experiences of living in secure care and the issues that can be faced.

**RSNO** | First year pupils were invited to attend a rehearsal with the full orchestra at the RSNO studios, which included a series of chart hits.

**Sounds Right** | Thanks to funding from the Scottish Government's Youth Music Initiative: Access to Music Making, managed by Creative Scotland, young people were able to develop their music making skills. As a result, The Kosmonauts band was formed, performing their first live gig and releasing their first single. Young people also collaborated with Dirty Feet Dance, a local performance company who promote inclusive movement by and for people with disabilities.

**Taking it All in Our Pride** | Purple Friday celebrations have been a firm favourite in the Kibble calendar for many years where young people and staff take part in different activities and show their support for LGBTQ+ young people.

**Children's Mental Health Week** | Young people arranged a variety of activities to raise awareness of Children's Mental Health Week from a random act of kindness day, a health walk; and a fayre where money was raised for Place2Be children's charity. Other activities included yoga, sound bath sessions, CBT, wellbeing breakfasts, time to talk workshops and animal therapy.

**Goudie Academy and Mirin Academy Create School Charter** | Through a series of workshops we listened to the voices of young people and staff to develop a charter for each of the schools.

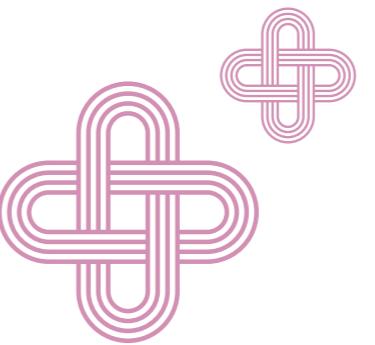
**Entrepreneurial Spirit** | Senior phase pupils launched Kibbleicious Bakes & Cakes, a social enterprise project linked to the SQA Enterprise Award. In the first week, young people made, sold and delivered over 70 cakes. Profits raised were donated to Darkwood Crew, a local constituted group dedicated to helping their area flourish.

**Steps to Success** | Three pupils successfully completed their Dance Leadership qualification.

**Rights Respecting School** | Forest View Primary, Mirin Academy and Goudie Academy all achieved their Bronze: Rights Committed award certificate. We look forward to working towards Silver: Rights Aware next.

**I Am Me** | Kibble supported Police Scotland to create a digital resource for I Am Me Scotland's learning platform with three pupils who worked in pre-production and filming with an external film maker.

**Halloween Parade** | Learners from Goudie Academy were thrilled to take part in Renfrewshire Council's 2024 Halloween Festival. Over 30 young people and staff joined the iconic parade, turning heads in their creative "Cowboy Zombie" costumes!



## Talented Young People Create Powerful Play

A play, written and directed by young people at Kibble, was used to help launch an online educational resource entitled You Are Not Alone. Together with funders and partners including I Am Me, Police Scotland and West College Scotland, the resource is designed to prevent child exploitation. By co-producing educational resources with pupils, the impact is likely to be greater as it incorporates the point-of-view from young people.



The play entitled Trouble, was developed, written and directed by young people as part of a range of project activities funded through the Scottish Government's Delivering Equally Safe programme, which is managed by Inspiring Scotland. The overall aim of the programme is to support the priorities of Scotland's Equally Safe Strategy which focuses on the prevention and eradication of violence against women and girls.

'Trouble' follows the experience of fictional character 'Jess' as she realises she's been the victim of digital image abuse and the impact this has on her life. Creating the play helped to raise awareness of the subject with Kibble's pupils, as the scripting process provided opportunities for conversations. It also demonstrated young people's understanding of issues related to gender-based violence. One young person commented: "Doing this play will show other young people and adults that we understand the issues we are talking about. They are serious." The play premiered at Kibble's Koscars event which celebrates the creative achievements of young people.

Kibble CEO, Jim Gillespie, shared: "Creative projects like this enable young people to explore and convey their emotions, whilst developing confidence and self-belief. It's a great initiative to be involved in and we're thrilled to share resources, working together to support and educate others."

The play was brought to life and performed by West College Scotland HND Acting students. Its Curriculum Quality Leader for Drama, Dance, and Music, Gillian Desjacques, expressed her enthusiasm for the project, stating: "It's been immensely rewarding to witness the dedication and creativity of our students as they address such crucial issues through the power of performance. Collaborating with Kibble on this project has been a privilege, and I'm thrilled to see the positive impact it will have in raising awareness and supporting young people across Scotland."



# Shaping the Future of Secure Care

**2024 was a landmark year for Secure Care in Scotland, paving the way for a more therapeutic, trauma-informed approach that promoted the rights and safeguarding of young people involved in the youth justice system.**

With the Children (Care and Justice) (Scotland) Bill gaining Royal Assent in June 2024, the Act provided a catalyst for systemic change across secure care and justice, thereby shaping significant developments within Kibble's Safe Centre and Intensive Services.

In-line with the Children (Care and Justice) (Scotland) Act, which set out that no under 18's should be placed within Young Offenders Institutions (YOI's), our senior staff worked alongside Scottish Government and key stakeholders in the sector to ensure every aspect of young people's care were carefully considered, supported and aligned. This included supporting young people moving onto secure care and helping them to manage this transition. Significant steps were made to balance the needs and rights of young people accessing secure care on welfare grounds via the Children's Hearing System.

## A Rights-Respecting Secure Care Model

Within our Safe Centre, we enhanced our three children's houses to create comfortable, modern living areas in-line with our Therapeutic Trauma-informed Model. This led to the living rooms and family areas being decorated using nature-inspired colours, textures and furniture.

Additionally, within our Safe Centre School, Mirin Academy, we improved our educational and training offering to support the increased number of older learners. This has proven very successful, with young people gaining qualifications in Gardening Skills, Professional Cookery within the Safe Centre Kitchen at SVQ level 2, Responsibilities of Employability, and National Progression Awards in Sport and Fitness, and Woodwork.

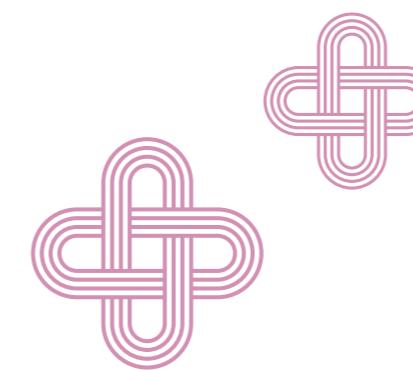
We continue to invest significantly in staff learning and development, with a cohort of staff undertaking specialist training in order to better understand and support the needs and learning styles of young people we support. Across Kibble, we are working towards National Autism Society (NAS) Accreditation to ensure we continue to provide enhanced care and support for all.

## Community-Based Alternatives

With the introduction of the Act, and guided by the Reimagining Secure Care Report alongside The Promise's call for developing community-based alternatives to secure care, we expanded our intensive children's services. This saw the opening of Cochrane Houses, creating ten new intensive places to support young people who needed close care and support. This would bring our intensive accommodation to 18 places, thereby expanding our therapeutic, trauma-informed provision to support the needs of young people who are either moving on from secure care, or on the edges of secure care.

In addition, to meet the needs of young people requiring smaller, bespoke intensive provision, we began planning to extend and renovate our existing house, Buchanan, to create two distinct living spaces within the house. This would provide modern accommodation for up to four young people whose needs are best met in smaller, supportive environments.

These developments provide a broader continuum of care that includes community-based hubs and multi-disciplinary teams, to ensure that children receive the right level of support at each stage of their journey.



## The Middle School Model

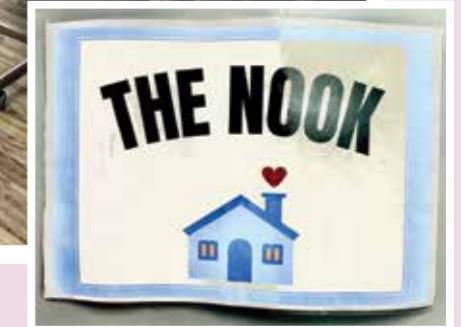
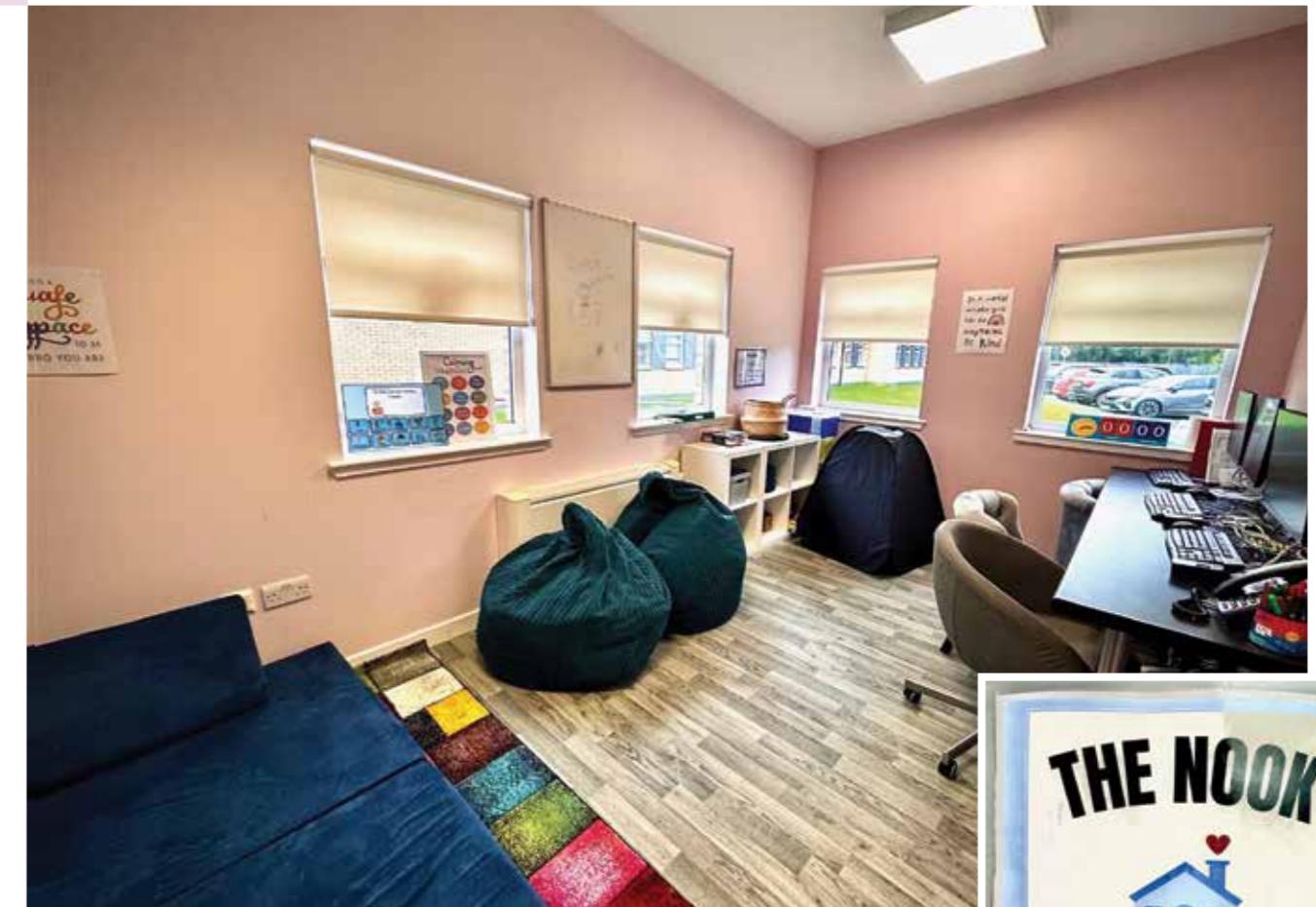
**A sense of stability is vital to the children and young people we support. Familiar surroundings and trusted, friendly faces are a key part of their daily routine, offering comfort and a sense of security. However, as young people grow-up and their needs change, new experiences and environments can often lead to increased feelings of anxiety.**

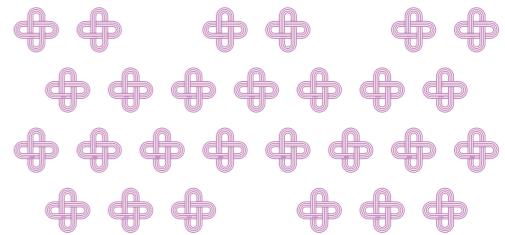
Recognising that the transition from primary to secondary school can be particularly unsettling, Kibble introduced the Middle School Model in 2023 – a hybrid between primary and secondary schooling. With extra supports in place the model enables young people to adjust to a new learning environment at a pace that suits them, helping to ease the transition and reduce any feelings of anxiety.

The Middle School Model follows the Curriculum for Excellence and supports a small group of pupils who are at the same educational stage. We have even moved teachers and Child Support Workers from primary school to support the transitions, ensuring a familiar, trusted adult remains by their side throughout.

Another unique feature of the middle school is 'The Nook' a calming space where pupils can access one-to-one support from a dedicated teacher. We also adapt support for young people with additional needs to help remove barriers to learning, whether this is through the use of technology or by providing extra assistance with speech and language.

Due to its success, we have since expanded the Middle School Model to support second- and third-year pupils, with three middle school classes currently in place. Older pupils have even taken on mentoring roles, offering peer support and helping to create a nurturing and inclusive learning community.





## Young Workforce Development: Building Confidence and Community

**Young people receive essential support to find and sustain employment through Kibble's Skills Academy, which is run in partnership with St Mirren Football Club.**

Students go to the Academy's education and training centre in Hillington, St Mirren's SMISA Stadium and the football club's training complex to gain qualifications and complete work experience.

The Skills Academy with its breadth of subject choices, motivating practical-based lessons, employer-led workshops and supportive teaching team has become a reliable base for young people. Here, youngsters can manage any overwhelming thoughts about the future. Sometimes, for the first time, young people start to think optimistically about what's next for them. The possibility of thriving in life through a rewarding career and meaningful connections is realised at The Skills Academy.

## In 2024, The Skills Academy connected with more people:

- Increased enrolment by launching Future Ready, a six-week summer employment programme supported by Renfrewshire Local Employability Partnership, delivering over 90 hours of learning to 16-year-olds from Renfrewshire.
- Strengthened employer connections with a series of valuable events inviting businesses, schools and young people. An Industry Day introduced 56 pupils from Kibble and neighbouring schools to more than 15 employers. Our Open Day let visitors see inside the Academy and take part in an interactive panel session with young people to hear about the Academy's positive impact from the students first-hand. The school calendar was filled with fun employer workshops including an industry-leading barista training session and a design competition with Ryder Architecture.
- Provided greater opportunities for young people by bringing more choice and variety to learning. Kibble and St Mirren introduced a Groundskeeper Traineeship for youngsters to get outside the classroom and gain practical skills alongside a recognised iHasco qualification. Entrepreneurial capabilities and business acumen are encouraged and young people opened a Christmas pop-up shop. A dedicated Sustainability and Green Skills Instructor was appointed to ensure the Academy keeps pace with the growing demand for green jobs.

The Academy's supportive learning environment and commitment to sustainable practices help young people build skills and shape a brighter future for themselves and the community.

**Jim Gillespie, Kibble CEO is proud to support young people entering the world of work:**

**“We are determined Kibble continues to provide innovative opportunities to develop the skills our young people need to succeed in the modern world, and contribute to the future social and economic success of the community.”**

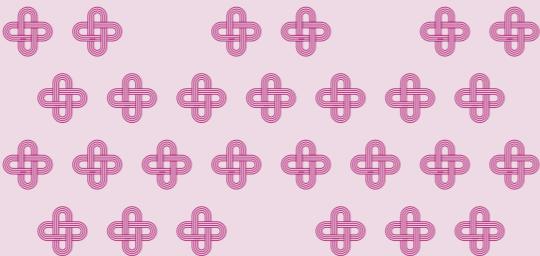


## Shaping Inclusive Learning and Practice

**In July 2024, our Specialist Intervention Services (SIS) team published research that looked at The Experiences and needs of young people cared for by Kibble.**

As part of this comprehensive research, it was identified that the learning and neurodiversity needs of children and young people have many potential implications. While every child already has a personal support plan, the research called for a greater need to understand each individual child specifically and to tailor their care, education and mental health services according to individual need.

In this way, it was recognised that training and learning in neurodevelopmental characteristics can be useful, but developing a shared understanding of each child's specific profile is likely to be one of the most effective ways to deliver the care a child needs. The findings helped to shape practice, training and service delivery across our services.



## Accreditation and Collaborative Working

We began working towards accreditation with the National Autistic Society, augmenting our commitment to excellence in supporting the needs and learning styles of young people with autism. As part of this accreditation, an audit was conducted of all schools, supports, technology, resources, staff and understanding to ensure our services are inclusive for everyone. Autism Spectrum Awareness training has been provided to staff working within our care services, and we're working towards accreditation being rolled out across three of our children's houses with support from our SIS team.

Within our Safe Centre, our health and wellbeing practitioners have been working alongside FCAMHS to deliver a pilot project to support the Neurodevelopmental Disorders (NDD) Pathway. The pilot is being delivered in an effort to reduce the waiting times for young people in secure care receiving a formal health diagnosis for autism. FCAMHS are currently collating the data for the first review, with initial indications showing a reduction in the wait time for diagnosis by five weeks. This collaboration is extremely positive for young people in secure care, helping to inform care planning whilst at the Safe Centre, and when moving on.



**"The training was valuable and enjoyable. The insightful session expanded my understanding and confidence in supporting young people."**  
Training course attendee

## Education and Learning

Across our schools, we have implemented a number of changes to ensure our educational environment is inclusive for all. Shared Understanding meetings continue for all of our young people, where teachers, care staff, psychologists, parents and social workers, meet regularly to promote understanding and ensure an aligned approach that meets the needs of young people at any time. Additionally, we have rolled out our in-house trauma training to all care and education staff, with specialist training also delivered, where relevant, to support the needs of children in the classroom.

Young people attending education also receive a high level of support to help them engage in learning. Classroom Support Workers and care staff are present to support learning, and some young people also are supported on a one-to-one basis. There are also sensory rooms and chill areas young people can go to if they feel they need to step away from the classroom for a while, then return when they feel ready to do so. Trauma-informed practice is embedded in our teaching, and all staff look beyond behaviours to understand what may have caused a young person to react to certain situations.

Our schools offer bespoke timetables to encourage young people to explore new topics and discover new opportunities. Timetables can also be picture led to help aid understanding for some young people. We work collaboratively with organisations and community groups to strengthen connections and opportunities for young people including Royal Scottish National Orchestra, Scottish Ballet, Darkwood Crew and various local care homes. Young people also have opportunities to attend forest school, go sailing with Ocean Youth Trust, and go on expeditions as part of their Duke of Edinburgh's award. All of these experiences are offered within the school curriculum, with young people gaining qualifications and accreditations.





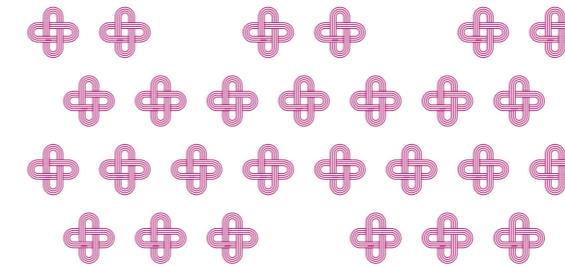
## All Creatures Great and Small

**Nestled in the grounds of Forest View Campus in Lochwinnoch, alongside our welcoming primary school and children's houses, you'll find something truly magical.**

This is the site of our bustling animal enclosure, home to horses, goats, geese, rabbits, guinea pigs, ducks and noisy chickens; all of which support our animal assisted learning and activities therapy programme, which is part of the wider school curriculum. Children have planned and unplanned time with our Animal Assisted Coordinator and our two Animal Assisted Play Therapists. We have also introduced our Paws and Play Programme which offers the children experiences with the animals. The range of activities are fun and playful, helping the children connect with each other and create natural bonds and connections with the animals. The children learn how to manage their feelings, friendships, team work and make connections with adults and animals.

### Animal Assisted Therapy

In the last year, we made significant investment in our animal assisted therapy programme as part of a pilot project involving eleven children at Kibble. The pilot was initiated to establish the impact of animal assisted therapy on the wellbeing of children and young people with experience of trauma; and who were recognised to have benefited from this type of therapeutic support. As part of this programme, we expanded and enhanced our existing enclosures and stables, with new animal pens, grazing areas, and space for the animals to roam and play. In addition, we apportioned a large, dedicated paddock where the



animals can go when they need time away. In the case of the energetic goats, they love to burn off energy in the agility gym, whilst George the horse loves to graze.

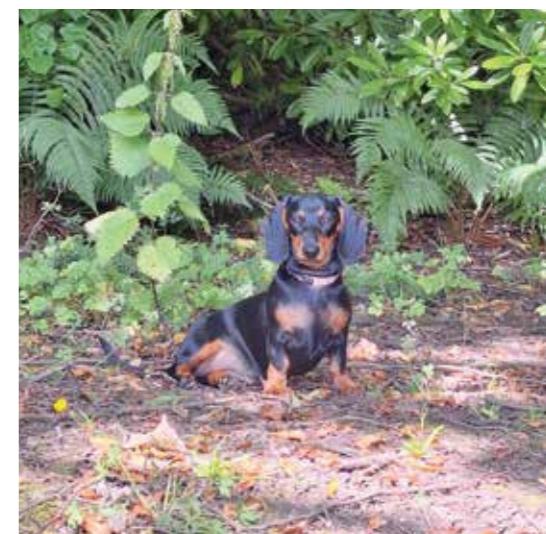
The effects of animal assisted therapy cannot be underestimated. With the support of a therapist and animal handler, the children establish trusted connections with the animals, who offer a safe, non-judgemental space. Children are supported to ride or walk alongside the ponies and horses, if they choose to, groom them, help with feeding, give gentle commands, and provide general care. Through all of these processes, the children can build incredible connections with the animals where both feel safe and happy.

Our trained therapists have conducted extensive research in animal assisted therapy and know that horses, in particular, are remarkably attuned to the world around them, even picking up on emotions and behaviours of people from several metres away. This natural sensitivity makes them powerful partners in therapy.

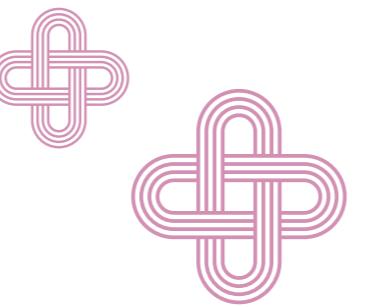
Maple the miniature dachshund has been working with children and young people for the last year. She has helped a number of young people to open up and be able to express themselves through the unique approaches used in Animal Assisted Play Therapy. Her curiosity, loving nature and sassy personality has brought so much joy across the services.

### Next Stage of the Journey

At the end of the pilot, an evaluation will be conducted to gather evidence on the programme's effectiveness before being rolled out more widely across Kibble. Thus far, the children are loving engaging with the animals, and enjoy being able to choose the animal they would like to work with at the start of each session. This is often dictated by the way they are feeling that day. We look forward to seeing how the programme will evolve in the future, and sharing evidence on this remarkable therapy with others across the sector.



Maple, our therapist



## Strengthening Family Connections

**Kibble's Systemic Family Service provides intensive support and therapy to families who have faced significant adversity. The service supports children (aged 5-25) across secure care, residential, early years, fostering and adoption, and community services. We also use our expertise to help organisations out with Kibble, including local authorities, who work with young people and their families.**

The service is the only one of its kind within Scotland's residential childcare provision. The team consists of a Specialist Lead Family Therapist, two qualified Family Therapists and two Systemic Practitioners. As part of the Scottish network, we work in collaboration with the Family Therapy Training Network which ensures we are operating to the highest standards.

During 2024 we supported over 30 families across the 32 local authorities in Scotland. To make sure the service is accessible, the team regularly visit families in their home community and will deliver support for as long as they need it - for most families this will be over a year. Recognising that each family is unique, we tailor support to their needs. This can often mean extending support to include wider family members, or, offering additional one-to-one support to a young person

on a specific family problem. Families can also access our Family Therapy Clinic which provides an opportunity to work with a team of therapists to help the family reflect, feed back and find solutions.

When supporting a family, we become part of their support system and work closely with the care team around them. Therapeutic modalities used depend on the needs of the family. For example, when we work with sibling groups we tend to use play, dyadic approaches and family therapy techniques to rebuild connections if they are living apart. During 2024 we also introduced animal assisted intervention for parents and children already engaged in family therapy.

**Our service continues to evolve as we review our practices and consult with stakeholders, always striving to achieve the best possible outcomes for the families we support.**



# Introducing Hallhill Cottage

In November 2024 we opened Hallhill Cottage, a beautiful residential children's house in Howwood, Renfrewshire. The stunning four-bedroom house welcomes young people between the ages of 5 – 21 who have experience of trauma, adversity or disrupted family circumstances.

In an idyllic setting, Hallhill Cottage is surrounded by rugged countryside, abundant wildlife and breath-taking views. There's even the occasional visit from majestic roe deer, and there are friendly horses in neighbouring paddocks. Hallhill Cottage offers a beautiful, safe haven for children and young people to grow up and make special childhood memories.

## Making a House a Home

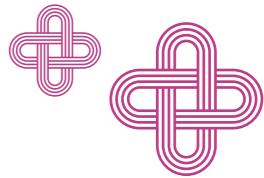
All aspects of Hallhill Cottage are grounded in Kibble's Therapeutic, Trauma-informed Model. Echoed across our services, this ensures all elements of young people's care, from the natural interiors, tranquil grounds, skilled staff teams and seamless integration with other services, promotes an environment where young people are safe.

The daily routines of Hallhill Cottage are typical of modern family-living. It has a large, comfortable living room which opens out onto a large garden, an open plan playroom and dining area to enjoy mealtimes together, a large bright kitchen, and an adjoining utility room perfect to brush off muddy wellies from playing outside.

## Connected With the Community

Whilst enjoying the beauty of the countryside, Hallhill Cottage is only a short distance from local amenities. Nearby is Johnstone town centre, with its range of transport links, shops, cafés and restaurants. Young people are encouraged to enjoy all that the community has to offer from attending local groups or clubs, to visiting local attractions. This ensures young people feel very much a part of their community and encourages them to build new friendships.





## Kibble Annual Conference

In November, Kibble hosted its annual conference, welcoming over 200 professionals from more than 80 organisations spanning care, education, mental health, and other services working with children, young people and families.

The conference featured insightful keynote speakers, thought-provoking workshops and valuable networking opportunities, alongside exhibitors united by a shared vision to create a better world for children to grow-up in. Throughout the day, delegates reflected on current practice, shared learning and considered new approaches for change.

Neil McMillan, Kibble Executive Director, welcomed delegates and introduced the event Chair, Nicola Killean, Children and Young People's Commissioner Scotland. Keynote speakers included: MSP Maree Todd (then Minister for Social Care, Mental Wellbeing and Sport); Dr Lisa Cherry, Director of Trauma Informed Consultancy Services; Graeme Armstrong, Bestselling Author; and Dan Johnson, Kibble's Clinical Director.

Alongside Kibble-led sessions, we were proud to host workshops delivered by leading organisations including: The International Child and Youth Care Network (CYC-Net); Centre for Excellence for Children's Care and Protection (CELCIS); Children and Young People's Centre for Justice (CYCJ), Action for Children, Children in Scotland, the Consortium of Voluntary Adoption Agencies (CVVA), and the Resilience Learning Partnership. Workshop themes ranged from trauma-informed change and navigating challenging conversation, to, the value of adoption for children, families and wider society, tackling child criminal exploitation, and more.

The atmosphere throughout the day was one of energy, collaboration and shared purpose. Our hope is that the influential keynote speakers and transformative workshops lead to meaningful change with lasting actions that improve the lives of young people. Feedback from attendees was overwhelmingly positive and we look forward to building on this success to make our conference a key event for years to come.



## Safe: Support for Victims of Crime

Kibble's Safe project provides free support to children and young people (5-25) and families who have been victims of, or witnesses, to a crime. The project also extends support to professionals working around the child, enabling them to offer more effective support to young victims across Scotland. Thanks to funding from the Scottish Government's Victim Centred Approach Fund, we offer professional consultation, 1-1 therapy, family therapy, Eye Movement Desensitisation and Reprocessing (EMDR), and advocacy support.

A recent external evaluation identified that the demand for the services Safe provides has significantly exceeded initial expectations. Between the project launching in 2022 and December 2024, the service received 311 enquiries, and it accepted 146 referrals within the first two years. The children and young people supported by Safe may have been affected by family violence, abuse (including domestic abuse), sexual assault, peer violence or bullying. We also work with children and young people seeking asylum who have experienced crime or harm.

Data gathered shows the breadth of experiences among those accessing the service. 49% have experienced or witnessed domestic abuse; 41% physical assault; 31% childhood sexual abuse and 41% sexual assault or rape. It quickly became apparent that a significant proportion of those supported (61%) had experienced a number of traumas, with a further 31% being affected by single-incident trauma.

Safe operates a three-tiered model which focuses on consultation with professionals, direct therapy and advocacy. The service aims to achieve positive outcomes not only for children and young people, but also for their families and the wider community.

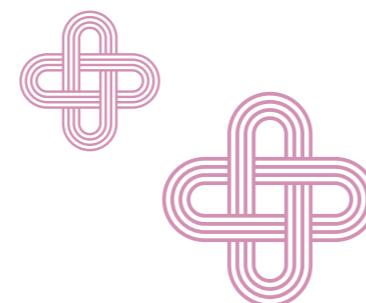
Kibble is delighted that funding for the project has been extended and likely to continue until March 2027, enabling us to reach even more people who need our support.



To find out more,  
please scan the QR code.

SCAN ME





## Understanding the Experiences and Needs of Young People

Kibble initially carried out an analysis of the needs of the young people it supports in 2014. This informed the charity's wider strategy and acted as the catalyst for introducing its therapeutic model of care.

Since then, new research has increased understanding of young people's needs, particularly around mental health. These new insights combined with significant legislative and policy changes across Scotland, meant it was necessary to undertake a new and more comprehensive needs analysis, considering what drives young people and the difficulties they can experience.

Our new analysis commenced in late 2023. Key workers for 151 young people (aged 7-22) supported by Kibble were asked to complete a detailed questionnaire. To minimise unnecessary intrusion, no additional information was sought, and young people were not directly involved.

The questionnaire was extensive, covering a wide range of topics including demographics, experiences prior to Kibble, education, health needs, gender and sexual identity, neurodiversity, concerning behaviours, exploitation, strengths and protective factors.



We published our findings in 2024 which highlighted significant levels of adversity and trauma, with 53% of young people believed to be experiencing complex trauma.

A snapshot of some of the insights include:

- 54% were known to have experienced the bereavement of a close family member
- 93% had experienced aggression from adults
- 90% had been neglected
- 84% suffered emotional abuse
- 36% had been suspended or excluded from mainstream education

A range of characteristics associated with neurodevelopment issues were also identified:

- 34% avoided eye contact
- 29% showed strong emotional reactions to certain tastes, smells or sounds
- 46% appeared to struggle with understanding what others are thinking or feeling
- 30% had difficulty with taking language literally

The research provided important insights into the challenges faced by young people as well as the resources that could be used to support their resilience. The findings carry significant implications which have been used to inform strategic planning and day-to-day operations.

## A Culture of Learning

**At Kibble we recognise that continuous learning and professional development are fundamental to maintaining excellence in our services.**

We actively encourage employees to participate in our Further Study Programme, which supports staff in pursuing qualifications and courses that enhance individual growth and organisational effectiveness. By investing in the collective development of our workforce, we ensure that Kibble continues to deliver the highest standards of care to young people while evolving to meet emerging needs.

Each year, staff are invited to apply for direct funding for qualifications or training opportunities relevant to their roles. In 2024, more than 200 employees engaged in further study, with 64 successfully completing their chosen programmes during the year. The breadth of study ranged from Scottish Vocational Qualifications (SVQs) to postgraduate degrees, encompassing disciplines such as childhood studies, social work, creative psychology, child and youth care studies, child protection, business administration, and finance. In addition, Kibble welcomed graduate apprentices in both software development, and early years.

Feedback from participants has been overwhelmingly positive. Many describe feeling valued and motivated by the opportunity to broaden their perspectives, achieve personal goals and apply new insights to their professional practice. This culture of learning not only enhances individual confidence and competence but also contributes to the continual improvement of our services.

Alongside voluntary professional development, all employees are required to complete mandatory training. This covers topics such as child and adult protection, data protection, therapeutic trauma training, equality and diversity and more. During the year almost 11,000 courses were completed including over 1600 in class training places.

Kibble's commitment to learning and development reflects our belief that an informed, skilled workforce is the foundation of effective care.

**Almost 11K staff training courses completed**

All staff undertook mandatory training which covers child and adult protection, data protection, NES trauma skilled practice, equality and diversity, and more.

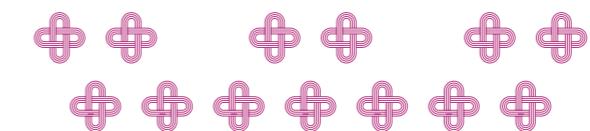
## Career Start in Child and Youth Care

**During 2024, we welcomed 20 new trainees ready to embark on a career in Child and Youth Care through our Career Start programme. Two cohorts ran during the year, one beginning in January and the other in August.**

The 12-month paid programme provides the opportunity to gain invaluable work experience while studying for a Higher National Certificate (HNC) in Social Services. With full training and mentoring provided, no prior qualifications and experience are required. What matters most is enthusiasm, compassion, transferable skills, and the life experience to help young people realise their potential. Our 2024 trainees came from a wide range of backgrounds including a chef, university graduate, factory worker, gardener, retail assistant, life coach and teacher.

Child and Youth Care workers play a vital role in supporting the lives of young people. They will become a friendly, familiar face building bonds, supporting everyday activities, and encouraging young people to think positively about their future. Each week trainees spend three days on-the-job training within Kibble's residential children's houses, one day in the classroom, and one day studying independently. Every trainee is assigned a dedicated mentor – a qualified, full-time Child and Youth Care Worker – who will provide guidance, advice and support.

Career Start offers the opportunity to change career and gain a qualification while earning the Scottish Living Wage. On successful completion of the programme trainees are guaranteed an interview for a Child and Youth Care Worker role at Kibble. From the trainees who started in 2023 and completed the programme in 2024, 85% were offered jobs at the end of the programme.



## Sustainable Actions to Benefit us All

**As a large children's charity and major employer, our priority is caring for young people and staff. We want to lead by example, demonstrating good business practice and a commitment to continually advancing sustainable operations.**

Kibble proactively strives to lower its carbon footprint and help nurture greener and healthier ways of working. Overarchingly, Kibble's Annual Financial Statement includes a Streamline Energy and Carbon report, ensuring accountability of the energy and carbon emissions recorded each year. By setting carbon reduction as a strategic aim, tactics are applied throughout the organisation.

Company processes incorporate digitisation to reduce paper wastage and account for an expansive recycling programme to limit landfill impact. Additionally, there is an electric vehicle (EV) infrastructure with charging stations available for employees to access. Project developments consider lower carbon technologies and renewables alongside increased outdoor space. Education embeds climate change into lesson plans, maintaining the Eco Schools Green Flag award and strengthening younger generations' understanding of environmental issues.

Kibble's Net Zero Strategy and the eco-friendly initiatives have helped bring young people, staff and the wider community together. Everyone gets involved in being environmentally responsible with the shared commitment creating a strong sense of belonging.

The aim is to be as environmentally friendly as possible with clean air, increased biodiversity and greater energy efficiency, contributing to the country's net zero targets.



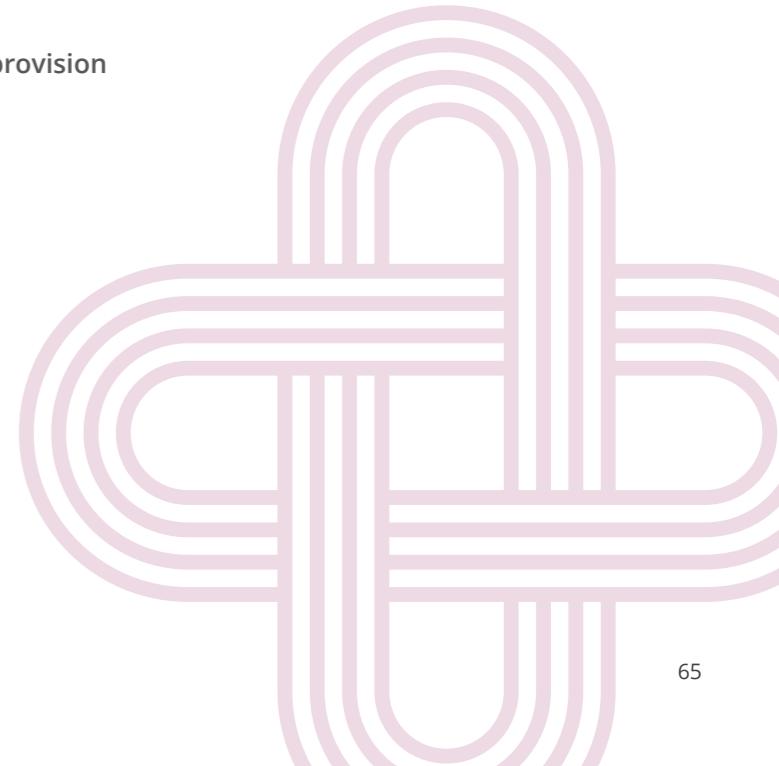
Our gardens are maintained to encourage going outdoors, positively impacting overall wellbeing.

Education embraced a sustainable mindset when contributing to the community's festive spirit through Christmas fundraising events. Items for sale included wreaths handmade from gathered willow, green foliage and ornaments made from recycled materials.



## Plan, Progress and Evolve

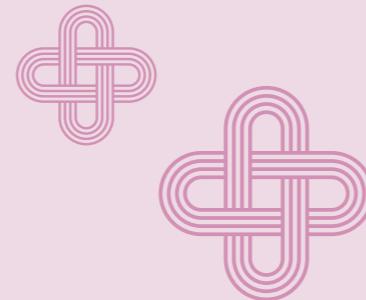
- Introducing technology to maintain safety and protect privacy
- Enhancing Kibble's secure care provision and intensive services
- Strengthening family connections



## Secure Care Services

With progressive changes happening in the area of secure care, shaped by the introduction of the Children (Care and Justice) (Scotland) Act in June 2024, the Safe Centre will continue to work in collaboration with Scottish Government and key stakeholders at each stage of this journey.

This systemic and adaptive approach enables us to respond effectively to developments within secure care, keeping the needs of young people and families central to everything we do.



### Safe Centre Upgrades

Within the Safe Centre environment, plans are in place to modernise systems and technology. As part of these developments, new technology will be piloted with a view to further enhancing safety for young people, whilst respecting their rights to privacy. Importantly, whilst not replacing the human element of care, this additional security measure, will detect movement in bedrooms to enhance safety and care, without the use of cameras. Additionally, we have been liaising with researchers from Bournemouth University to develop virtual reality technology that aims to improve young people's perceptions and ease transitions for young people accessing secure care.

In parallel, environmental upgrades are in the pipeline, including the installation of new bedroom doors and windows with enhanced safety features.

### Community-Based Alternatives

In alignment with Plan 24-30, investment in our intensive services will see developments in creating specific, alternative provision for young people who have a history of exploitation. This is intended to ensure young people get the appropriate, trauma-informed care and support needed to manage their emotional wellbeing.



## Buchanan Refurbishment and Renovation

In 2024, significant investment was made to our intensive services, with works underway to extend and renovate existing house, Buchanan. This modern extension will see the development of two separate living spaces, collectively providing accommodation for up to four young people.

With the development due for completion in Summer 2025, Buchanan will provide warm, welcoming accommodation for children and young people whose needs are best met within a smaller, highly supportive environment. This new extension will see Kibble's intensive services provide 2, 3 and 4-bedroom accommodation.

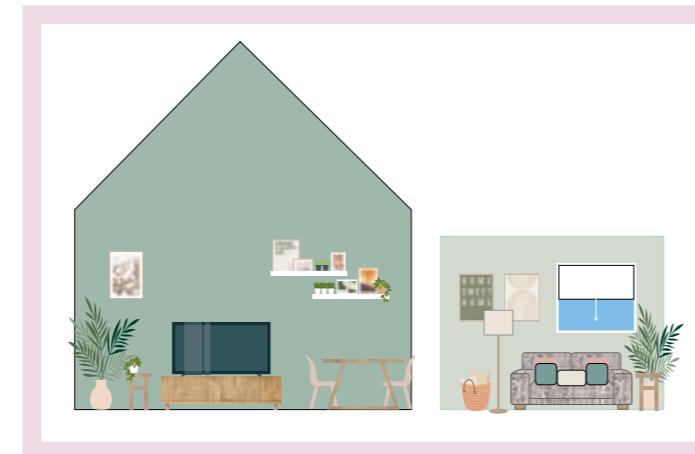
### Homes Designed to Care

In line with our other children's houses, Buchanan will be developed around our Therapeutic, Trauma-informed Model. This is reflected everywhere from the nature-inspired interiors, light and space, grounds, specialist staff and child-centred ethos.

Similarly to many modern properties, the centre of the home will have a family living area that combines a comfortable lounge, kitchen and dining area to relax and enjoy mealtimes together.

The extension will provide two stylish bedrooms with en-suite shower facilities, ready for young people to put their personal stamp on. In addition, there will be a small snug or chill room for young people to enjoy watching TV, playing their computer, or perhaps perfecting the latest TikTok dance! The house also leads out onto a new, landscaped garden.

The Buchanan development will provide another great addition to Kibble's extensive service provision, and above all, create a beautiful place to call home for children and young people.

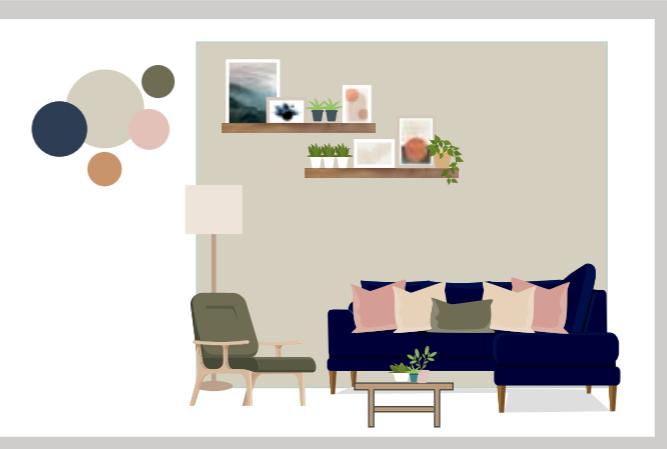


## New Two Bedroom Flat to Support Families of Young People

In 2024, work commenced to convert space in one of our properties into a two-bedroom flat, which is now approaching completion.

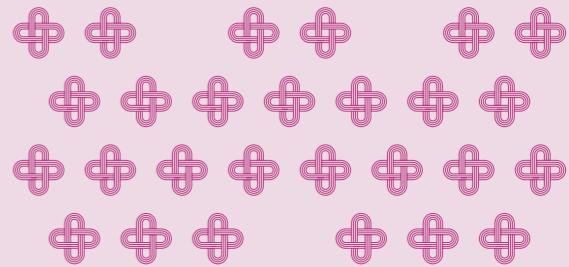
In keeping with The Promise, it will be used to support siblings to spend quality time together in a comfortable, relaxed environment. While it's not always possible for siblings to live together full-time, this space will ensure that, where it's safe to do so, brothers and sisters can maintain that all important sibling relationship.

It will also provide overnight accommodation for families who have travelled to visit their child, where returning home the same day is not practical, thereby helping to maintain family connections. On the theme of family, this space will also be available for supporting therapeutic and practical support work with families.



In addition, the flat will be available for short-term placement support by providing a safe, comfortable space for some time to unwind if required.

The space is currently being decorated and furniture is being installed. We anticipate it will be ready for use by late 2025 / early 2026, enhancing Kibble's capacity to provide flexible, family-focused support.



## Guidance and Governance

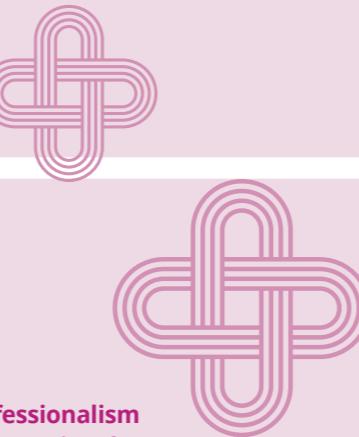
Kibble is dedicated to maintaining integrity, transparency and professionalism across all aspects of its work. Guidance and governance remain the responsibility of Miss Elizabeth Kibble's Trustees, as set-out in the original 1841 Trust Deed. As a legally constituted company, Kibble operates in a financially sustainable way, ensuring that any surpluses are reinvested for the social good.

The charity's Directors are de facto Trustees, with the obligations of stewardship of purpose and resources that this brings. All Directors, Executive and Non-executive, fulfil their Directorial responsibilities for no remuneration. In line with the charity's Articles of Association, the Board of Directors must consist of a majority of Directors who are Non-executive. Responsibility for advancing Kibble's charitable objectives through strategic and financial decision-making rests with the Trustees.

Monthly Board and quarterly Trustee meetings are augmented by ten Director-led subcommittees. The subcommittees undertake independent observation and scrutiny of key business operations with all subcommittees reporting to the Board.

Kibble's internal quality controls are mapped and assessed against the EFQM Excellence Framework and its Business Continuity procedures are aligned to ISO022301 Societal Security Business Continuity Management Systems Requirement. Furthermore, a full external audit is carried out annually to ensure independent evaluation.

These robust systems enable Kibble to deliver high-quality services while seeking out ways to enhance provision and develop new ways of working to reach and support more young people.



## Our Board and Trustees

### Non-Executive Directors and Trustees

David Nairn, Chair of Board  
Duncan Sloan, Vice Chair  
Paul Allen  
Tom Armstrong  
Alex Brown  
Mary Hackett  
Brendan Harris  
Margaret McCartney  
Stuart McNeill

### Trustees

Marion Jackson, Chair of Trust  
Reverend Gordon Armstrong  
Provost Lorraine Cameron  
Jimmy Cochrane  
Sheriff B Mohan  
Sheriff Principal S Murphy

### Secretary

Lesley Boyle

### Chief Executive

James Gillespie

### Chief Operating Officer

Sinclair Soutar

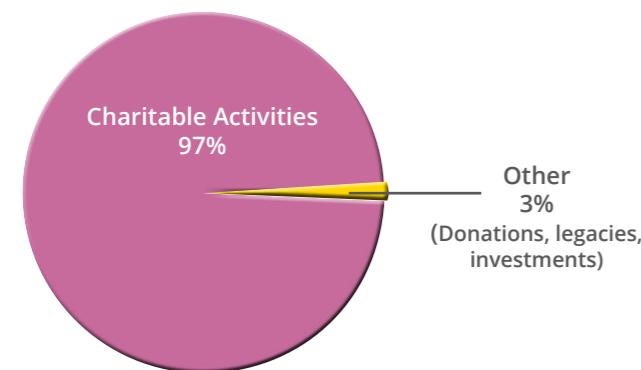
### Executive Director

Neil McMillan

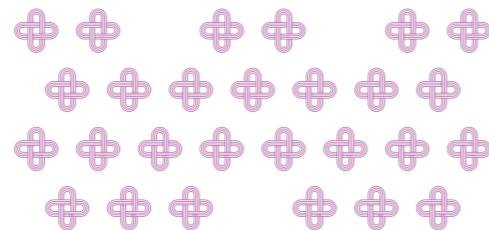
*Details provided reflect the Board and Trustees for 2024.*

## Finance

### 2023-24 Income



Extract taken from Kibble Education and Care Centre financial activities for the year ended 31 March 2024. A copy of the full report is available on request.



### 2023-24 Expenditure



## Awards and Accreditations



# Thank You

**It is a privilege to support the children and young people entrusted to our care at Kibble. Together we strive to create a place of safety and stability where young people feel valued, loved and empowered with the foundations to create positive and lasting change.**

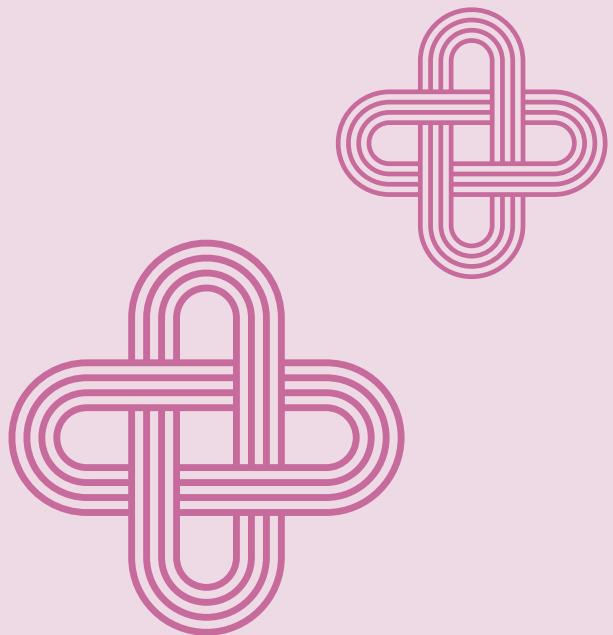
It is thanks to the combined efforts of our workforce, Board and Trustees, partners and funders that we are able to create a sense of belonging, provide enriched opportunities, high-quality education, inspiring role models and positive memories for young people. At Kibble, we believe every child should have a chance at life.

Above all, our deepest gratitude goes to the children and young people of Kibble. Your energy, resilience and achievements inspire us every day. Everything we do is shaped around listening and responding to your needs, and supporting you to shine.

## Special Acknowledgement

We would also like to thank the following funders and fund managers whose support has been instrumental in enabling Kibble to make a lasting and meaningful difference to the lives of young people.

- Creative Scotland
- Fairlie Parish Church
- Garfield Weston Foundation
- Impact Funding Partners
- Inspiring Scotland
- Invest in Renfrewshire
- Renfrewshire Council / Renfrewshire Local Employability Partnership
- The King's Trust
- The National Lottery Community Fund
- The Scottish Government
  - Delivering Equally Safe
  - Interventions for Vulnerable Youth
  - Secure Care Adoptions
  - Social Isolation and Loneliness Fund
  - Survivors of Childhood Abuse Support Fund
  - Victim Centred Approach Fund
  - Youth Music Initiative: Access to Music Making



**Kibble Group**

**133 Finnieston Street, Glasgow G3 8HB**

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**f      KibbleGroup**

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

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