



WE SEE POTENTIAL...

**Kibble**  
EDUCATION AND CARE CENTRE

ANNUAL REVIEW  
2015/16

## INTEGRATED SERVICES – IMPROVED OUTCOMES

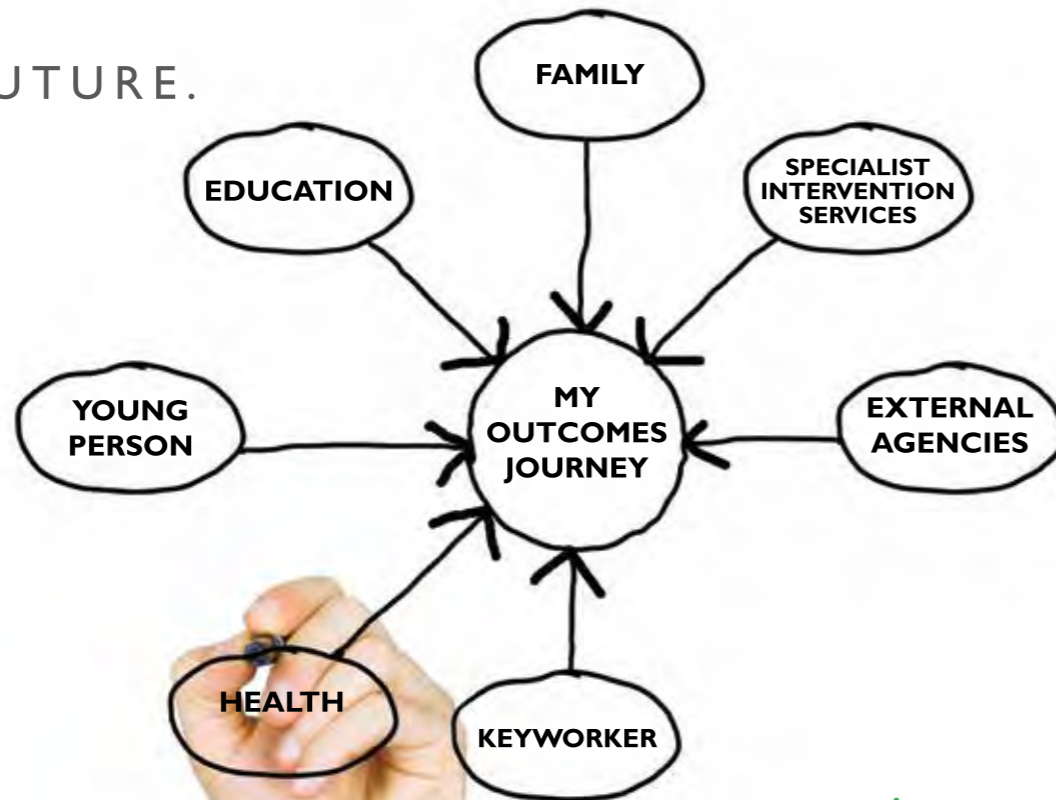
At Kibble we aim to ensure the young people in our care are given the support they need to lead sustained, healthy and fulfilled lives. Through a range of integrated services, we help young people (aged 5+), many with complex social, emotional, behavioural and educational problems.

To make sure our services produce the best outcomes, young people take part in Kibble's Outcome Framework. This maps the individual outcomes for children and young people to the wellbeing indicators from the Getting It Right For Every Child (GIRFEC) framework and Curriculum for Excellence.

During 2016 the Children and Young People (Scotland) Act 2014 will place aspects of GIRFEC on a statutory footing. Kibble already has robust procedures in place to ensure the framework is applied appropriately and consistently throughout the organisation. Over the past year we have also enlisted the help of staff, young people and independent advocates to review the current policies and procedures to ensure we are fully prepared for commencement of duties as detailed in the Act.

Within the framework, each young person has their own individual 'outcomes journey'. It is our belief that for a young person's outcomes journey to be meaningful, all significant others should be encouraged to participate in the process.

...WE SEE HIS FUTURE.

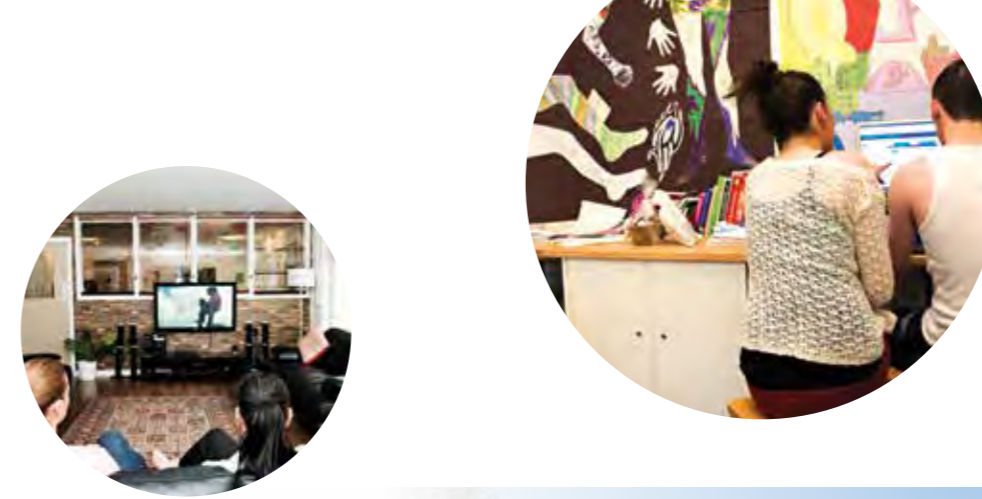


## OUR RESIDENTIAL AND SECURE SERVICES

Kibble now provides 16 different residential services. These vary in size and function, across our secure, campus and community locations. All services work to the highest care standards while providing safety, structure, stability and support to young people at risk. We can accommodate children from the age of five in our primary age services, through to our range of services for young people of secondary school age and up to 18. These secure and residential units form part of our uniquely integrated array of services that aims to be both preventative and rehabilitative, and can be accessed at the point of greatest need.



Look out for the SHANARRI icons throughout this booklet.





# WELCOME FROM OUR BOARD CHAIR AND CHIEF EXECUTIVE



## BOARD CHAIR

I am pleased to bring you this Annual Review of Kibble's work, which outlines the range and diversity of the services we offer. This is my first Annual Review since taking over as Board Chair in 2015. As the first female Chair in Kibble's long history, I am confident that this reflects another step forward in modernising the organisation and making it relevant to contemporary Scotland.

The importance of good governance is recognised across the charitable sector, and we are working hard to ensure that our governance arrangements remain at the forefront of best practice. The Kibble service map, (see pages 4 - 5), lists details of both the formal Board structure, and the sub-committees that have been developed to provide additional professional expertise, insight and support to our services. I would like to especially thank these volunteers who give such unstinting service. The sub-committees allow us to continue to develop high quality, professional services and contribute greatly to both our ongoing sustainability and growth.

The Board continues to fulfil its statutory obligations, operating in a transparent way and meeting ten times a year. This high level of Board involvement reflects our commitment to making Kibble both responsive and adaptive to changing needs. Our finance and audit functions provide detailed scrutiny to ensure not just financial viability, but also sustainability and development. Changes in public spending of course impact on the work we do, and we continue to aim to be efficient and effective in the delivery of our services.

We are proud of our heritage, especially 175 years after Miss Kibble's original vision, but we are more concerned about being relevant and useful in supporting young people at risk in the years ahead. We look forward to continuing this social mission.

Marion Jackson, Chair of Board



## CHIEF EXECUTIVE

175 years ago Miss Elizabeth Kibble prepared her last will and testament, including in it a sum of money to be used for the 'reclamation' of youth. The words we use today in the support of young people may differ but the purpose remains the same – as does the need.

While we are proud of our heritage, Kibble continues to exist not because of our history but because services are provided that remain as vital today as they were in the middle of the nineteenth century. An understanding of the need for continuous adaptation is now built into the governance and management of Kibble.

There is of course a constantly changing social, economic and political landscape and an understanding, awareness and sensitivity to these enable the delivery of more effective and efficient services. Over many years Kibble has steadily strengthened expertise and leadership across the organisation, ensuring staff are trained, qualified and skilled to properly fulfil the responsibilities of their positions. This is overseen and supported not just by an effective Board but also by a wide range of sub-committees covering every aspect of Kibble's work.

As a national specialist service working with young people who have chronic, complex and often acute behavioural issues, Kibble aims to bring compassion and care alongside a comprehensive understanding of the supporting research and evidence of what we do and how we do it. As new research and understanding emerge, especially in our understanding of childhood trauma, we need to adapt the way our services are operated and delivered. Inevitably this brings its own pressures, tensions and challenges but with the ongoing commitment of staff and small but dedicated group of volunteers, this has resulted in services which remain at the front end of national and international practice.

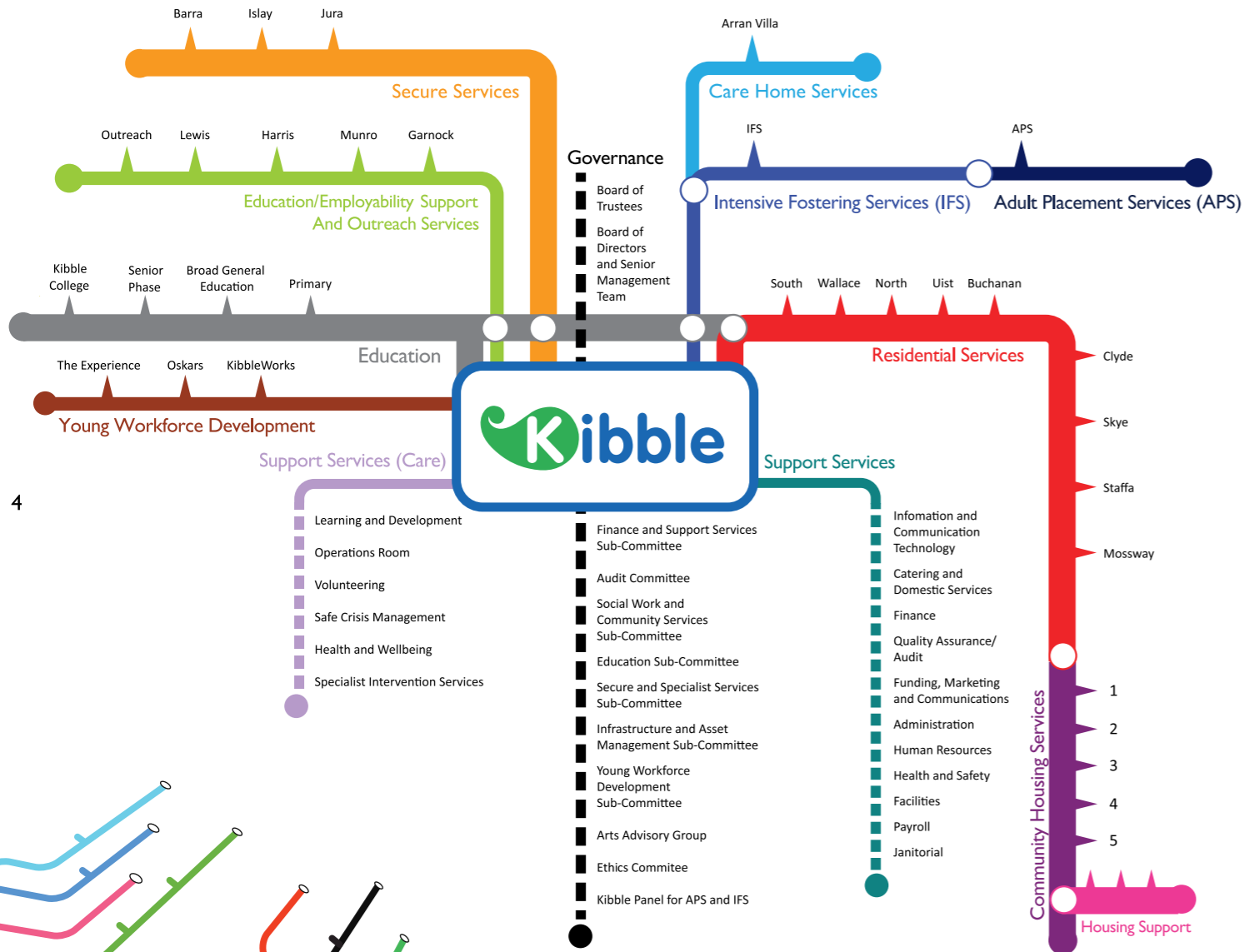
I would therefore like to formally express my thanks to these staff and volunteers, regardless of what role they play. Kibble will never be an easy place to work and volunteer but the desire to help children and young people in need creates a level of commitment hard to find or replicate. Our aim is to make Kibble a 'great place to live, learn and work' and maintaining such balance remains a core objective. A key factor in this commitment is the charitable nature of Kibble's work - society profits by the work we do. An asset 'in trust' and effectively owned and operated by the community for so many generations is one to be carefully safeguarded and it is to the great credit of the volunteer trustees, directors and committee members that today Kibble is more robust than ever, underpinned by a strong asset and expertise base. I would also like to record my thanks to them - as 'critical friends' to Kibble their role of guidance and governance is more important than ever.

Although a national specialist organisation, Kibble is also mindful of its role in the local community. With its scale and scope, and roots firmly grounded in Renfrewshire, it is a community anchor organisation, aiming to deliver its core mission in a way that enhances and develops the social and economic fabric of the surrounding areas. Providing training and employment for young people locally is a key feature of this community involvement but this wider activity continues to grow and develop in parallel with overall organisational development. We will continue to increase and enhance our asset utilisation for better community benefit.

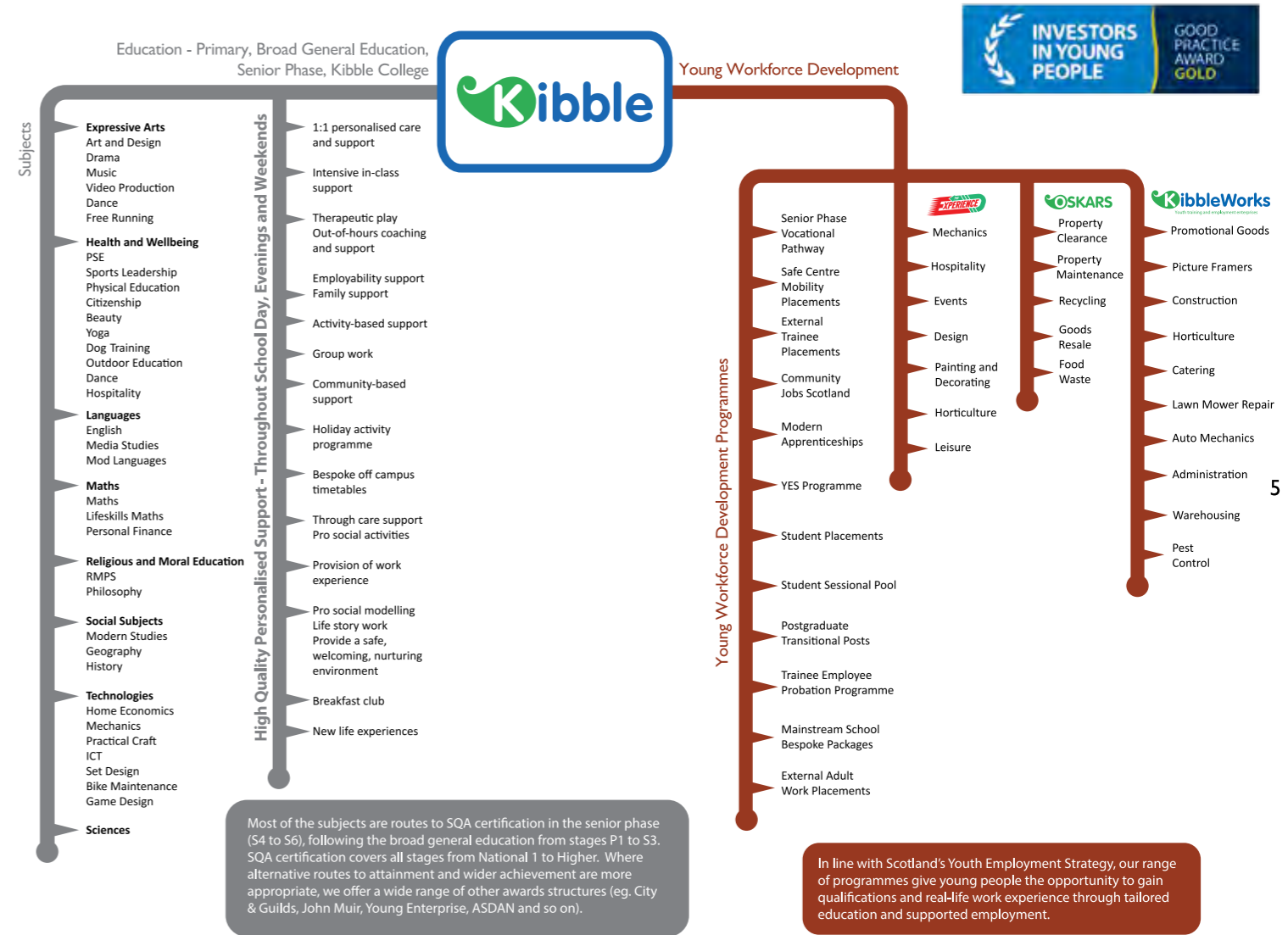
Going forward we know that continuous adaptation, improvement and effectiveness will be critical to Kibble's survival. With an exceptionally high demand for services and the need for substantial capital investment set against ongoing public sector austerity measures and centralised procurement, sustaining Kibble's services will be challenging. However with a quiet confidence in our ability, a certainty in the purpose of our work and a strong belief in the need for what we do, we look forward to the years ahead, serving the community and making it better for all.

Graham Bell, Chief Executive

# KIBBLE SERVICES MAP



# EDUCATION AND YOUNG WORKFORCE DEVELOPMENT





## INSPIRING LEARNING

Kibble's Education/Employability Support and Outreach Services offer education to young people where mainstream schooling, for whatever reason, has not worked. We encourage young people to re-engage with learning and achieve a positive destination. The addition of Garnock Lodge Primary School, which opened in August 2015, further strengthens the provision available.

Our curriculum covers the four contexts of learning, and we've listed some highlights below.



### ETHOS AND LIFE OF THE SCHOOL

The Big Debate - a series of debates for senior phase pupils looking at a variety of topical issues such as legal highs and religion

The RESPECT initiative - young people earn the right to trips and activities through showing respect for each other and themselves

Through links with the NHS Health Improvement Team in Renfrewshire, and Erskine Music and Media Youth Group, our S4 Personal and Social Development programme now includes a DVD made by young people on sexual health awareness and related issues

The school football team won the league cup at Airdrie FC



We work in partnership with local primary schools, and recently a project in the area of sports leadership was noted by Education Scotland



Pupil attendance at our primary school remained over 95% for all, with some maintaining 100% throughout



### CURRICULUM AREAS AND SUBJECTS

Visitors from the Scottish Parliament joined the Social Subjects department to give real life insight into the workings of Scottish politics

In order to maintain active engagement in learning, classes continued during the first week of the Easter break

For the first time we've presented young people for National 4 Awards in Drama. We also had passes at Higher level in Modern Studies and PE



Among the new awards, we now deliver the National 4 Care course, and are accredited to deliver the Safe Road User Award at SCQF Level 4



## WIDER ACHIEVEMENT

A group of staff and young people took part in an expedition to Lochwinnoch that included water sports and orienteering as part of the Duke of Edinburgh's Award



Two of our S6 pupils continued to make great progress, one is successfully combining studies with a part-time job, and the other is studying for a course in Social Care at college whilst gaining valuable work experience with us in a mentoring role



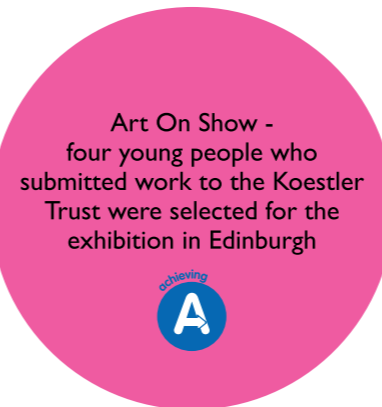
Alongside classroom-based activities in the Safe Centre over the holidays, dog training, football training and DJ workshops helped keep young people involved in purposeful activity



Young people visited Paisley attractions as part of a project and reflected on their findings – a good example of youngsters engaging positively and feeling part of their local community



SQA results form only part of the attainment profile for a young person who achieves at Kibble. For example in PE, young people also achieved four Sports Leaders Awards, six SFA Level 1 Children's Awards, six SFA Level 1 Youth Awards, one Level 1 Basketball Award, one Level 1 Badminton Award, six First Aid Awards, and six 'Show Racism the Red Card' Awards



Art On Show - four young people who submitted work to the Koestler Trust were selected for the exhibition in Edinburgh



## INTERDISCIPLINARY LEARNING (IDL)

Primary children enjoyed learning about upcycling, and themed sessions on expressive arts, and health and wellbeing



The basic premise of IDL is that learning will be deeper and more applicable if experienced in a range of contexts but with a shared theme. This happened regularly throughout the year, with activities such as fundraising events. Citizenship skills were also ably demonstrated when pupils welcomed elderly neighbours to the school. The pupils helped our guests in from the rain, served tea and cakes and sang songs from years gone by





## REFLECTIONS

*Happy Birthday Kibble!*

2015 was a very special year for Kibble, as we commemorated 175 years since Miss Elizabeth Kibble wrote her Last Will and Testament, setting out instructions to “found and endow in Paisley an Institution for the purpose of reclaiming youthful offenders against the laws.” This laid the foundations for Kibble as we know it today, still remaining true to our original principles as we continue to support young people facing adversity and offer hope for a brighter future.



## YES WE CAN

The YES Programme was launched in April 2015 and started recruiting young people in June of that year. Funded by the Big Lottery, the three year programme is intended for school leavers with little or no qualifications, those with a lack of work experience, or young adults who are struggling to find/retain employment. It aims to deliver employment focused intervention at stage three of the employability pipeline, with young people embarking on a placement which lasts up to 26 weeks.

The YES programme takes young people from the local area, and works with a range of public, private and third sector partners.



The programme is based at The Experience, Kibble's Young Workforce Development Centre. It offers youth training and employment opportunities in leisure and hospitality. Young people learn a diverse range of skills across hospitality, customer service, community-based outdoor services, vehicle systems maintenance, painting and decorating, and creative techniques. During their time on the programme, young people can work towards qualifications and are assisted by a dedicated Youth Employment Support Worker. They are then encouraged to move to a positive destination with the support of our Employer Liaison Officer.

At the time of writing 44 young people have been offered a placement. So far 11 have secured jobs and three have enrolled in college.



## LET'S TALK EMPLOYABILITY

In line with Scotland's Youth Employment Strategy we encourage young people to re-engage with learning, whether it's through tailored education or supported employment. During 2015 Kibble's provision for youth training and employment was consolidated into the Young Workforce Development Programme, encompassing KibbleWorks, Community Jobs Scotland (CJS) and the Youth Employment Support Programme (The YES Programme - see page opposite for more details). Whilst KibbleWorks continues to provide a closely supported environment with young people working on a one-to-one basis within the raft of social enterprises, the YES Programme offers a pathway for those ready to move on from this close support environment.

In October, we launched the next phase of CJS recruitment. Young people were primarily offered jobs within Oskars (a reuse and recycling social enterprise). They joined the warehouse squad, worked in the showroom, or in an office environment. Each CJS position lasts between six to nine months, and helps those most at risk of becoming NEET, (not in education, employment, or training).

Our Young Workforce Development Programme now offers young people the chance to move through structured progression routes, increasing their levels of independence at work to the point where they would be considered 'work ready' and able to take on a 'real' job with all its attendant responsibilities. We believe these programmes offer a comprehensive range of options to young people who are embarking on their career journey, a difficult time in any young person's life, but even more so when coming from a background of care, offending, or other points of disadvantage.







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### A PHENOMENAL EXPERIENCE!

It's been quite a year for The Experience, Kibble's Young Workforce Development Centre. Within seven months of opening, the themed entertainment and events venue received the prestigious 5-Star Activity Centre grading from VisitScotland, testament to the excellent customer service and exceptional standards provided. The Academy Restaurant was also given the VisitScotland seal of approval with The Taste Our Best Award.



Lasertag and the supersized slot car track opened in May, adding to the excitement already on offer with the electric Go-karts and The Academy Restaurant. The Conference Centre is home to our newest addition - the front fuselage of a Boeing 737, which made its debut in October. It's now ready for boarding, and offers the perfect party venue or meeting space with a difference.



## AN AWARD-WINNING PERFORMANCE

Kibble proudly collected two awards at the inaugural Supplier Excellence Awards held by Scotland Excel. The awards submission focused on Kibble's Secure Services which provide a safe and secure environment for young people (12-18) at risk of harming themselves or others. We aim to show young people their life can be very different to the one that led them to Kibble. Our Secure Services are unique in Scotland as they are integrated with the wide range of services offered throughout Kibble including education, employability and support. We offer an innovative approach to care, giving young people the opportunity to overcome their past and become responsible citizens, whilst also creating economic benefits by helping vulnerable young people transition out of local authority care to become well-adjusted contributors to society. Regular reviews of procedures and the budget are undertaken to ensure we continue to provide an effective programme of care that offers the best possible value to local authorities without compromising social outcomes.



The Awards, the first of their kind in public procurement, honour suppliers who demonstrate excellence through their participation in Scotland Excel's national framework contracts. Kibble was successful in the Excellence in our Communities and Excellence in Innovation categories for our work in delivering secure care places for young people aged between 12 and 18.

We also made it to the final of the Scottish Education Awards in the category for Enterprise and Employability Across Learning (Secondary). The awards were launched in 2001 by the Scottish Government and the Scottish Daily Record to recognise the achievements within Scottish education.

The winning streak continued as Kibble was awarded Investors in Young People (IYYP) Gold Accreditation. This prestigious accolade is Scotland's only people management award that recognises excellence in an employer's recruitment and retention of young people. It demonstrates Kibble's commitment to helping disadvantaged young people gain the skills, experience and confidence to build rewarding careers with bright futures.

We were also highly commended for our innovative model of providing integrated care, education and employability services. The accolade was given in the Best Service category at the GO Awards Scotland 2015/16. The awards are the highlight of Procurex Scotland Live 2015, the Scottish Government's annual procurement conference.



James Gillespie and Hannah Wilson, Kibble Education and Care Centre



(L-R) Laura Peacock, Investors in People Scotland; Kibble's David Baird and Marie Murphy; and Annabelle Ewing, Minister for Youth and Women's Employment



## UNBREAKABLE BONDS

One of our residential units, North, looks after young people with challenging behaviour who need stability in their lives. A tremendous amount of effort is devoted to building and maintaining a bond between staff and young people. There are many ways this can be achieved, and one approach is to encourage teamwork. In September, staff and young people at North embarked on a five-a-side amateur football league at the Pitts in Paisley. Not only is this helping to build relationships, it's also increasing the fitness levels of the unit. Later in the year, again to strengthen connections, a Christmas treasure hunt took place, culminating in a well-earned bite to eat at The Experience.

It's not just relations between staff and young people that are important. A number of care staff and managers from North, South and Clyde units are attending the one year Family Therapy and Systematic Practice training course. This will enhance work with families, and further develop partnership working with other Kibble services such as the Specialist Intervention Services team.

Kibble started a Facebook group a couple of years ago, with the aim of keeping in contact with former young people. This is a closed group which is also used by staff. It's grown considerably since it was launched and it has over 150 members.



## LIFE JOURNEYS

South unit, like North, supports young people with challenging behaviour who need security and balance in their lives. There were some great success stories throughout the year of young people that have thrived during their time at Kibble and in the unit.

One young person has been very busy working as a volunteer with Who Cares? Scotland and has recently enjoyed two month's work experience with a well-known international technology giant. With a keen interest in the arts, they are also involved with broadcasting at Sunny G, a radio station for Glasgow's Community. In July, the young person was selected to be Scotland's Creative Arts Ambassador by Young Scot.

The ultimate goal is to support young people as they continue their life journey. One person recently transitioned from South unit after a successful two year placement, to a community house back in his home locality.

Staff within the unit continue their own learning journey, with members of the team undertaking a course which will strengthen skills in working systemically with individuals and families. One colleague is also in the process of completing postgraduate study in child protection.

## LEADING THE WAY

The research work of the Specialist Intervention Services (SIS) team helps to ensure Kibble remains a sector lead in trauma-informed care. Recent research has shown over 76% of Kibble young people have been subjected to at least three or more traumatic experiences including physical abuse, neglect and exposure to domestic violence. The same research also highlighted 51% of the young people were likely to meet the diagnostic criteria for post-traumatic stress disorder when based on the key worker's report of symptoms.



To meet the needs of young people, SIS has continued to provide trauma-informed assessment, formulation, consultancy and intervention. This includes the addition of Occupational Therapy and Art Therapy services. Importantly SIS has recently introduced Dialectical Behavioural Therapy, the first of its kind in residential care in Scotland. It has also trained managers and clinicians in the Neuro-Sequential Model of Therapeutics (Perry), and pilot assessments from this are informing care plans.

SIS has many plans for 2016, including a review of international trauma and attachment care models to help ensure Kibble continues to provide the best care possible.



## STATE OF THE ART

The Gannochy Trust Centre for Expressive Arts opened its doors on campus over five years ago and it's been a hub of creativity ever since. It offers the perfect venue for young people to develop and display their talents, while enjoying other benefits such as increased confidence and improved self-esteem.

The Centre was busy throughout the year and was used for a plethora of different projects and events including:

- I Am Me performed by the PACE Theatre Company
- Care 2 Create event, celebrating care experienced young people coming together through the creative arts
- Various ceremonies including 'Time To Shine' for care leavers
- Scottish Ballet workshops
- Health fayre
- Kibble Allsorts in conjunction with the Scottish Mental Health Art & Film Festival
- The Dirty Feet Dance Company continued to use the Centre weekly
- Production of a play about legal highs for Police Scotland which was performed at The Tannahill Centre in Ferguslie Park
- Behind the Noise – weekly sound engineering courses
- Weekly classes in yoga, dance and karate
- Teenage Cancer Trust presentation
- The Great Bank Heist – a self-penned play by a Kibble young person
- Comic Relief dance off
- No Smoking Day promotions
- Various events for elderly care home residents including a WW2 high tea and a Christmas show

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- A Super Hero Day to raise funds for Cash for Kids ... and not forgetting the much loved Christmas panto!



ideas



## STRONGER TOGETHER

From aspiring artists and directors, to creative writers, budding actors, and those with a flair for sports, there's an abundance of young talent at Kibble. Collaborating with other organisations helps us to nurture the skills of young people and encourage them to shine.

Recently we've worked closely with Who Cares? Scotland, the Listen2Us Project, Police Scotland, Scottish Ballet and West College Scotland to deliver a variety of creative arts projects.

Although not an exhaustive list, we've also enjoyed successful collaborations with Glasgow Parkour Coaching, Glasgow Dog Training Club, José Quitongo professional footballer, PZAZ bedrooms, Allure Ayr Training Academy, Creative Scotland, Lamont City Farm Project, Glasgow East Arts Company, St Mirren Football Club, Teenage Cancer Trust, CELCIS, SCRA, Street Soccer Scotland, I Am Me, UNICEF, and Classrooms for Malawi.

We look forward to continuing the work and developing new partnerships over the coming year.



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## SHARING GOOD PRACTICE

We believe sharing information and good practice is essential to the work we do at Kibble. Over the years we've welcomed many visitors, keen to discover more about our social enterprise model and our uniquely integrated array of services.

Over the past year we have received guests from across Scotland, including various children's panels. Some of our visitors came from further afield, such as: psychology students from Karel de Grote University College, Belgium; Dingwall Trust, New Zealand; Casa Pacifica, California; and the European Agency for Special Needs and Inclusive Education, Sweden.

Colleagues are frequently asked to share knowledge in their area of expertise with other organisations, and one such example was the Association for Child and Adolescent Mental Health (ACAMH) conference held in May. ACAMH supports the mental health needs of children and young people and is committed to multi-disciplinary research and practice within child and adolescent mental health. We were delighted two members of the Specialist Intervention Services team were invited to present at the conference, to share their skills and know-how on some very specialist areas. Colleagues were also invited to contribute to conferences for other organisations including the National Organisation for the Treatment of Abusers, Includem, the Centre for Youth and Criminal Justice, and the Scottish Institute for Residential Child Care.

It is of course important that the information process flows both ways, to allow Kibble to continue to evolve and develop.



## CHANGING PERSPECTIVES

Kibble welcomed two part-time Police Liaison Officers to work on campus. The officers forged strong relations with staff and young people, and have been very active within the campus community. There have been many positive outcomes and, as a result, Kibble has agreed to assist with funding the officers during 2016/17.

We will continue to work with police colleagues, staff and young people to develop a framework that provides a focused approach, giving young people the chance to become acquainted with police officers in an informal setting, and recognising the positive aspects of the policing system. It will also provide the opportunity for the Police Liaison Officers to educate and inform within small group settings.

Additionally, the officers may be involved in child protection or criminal investigations that would benefit from the independence they bring. There are many positive opportunities to explore and we look forward to developing these over the coming months.

## SUPPORTING CHANGE

The Housing Support service commenced in June. As the service is still in its infancy, research plays a vital role. We continue to learn, not only through research, but also by observing the good practice set by other providers. Kibble's service however is unique, as we work only with the young people in our care. Through the range of integrated services at Kibble, we can link with a young person planning to make the transition to independent living early in the process. This helps us to establish trust and build a working relationship.

We are currently supporting five service users with their own tenancy in the local area. We are hoping over the next few months to move the service off campus as we continue to grow and develop. This should enable us to offer a drop-in resource for our young people to enhance the current support. We are in the process of building relations, and making contacts with external agencies to support the service users.

We welcome the challenges and opportunities that the coming year may bring.



## OUR FOSTERING FAMILY

Intensive Fostering Services (IFS) and Adult Placement Services (APS) provide care placements to vulnerable children and young people. The services work with young people aged 5 – 25 who have complex social, emotional and educational needs.

2015 has been a positive year for the service. In July, Arran Villa Care Home opened its doors in Largs; a residential care home for up to five children (aged 5-12). Arran Villa provides dedicated care and support, until such times as the children are ready to move to full-time foster care. The children are settling in very well and making positive steps forward. Arran Villa offers a safe, homely and warm environment where the children receive dedicated care and enjoy a range of fun activities. This has been an extremely important development for the service and reflects the increasing number of referrals for younger children with needs best met within smaller children's home services.

IFS and APS have also successfully recruited, trained and supported a number of new foster and respite carers, many of whom have now welcomed young people into their lives and homes. This was the result of a successful advertising campaign inviting people to 'Join our Fostering Family'. We're looking forward to welcoming more foster carers into the team this year, and continuing to support young people and carers at every step of the way.

The dedication, hard work and on-going commitment of both young people and staff, means more young people than ever before are now attending mainstream schools. This is an extremely positive step forward and the young people are thriving in their education.

We look forward to the year ahead and supporting more young people and carers in our service.







## CREATIVE EXPRESSION

There's much more to art than simply painting or drawing a picture. It takes many different forms, but more importantly it requires focus and attention. It's also a great way for an artist to express themselves. One keen artist at Kibble entered six pieces of artwork at Prestfest 2015 - a music and art festival that's been running in Prestwick since 2012. Kibble has been invited to submit entries to the festival over the past two years. These are exhibited alongside work from the local community. The young person's work included drawings, a large ink portrait and a piece of sculpture. It was very well received by the public and the feedback was tremendous.

Renfrew Development Trust were impressed by the work on display and asked if they could exhibit it as part of their Christmas Light-up Festival. This included music, promotion of the arts, and local craft workshops, with the exhibition running throughout the month of December. The artist's work made a huge impact on those who saw it, and four of her pieces were bought by members of the public. A large ink portrait by the artist was also auctioned for charity at the Safe Centre Christmas Fayre, and her submission for the Kibble Christmas card competition was selected as a winning entry. She has been very active in the art department, and the ideas expressed through her art have the ability to affect those who see it.



## IT'S GOOD TO TALK!

In 2015 we launched the Kibble Podcast Network (KPN) to raise awareness of social enterprise, child and youth care, and other key topics. We aim to offer a platform for organisations to discuss their unique qualities, challenges and issues faced, and delve deeper into the achievements and issues that affect us all. Join us at [podcasts.kibble.org](http://podcasts.kibble.org)



## ENGAGING TECHNOLOGY FOR LEARNING

E-learning is not a new concept and it's an area Kibble continues to develop. In the last year we expanded our online learning facilities with child protection, manual handling and data protection all now being available for completion by staff. This is only the beginning of the journey for Kibble and in 2016 we look forward to dedicating time to improving and advancing the use of this technology. By encouraging staff to complete part of their essential training online, we can create space in the training calendar for more developmental and aspirational learning activities.



## UNSUNG HEROES

Every year staff, young people, family and friends give up their time and work tremendously hard to raise money for charities that are close to their hearts. This enables donations to lots of different, very worthwhile causes. It's fair to say two of the biggest fundraisers of 2015 involved a drive to raise cash for The Beatson, and the ongoing campaign to raise money for Classrooms for Malawi.

In August, The Experience played host to a spectacular charity dinner in aid of the Beatson Cancer Charity, a cause that's dear to us. Over 100 guests gathered for an evening of powerful and moving speeches, delicious food, a fun auction and great conversations! The night was a huge success raising £7900 for the charity.

There's a real feeling of excitement and determination as we work towards a goal of raising £24,000 to send 12 staff and young people from KibbleWorks to Malawi. This will be a once in a lifetime experience for many, as they help renovate and build classroom blocks for school pupils with the charity Classrooms for Malawi. The effort from staff and young people, and those that simply have a Kibble connection has been inspiring. There's been everything from a bake-off to bbq and tubing, and a Christmas fayre to a curry night... plus plenty more besides! At the end of the year, a grand total of £10,200 had been raised, and the hard work continues in 2016.





## HISTORICAL REFLECTIONS – VISION FOR THE FUTURE

*“You can’t connect the dots looking forward; you can only connect them looking backwards. So you have to trust that the dots will somehow connect in your future.”*

Steve Jobs



An annual review is about looking back – but it also helps you look forward. I want to share some of the things we have been learning recently that are helping us plan for the future.

Twenty years ago Kibble moved from grant funding to selling services. It was not a voluntary transition but the new Kibble Board laid down some foundational operating principles. In some ways it was going ‘back to the future’ as selling services had been the funding arrangements till 1937. The key principle was that the organisation was set up to work with young people at risk and that would remain at the heart of its charitable mission. Secondly the charitable asset and ethos was worth defending and developing. While the future of the organisation was to be in the market place, it was also recognised that this could provide a way to improve the effectiveness of our work; to develop services built on solid evidence informed research from national and international studies; and to emphasise a model based on positive youth development. This was not a deficit model but one that looked to find the strengths and potential in young lives that had experienced so many adversarial experiences. We still believe that by investing in young people and using a charitable social enterprise model that society profits. Going forward we plan to continue this social investment approach, developing services that are flexible and adaptable to changing need.

**WE SEE POTENTIAL  
...WE SEE THEIR FUTURE.**



What makes Kibble unique? Our local roots alongside our role as the national specialist centre for young people at risk makes for an unusual combination. Additionally our uniquely integrated array of services primarily aims to bring continuity of care to young lives often scarred by multiple disruptions. Our services aim to be both preventative and rehabilitative. We don’t always get it right – indeed there are often no easy answers to what can seem like intractable problems. We do however believe that by ongoing and critical self-evaluation we can achieve the best outcomes. You have our promise that this is interwoven into our organisational DNA – there is such a thing as continuous improvement. We work at the intersection of child welfare, mental health, youth justice and special education – sometimes it feels more like a collision point than an intersection – but we aim to be multi-dimensional in our responses. There are solutions – no easy answers – but hard won struggles to help and improve young lives.

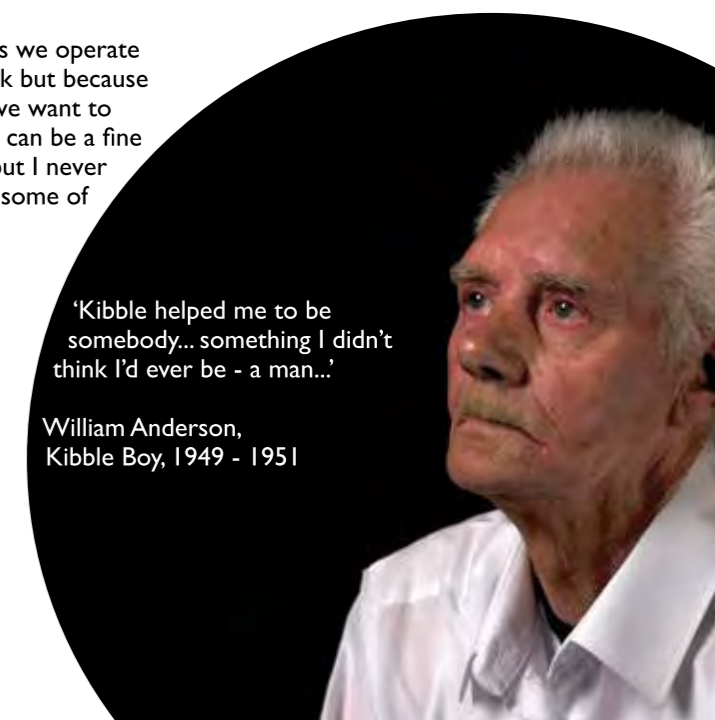
In the coming years we want to work closely with our partners in the public services and to ensure that this is done in the most efficient way possible. We want to be increasingly strategic in our responses, ensuring the expedient does not obscure the essential. Working smartly towards better service procurement will make our society a better place for all.

The scope and scale of Kibble’s activities continue to grow but in many ways we operate ‘under the radar’. This is deliberate – not because we want to hide our work but because we want to protect young people from undue intrusion. At the same time we want to work to the highest standards and in a transparent and ethical manner. This can be a fine balance but as a recent visitor commented: “I didn’t know what to expect, but I never expected this”. If you would like to find out more about our work and visit some of our activities please contact me.

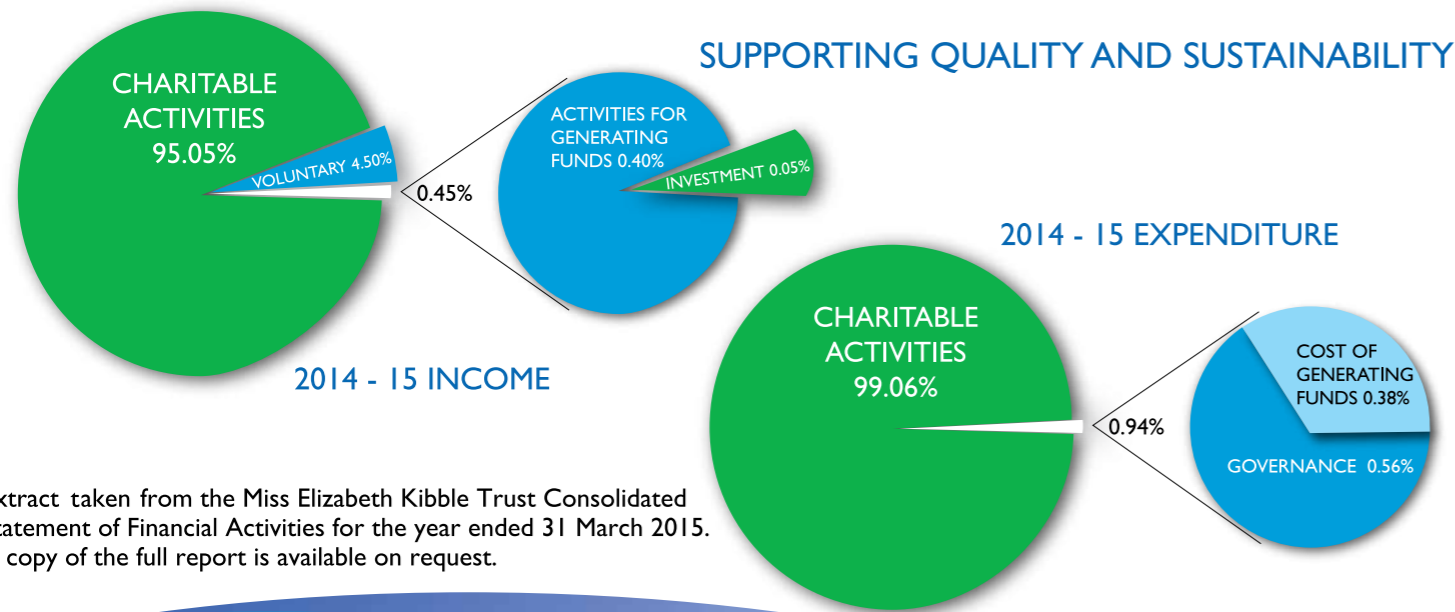
Graham Bell  
Chief Executive

*‘Kibble helped me to be somebody... something I didn’t think I’d ever be - a man...’*

William Anderson,  
Kibble Boy, 1949 - 1951







Extract taken from the Miss Elizabeth Kibble Trust Consolidated Statement of Financial Activities for the year ended 31 March 2015. A copy of the full report is available on request.

## CARE INSPECTORATE REPORTS

### SAFE CENTRE SECURE ACCOMMODATION SERVICE INSPECTION REPORT

Quality of Care and Support	5	Very Good
Quality of Environment	5	Very Good
Quality of Staffing	5	Very Good
Quality of Management and Leadership	5	Very Good

Care Inspectorate, Aug 2015

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### SCHOOL CARE ACCOMMODATION SERVICE INSPECTION REPORT

Quality of Care and Support	5	Very Good
Quality of Environment	4	Good
Quality of Staffing	5	Very Good
Quality of Management and Leadership	5	Very Good

Care Inspectorate, Aug 2015

### ADULT PLACEMENT SERVICES INSPECTION REPORT

Quality of Care and Support	5	Very Good
Quality of Staffing	5	Very Good
Quality of Management and Leadership	5	Very Good

Care Inspectorate, Dec 2015

### HOUSING SUPPORT SERVICES INSPECTION REPORT

Quality of Care and Support	4	Good
Quality of Staffing	5	Very Good
Quality of Management and Leadership	5	Very Good

Care Inspectorate, Dec 2015

### INTENSIVE FOSTERING SERVICES INSPECTION REPORT

Quality of Care and Support	5	Very Good
Quality of Staffing	5	Very Good
Quality of Management and Leadership	5	Very Good

Care Inspectorate, Jan 2016

## EXPRESSING OUR GRATITUDE

We would like to express our deepest thanks to everyone, from individuals to organisations, who have kindly supported Kibble during 2015. Ensuring the young people in our care have the opportunity to look towards a brighter future is paramount to Kibble's work.

The generosity from donors and funders helps us to achieve this, allowing us to continue to invest in and develop our services.

# Thank you

- The Barrack Charitable Trust • Big Lottery Fund**
- Boshier-Hinton Foundation • Bruce Wake Charitable Trust**
- The Clothworkers' Foundation • The Underwood Trust • The Russell Trust**
- European Regional Development Fund • The Robertson Trust**
- European Social Fund • YouthLink Scotland**
- Pacific Building Ltd • Creative Scotland**
- The Hugh Fraser Foundation**
- People's Postcode Trust**
- Supply Technologies**



The 2015 Annual Review was designed in-house by Kibble's Funding, Marketing and Communications department.



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