




2017 - 2018 ANNUAL REVIEW





CONTENTS

	Page
Empowering Young Lives	4
Kibble Services	5
Welcome	
- From Chair Of Board	7
- From Chief Executive	8
Residential Services	10
Secure Care Services	12
Education	
- Introduction	14
- Primary	16
- Secondary	18
- Young Workforce Development	20
Specialist Intervention Services	22
Inspiring Learning	24
Fostering Services	26
Community Housing	28
Housing Support	30
Day Placement And Outreach Services	32
Social Enterprises	
- KibbleWorks	35
- The Experience	36
Case Studies	38
Life After Kibble	42
Making The Difference	
- Volunteering	47
- Sharing Good Practice	47
- Our Awards	47
Aspiring Artists	48
Young People's Voices	50
Guidance And Governance	52
Shaping The Future	53
Finances	54
Inspection Reports	54
Our Supporters	55

EMPOWERING YOUNG LIVES

At Kibble we firmly believe that with the right support networks in place, past experiences do not need to shape the future. We work with young people (aged five+) with complex social, emotional, behavioural and educational needs, many of whom have experienced trauma in their lives.

Kibble is one of Scotland's oldest charities and a leading social enterprise. We support young people to reach their full potential through our integrated range of services which include:

- Residential Care
- Secure Care
- Primary and Secondary Education
- Young Workforce Development
- Intensive Fostering Services
- Day Placement and Outreach Services
- Community Housing
- Housing Support
- Specialist Intervention Services

ENSURING THE BEST OUTCOMES

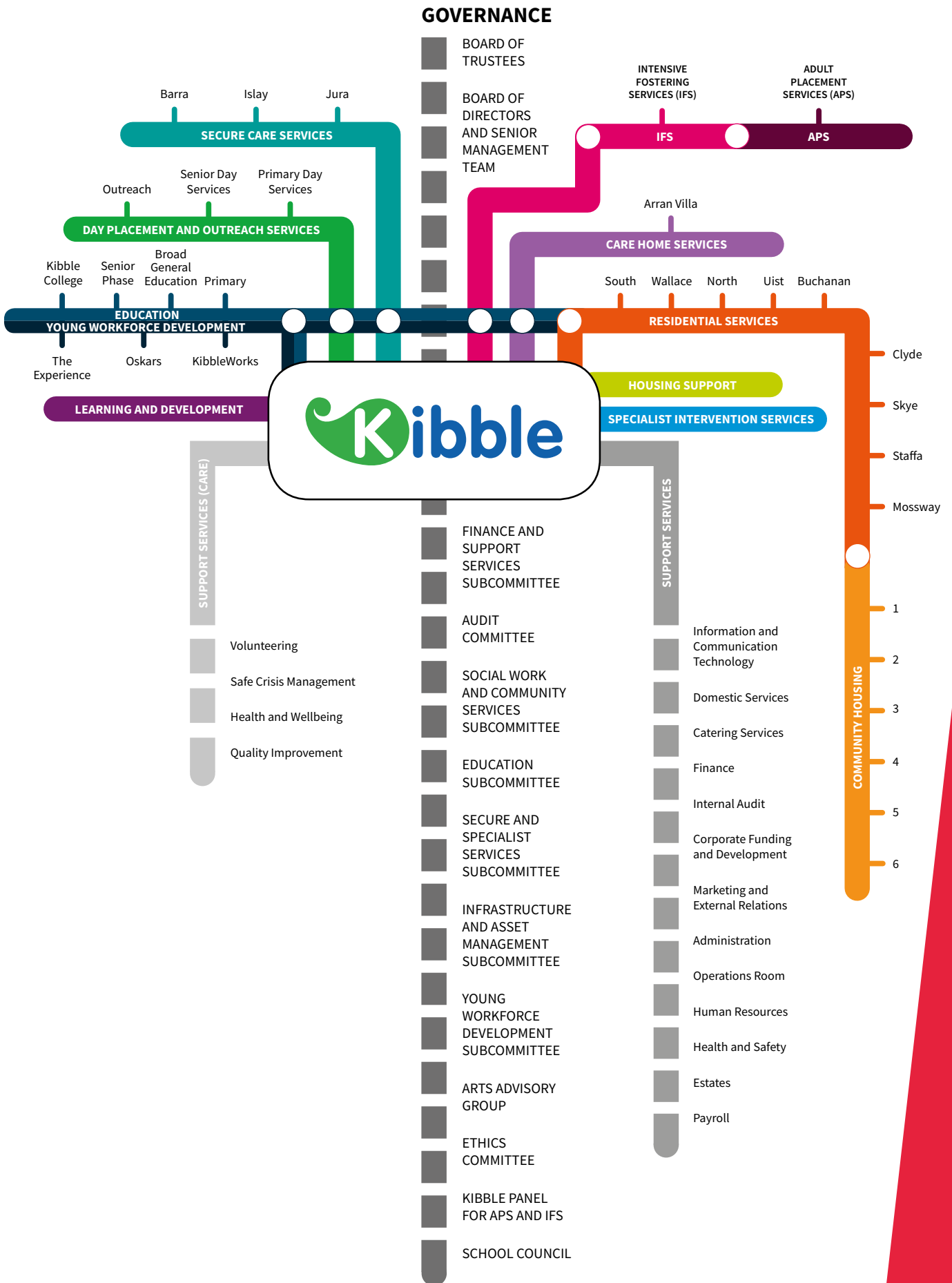
One of the ways we measure the effectiveness of our services for young people is through Kibble's Outcome Framework. This is an organisational model that helps us to assess a child or young person's progress and needs. It maps the outcomes for each individual against the SHANARRI wellbeing indicators from the Getting It Right For Every Child (GIRFEC) framework and Curriculum for Excellence. The Outcome Framework can be used as a tool to help determine if the young person's needs are changing, and in some cases whether they are ready to move on to a different service within Kibble.

We believe there should be a shared approach to each young person's outcome journey, and all significant people are encouraged to participate in the process. This could include input from: Specialist Intervention Services, education, key worker, family, health professionals, external agencies and of course the young person.

Individual outcomes are graded using a six-point scale based on the young person's level of need and support. Stage one is when intensive levels of support are required through to stage six when only occasional prompts are necessary.



KIBBLE SERVICES MAP





WELCOME



I am delighted to present the Annual Review for 2017/18, which gives an insight into the services Kibble offers. As one of Scotland's oldest child and youth care charities, our provision has expanded and changed significantly over the decades. Our purpose however remains the same – to empower the young people in our care, supporting and equipping them with the skills they need to go on and enjoy fulfilled lives.

Our service provision is wide ranging and integrated to ensure we can adapt to the changing needs of each young person as they continue on their life's journey. We welcome young people in their earlier years right through to those who are older and perhaps looking for guidance as they make their own way in the world. For example, our young workforce development programmes (for age 15+) help to ensure young people have the skills and experience sought by today's employers.

It's fair to say the only thing that's certain in life is change, and at Kibble we embrace it – we're used to adapting and being innovative. However, one area that has remained constant is the fact that guidance and governance continues to be the responsibility of Miss Kibble's trustees and their successors in office, as set out in the original trust deed of 1841.

Kibble's Board is committed to exemplary and effective governance, constantly seeking to balance a strategic approach with scrutiny of operations. As Kibble's work has expanded over the years so too has the responsibilities of the Board. In order to fulfil its statutory and fiduciary responsibilities the Board meets every month. In addition, we have a number of subcommittees that meet regularly throughout the year, each concentrating on a different area of Kibble and reporting directly to the Board. The operational responsibility of Kibble remains with the senior management team and they work alongside the Board to ensure we meet our mission and targets.

Who could have imagined when Kibble first opened its doors, it would grow to its present size and offer such a diverse range of services? This simply wouldn't have been achievable without the hard work and dedication of our highly skilled staff and of course the expertise and support of the trustees and Board.

Marion Jackson
Chair of Board

**WELCOME
FROM OUR
CHIEF
EXECUTIVE**



I'm pleased to bring you Kibble Group's Annual Review for 2017/18. Firstly, I would like to pay tribute to my predecessor, Graham Bell. Under Graham's strong and transformational leadership, over a 24-year period, the organisation has gone from strength to strength. I believe with the commitment and skills of our trustees, Board, exceptional staff and the support of our volunteers, we will continue to build on this success in the future.

Many of the young people at Kibble have experienced significant trauma in their lives, and it's no mean feat convincing them that their past doesn't need to map out their future. Kibble is privileged to have a dedicated and knowledgeable staff cohort, all working towards the common goal of making a difference to the lives of the children and young people we care for. We recognise the importance of ongoing investment in continuing professional development for all staff, and supporting their wellbeing. This not only helps us to maintain our high standards but also ensures that we are agile and actively looking for ways to further enhance our practices and procedures.

Kibble places great importance on equality in the workplace, and a culture of diversity and inclusion is firmly established within the organisation. Our recent gender pay gap report evidences the fact we've made strong progress towards gender equality with our median average figure being significantly lower than the national average.

As part of a series of planned changes we've welcomed new members to the senior leadership team and a five-year strategy for Kibble has been approved by the Board. It is our intention to maintain our programme of investment to ensure that our integrated service provision continues to be underpinned by a robust infrastructure and support services.

Research is an essential part of our work as we plan and develop future service provision. We now have a better understanding of why some young people require intensive services and interventions, and our commitment to broaden our knowledge on this subject has led to the creation of a range of integrated services that put Positive Youth Development (PYD) at the centre of everything we do.

It is Kibble's belief that we can best achieve meaningful change if this is worked on at a national level. This means a Scotland wide strategy which recognises the impact of difficult childhood experiences and trauma on young people. Indeed, at Kibble we have been looking at nurturing, holistic responses that could be used in conjunction with, or as an alternative to, intensive services and interventions. Our model of trauma-informed care emphasises physical, psychological, emotional safety, and healing that can positively change a young person's life.

We aim to maintain the fine balance of offering efficient, flexible services that not only meet, but exceed public sector expectations while continuing to provide the best possible outcomes for the young people we support. I am confident that the changes and the direction we are moving towards will ensure the stability and growth of the organisation in the years to come.

Jim Gillespie
Chief Executive

RESIDENTIAL SERVICES

Kibble offers residential care to looked after young people, aged 12-18, referred by local authorities. We provide safe, comfortable accommodation for young people in a supportive environment. Many of the young people who come to Kibble have been affected by trauma and our tailored approach responds to the needs and circumstances of each individual. Every house specialises in a different area of care, and the young person will stay in the care house that provides the right level of support for their requirements.

We have 14 care houses in total, nine are located in our leafy open campus and accommodate between four and eight young people. Our remaining five houses are based in and around the local community and accommodate between two and five young people. All of our care houses are within close proximity of Kibble's additional services.

We strive to promote the values of healthy family living and provide young people with structure, personal space, respect and a relaxing environment. There is plenty of green space near the houses, with a football pitch and skatepark nearby.

The daily routine of school and life at the houses provides stability, and we encourage young people to make the most of their time with us and enjoy new experiences. We focus on their strengths in order to build resilience and esteem.

WHAT DO WE OFFER?

DEDICATED SUPPORT

Our team of highly experienced professionals delivers the care and support young people need. They are the familiar, friendly faces that greet the young people each day, offering a listening ear and a helping hand.

Providing practical and emotional support, staff build positive, trusting relationships with young people. Dedicated key workers also bring a continuity of care.

SPECIALIST INTERVENTION SERVICES (SIS)

The SIS team inputs psychological assessment and therapeutic support for all young people at Kibble. Following an assessment, our team of psychologists, a therapeutic practitioner, and systemic family workers will build a tailored programme that integrates with care planning, equipping each young person to overcome trauma and make the transition to becoming independent, empowered adults.

INTEGRATED SERVICES

Young people in residential care are supported by Kibble's range of integrated services which include psychological support (see pages 22-23) and education which incorporates young workforce development for senior phase pupils (see pages 14-21). This approach helps young people to achieve the best outcomes.

GETTING IT RIGHT FOR EVERY CHILD (GIRFEC)

We follow the GIRFEC model of care ensuring each young person gets dedicated support to meet their individual needs. Due to past trauma or neglect, young people often have a range of complex needs and each has his/her own personalised care plan.

NURTURE AND ENCOURAGE

We recognise the importance of working with families and we strive to promote a sense of wellbeing that empowers young people to share life experiences and trauma in a safe environment.

Young people are encouraged to follow their dreams through a significant range of educational experiences. Our education provision follows the Curriculum for Excellence syllabus, and young people have the opportunity to work towards vocational qualifications. We also provide additional educational support for residential young people who continue to attend their local authority school.

SUPPORTED TRANSITIONS

We offer supported transitions which focus on the critical time when young people are returning to the family home, beginning a foster care placement, or progressing to independent living.

EXAMPLES OF OUTCOMES

- Young people and staff in one of the care houses completed a dialectical behaviour therapy (DBT) programme. Everyone that took part found the experience very rewarding and there have been positive changes as a result.
- Throughout the year, staff and young people work to support charities and good causes. For example, two young people in our residential services accompanied staff to help the homeless in Glasgow by providing clothes and sandwiches. Another team of young people helped a member of staff raise sponsorship money to go out to Malawi to help build a much-needed nursery.
- Young people continued to pursue their love of music which resulted in a visit to 'The World Famous Elvis Show.' In addition, two young people were involved in 'Behind the Noise', a music and business education programme for secondary school students.

WE STRIVE TO PROMOTE THE VALUES OF HEALTHY FAMILY LIVING AND PROVIDE YOUNG PEOPLE WITH STRUCTURE, PERSONAL SPACE, RESPECT AND A RELAXING ENVIRONMENT. THERE IS PLENTY OF GREEN SPACE NEAR THE HOUSES, WITH A FOOTBALL PITCH AND SKATEPARK NEARBY.



SECURE CARE SERVICES

Kibble Safe Centre provides a secure and supportive environment to help young people aged 12-18 at risk of harming themselves or others. Young people at a point of crisis are referred to our Safe Centre, either via the Children's Hearing System or a court order. We aim to instil in the young people a sense of possibility and to show them that life can be very different from the one that led them to the Safe Centre.

WHAT DO WE OFFER?

A TRAUMA-INFORMED APPROACH

Our research shows that many of the young people in the Safe Centre have experienced adverse and potentially traumatic events. As such, our practice is becoming ever more trauma-informed. In line with the Scottish Government's strategy: 'Mental Health in Scotland - a 10 year vision,' we adopt an 'all of me' focus to ensure parity between mental and physical health.

Each young person receives a comprehensive health assessment within 72 hours of coming into the Safe Centre. This assessment reviews the young person's physical health, lifestyle choices and mental health, including any medication they may have been prescribed. All Safe Centre staff are highly trained in supporting vulnerable children and young people, including those who self-harm or display suicidal behaviours. We have the largest in-house Specialist Intervention Services (SIS) team across all secure care providers in Scotland. Our experienced team of psychologists within SIS work closely with the young people to provide ongoing therapeutic support and interventions, (see pages 22-23).



DEDICATED CARE AND SUPPORT

Kibble also has a full-time Looked After Children (LAC) nurse located on-site, as well as teachers registered with the General Teaching Council for Scotland, classroom support workers and key workers who provide continuous support to the young people while they are at Kibble. Each young person has a dedicated key worker who will support them from when they first arrive until they are ready to move on from Kibble.

A CARE PLAN COMBINING EDUCATION

Our school delivers the outcomes of Curriculum for Excellence with a specific focus on entitlement, attainment, personalisation and choice. The curriculum is designed to promote breadth and depth of learning, engagement and enjoyment, and skills for learning, life and work. Young people accommodated within the Safe Centre, or transitioning to another Kibble service, can attend KibbleWorks on a supported basis to gain essential employability training. (For more details on our education services, see pages 14-21).

Kibble Safe Centre provides a 24-hour, 52-week curriculum that further enhances school-based learning with wider achievement opportunities such as the Duke of Edinburgh's Award, Youth Leader and Arts Awards.

SPACE TO LEARN, GROW AND DEVELOP

There are three houses within the Safe Centre, supporting up to six young people per house. We aim to create a therapeutic, homely environment which is secure, safe and nurturing, where young people feel a sense of belonging. Each young person is given their own space and down time to relax and just 'be a teenager' when they are not in the classroom. We support young people as they grow and develop, discover their own identity and follow their beliefs.

TRANSITIONS

Upon admission to the Safe Centre, we begin planning a successful exit from secure care through gradual transitions, until the young person is ready to move on. When it comes time for a young person to leave the Safe Centre, there are a number of destinations available to them depending on their circumstances and level of need. Kibble is one of the few organisations in Scotland that provides an integrated range of services where young people can transition to another service. This allows continuity of care and support from a familiar staff team.

“THIS IS MY HOME, I FEEL SAFE HERE. THE STAFF REALLY CARE AND HAVEN'T GIVEN UP ON ME. I'VE FORMED REAL RELATIONSHIPS FOR THE FIRST TIME SINCE I'VE BEEN IN CARE.”

– Young person, Safe Centre

EXAMPLES OF OUTCOMES

- Over £4000 was raised for charities such as the Beatson Cancer Charity, Social Bite and the UK Sepsis Trust.
- Throughout 2017 20 young people transitioned successfully from the Safe Centre to Kibble's residential and education services.
- One young person volunteered with Food Train Renfrewshire while working towards a Duke of Edinburgh's Bronze Award. A further four young people also began working towards this award.
- During holiday periods, activity programmes are designed around the needs and interests of young people. Last summer's activities included DJ skills, parkour, jewellery making, ceramics, percussion, and football skills with full participation from all young people.

EDUCATION

Kibble's education provision ranges from primary schooling through to secondary which incorporates a range of young workforce development programmes for senior phase pupils. Our education programme follows Curriculum for Excellence and is tailored to the needs of each individual. We believe by offering the right subject choices, combined with a robust support network, we can inspire young people to enjoy learning and encourage them to go on and achieve positive grades.

As part of our secondary provision pupils over the age of 15 can combine working towards qualifications with the opportunity to gain real-life work experience in one of our social enterprises at KibbleWorks.






EDUCATION

PRIMARY





Kibble offers educational provision for young people aged five+ and our primary school lessons aim to cover every aspect of the broad general education as set out in Curriculum for Excellence. Our primary school is located off campus in a scenic, rural setting. It has two classrooms, break-out spaces, and the grounds of the school provide an excellent area for outdoor and creative learning activities. We are proud to have recently received an Eco-Schools Silver Award.

WHAT DO WE OFFER?

SMALLER CLASS SIZES

Our classrooms are well resourced and have a maximum of five pupils per class. Pupils benefit from a rich learning environment and a lot of one-to-one attention from teachers. This is particularly helpful for those affected by trauma or displaying challenging behaviour.

CURRICULUM

We deliver Curriculum for Excellence, providing a broad general education in a highly-supported learning environment. Our planning is individualised and the learning experiences are tailored to the social, emotional and sensory requirements of each child. Learning also takes place during breaks and playtimes and we pay close attention to experiences and outcomes which focus on health and wellbeing.

SPECIALIST STAFF

Our teachers are registered with the General Teaching Council for Scotland and specialise in trauma-informed education. In addition, Kibble's Specialist Intervention Services (see pages 22-23) provide evidence-based psychological consultation, assessment and therapeutic interventions for young people. We also offer specialist education in drama and music on a weekly basis which helps to increase self-esteem and encourage participation from young people in the expressive arts.

REINTEGRATION

Our aim for all young people attending school at Kibble is to give them the support, knowledge and skills required to reintegrate into mainstream education, ideally in a school in their home community. While this will prove too difficult for some, it is our aspiration for all. Two young people have recently transitioned from primary education at Kibble into mainstream schooling.

EXAMPLES OF OUTCOMES

- Our expectations for individual pupil attendance is an average of 95% or higher, which we achieve. This is a result of the strong, trusting relationships built between staff and pupils, and the robust strategies put in place to motivate pupils to engage in learning.
 - Children have opportunities to participate in fundraising and enterprise projects, where they begin to develop an understanding of business, budgeting, and how to help others through raising money for good causes.
 - Our young people are given daily opportunities to develop their confidence and self-esteem. In addition, the children are encouraged to participate in public performances, such as our annual nativity. Young people have also had the opportunity to take part in skiing and swimming lessons, allowing them to develop and learn new life skills.

EDUCATION SECONDARY

In addition to providing a bespoke programme for pupils in line with Curriculum for Excellence, our secondary provision also offers young people (aged 15+) the opportunity to embark on work-based learning through our young workforce development programmes. Based in one of our social enterprises, young people can gain valuable real-life work experience while studying for qualifications (see pages 20-21 for more details).

WHAT DO WE OFFER?

A SECTOR-LEADING CURRICULUM

Our flexible curriculum provides a breadth of choice and challenges at all levels. We guide young people along a carefully planned route to success, and expect a high level of engagement from them. We provide:

RELEVANT SUBJECT CHOICES

Our curriculum is designed to match the interests and aspirations of our pupils. Young people are encouraged to pursue their talents and study subjects that are relevant to them. This helps to ensure pupils remain engaged in learning, and year-on-year they achieve qualifications ranging from National to Higher.

WIDER ACHIEVEMENT

SQA results form only part of the attainment profile for a young person at Kibble. Wider achievements, charitable and citizenship work play an important role in the development of a young person, often taking them out of their comfort zone and encouraging them to achieve more than they thought was possible.

A HIGH STANDARD OF SPECIALIST SUPPORT

SPECIALIST STAFF

A committed and resilient teaching team seek to nurture and encourage young people to exceed their own expectations. There is a balance between supporting young people to move beyond their own perceived limits while being sensitively attuned to their needs. Our pupils benefit from a lot of one-to-one support.

SUPPORTED TRANSITIONS

As young people progress and their learning context changes, we are able to provide consistency in relationships and expectations. Planned, gradual transitions with key adults who provide consistent support reduces stress and anxiety at points of change.

SELF-EVALUATION AND IMPROVED OUTCOMES

We carefully track the progress young people are making and take a personalised approach to supporting them towards achieving their goals. Detailed data on attendance, attainment and engagement in learning is used to measure progress, inform parents and partner organisations, and motivate young people. We analyse patterns with individuals and groups, and use this information to adapt and improve the quality of our work.



EXAMPLES OF OUTCOMES

- Our culture at Kibble is becoming increasingly diverse with young people from all over the UK and beyond attending our school. Pupils learn to celebrate diversity, preparing them to be more enlightened, tolerant citizens.
- Pupils have been involved with a number of national arts projects and have had the opportunity to gain varied experiences in this area. We have enjoyed working in partnership with organisations such as Scottish Ballet, Behind the Noise, Police Scotland and the RSNO.
- Young people participated in a Holocaust workshop in a Renfrewshire school as a cross-curricular activity between Modern Studies, History, Philosophy, and Religious and Moral Education.
- It is our goal to ensure, where possible, each child will gain a literacy, numeracy and health and wellbeing award by the time they leave school.

EDUCATION

YOUNG WORKFORCE DEVELOPMENT

In line with Scotland's Youth Employment Strategy, our range of young workforce development (YWD) programmes gives young people the opportunity to gain qualifications and real-life work experience. This is offered through tailored education and supported employment at KibbleWorks, a collection of social enterprises owned and operated by Kibble (see pages 34-37).

We provide a flexible and bespoke system based on the needs and strengths of each young person. Opportunities are individually tailored and there is an ongoing process of tracking progress, mentoring and support.

WHAT DO WE OFFER?

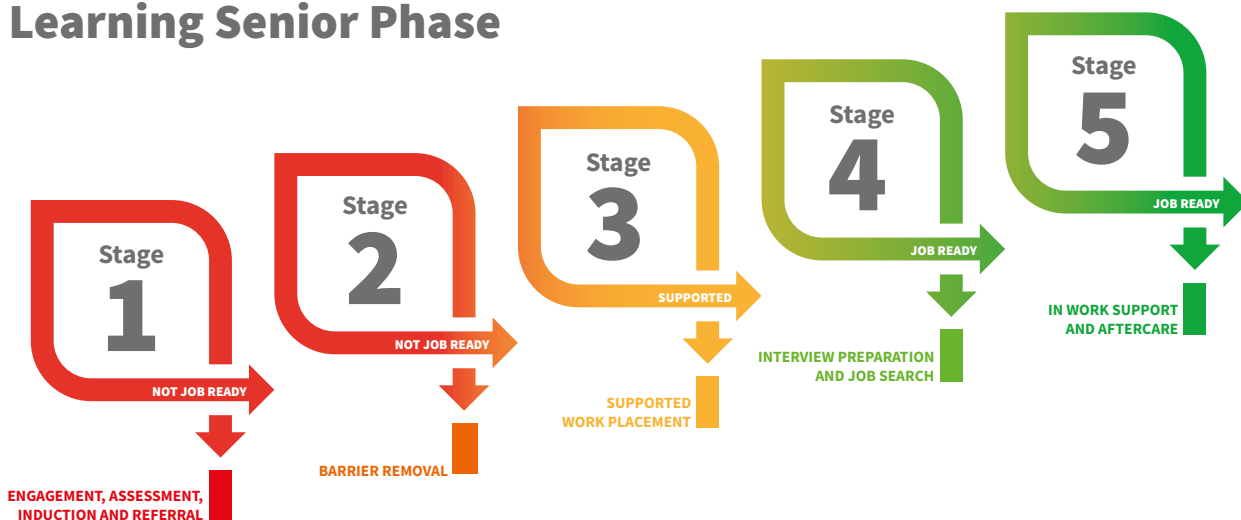
We aim to reduce barriers to employment through programmes characterised by a combination of a real work placement at KibbleWorks, the opportunity to achieve vocational SQA and City & Guilds qualifications, plus access to literacy and numeracy education. Personal support is given from qualified staff, trained to equip young people with the skills and knowledge required to sustain employment, training or further education.

KibbleWorks provides trainees (aged 15+) at the start of the employability pipeline with the opportunity to gain relevant, real-life work experience that is based on labour market research. Work placements are both rewarding and varied, and include: catering, motor vehicle mechanics, gardening, landscaping, construction, customer service, and office administration.

The Experience is Kibble's newest and largest social enterprise. The award-winning leisure and hospitality venue also operates as a young workforce development centre. The Youth Employment Support (YES) programme, which is based at The Experience, provides work-based learning for young people aged 16 to 29 who are at stage three or above of the employability pipeline. Work experience is offered in customer services and events, vehicle maintenance, social care, outdoor community-based activities and painting and decorating.

In addition we run Oskars, a zero waste and recycling social enterprise. Offering a selection of quality, preloved furniture and other household goods at affordable prices, Oskars also provides youth employment, education and training to young people through its range of home and gardening services.

The Employability Pipeline And Work-based Learning Senior Phase



Kibble works in partnership with many businesses and organisations such as Skills Development Scotland and CITB to deliver our YWD programmes. In addition, we offer employability certification including Steps to Work, and the Certificate of Work Readiness.

During a recent Education Scotland inspection “innovative, high-quality vocational education and training for young people at KibbleWorks and The Experience” was highlighted as one of the key strengths of the education services at Kibble.

- Our five-a-side football has proven popular with young people. Playing against teams outwith Kibble in a league, in addition to promoting health and wellbeing, it gives young people the experience of being part of a team. It also enhances problem-solving skills and on the odd occasion demonstrates ways to deal with disagreements in a responsible manner.

EXAMPLES OF OUTCOMES

YES AT THE EXPERIENCE

- 100% of young people participating in the YES programme have accessed job seeking support.
- 100% of participants have improved their work-related skills.
- 50% of young people have moved onto employment, education or training.



KIBBLEWORKS

- Funding from the Agnes Hunter Trust has enabled KibbleWorks to offer young people, not quite old enough to join one of our young workforce development programmes, the chance to become familiar with trade skills. Subjects covered include: joinery, which teaches practical skills such as reading a manual and following instructions to build flat-pack furniture; and mechanics where young people learn how to repair and service vehicles. There is also a painting and decorating group, again focusing on useful skills such as decorating a house.



SPECIALIST INTERVENTION SERVICES



During the last year Specialist Intervention Services (SIS) have provided a range of trauma-informed assessment, formulation, consultancy and interventions for over 100 young people and their families. On admission to Kibble all young people have an assessment with a psychologist within 72 hours to help identify individual needs and inform their care plan. SIS take an integrative approach to providing evidence-based interventions, offering a wide breadth of services to ensure that all young people and their families are getting the support that is right for them, at the right time, using the right therapeutic approach.

Kibble's Clinical Director oversees the team which comprises 12 full-time members of staff working across a range of disciplines including: forensic psychology, health, social work, counselling, cognitive behavioural therapy (CBT), dialectical behaviour therapy (DBT), play therapy, art therapy, and systemic family therapy. All staff are qualified to postgraduate level or above and are registered with relevant professional bodies.

Our Clinical Director has recently completed a Churchill Fellowship where he researched models of residential care for young people who have experienced trauma. Since then, he has gone on to develop an innovative framework for delivering trauma-informed residential care in Scotland. As a result, we will be piloting strategies to increase trauma-informed practice at Kibble during 2018, initially with a focus on children of primary school age.

WHAT DO WE OFFER?

Although not an exhaustive list, the interventions we offer include:

- Emotional regulation
- DBT
- Neurosequential Model of Therapeutics (NMT)
- Art therapy
- CBT
- Counselling
- Trauma treatment
- Psychological assessment
- Consultation
- Therapeutic relationship
- Safer lives
- Substance use support
- Systemic family work
- Bereavement and loss
- Anger management
- Play therapy

to Kibble from across the UK and as a result we've delivered the service to families in their own homes, from the Highlands to Manchester.

Through this support we have seen an increased number of young people return to their family home over the past year.

“IT’S HELPED ME CALM DOWN AND JUST LIKE UNDERSTAND THINGS SO IF IT WASN’T FOR DBT I WOULDN’T HAVE CALMED DOWN AND THEN I PROBABLY WOULDN’T HAVE GOT THE CONTACT I’VE GOT WITH MY FAMILY NOW. SO DBT IS A BIG PART OF MY LIFE ... AND IT’S CHANGED ME IN A GOOD WAY, A LOT.”

- Young person

EXAMPLES OF OUTCOMES

DIALECTICAL BEHAVIOUR THERAPY (DBT) – THE JOURNEY CONTINUES

Over the past year we've continued to build on the success of the DBT programme at Kibble with individual and DBT skills groups now being delivered in both the open campus and within secure care. DBT is an evidenced-based therapy which targets emotion dysregulation and supports young people to learn skills and develop self-awareness of how they manage and cope with their emotional experiences.

In August 2017 we had the first graduation ceremony for young people completing DBT, with residents in one of our care houses completing a full cycle of 52 sessions over the year. Some of the young people have now progressed to graduate member status, which will see them becoming part of the group delivery and mentors to their peers during the next cycle.

SYSTEMIC FAMILY WORK

The Systemic Family Service had an excellent year supporting families to improve their relationships. Our team of trained practitioners encourage families to share their hopes, fears and expectations with each other. By being part of a robust support package, we help families to build better relationships, sharing their perspectives with family members and taking positive steps to change their future. Young people come

WHAT'S NEW?

EXTERNAL CONSULTANCY SERVICES

In response to requests from local authorities and third sector organisations the team is now offering our full range of services to the wider community. Kibble believes that access to psychological and therapeutic supports should not depend upon being accommodated. Recently we have provided psychological assessment/consultation and various therapies to children who are living at home, in foster care, as well as those placed in secure/residential services across Scotland. We have also delivered training in primary schools on how to become more trauma-informed and we will be offering child counselling services.

If you would like to find out more about our full range of services, please email sis@kibble.org

“THE BENEFITS YOU GET FOR THE REST OF YOUR LIFE, COS SOME OF THE STUFF DOES STICK WITH YOU.”

- Young person participating in therapeutic interventions

INSPIRING LEARNING

EMPOWERING THE WORKFORCE

‘Empowering staff to take control of their own learning’ is Kibble’s learning and development vision and highlights our ambition to ensure that learning is not something one department cares about, but is very much at the heart of good practice and good outcomes for the young people we support.

HOW DO WE ENCOURAGE STAFF ENGAGEMENT?

During 2017 almost 3000 courses were completed by staff, many of these were online. Our Learning and Development team proactively promotes all types of learning across Kibble and the participation rate from colleagues is high. We achieve this through:

offering a comprehensive and impressive portfolio of courses delivered in-house, we also ‘scaffold’ and support opportunities for learning while actively working. This could take the form of mentoring, online learning, coaching, webinars and more!

A SOCIAL PEDAGOGICAL APPROACH

Social pedagogy is pivotal to learning and development at Kibble; it helps our staff to unfold their potential. It encourages a holistic way of working with children and young people in a range of different settings, and offers an ethical, theoretical and practical approach to practice, training, education, and policy.

A STRUCTURED LEARNING INDUCTION PROCESS

We have prepared engagement packs for new Kibble staff to help them understand what learning is available so they can start as quickly as possible. The planned introduction of welcome days will ensure that new colleagues get an overview of services and people, and can link with a mentor straightaway.

QUALIFICATIONS

All staff at Kibble have the opportunity to undertake qualifications that are relevant to their role. For example, this could be vocational qualifications, registration requirements, continuous professional development or Master’s qualifications such as the MBA. This is a unique and highly valued area of learning practice at Kibble and one we are proud to share.

MODERN WORKPLACE LEARNING

Kibble embraces and encourages the use of modern learning practices which do not disrupt the day of either staff or young people. In 2017 we successfully delivered a series of webinar based learning opportunities on topics such as trauma, offending and bereavement. For 2018 we have an exciting programme that not only encompasses a broader range of subject matters but also collaborates with international speakers and audiences.

MENTORING

A culture of mentoring is a core element of nurturing and developing new staff in all areas of the organisation. Kibble provides regular training opportunities for staff who would like to become mentors and we have developed a mentoring framework and handbook.

LEARNING ON DEMAND

This means that if staff identify a gap in their knowledge or skills, we should be able to meet their needs quickly. The Learning and Development team has developed a bank of information and resources online about a diverse range of topics that relate to Kibble’s core practice. These are quick and easy to access and ideal when the need for learning is immediate.

AN ARRAY OF LEARNING PLATFORMS

We know that only a small amount of learning happens formally in the classroom. In addition to



WHAT'S NEW?

Our new KOOL online platform allows us to support events, webinars and training courses for external organisations. We can now build a bespoke online package for organisations, giving them access to resources, videos or documents to support external training or events. If you would like to find out more, please contact Learning-Development@kibble.org

SAFE CRISIS MANAGEMENT (SCM)

SCM training equips employees with the skills to safely and confidently manage challenging behaviour through non-physical intervention techniques, making the need for a physical intervention a last resort. Colleagues promote a culture of care, looking to provide nourishing and enriching opportunities for healthy growth and development. We aim to reduce the need for physical assistance and use crisis events as teaching opportunities. SCM helps to equip staff with the necessary skills to manage crisis behaviour and de-escalate volatile situations quickly and effectively.

WHAT'S NEW?

In addition to supporting colleagues within Kibble, we can also deliver SCM training to organisations throughout the UK and beyond. SCM is adaptable and is used to minimise crisis situations for not only young children but also adults in a variety of settings. If you would like to find out more, please email scmteam@kibble.org



FOSTERING SERVICES

Kibble's fostering team works alongside our invaluable foster carers to provide safety, structure and stability to children and young adults who've had a difficult start in life. Together we help bring positive changes to the lives of young people.

The services include: Intensive Fostering Services (IFS) which work with children and young people aged five+; Adult Placement Services (APS), working with young adults aged 16-25; and Arran Villa, a residential children's care home for children aged five to 12.

INTENSIVE FOSTERING SERVICES

Kibble's Intensive Fostering Services provide foster care and support for at risk children and young adults. The services work with some of Scotland's most vulnerable young people, many of whom have a range of complex social, behavioural or educational needs.

WHAT DO WE OFFER?

SECURITY AND STABILITY

Working alongside our dedicated foster carers, we give young people the security, stability and success they deserve through consistent care and love. We ensure the outcomes for our young people are measured against the SHANARRI indicators.

POSITIVE FUTURES

We provide young people with a range of opportunities to help them get the best in life, while strengthening long-term prospects. In addition, our Specialist Intervention Services (see pages 22-23) give young people emotional support and provide interventions to overcome traumatic experiences, helping them build positive, healthy lives.

AN INTEGRATED APPROACH

Young people in our fostering services have access, if appropriate, to Kibble's full range of integrated services including: psychological support and interventions, education, and young workforce development. When a young person attends a mainstream school, additional support is provided by their key worker. Key workers have good, positive relationships with the young people, and are a continual source of support, both for young people and foster carers.

CARE HOME SERVICES

Arran Villa is a residential care home and pre-fostering service that provides an early intervention service for up to five children at any time, who have been affected by adversity or trauma.

WHAT DO WE OFFER?

We provide a safe, comfortable and stable environment where children have access to a range of Kibble's services including education, and ongoing support for their physical and mental health and wellbeing.



Arran Villa is also a place of much fun! The house is big with lots of space to play, and has a large garden with its very own Hobbit house. It's located just beside the sea with play parks, a cinema, bowling complex and loads of other activities right on its doorstep.

ADULT PLACEMENT SERVICES

Adult Placement Services (APS) provide fostering and support for young adults. This can be a challenging time for many as they transition from education into employment, while managing greater responsibilities such as personal finances, relationships or sustaining a job.

WHAT DO WE OFFER?

The services aim to ease this transition by providing young adults with a safe, supportive family home and help them make the move towards independent living. Each young person lives with an adult placement carer, and often their partner or family. They are encouraged to be in full-time education, permanent employment, or actively seeking this with support from APS.

All young adults have a personal advisor who will provide additional ongoing support, helping them through any problems they may be experiencing. The aim is to provide the young adult with the support, skills and confidence to take responsibility for their life and future.

EXAMPLES OF OUTCOMES

- One young person transitioned from Arran Villa to a foster placement.
- One young person in IFS achieved four National 5 qualifications and has progressed to fifth year at school.
- Two young people have made the transition to one of Kibble's young workforce development programmes.
- Other achievements include a Duke of Edinburgh's award, a secured college placement and a job promotion.

WHAT'S NEW?

GROWING FAMILY LIVING FOR OUR CHILDREN

A 12-month research project, known as IFS+ will draw to a close at the end of June 2018. The project looks at the viability of developing an innovative alternative to living with a foster family or in a group care situation. Funding was secured through the Scottish Government and the European Social Fund, and Kibble is working with a number of partners on the project.

IFS+ expands the options for children who struggle to attach within families or live with several children in a care home. In this regard, it offers a hybrid between fostering and traditional residential care that promotes a sense of belonging.

The final research paper will shape future plans for the service.



COMMUNITY HOUSING

Community Housing provides accommodation for young people ready to take the first step towards independent living. Young people have the opportunity to develop the skills they need to live independently, for example support with employment, education, budgeting and cooking.

The Community Housing team works closely with staff on campus to ensure that when a young person is ready to move into a house there is a familiar face waiting to welcome them. An action plan is developed with the young person to help prepare them for the move. Visits and overnight stays are also arranged to ensure the transition to living in the house full-time is as smooth as possible.

We work in partnership with the Scottish Throughcare and Aftercare Forum which allows us to develop the service in line with all relevant good practice and legislation. Our young people are fully involved in the development of the service and are encouraged to maintain contact when they move on, whether this is to Kibble's Housing Support Services or their own tenancies.

WHAT DO WE OFFER?

SUPPORTED TENANCIES

The young person will receive continuing support and supervision from care professionals. They will also have access to Kibble's other services e.g. Specialist Intervention Services (see pages 22-23). At the time of writing, all of the young people within our community housing have enrolled on one of Kibble's young workforce development programmes (see pages 20-21).

SUPPORTED EMPLOYMENT AND TRAINING

Access to Kibble's young workforce development programmes is offered, or the young person is supported with an external college/work placement.

FLEXIBLE SUPPORT

The support given is based on the needs of each individual young person. As they become more independent and transition into the world of employment this support will gradually decrease.

WHAT'S NEW?

Organisations outside of Kibble can now make referrals to our Community Housing and Housing Support services. To find out more, please email communityhouse@kibble.org

Looking to the future, we are planning to offer an SVQ3 in Tenancy and Citizenship which will benefit young people as they make the transition to tenancies outwith Kibble.



HOUSING SUPPORT

Kibble's Housing Support Services help young people (aged 16-25) move on from Kibble's main campus or community housing into tenancies where they will be supported to develop the skills required to maintain independent living. Having a safe and secure place to live is something that most of us take for granted. For care leavers – some of the most vulnerable young people in our society – this can often seem unattainable, and could be their first adult struggle following a disrupted childhood.

WHAT DO WE OFFER?

A ROBUST SUPPORT NETWORK

Each young person's move towards independent living is carefully planned. Once they make the transition they will have access to personal care (care at home) if required, and can continue to make use of Kibble's other services e.g. Specialist Intervention Services (see pages 22-33) and education which includes young workforce development for senior phase pupils (see pages 14-21) etc. The Housing Support team are there for young people 24/7 as required to offer support when it is needed.

A BESPOKE SERVICE

The needs of each young person are assessed on an ongoing basis which enables us to offer flexible, tailored services that effectively meet requirements.

EXAMPLES OF OUTCOMES

The service was launched two years ago and we have supported nine young people. Since then:

- Two young people have secured employment.
- Four young people have moved on to maintain tenancies of their own.
- One young person recently finished a mechanics apprenticeship.
- Another young person is attending college.

WHAT'S NEW?

Organisations outwith Kibble can now make referrals to our Community Housing and Housing Support services. To find out more, please email housingsupport@kibble.org



DAY PLACEMENT AND OUTREACH SERVICES

Day Placement and Outreach Services provide an alternative way for young people, based in their local communities, to access Kibble's education programme (see pages 14-21). There are various reasons why previous schooling has perhaps not worked for our day pupils. Kibble offers help to primary and secondary pupils, and those at KibbleWorks (see pages 20-21) to stay engaged with learning, ultimately supporting them to achieve a positive destination.

We also offer additional support to young people who are awaiting a residential place and for young people in crisis within the community, assisting them to work through any issues and potentially avoid more serious interventions. We place great emphasis on developing the social skills of young people, and aim to help them reintegrate into their local community.

WHAT DO WE OFFER?

HIGH INTEREST, HIGH ENGAGEMENT, HIGH ATTENDANCE

Often from previously low levels of participation, our young people routinely establish a positive pattern of attendance and engagement in learning. Our high interest curriculum, delivered with personalised support and exceptional teaching maintains momentum in learning, even when times are difficult for the young person.



FULL-TIME, INCLUSIVE EDUCATION

We rarely view exclusion as a valid option for our young people and we employ a range of strategies to deal with challenging behaviour, without the need for young people to stay at home. In addition, we do not believe that part-time timetables are a reasonable or justifiable way to educate young people who have missed out on so much schooling prior to coming to Kibble.

ONE-TO-ONE SUPPORT

If required we can provide one-to-one support while a young person is on campus. Staff provide intensive support, remaining in proximity to the young person throughout the course of the day. This is most often in response to high-risk behaviour that can result in the placement being dangerous for the pupil or others. Our experience is that such support packages work well at points of crisis and, following ongoing multi-agency reviews the support can be reduced to allow the young person to develop their own self-regulation skills and manage themselves more safely.

FAMILY WORK

Recognising that challenging home circumstances are often a symptom and a cause for school-based problems for young people, our team works to support family dynamics. We are often successful at building trusting relationships with families. Sometimes family members may feel defensive or protective when we start working with them, however over time they realise we are here to help. Our Systemic

Family Service provides additional support including group work and family therapy programmes.

ACTIVITY PROGRAMMES

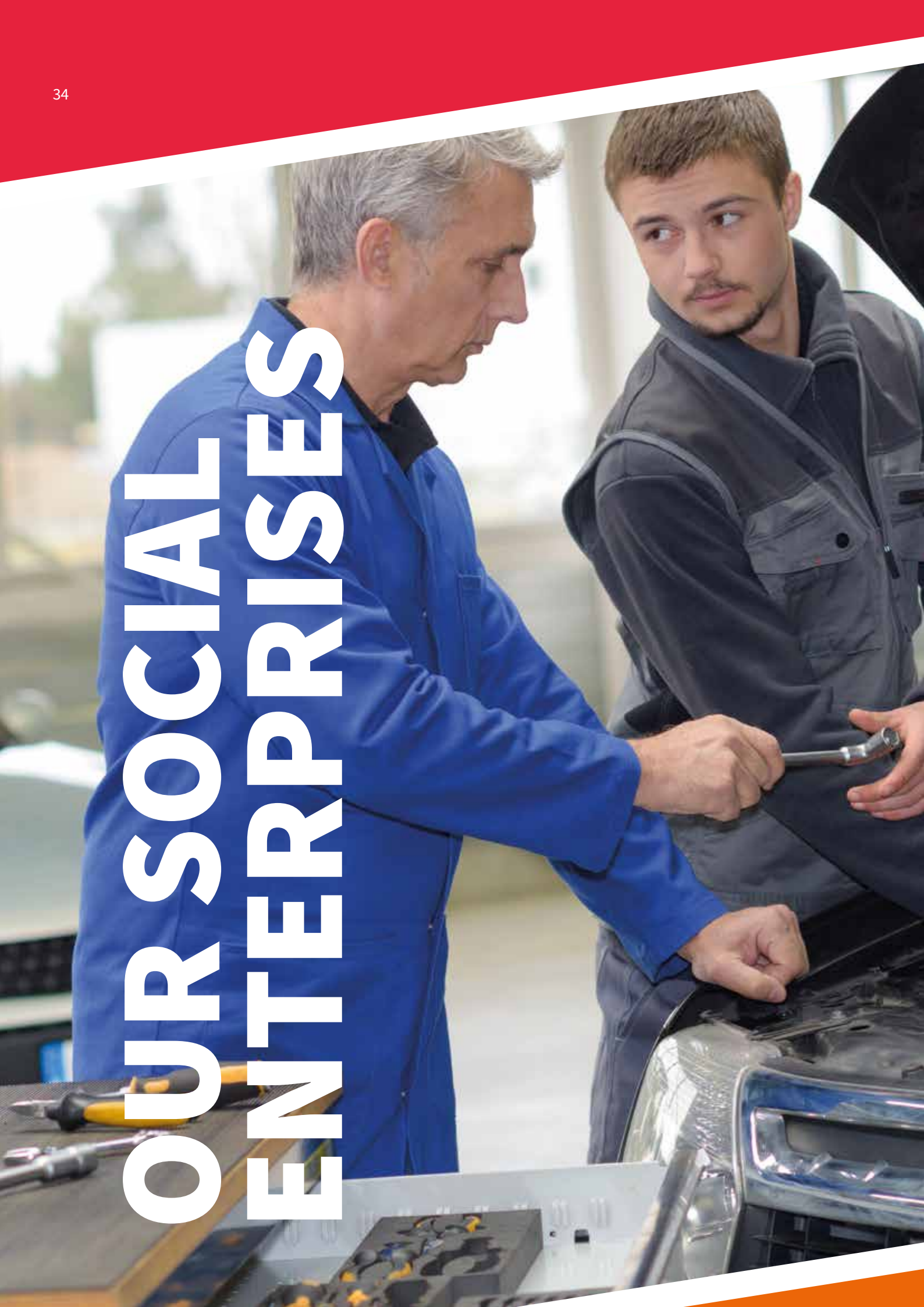
It's important to maintain stability outside campus life. During the holidays, when the routine of school is not available, we can offer a full programme of activities. We want the young people in our care to have the same opportunities as everyone else and to be able to enjoy new experiences. This could be trips to the seaside, an activity, a day trip or even somewhere further afield.

EXAMPLES OF OUTCOMES

- The majority of young people that use our day placement services have attendance rates of 90% or above.
- Two young people who attended primary school through our service have made very successful transitions to secondary school – both have attendance rates of over 90%.
- Two former pupils have applied to become volunteers/mentors at Kibble.
- We are working with KibbleWorks to ensure the smooth transition of one of our former day pupils as he reintegrates into the community in his home area. This includes helping him to become familiar with the public transport system and demonstrating how to access community facilities.

THE MAJORITY OF YOUNG PEOPLE THAT USE OUR DAY PLACEMENT SERVICES HAVE ATTENDANCE RATES OF 90% OR ABOVE.

OUR SOCIAL ENTERPRISES





As part of Kibble's commitment to providing employment and training opportunities for young people, we run a number of social enterprises in Renfrewshire, including The Experience. KibbleWorks offers high quality products and services to local businesses and the general public. Importantly, our social enterprise model is based on labour market intelligence which ensures young people are undertaking work-based learning that's relevant to the current jobs market.

“...INNOVATIVE FEATURES IN KIBBLEWORKS AND THE EXPERIENCE PROVIDE EXCEPTIONAL OPPORTUNITIES FOR YOUNG PEOPLE TO GAIN VOCATIONAL QUALIFICATIONS AND EXPERIENCE.”

- Extract from Education Scotland and Care Inspectorate joint inspection report, September 2016.



THE EXPERIENCE BRINGS MONACO TO THE HEART OF HILLINGTON.

The Experience has recently unveiled its newly renovated suite of conference and meeting rooms. The quirky Formula One theme is designed to inspire creative thinking and motivate team performance.

Home to Scotland's only indoor electric go-karting arena, laser tag and The Refuel Café, the five-star award-winning leisure venue is the perfect location for mixing fun with formal.

The high-quality meeting and conference space is ideal for business meetings, staff training, presentations, team building days or conferences. Housed in a quiet space, the rooms celebrate the golden era of motorsport with each room named after an iconic Formula One race track.

Monaco is the largest of the three meeting rooms with the capacity to hold up to 90 delegates. For smaller meetings, the Silverstone and Monza rooms comfortably seat 16 and 12 delegates respectively. Delegates have full use of AV equipment including projector, plasma screens and free Wi-Fi. Teams can recharge their batteries at The Refuel Café with its variety of catering options. Many of the dishes on offer feature fresh, local ingredients grown and cultivated by young people in the nearby Urban Garden and Kibble's Community Garden.

The Experience is a leading social enterprise and young workforce development centre providing valuable work experience, skills and qualifications to young people facing barriers to employment.



FOR MORE INFORMATION, SEARCH ONLINE FOR 'THE EXPERIENCE HILLINGTON'.



CASE STUDIES



“When I finished school I had a few options, and one was KibbleWorks. I thought some of the staff were ok and there were a few things I felt I would be interested in doing. I started with the gardening team and I was there for two or three months. That went well and it was good to be busy, but then I got the opportunity to work with Ross in the mechanics team. I found I really liked the work and that it might be a job I could do in the future.

I like showing up each day, it passes quickly because you are busy and you go home feeling like you’ve done some real stuff – not just mucked about all day. KibbleWorks has also helped me with job applications and mock interviews. I’m not confident about handing out CVs but I do feel I’m job ready. I’ve done work experience in a garage in Hillington and worked with an apprentice who is only two years older than me, it really gives the gist of what the script is all about. It’s helped to improve my confidence too.

I’d like to have a house, motor and maybe a family at some point – we’ll see what life throws at me! I am hopeful for the future and KibbleWorks has helped with that. I feel it’s given me a better chance of getting somewhere. Employers want experience and that’s what KibbleWorks gives you. You need to watch out for Mark (the gaffer) though, he walks about the warehouse making sure everyone is working!”

Young person, KibbleWorks

**“I LIKE SHOWING UP EACH DAY, IT PASSES QUICKLY
BECAUSE YOU ARE BUSY AND YOU GO HOME
FEELING LIKE YOU’VE DONE SOME REAL STUFF.”**

Andrew* is 14 and lives at home with his mum, her partner and his siblings. He is part of a strong family unit, but it wasn’t always this way. Before the Safe Centre, Andrew found it difficult to express himself to his family and spent a lot of time out with his friends. He began to engage in anti-social behaviour and became involved with the police.

Andrew’s mum tried to intervene, but Andrew just wanted to fit in with his group of friends and would often disobey her, going out even when he was grounded. He began to stay out and not return home, and started to drink alcohol which impacted on him attending school. Things at home became tough for the family and the situation led to arguments and anger, as well as concern for Andrew’s safety. He stopped going to school completely and spent less and less time at home. Andrew’s mum felt hopeless and unsure how to keep her son safe.

Andrew was accommodated in the Safe Centre for his own wellbeing. He took part in some work with the family service around his family relationships to

explore what was making him upset and resentful towards his family. He was able to work through difficult emotions and it became clear that his dad leaving and a family bereavement were factors in his behaviour.

Andrew’s mum and her partner were offered support and benefitted from the help of the family service. It allowed them to see things from another perspective and helped them to understand the reasons behind Andrew’s behaviour. The service brought the family together to discuss what they needed to do individually and collectively to become stronger as a family. Listening to how Andrew felt allowed them to understand his extreme behaviour and look at ways they could support him. Andrew has since returned home to his family and is back at school.

* Name changed to protect the identity of the young person.

Sarah* is happy and settled living with her foster family, and keeps everyone on their toes daily with her infectious, fun-loving personality. She is a tower of strength, having experienced a difficult childhood which saw her being brought into care from a young age, and subsequently enduring a number of placement breakdowns. Following this period of disruption, at the age of 10, Sarah came to Arran Villa – Kibble’s pre-fostering service and children’s care home. Sarah was in fact the very first child welcomed to Arran Villa when it opened its doors in 2015.

For Sarah, Arran Villa provided a safe, supportive and nurturing environment that helped stabilise her behaviours and it was where she learned to develop trusting relationships. This was the first place that Sarah ever felt “at home”, and with close support from her key worker, Specialist Intervention Services, education at Kibble’s primary school and all other support services, Sarah was gradually able to transition to a loving foster care family, and this helped her eventually move into mainstream education with support.

The transition from Arran Villa to foster care was gradual to ensure that Sarah would be able to cope. Regular respite care with familiar foster carers supported this transition. Having gone through a number of adverse and traumatic experiences in her childhood, Sarah needed intensive, one-to-one support to help stabilise her behaviours. Role play proved successful for Sarah, as well as the continuity of care and valuable relationships she developed with care staff and other children.

Sarah is thriving in all areas of her life, and is part of a close family and friends circle who adore her. The family have an older daughter who is an important role model in Sarah’s life and they have developed a close, sisterly bond. Sarah loves to dance, (her favourite music is techno), and she will spend hours playing FIFA. She also loves going away in the caravan with her foster carers and making loads of happy memories.

* Name changed to protect the identity of the young person.

When Barry* arrived at the Safe Centre he was experiencing high levels of anxiety. Barry’s issues with emotion regulation and substance use had led to offending behaviours and criminal charges. After a full health assessment, which included a review of both his physical and mental wellbeing, it was agreed Barry would benefit from support to deal with his anxiety and anger. Barry completed a programme of cognitive behavioural therapy (CBT) which helped him to understand the link between his thoughts and feelings.

Despite having left formal education over a year earlier, Barry returned to school and enthusiastically participated in a personalised education programme which focused on increasing employment and training opportunities. Barry was also offered the chance to take part in a dialectical behaviour therapy (DBT) skills group facilitated by Kibble’s Specialist Intervention Services team. The group focused on teaching emotional regulation, distress tolerance, and interpersonal skills, as well as introducing the concepts of validation and dialectics. After completing the group sessions, Barry asked to continue this work on a one-to-one basis to help enhance his learning of the skills. Barry’s ability to manage his emotions, in particular anger, improved during his time in secure care.

He successfully completed three qualifications at National 4 level before progressing onto a work placement and studying for an SVQ 2.

* Name changed to protect the identity of the young person.





LIFE AFTER KIBBLE



Jason Smith arrived at Kibble in 2009. In his own words, he was “always getting up to mischief and when there was trouble, he was normally in the middle of it.” Jason stayed in one of the care houses at Kibble and attended secondary school on campus. When he got to fourth and fifth year, he realised he had to start applying himself.

Jason secured a work placement through Kibble in a retail outlet when he was in fifth year. He worked there for a few months but it wasn't for him. Although living back home at this point, after finishing work, Jason would go back to campus and cause chaos. He eventually gave up the job, and lost his placement at Kibble, although he did maintain contact with staff at Kibble after he left. Having nothing to do, he started to hang around with friends drinking and taking drugs.

Knowing he still had to pay rent, and realising that he was sitting about all day, he realised it was time get a job. The Y Sort-It team, (a charity youth group based in Clydebank), were out and about in the community and Jason went to talk to them. The team told him about a programme called StreetGames where people can volunteer. It was all about learning sports, which would then be taught in the local community.

Having turned his life around, Jason's career has gone from strength to strength in recent years. As a result of volunteering with Y Sort-It, he was part of a team that were given an award for being 'volunteer youth group of the year' in 2015. When the opportunity of a modern apprenticeship in youth work came up he was encouraged by his manager to apply. Jason was successful in gaining this position and started his SVQ level 2 in youth work as an apprentice youth worker. Jason explained: “Y Sort-It took a chance on me, gave me a job and have been very supportive.”

He has continued to thrive in his work and has recently received local awards for Outstanding Contribution to Youth Work, and Youth Worker of the Year in West Dunbartonshire. He has also received two national awards for SQA candidate of the year, for his input and commitment to his SVQ studies, and the Pride o' Worth award for outstanding achievement.



Award winner Jason Smith

Jason said: “The support and the advice you get at Kibble is amazing, you just don’t realise it until you leave. They helped me by not giving up on me and just by being there when I needed someone to talk to. Still to this day I get advice from them. When I was at Kibble causing havoc and they used to speak to me, I thought it would go in one ear and out the other but it’s stuck with me my whole life and it’s great to have people that care and that you can have a laugh and joke with. The staff that were there when I was at Kibble have definitely helped me a lot and I look up to them as role models. Having watched Kibble do their job, and now because I’m doing a similar job, I have one hundred percent respect for the work they do.”

Jason continues in his role as a youth worker and keeps in contact with Kibble, regularly returning for peer mentoring with young people.

“THE SUPPORT AND THE ADVICE YOU GET AT KIBBLE IS AMAZING, YOU JUST DON’T REALISE IT UNTIL YOU LEAVE. THEY HELPED ME BY NOT GIVING UP ON ME AND JUST BY BEING THERE WHEN I NEEDED SOMEONE TO TALK TO.”

Natalie* arrived at Kibble during her third year of school through our Day Placement and Outreach Services. She wasn’t interested in learning or attending school, instead Natalie hung around with friends and was engaging in anti-social behaviour. Up until this point Natalie felt “she didn’t have a purpose.” Staff at Kibble worked with Natalie to show her life could be different. As Natalie explained: “One day something clicked and I realised my pals were doing exams, and I wasn’t.”

Natalie left Kibble with two Highers, and has gone on to achieve an NC, is studying for an HND and will be transferring to third year at university to study for a Social Sciences degree, as she works towards pursuing a career in youth justice. Reflecting on her days at Kibble, Natalie explained: “You don’t appreciate what you’ve got until you move on.”

* Name changed to protect identity.

“ONE DAY SOMETHING CLICKED AND I REALISED MY PALS WERE DOING EXAMS, AND I WASN’T.”





Matt McMini

Matt McMini first came to Kibble as a pupil in 1974. After repeatedly not turning up for school he was referred by the Children's Panel. Staying in one of the residential care houses he attended school on campus. In those days, although you had to go off campus for young workforce development, the options were still very diverse. Matt gained work experience in a lawnmower repair store and on a local farm.

After leaving Kibble he found work as a petrol pump attendant, and it wasn't long before the owner realised he spent more time in the motor mechanics workshop looking at the cars than he did sorting out the customers' petrol! Matt followed his dream and became a mechanic.

In 1999, Matt went on a holiday that would change his life. After making his first trip on a plane to see his brother in the United States, he had time to think and realised he needed to change his career path. On his return, he visited his local college to see what was on offer and signed up for a course to become a classroom assistant. Fate intervened halfway through the course when he saw an advert for a classroom assistant at Kibble. He applied and got the job.

As Matt explained his past experience came in handy: "If any of the young people were being disruptive in the classroom, I used to get them to come outside and help me fix cars. While they were busy helping me, it gave me a chance to talk to them and find out what was bothering them."

Fast forward to 2018 and Matt is now a qualified teacher and is working on one of Kibble's young workforce development programmes. Matt said: "One of the best things for me about coming back to Kibble is you get to help young people that were in the same situation as myself, this gives you a real lift. In my case you can take the boy out of Kibble, but you can't take Kibble out of the boy."

MAKING THE DIFFERENCE





Volunteering is a great way to meet new people, learn new skills or simply give something back to the community. Kibble's Voluntary Service (KVS) aims to bring together the young people at Kibble and the local community through a range of volunteering opportunities. Volunteers spend time with a young person, simply visiting or sharing a hobby or interest. Being another significant adult in a young person's life can increase their sense of security and confidence, helping them to overcome barriers. In addition to supporting young people, volunteers can also get involved in helping with other ventures such as assisting with the accessible karting programme at The Experience.



KVS works closely with Project Scotland and has many links within the local community and beyond including third sector interface organisations in Renfrewshire, East Renfrewshire and Inverclyde. There are just under 20 volunteers at Kibble, all helping to make a difference.

SHARING GOOD PRACTICE

Research plays a vital role at Kibble, helping to shape our service delivery and working practices. In fact, Kibble's Clinical Director has recently completed a Churchill Fellowship looking at 'A Best Fit Model of Trauma-informed Care for Young People in Residential and Secure Services'.

As our service provision continues to evolve we welcome many visitors to the campus each year, who are keen to see how we operate our uniquely integrated services and social enterprise model. During 2017 we greeted visitors from around the UK and further afield including Italy, Canada, New Zealand and South Korea.

OUR AWARDS

What a year it's been for Kibble, we were honoured to receive a number of awards over the past year. Highlights include:

- Kibble was named 'Best Service Provider' in the UK for its care and education services. It was given the accolade at the National Government Opportunities (GO) Excellence in Public Procurement Awards 2017/18.
- We were finalists in the UK National GO Awards 2018/19 in the category for GO Procurement Innovation/Initiative of the Year Award: Health and Social Care Organisations.
- The Experience retained its 5-star Activity Centre and Taste our Best accreditation from VisitScotland. It also achieved a Green Tourism silver award.
- The main and Safe Centre kitchens on campus achieved a healthyiving award.
- We were recredited to the EFQM Committed to Excellence 2 Star award.
- Following a reassessment for Kibble's Investors in People and Investors in Young People awards, Kibble achieved the gold standard against the new assessment criteria for both awards.
- We picked up a 'Learning Leaders' accolade at the SIRCC Residential Child Care Awards. Kibble's Housing Support team also received a highly commended accolade in the Dream Team category at the 2018 SIRCC Awards.

... and our Head of Learning and Development collected the award for L & D Professional of the Year at the recent Charity Learning Awards.

ASPIRING ARTISTS





We place great emphasis on the arts at Kibble and we are very proud of the creative talents on campus. Our arts programme offers a channel for young people to express themselves, learn new skills or even reveal a hidden talent. Kibble's Gannochy Trust Centre for Expressive Arts is a busy hub for both young performers at Kibble and external organisations alike. The space can be used for many diverse projects, and over the past year we've enjoyed hosting:

- Community concerts over the summer and the festive period
- A World War II high tea
- Garnock Lodge nativity concert and craft fair
- Charlie and the Chocolate Factory pantomime
- Drama classes
- Kibble Allsorts – a concert performed as part of the Scottish Mental Health Arts Festival
- A Red Nose Day dance off
- An army careers assembly
- A Bollywood dance workshop
- Arts awards – workshops and presentations
- Scottish Ballet workshops
- Sky Sports assembly
- Ignition – a free national programme by Frantic Assembly, aimed at young men aged 16-20. The theatre company inspires young people and encourages them to get creative
- Roald Dahl Day which included a film screening

The Centre is also used for special assemblies and we've welcomed guests from organisations such as the Dogs Trust, the Teenage Cancer Trust and Animal Man. We also have themed assemblies; these have included Halloween, Burns Day and a musical extravaganza, complete with a singalong. External organisations also make use of the hall, we're particularly popular with dance companies.

YOUNG PEOPLE'S VOICES

The welfare of our young people is at the heart of everything we do, and it's important that they have the opportunity to voice their opinions and input into decisions that affect them. We listen to young people and will act on their feedback. Staff are always on-hand to help and we have various processes in place to ensure that communications flow freely:

SCHOOL COUNCIL MEETINGS

Chaired by a Who Cares? Scotland representative, each care house is invited to send at least one young person to attend this monthly meeting. It's an opportunity for young people to formally meet members of the senior management team and talk about any issues that they feel need addressed.

WHO CARES? SCOTLAND CONSULTATIONS

Young people can meet with the Who Cares? Scotland team, without Kibble staff being present, to discuss any pressing matters. Feedback will then be given to the appropriate staff within Kibble.

COMPLAINTS/SUGGESTION BOXES

Comments, complaints and ideas can be shared anonymously via the boxes which are placed in every care house. There's also the opportunity to provide feedback online.

KEY TIME WITH A KEY WORKER

This takes place regularly and can range from an informal chat over a cup of tea to carrying out an activity together. It's a time to relax and have a chat about anything and everything, and a great opportunity for the young person to raise something that might be bothering them.

ADVOCACY

We have two Who Cares? Scotland advocacy workers on-site who work to resolve any issues. In addition, sometimes young people use local authority advocates. Again, there is an option to submit information anonymously.

REGULAR CARE HOUSE MEETINGS

A good way for staff and young people to get together to discuss day-to-day issues, address concerns, or simply to pass on news.



“THROUGH KIBBLE I WENT TO AN AMAZING FIREWORKS DISPLAY.”

Artwork by SW



“MOST DAYS AFTER SCHOOL I PLAY BADMINTON, I’M GETTING REALLY GOOD AT IT.”

Artwork by DK



“THIS MAKES ME THINK OF THE AMAZING STAFF AT KIBBLE IN PARTICULAR ANN.”

Artwork by DL



“BEING AT KIBBLE WE MET EACH OTHER AND ARE NOW VERY GOOD FRIENDS AND WILL BE FOR LIFE.”

Artwork by NF and SW

GUIDANCE AND GOVERNANCE

With robust systems in place, guidance and governance remains the responsibility of Miss Elizabeth Kibble's Trustees and their successors in office as set out in our original Trust Deed of 1841. Kibble continues to be guided and governed by local trustees and Board members.

As a non-profit organisation, surpluses are reinvested for the social good. We are a legally constituted company and have obligations to operate in a financially sustainable way. As a result, we have a strong and active governance.

Kibble's Board strives to balance a strategic approach with scrutiny of operations. Trustees of the Miss Elizabeth Kibble Trust sit as non-executive directors on the Board of Kibble, and members of the senior staff team sit as executive directors, with the company secretary having administrative responsibility for the Board. All of our directors, executive and non-executive, fulfil their directorial responsibilities for no remuneration.

The trustees meet quarterly and monthly Board meetings are augmented by a range of subcommittees. This allows for diligent, independent observation and input, essential to the efficiency and effectiveness of the organisation's work.

In addition, Kibble has a quality improvement department, an audit committee that reports to our Board, and a full external audit annually. Our internal quality controls are mapped and assessed against the EFQM Excellence Framework and our Business Continuity procedures are aligned to ISO22301: Societal Security Business Continuity Management Systems Requirement. This means we are committed to:

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

All of these systems and procedures ensure that as Kibble continues to grow and transition, we retain the capability and capacity to provide high quality services.

OUR BOARD AND TRUSTEES[^]

TRUSTEES AND NON-EXECUTIVE DIRECTORS

Marion Jackson, Chair of Board
 Iain Robertson, Vice Chair of Board
 James Cochrane, Chair of Trustees
 Paul Allen
 Russell Chambers
 Paul Chong
 Dr Graham Connelly
 Mary Hackett
 Brendan Harris
 Ronnie McGinlay
 Duncan Sloan

CHIEF EXECUTIVE

Jim Gillespie

CHIEF OPERATING OFFICER

John McIntosh

EXECUTIVE DIRECTORS

Audrey Baird
 Jim Crawford
 Eileen Cummings
 Sinclair Soutar

TRUSTEES

Rev Gordon Armstrong
 Rev Alan Birss
 Provost Lorraine Cameron
 Celia Lawson
 Sheriff Principal Duncan Murray
 Sheriff James Spy
 James Wardrop

[^] Details correct at time of writing

Kibble's work is underpinned by social pedagogical informed practice. It offers a holistic approach to working with children, young people and their families with a focus on wellbeing, learning and growth. The ethos behind social pedagogy is that every individual is valued, deserves to be treated with dignity and should be given the support they need to realise their potential. At Kibble we do this, not only through our service provision, but through building authentic relationships and trust.

Many young people at Kibble have experienced significant trauma in their lives. As such, we offer an all-encompassing approach which focuses not only on physical health but also mental wellbeing. Kibble's Specialist Intervention Services provide psychological support and therapeutic interventions for young people. Our healthy body, healthy mind approach at Kibble has influenced an innovative development within one of our residential care houses. The house can accommodate four young people who require intensive support; however where there is a need to create a smaller group environment, the space can be re-configured into separate living spaces. Each space can comfortably accommodate two young people who cope better in a smaller group setting. The high levels of support provided, combined with the adaptability of the space, makes this an effective alternative to secure care. It also provides a gradual transition for those moving on from the Safe Centre.

Plans are also underway to further develop our primary education provision. After the success of an early intervention pilot project, we opened a primary school in a rural area, off campus. However, as demand for this service has increased over the years, we are currently working to source alternative accommodation which would allow the service to expand.

Kibble's Clinical Director, Dan Johnson, recently completed a Churchill Fellowship which involved travelling to sites across the USA and Scandinavia to develop a framework for delivering trauma-informed residential care in Scotland. Following on from the Fellowship, we are now progressing strategies to increase trauma-informed practice, both within Kibble and the wider sector. These strategies will be piloted during 2018 at Kibble with a focus on primary school aged children.

As Kibble continues to develop its existing services and research avenues for new, innovative provision, we look forward to an exciting future.

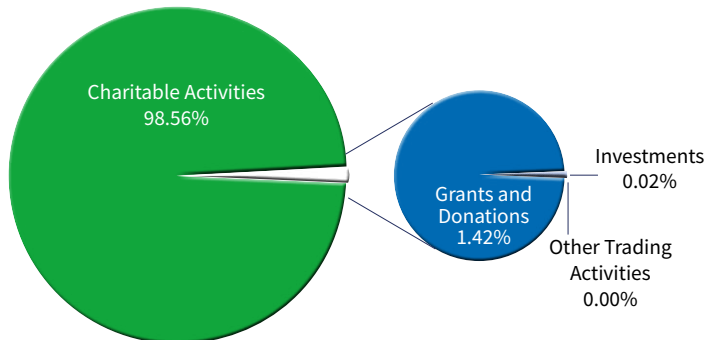
Jim Gillespie
Chief Executive

SHAPING THE FUTURE

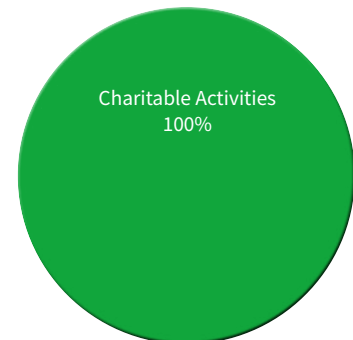
FINANCES

Extracts taken from the Miss Elizabeth Kibble Trust Consolidated Statement of Financial Activities for the year ended 31 March 2017. A copy of the full report is available on request.

2016-17 INCOME



2016-17 EXPENDITURE



INSPECTION REPORTS - CURRENT GRADINGS

ADULT PLACEMENT SERVICES

Quality of Care and Support	6	Excellent
Quality of Environment	N/A	
Quality of Staffing	6	Excellent
Quality of Management and Leadership	5	Very Good

ARRAN VILLA CARE HOME SERVICE

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

HOUSING SUPPORT SERVICES

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

INTENSIVE FOSTERING SERVICES

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

SAFE CENTRE SECURE

ACCOMMODATION SERVICE

Quality of Care and Support	5	Very Good
Quality of Environment	6	Excellent
Quality of Staffing	5	Very Good
Quality of Management and Leadership	5	Very Good

SCHOOL CARE ACCOMMODATION SERVICE

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

EDUCATION SCOTLAND AND CARE INSPECTORATE JOINT INSPECTION REPORT

Improvements in Performance	Very Good
Learners' Experiences	Very Good
Meeting Learners' Needs	Excellent
The Curriculum	Excellent
Improvement Through Self-evaluation	Very Good

OUR SUPPORTERS

We would like to express our gratitude to all those who have supported Kibble during 2017/18. Your generosity helps us to develop our services, ultimately giving the young people in our care access to a brighter future.

- Agnes Hunter Trust
- Better Breaks
- Bellahouston Bequest Fund
- The Big Lottery Fund
- Bridge of Weir Leather
- Children, Young People and Families Early Intervention Fund
- Creative Scotland
- The James and Patricia Hamilton Trust
- The Merchants House of Glasgow
- Mr and Mrs William Donald's Memorial Trust
- Skills Development Scotland
- Social Innovation Fund
- Supply Technologies
- Young Start Fund



The 2017/18 Annual Review was designed in-house by Kibble's Marketing and External Relations department.

Kibble Group

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 The Experience