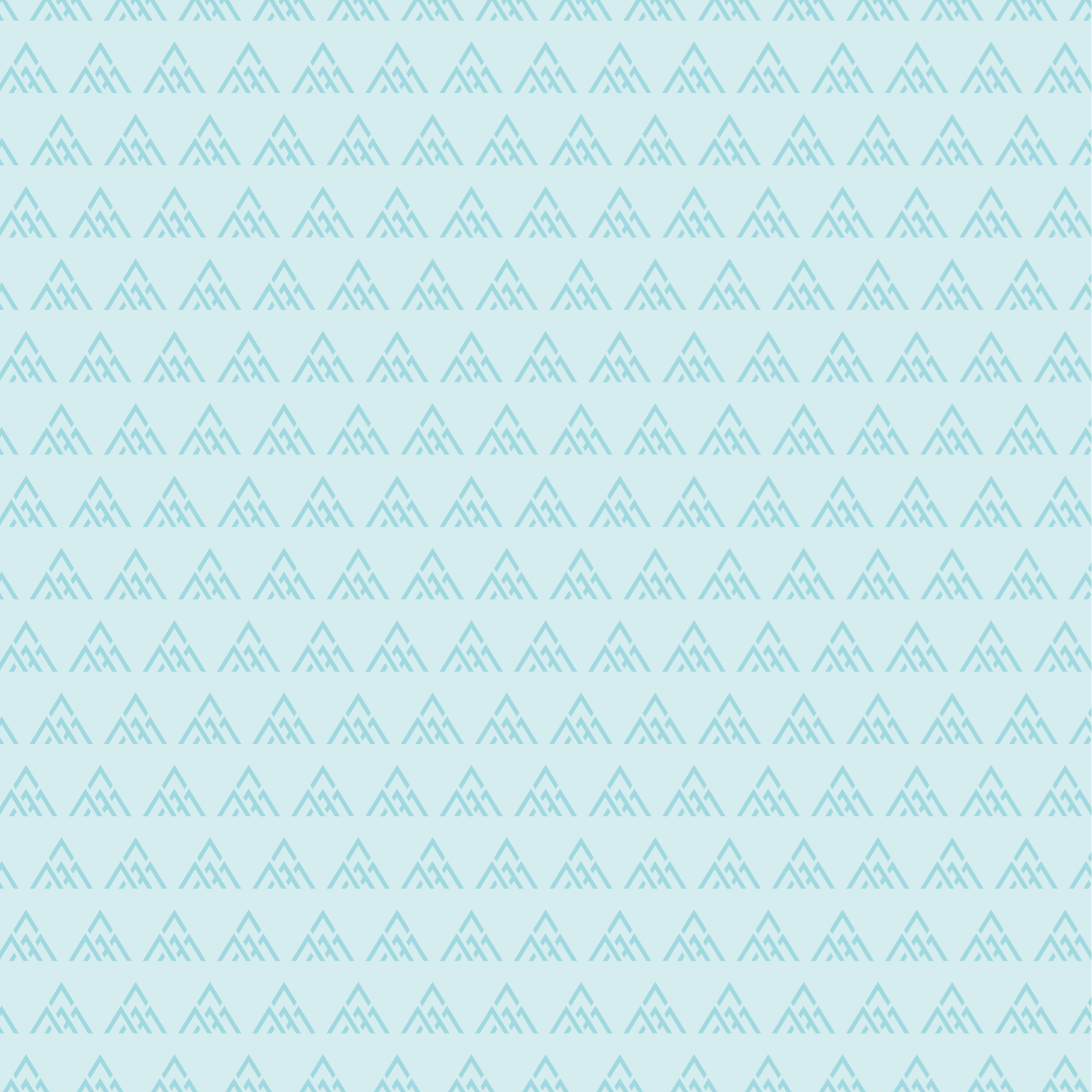




# We Are Kibble

Annual Review 2023





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

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# Welcome

from Chair of Board, David Nairn



**It is with immense pride I introduce the latest Annual Review. Kibble never waivers in its vision to 'transform lives, families and communities' and the past 12 months are evidence of our ambitious nature. Senior leaders, the wider staff team and partner organisations have shown great tenacity in creating the greatest opportunities possible for young people.**

It is the responsibility of Kibble's Board and Trustees to ensure solid foundations are in place for Kibble to build upon success and continue towards a prosperous and progressive future.

The Board meets regularly, holds dedicated strategy days, completes tailored training and monitors practical progress through subgroups and director-led committees in order to gain a sound understanding between operational and financial matters. By actively investing in stronger governance, Kibble can operate effectively in an ever-changing environment. As a Board, we understand the importance of managing resources, policies and business practices. We are driven to protect the organisation, staff team and young people, whether it be from complex strategic challenges or wider societal trends including mental health and climate change. With our set mission, vision and values, the entire workforce is aligned to be resilient-as-one. Kibble is prepared to lead from the forefront of child care and provide sector-leading services.

Our ambitious Executive Team have led the organisation through significant change and development, as they continue to meet and exceed Kibble's strategy to help more young people and improve and expand existing services. The perseverance to provide three-and-four-bedroom children's residential houses with a higher staff ratio has led to three new houses on our Paisley campus. The opening of a house in the village of Inverkip marks our growing expansion out with the campus-model. As community-based services increase, Kibble introduced a dedicated hub with office and meeting space. Lunderston in Inverkip and Kibble's Community Services Hub in Paisley joins the list of existing locations including Glasgow,

Hillington, Hamilton, Largs and Lochwinnoch. Young people's opinions continue to be listened to through an appointed Promise Keeper and 'Our Voice' meetings. Within Education, the Green Flag Eco Schools award was received. Also, Education Scotland's inspection reports commended all of the schools including The Skills Academy. Furthermore, Kibble received the prestigious Investors in People and Investors in Young People awards. Each accomplishment supports Kibble becoming increasingly trauma-informed. All actions have placed young people at the centre, prioritised creating the right environment and invested in a skilled and supported workforce. Kibble want to set the benchmark for best practice.

The overarching view of the organisation enables the Board, Trustees and I to think strategically and pre-plan future objectives, which respond to the needs of the sector and are likely to bring the most value to young people and families/carers.

It is clear to see the most important aspect to any long-term strategy is our workforce. The accolades, creative arts projects, confidence levels in young people and Kibble-wide celebrations are a testament to the bonds between adults and young people; amongst colleagues

themselves, as well as employees' affinity to Kibble's ethos. I have seen for myself the commitment of Kibble's staff team to shaping the future at the 'We Are Kibble' internal conference at the beginning of the year. Additionally, I was extremely proud to hear a Kibble young person co-chaired the National Youth Justice Conference. All progress to date confirms Kibble's position as a leading child care organisation.

It is a privilege to see the difference being made to the lives of young people because of Kibble. I would like to take this opportunity to thank all who live by Kibble's key values of respect, ambition and belonging. No matter what your role across the organisation, thank you for being part of the team who work towards giving young people a chance at life. Young people grow in confidence, become more independent and have happy memories to reflect upon because of all who encourage them to fulfil their potential. As long as young people need access to additional support, the Board will strive to put the resources in place for young people, the staff team and partner organisations to continue to bring Kibble to life.



## Welcome

from Chief Executive, James Gillespie

**Kibble has the vision to ‘transform lives, families and communities’ and continues to move at pace to help more young people and give them a chance at life.**

I am pleased to introduce the latest Annual Review and mark the significant milestones of the past year. We have exceeded our strategic priorities to introduce new services and improve existing operations. This has been possible due to the commitment of our Board and our dedicated staff.

Kibble has experienced significant growth including: the opening of new residential houses; the investment into Kibble’s new community hub, ‘Abbeyfield’ and the creation of our learning and development centre. Additionally, we have expanded Kibble Fostering and introduced a new innovative adoption service; opened new headquarters in Finnieston; Safe Centre environmental improvements; the development of residential and education facilities on the Paisley campus. All these many improvements across the organisation are evidence of Kibble’s evolution.

Kibble is an ambitious and adaptive organisation. We recognise the responsibility we have to apply good sustainable practice and ensure each of the business decisions we make aligns with sustainable environmental goals.

Kibble’s strong governance is aligned throughout the organisation. Our monthly Board meetings and the set-up of multiple Board sub-committees contribute to the alignment of effective and professional running of business operations. The committees focus on: finance and investment; auditing; service delivery; education; organisational resilience; young workforce development and staff development. Through a sound organisational structure, stringent business model and an understanding to put young people first in all decision-making, Kibble has made significant progress in the last year.

The long-term ambition of Kibble is to empower young people to fulfil potential and achieve. Our dedication to offer the best learning experience possible is confirmed in the achievements of young people and further highlighted in the highly-rated inspection reports of Kibble. Kibble is continually striving to ensure young people have access to an inspiring learning environment, a varied curriculum and practical lessons.

The emphasis on learning, training and development transfers to employees too. Employees receive significant support and opportunities to set and achieve professional goals through access to our expansive learning and development offerings. An example is our award-nominated training programme ‘Career Start in Child and Youth Care’. We have also expanded our Graduate Apprenticeships. Our recruitment concentrates on those who share Kibble’s values of respect, ambition and belonging and continue to embed these values in all that Kibble does.

2024 marks the launch of Kibble’s Annual Conference, we look forward to hosting an event where we share our ambition to create change for young people with other influential professionals who play a role in young lives. It is time for Kibble to amplify our practice and ways of working, and share our expertise with others too. As well as hosting internal conference events, there is the opportunity to include all who are part of the wider world of supporting children and young

people, and, those with lived experience of the care system. Kibble is not alone in the commitment to transform lives and it is only by networking and sharing practice, knowledge and experience that tangible change can transpire.

As we move into another year our priorities continue to be: improve existing services and develop new ones. We want to ensure we are providing the best quality of care that meets the ever-changing profile of the young people we support. It is our intention to support and make a difference to as many young people as we can. All of our staff, irrespective of their position, are integral in achieving that.

I would like to express my gratitude to all Kibble staff, partners and stakeholders for your contribution to another successful year. I am extremely proud of what Kibble has achieved and look forward to what we can achieve together in the years to come.







## About Kibble

**Kibble is a leading children's charity and social enterprise that provides care, education, mental health and wellbeing support to young people (aged 5-26) who have experienced trauma and adversity. Established in the nineteenth century, Kibble is constantly evolving to meet the everchanging needs of young people, however, even as time passes, the overall aim remains to give young people a chance at life.**

Our wide range of integrated services are brought to life by a specialist staff team made up of psychologists, therapists, educators and child and youth care practitioners who work together to deliver the right support, at the right time, to those who need our help the most. The wider world of each individual child in our care is considered to ensure we create the greatest impact and help improve the world children grow-up in. As we become increasingly trauma-informed, all services work together to fulfil our vision of transforming lives, families and communities.



## Services

**Kibble prides itself on delivering the highest quality of services to children and young people who have complex needs and behaviours.**

Our own therapeutic, trauma-informed model is the foundation of our practice and places young people at the centre of decision-making. Across Kibble, the relationships between young people and the adults surrounding them is the upmost priority.

Services incorporate the latest research, collaborate with the wider community and form partnerships with external organisations while listening to the voices of young people. All to widen opportunities for those in our care, ensuring everyone has the resources necessary to fulfil potential and optimistically look towards a brighter future.

Our values of Respect, Ambition and Belonging inspire us to be courageous and pioneer innovative solutions to deliver essential support to people during a time when they need a helping hand the most.

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

## Mission, Vision and Values

### Mission

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

### Vision

Transforming lives, families and communities.

### Values

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

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

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



**respect**



**ambition**



**belonging**



# Strategic Priorities

Kibble is capable of responding to the demands of the social sector due to strong governance and stable leadership as the robust infrastructure allows the organisation to implement strategic direction and carry out succession planning.

The strategy is outlined in the following model with the agreed priorities being: to help more young people; to improve processes; and to introduce new services.







## Achievements of Our Services

- Our services support children and young people from Scotland and across the UK.
- Kibble opened four new residential children's houses.
- A new Community Hub is located in Renfrewshire.
- Kibble Fostering recognised as 'Excellent' by Care Inspectorate.
- Kibble's education services marked as 'Very Good' by Education Scotland.



## Education Receives Top Inspection Results

**Kibble's education services include Forest View Primary School and senior phase provisions, Goudie Academy and Mirin Academy as well as The Skills Academy, an education and training centre for young workforce development. All were evaluated by Education Scotland as 'very good' across all quality indicators, receiving sector-leading results.**

Our supportive education programme follows Curriculum for Excellence and delivers an engaging learning experience, inspiring pupils to learn, fulfil potential and achieve. The high praise from Education Scotland confirmed our pupils felt happy and settled. Young people were motivated to engage with school activities and able to make choices during their learning. Overall, the broad and balanced curriculum centres around the needs, interests and aspirations of young people.

Our staff team takes a practical and more innovative approach to learning, personal lesson plans are developed alongside bespoke programmes. By listening to young people and acting on their needs, opinions and future goals, meaningful relationships are built. This genuine commitment from staff has meant children and young people are surrounded by supportive adults who they trust. The unconditional encouragement has led young people to increase self-confidence, self-esteem and attainment with most of our students moving onto education, training or employment. For young people to overcome barriers to learning and progress is a significant milestone, one they can be extremely proud of.

Teachers, classroom assistants, key workers and the entire education team, go above and beyond for young people from organising fun, practical and creative learning experiences to ensuring pupils have the resources to excel in numeracy and maths. Pupils have the opportunity to move forward with projects they themselves believe in, such as Goudie Academy pupils focusing on the environment and climate change and achieving the Eco Schools Green Flag award.

The future is exciting as we plan to build on the positive feedback and continue to empower young people through education, care and support. Already plans are underway for Kibble to incorporate a school charter, which will see pupils and adults agree on a set of themes that shape how young people can genuinely enjoy learning.





## Introducing Cochrane House

**Our Paisley campus opened three new residential children's houses. Designed specifically in line with Kibble's trauma-informed approach, the three-and-four-bedroom houses provide a higher ratio of supportive adults to young people who have faced trauma or adversity.**

At Cochrane House, young people become familiar with a dedicated staff team. As well as building stronger relationships with the friendly adults at the house, young people regularly see the wider team of care professionals who are also based at the Paisley campus. The location enables young people to access our full range of integrated services including the psychologists and therapists from the Specialist Intervention Services (SIS) team and as a result, delivers the necessary intensive level of care.

The natural wooden toned interiors with pastel colour accents are reflective of the therapeutic focus and understanding nature of the surrounding adults. The thoughtfully chosen décor paired with bespoke bedroom tough furniture have created modern and stylish homes that meet the durability needs. Overall, young people receive the right care, at the right time in the right environment. Each house is warm and welcoming and an enjoyable place to spend time.







## The Opening of Kibble's Community Services Hub

**Kibble help young people from all across Scotland and the UK. Our vision is to 'Transform Lives, Families and Communities' therefore there is a defiant determination to widen access to essential services and help more young people.**

The strive for growth brings the need for greater space. Kibble opened a dedicated community hub in Renfrewshire. The new location provides additional offices, meeting rooms and family areas.

The services located within the Renfrewshire hub include Interventions for Vulnerable Youth (IVY), SAFE and community-based leaders. Kibble Fostering is based in both the Renfrewshire and Hamilton hubs.

### Interventions for Vulnerable Youth (IVY)

**IVY is a specialist psychological and social work service delivered by Kibble and funded by the Scottish Government.**

Young people up to the age of 19 who present a risk of harm to others can receive consultations, assessments and psychological interventions from forensic mental health professionals who are the only team of its kind in the country. The IVY project ensures young people and the professionals supporting them have access to the best advice, practice assessment and interventions at no charge to those using the service or to referrers.

The impact of the project is continually monitored through ongoing research and evaluation. As well as collating feedback, the IVY team publish research to help strengthen the understanding of young people's experiences. 'Predictive Accuracy Following IVY Consultations' was published by authors Evans, Johnson, Burnand, Bratton and Bailie (2023).



**Make a Referral to IVY**

**T:** 0300 303 2012

**E:** [ivy@kibble.org](mailto:ivy@kibble.org)

SCAN ME

## The SAFE Project

**SAFE is a free service for young people, aged between 5-25, who have been a victim or witness to a crime. The project was established through the Scottish Government's Victim Centred Approach Fund.**

Young people and their families can access psychological advice from a specialist team of psychologists, therapists, practitioners, and advocacy workers specialist team of psychologists, therapists, practitioners, and advocacy workers.



**Make a Referral to SAFE**

**T:** 0141 471 1850

**E:** [safe@kibble.org](mailto:safe@kibble.org)

SCAN ME

## Kibble Fostering

**Kibble Fostering is sector-leading with the Care Inspectorate awarding the service as 'excellent' in the annual report.**

Foster carers and young people receive round-the-clock support and are allocated a Support Worker and Family Placement Supervisor. Young people can also access Kibble's own team of therapists and psychologists while foster carers complete advanced accredited training with us too. By providing over-and-above support, foster families have the confidence, qualifications and resources to form long-lasting, genuine connections that truly change lives.

Kibble is in-search of people willing to become foster carers. In return for your commitment to change a young person's life, you receive generous fees and allowances that are above-average. Children and young people deserve outstanding foster carers, which is why Kibble Fostering strives to be one of the best fostering services in the country.



**Find Out More About Kibble Fostering**

**T:** 0800 008 6812

**W:** [www.kibble.org/fostering](http://www.kibble.org/fostering)

SCAN ME

**“The team weren't telling you what to do, they were advising you and helping you along the way, saying you're doing a good job.”**

**Lorraine Kane, Foster Carer with Kibble**





## Welcome to Inverkip

**Our newest children's residential house is thoughtfully named 'Lunderston', after the coastal village's Lunderston Bay. Located near a sandy beach with a pathway leading to Kip Marina in Inverkip, it is an idyllic backdrop for young people to grow up in.**

The large house has individual bedrooms, open-plan living areas and great outdoor space. The new children's house is specifically designed by and for the children and young people who live there. Their thoughts, feelings and opinions are listened to as they decorate their own bedroom, personalise all décor with photos and favourite colours and invite family members to visit when the circumstances are suitable to do so. 'Lunderston' is somewhere young people feel safe, experience joy and create happy childhood memories.







**More than 1,500 children have received support from Kibble's dedicated team of qualified therapists and psychologists.**

## **The 20th Year of Kibble's Specialist Intervention Services (SIS) Team**

**Each child who lives in one of our residential houses is closely supported by SIS, our in-house team of over 20 therapists and psychologists. This year, the service marks 20 years of providing valuable therapeutic support to children and families across the UK.**

SIS uses a full range of therapies from art and play therapies to cognitive behavioural therapy (CBT), which all offer alternative methods of expression. By building a therapeutic relationship from a sense of emotional containment, young people gain the confidence to open-up about their feelings. From there, the team can offer coping mechanisms and supports.

Untangling the impact of trauma at a young age is crucial. Over the past two decades, SIS has created a pathway to recovery by providing new ways for young people to express themselves. The milestone is a poignant reminder of the ongoing need for support for children who have endured adverse childhood experiences.

Kibble strives to create a safe and nurturing environment and the 20th year of SIS serves as both a reflection of past accomplishments and hopefully an inspiration for the continued growth and evolution of this vital service.

# Net Zero Strategy

**As a leading children’s charity, we have a responsibility to act as a role model to young people. Part of our duty of care is to conduct sustainable business operations that strive to positively impact the environment and wider society. Kibble is aware of the power it has to influence future generations therefore it has launched a strategy to help lower greenhouse gas emissions.**

Kibble’s own Net Zero Strategy encapsulates the entire group and has set climate goals capable of delivering results. By embedding sustainable practice across all areas of the organisations, we can expect cleaner air, increased biodiversity, greater energy efficiency, abundant recyclable and reusable materials. Lower carbon technologies including solar and other renewables are to be considered a factor in renovations and new project developments. Overall, the objective is to lower Kibble’s carbon footprint and become greener, healthier and more prosperous.

### Climate actions to date have included:

**Annual Reports** | Kibble’s Annual Report and Financial Statement includes a Streamline Energy and Carbon Report. The recording monitors the energy used and the associated carbon emissions for all activities in line with the Climate Disclosure Standards Board and UK Government GHG Conversion Factors for Company Reporting 2019.

**Appointment of Recycling Operatives** | The creation of new job roles, which have the responsibility to implement and oversee recycling initiatives. Those in the position take accountability for encouraging others to follow recycling guidelines.

**Increased Recycling** | Kibble’s own recycling centre within its Paisley campus has the intention of being a base for all recyclable operations from storage to identifying and sorting through reusable materials.

**Reusable Items** | Kibble recyclable coffee cups and water bottles are available to staff, encouraging them to use the eco-friendly products rather than disposable plastic.

**Electric Vehicle (EV) Infrastructure** | The installation of charging stations and investment into a fleet of EVs.

**The Production of Clean Renewable Energy** | The installation of solar photovoltaic panels across Kibble’s infrastructure.

**Expansion of Staff Benefits to Include Environmental Advantages** | Introduced a financial incentive for staff members to lease an EV. The initiative will be added to the extensive list of staff benefits. Employees will have the option of paying the lease directly from gross salary, saving on income tax, NIC and fuel with no deposit, full maintenance, insurance and breakdown cover. The benefit joins the Cycle to Work scheme.

**Greater Outdoor Areas for Young People and Adults** | Project developments have further increased outdoor space for staff and young people through the design and implementation of stylish picnic areas, outdoor classrooms, large gardens, allotments and more.

**Educational Focus on Climate Change** | Pupils are educated on climate change, strengthening understanding and knowledge of how to personally contribute to the overall goal of helping the country reach the net zero target. Presentations, projects, lesson plans and more all contribute to raising awareness of climate change.

**Awareness of Climate Change** | Young people, staff and visitors are reminded to turn off appliances and light switches when not in use with posters and stickers created by young people.

**Digitisation** | By introducing digital development, our workforce of over 700 employees use less paper, which significantly cuts down our paper wastage in an effort to help prevent deforestation. Furthermore, a hybrid working model for Corporate Services has decreased the number of staff travelling to work every single day, helping to reduce congestion levels.



**All actions have helped shift young people and adults further towards an eco-friendly way of life, which is reflective of the sustainable culture Kibble is working to nurture.**



## Achievements of Our Young People

- Pupils progressed within literacy, numeracy and gained National Progression Awards in vocational and career-focused subjects.
- A young person supported by Kibble co-chaired a national conference.
- Young people met with Scotland's First Minister.
- Charity fundraising projects were successfully run by young people.
- Young people moved on from residential care into foster care, living with families or a more independent style of living.



## Young Person Takes Strides Towards Independence

**One 16-year-old young person moved from a house within our Paisley campus to accommodation within the centre of the town. The new community-based location matched their enthusiasm to be independent with more responsibilities while still having support from friendly adults.**

"I'm really enjoying living in Paisley. It was a big change for me moving from Kibble to the town, but I haven't looked back."

"I love that I have more freedom and am able to make decisions for myself, but still have the support of my staff team to help me if need be. I feel I have really been able to grow here and perfect my independence skills which I know will help me a lot in later life."

This particular house is home to two teenage young people with a dedicated staff team on-hand to offer guidance and advice whenever needed. Kibble has community-based children's residential houses across Scotland, each unique to those who live there. All are designed to be safe, warm and welcoming and reflective of the young people to whom it belongs.





## Triumphant Events of the Year

Each year, Kibble's calendar is filled with magnificent events, adventurous trips and meaningful projects. The staff team dedicate themselves to creating fun memories young people will always remember.

If a young person can grow up, look back and reflect on their time at Kibble and recall laughing with adults who truly care about them and tell a story about how their time was spent being active or creative, we've excelled in making a difference to the lives of young people.



Our values are Respect, Ambition and Belonging. The three pillars recognise it is a privilege to be accountable for bringing positive moments to life and forming lasting connections, making everyone feel included and part of a caring community.



respect



ambition



belonging



## Kibble Host The 'Koscars'

**Our awards ceremony, inspired by The Oscars, celebrated the outstanding achievements of pupils within Goudie Academy's Expressive Arts Department.**

All were welcome to attend and applaud the artistic talents of young people. As well as an awards presentation, there were great performances in-store for the audience. Those in attendance saw for themselves the talent young people possess from singing to acting, photography and more.

Upon arrival, guests were piped into the Gannochy hall and entered under a golden balloon arch. The main entertainment was a band made up of pupils, teachers and guest teachers, they successfully filled the event with live music. They had everyone singing and dancing along to ABBA's Dancing Queen and Lewis Capaldi's Forget You.

A young person introduced the host, Principal Teacher, Sarah, who immediately expressed her immense pride on the work completed by all nominees. The night began with pupils' receiving high accolades from their teachers.

Music Teacher, Chris, shared how remarkable one performer was. The pupil had shown such dedication to playing instruments and singing and was participating in after-school clubs including song-writing class and music performance class to further develop their love of music.

Principal Teacher, Sarah, gave testament to one of her former pupils, thanking the memorable young person for motivating Sarah and confirming Sarah's own love of teaching. The young person had held their own online art lessons teaching others about art. Sarah marvelled at the confidence and dedication that this required.

Another young person received their award and when sitting back down, immediately received a hug from their friend who had come to support them.

We reflected on Kibble's traditional Christmas panto from the previous year with the 'Princess' receiving an award for their confidence in playing the character beautifully.

A night at the 'Koscars' was thoroughly enjoyed by all.



## Class of 2023

**'Dress to Impress' was the glamorous theme of Goudie Academy's Prom celebrating the class of 2023.**

Pupils, Teachers, Child and Youth Care Workers and Directors were amongst the distinguished guests of Kibble's Prom. The stars of the show, the school leavers, were in beautiful gowns, smart blazers as well as Teacher, Sammie, proudly wearing his kilt.

The event space was filled with music, laughter, and fun. Kibble's band were the featured performers, there was also a photo booth and sweetie cart for all to enjoy. The impressive décor was black and gold, creating a sophisticated atmosphere.

It was a sentimental awards ceremony as teachers gave a thoughtful speech to each pupil before presenting them with a leavers hoodie and yearbook.

Teacher, Claire, shared her pride in seeing one student's progress as they joined in with netball and drama, making plenty of friends and socialising. Claire wished her pupil all the luck in the world with their future plans to study Hair and Beauty at college.

Teacher, Kate, spoke of her pupil who is a fantastic artist and musician. Teacher, Michelle, shared her stories about her kind, caring pupil who has an innate talent for mechanics – explaining the aspiring mechanic would always be found in the STEM building or car garage.

The audience listened in awe as we heard about one student who mentored younger pupils through the Outdoor Learning Group, carried out ball attendant duties through Kibble's partnership with St Mirren FC and was a constant in the school band playing bass guitar.

The heartfelt awards continued with Teacher, Sarah-Jane expressing one pupil's remarkable talent for art and creativity. Sarah-Jane commented on the kind nature of the pupil to animals, in particular their pet guinea pig. Principal Teacher, Lucy had a personalised poem about her pupil who has a heart of gold, proudly announcing they will go on to study Travel and Tourism.

Overall, 2023 was an incredibly special year. The genuine bonds formed were a testament to the dedication of every single one of our teachers who inspire and motivate pupils to increase self-belief and achieve what they set their mind to.





## Happy Halloween

**Beware, great fun ahead. Young people and adults alike get involved with Halloween from putting up decorations everywhere to creating sculptures for Paisley's Halloween Festival and hosting Halloween parties with incredible costumes.**

**Halloween House Décor** | Each house from Paisley to Glasgow and Largs was transformed into a spectacular Halloween haunt with young people showcasing their personality and imagination through 'spooktacular' displays of spider webs, pumpkins and ceiling decorations.

**Halloween Disco at Kibble's Safe Centre** | Young people and adults joined in at the Halloween party and dressed up in fun costumes. The disco lights and DJ set got everyone on the dance floor.

**Artwork by Kibble Pupils Featured in Paisley's Halloween Festival** | Pupils at Goudie Academy and Forest View created magnificent sculptures for the Paisley Halloween Festival's Trail Zone. Young people took part in creative workshops with visual artist, Tim Parfitt and used their skills and imagination to design artwork for the festival's walk-through experience. The theme was decadent décor and pupils handmade the chilling, ghostly, transparent figures.







## Christmas

**Our Christmas Fayres** | Mirin Academy and Goudie Academy each held a Christmas Fayre to fundraise for Darkwood Crew, a charity group in Ferguslie who help the area to flourish by providing food support, environmental support, mental health support, and isolation and loneliness. Kibble matched the total amount raised and donated Darkwood Crew £2,270.

The festive events showcased the great effort pupils had put in to ensuring funds were raised for their chosen charity. Young people had crafted a series of handmade gifts from jolly snowmen, colourful charm bracelets, scented wax melts, knitted Christmas decorations, reindeer food and wooden Santa. To add to the festive cheer, there was a face painter, a raffle, and a few chocolates covered faces thanks to the marshmallow and chocolate fountain stand.





**Kibble's Hair and Beauty Pupils Were Ready for Party Season** | Kibble has its own hair and beauty salon for pupils to learn practical skills. Throughout the festive period, young people invited all at Kibble to be pampered with beauty treatments for the small cost of a charity donation. As aspiring Hair and Beauty Therapists, they were confident they had the expertise to act as real-life salon owners.

One young person perfected putting in sparkly hair extensions, others completed impressive nail art. The genuine practice contributed to their coursework and took them a step closer to qualifying. Young people excelled at the treatments with everyone in awe at the professionalism and confidence of the pupils.

**The Skills Academy Opened a Christmas Bike Shop** | Young people, qualifying in Bike Maintenance, refurbished bikes to an excellent condition. The bicycles were put on sale at affordable prices for Kibble employees who were shopping for Christmas gifts. The bike shop operated as a social enterprise with all profits reinvested into the entrepreneurial project.

The launch of their own Bike Shop increased young peoples' aptitude for business, finance, customer service and leadership. The enterprise was a success with over 27 bikes sold in time for Christmas.

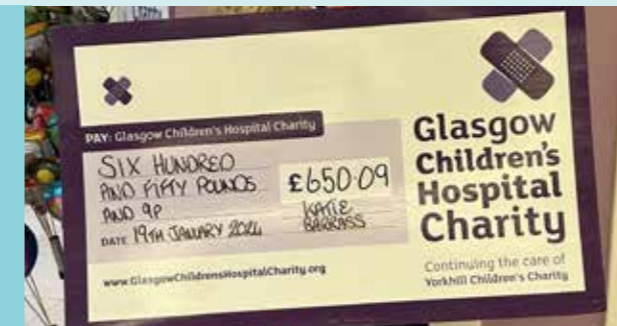
**The First Minister's Festive Invite** | Two young people from Kibble were invited along to a festive celebration with the First Minister, Humza Yousaf, at his home in Bute House.

The First Minister and Natalie Don, MSP and Minister for Children, Young People and Keeping the Promise, had a discussion with 40 care experienced young people from across Scotland. The question was posed: "If you were going to be a Government Minister for the day, what changes would you make?". This opened up valuable discussions around policies young people would like to change and legislation they would like to implement. There were questions posed around social housing, employability opportunities and more.

**Young Person Spent Christmas Fundraising for Others** | Kind-hearted young person, Katie, raised a phenomenal £1,150 to support the homeless and Glasgow Children's Hospital Charity. Katie organised an appeal to gather items of warm clothing and held weekly bake sales. She was truly overwhelmed by the generous response and was able to split the funds between donating 20 gift packs to people living on the streets of Glasgow, and presenting a cheque of £650.09 to her chosen charity.

On behalf of Katie and Kibble, we'd like to thank everyone who contributed to the appeal, whether through purchasing cakes and treats, taking part in the raffle or donating warm clothing and toiletries.

**"I can see myself in future having a hair and beauty salon – I also love horses so the dream is to have my own stables and go horse-riding in-between my beauty appointments."** Young pupil who is a hairdresser-in-training



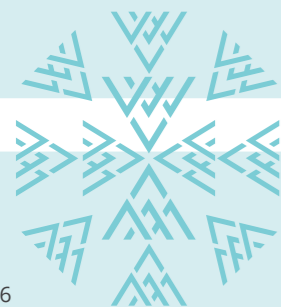


## Hear From our Staff Team

Lianna is a Kibble Service Manager within one of the residential children's houses in Paisley and having built a career at Kibble spanning over 14 years she has spent many Christmases with young people. Lianna shares that every Christmas is different as she tries to make the day personal to each individual.

**"We have the privilege of providing care and love for young people all year-round and this can mean working on Christmas Day, which personally I very much enjoy. Together, us adults do our best to make this a positive time while being mindful that the festive period can look and feel very different to each young person. Many young people can find the busy period a difficult time. However, our special celebration is using Christmas as an excuse to get everyone around the table together, having a laugh."**

**"My belief is that Christmas is made special by all the adults at Kibble going above and beyond to make sure young people feel loved and are given experiences that will last a lifetime."** Kibble Service Manager, Lianna





## Young Person Co-Chairs National Youth Justice Conference

At the National Youth Justice Conference 2023, young person of Kibble, Nova confidently co-chaired alongside, Ranald McTaggart of the National Youth Justice Advisory Group (NYJAG). The theme was the Children's Care and Justice Bill and focused on the impact the Bill would have on children's rights.

At only 16-years-old, Nova, had the responsibility to link the sessions together by introducing the speakers, their experience and overview of the session. Prior to the day, Nova had rehearsed the script and researched the topics of each open discussion, which meant she was prepared and commandeered the busy room of delegates with respect and grace. As well as presenting, Nova participated in the lively conference and had honest conversations with the delegates who are actively working to improve the rights of children and young people in justice settings.

**"The Children (Care and Justice) (Scotland) Bill contains measures to improve children's experiences of Scotland's care and justice, ensuring victims, witnesses or children who have caused harm only experience age-appropriate systems and settings.**

**It would see an end to the use of Young Offenders Institutions and prison for all children up to 18-years-old, with secure accommodation being the preferred alternative."** The Scottish Government, 2023

The importance of the Bill being accessible to the young people to whom it concerns was highlighted at the conference with each person agreeing time must be taken to turn the legislation into a format young people themselves can understand and relate to. By proactively including young people and ensuring their investment, change is likely to be more effective. The cooperation brings value to young people and adults as both can recognise the positive transformation the Bill amendments hope to make.



# Young People Complete Young Workforce Development Projects

The Skills Academy is Kibble's education and training centre run in partnership with St Mirren Football Club. Young people attend the academy in Hillington, SMISA Football Stadium or the club's Training Complex to complete both academic and practical-based subjects. The supportive learning environment, varied curriculum and focus on entrepreneurial skills helps young people gain valuable qualifications. Ultimately, The Skills Academy equips young learners with the resources needed to find and sustain employment.

The partnership between Kibble and a top flight Scottish premieriership team has provided young people with motivating work placements, allowing them to learn in a real-life, thriving businesses.

James Gillespie, Kibble Chief Executive, said: "We partnered with St Mirren to be able to offer young people the opportunity to develop their skillset and gain valuable qualifications while learning in a real-life business setting.

"The work Kibble does makes a huge difference to the lives of young people and we will continue to grow and achieve our vision of giving young people a chance at life."

- Young people attending The Skills Academy to gain SCQF Level 4 qualifications in Painting and Decorating, and Construction Craft and Technician renovated the floor at the Training Complex.
- Young people followed an interior design brief to redecorate St Mirren's hospitality entrance. The aspiring apprentices impressed with their joinery, painting and decorating skills.
- Furthermore, the community-focus remains high priority with a clothing drive held by Kibble, St Mirren and Scottish Leather Group. The warm items of clothing were donated families from the area, local foodbanks and charities.

St Mirren FC\_Hospitality Entrance area\_View 1



**"To see students enthusiastically want to be involved with real project developments and give thought into their career prospects and plan for the future is extremely motivating."**

James Gillespie,  
Kibble Chief Executive





## The Promise

**Scotland promised children and young people: “you will grow up loved, safe and respected” and set out a clear implementation plan extending to 2030, which Kibble wholeheartedly supports.**

Kibble is fully committed to keeping the Promise with determination to go over and above the guidance – we believe putting care-experienced children and young people and their families own points-of-view at the centre point of decision-making should be the minimum benchmark that we work to.

Action has been taken to ensure the Promise is considered by Kibble as standard. The appointment of a dedicated Kibble Promise Keeper demonstrates the organisations commitment to ensure the Promise is woven through all business operations.

Our Promise Keeper acts as a driving force in promoting the Promise across each service, offering guidance to colleagues when needed to ensure everyone takes the steps to see and understand things from the perspective of young people and their families.

**Promise Keeper, Natalie shared the direct impact focusing on the Promise has made to young people:** “The adults surrounding young people encourage them to get involved in more and more fun activities, motivating them to join various groups and clubs to enjoy new experiences. Young people and their families are encouraged to go out and take part in activities rather than stay in the one place during visits.”

### The Promise-focused actions taken throughout 2023:

**Policy Review** | Kibble’s policies are under review through a trauma-informed lens with a self-assessment toolkit accessible to staff, ensuring each team member takes accountability in delivering trauma-informed care. Kibble is compliant with The United Nations Convention on the Rights of the Child (UNCRC). Regular training is held to ensure the workforce are knowledgeable in trauma-informed practice and the Promise.

**Quality Improvement Manager, Janet shared that although her role does not involve her directly spending time with young people, she is aware of the Promise’s importance:** “My role entails supporting young people and adults through willingness to update policies and to support inspections.”

**Young People Lead** | Young people are proactively listened to through regular Our Voice meetings, they raise their opinion and are given the opportunity to be changemakers. The actions taken follow their lead and preferences. Young people attend out-of-school clubs as they show great enthusiasm for finding new hobbies. Also fun groups held by Kibble were increased to weekly rather than bi-weekly as per young peoples’ requests. Pupils are co-producing a school charter to agree with the adults around them a shared set of values to encourage learning.



**Promise Champions** | Alongside the Promise Keeper, there are Promise Champions who are responsible for distributing information to young people and adults across all services, furthermore they take time to make sure young people understand any details shared with them.

**Executive Director Neil McMillan, acknowledged change can be challenging and highlighted Kibble has achieved progress through making small but mighty changes:** “Kibble has kept the Promise through the growth of the community-based services and the investment in staff recruitment as well as prioritising learning and development.”





## Kibble's Promise Event

**Kibble invited young people and adults to celebrate The Promise and reflect on our achievements in bringing Scotland's Promise to life.**

Kibble invited young people and adults to celebrate The Promise and reflect on our achievements in bringing Scotland's Promise to life.

Promise Keeper, Natalie welcomed those who came along to Kibble's Gannochy Centre to hear about The Promise and the ways it is demonstrated by everyone at Kibble. Natalie described the ways that young people's voices were being heard to impact the change they want to see. This included greater opportunities for friendships, more trips and to continue to be listened to.

Young people spoke of the fun they had through Ocean Youth Trust, Duke of Edinburgh Award, work experience, weekend adventures and summer holiday plans.

The talents and confidence of young people shone during the event as they put on the entertainment. A thought-provoking

performance was given by the drama group before the grand finale was a Promise rap. Additionally, there were interactive presentations led by young people and adults on how their houses were keeping The Promise. Young people spoke of creating their own language dictionary aimed at eradicating the use of stigmatising language, which would be titled, 'Words Matter – Let's Change the Patter'.

The event was a remarkable celebration of Kibble's commitment to continuing the work to Keep The Promise. Alongside young people and others in the sector, Kibble will be an advocate for young people to ensure their voices are heard, and to collaborate with others across the sector to help Scotland become a nation where children grow up to feel safe, loved and supported.

**“If you get the chance to do the Ocean Youth Trust voyage, I can't recommend it any more highly. We got to see so many places, I even got to see Bute and never thought I would ever get the chance to see that in my life.”** Young Person, Kibble







## Achievements for Our Workforce

- 30% of Kibble's workforce completed further study and additional training. Qualifications achieved included: MSc Family Therapy, MSc Forensic Mental Health, an apprenticeship in Professional Cookery and more.
- Career Start Training Programme qualified 20 new Child and Youth Care Workers and recruited a further 20 trainees for the following year.
- Kibble is S1 Jobs Best Charity Employer of the Year 2023.
- Kibble Chief Executive, James Gillespie was awarded Director of the Year by the Institute of Directors.
- Kibble awarded 'Gold' status for Investors in People and Investors in Young People.



## Kibble Recognised as an Outstanding Employer

Kibble understands its most valuable resource is the dedicated workforce and in return, strives to be an exceptional employer. Each Kibble staff member who helps bring the specialist services to life is supported themselves through advantageous health and wellbeing benefits. The culture and positive work environment shaped by Kibble has been recognised by Investors in People, S1Jobs Recruitment Awards and Institute of Directors.

**Kibble HR Manager, Karen, said:** "Kibble stays true to its values of Respect, Ambition and Belonging by listening to employees and ensuring their needs are considered within overall business operations.

Job seekers have an opportunity to build a long-term career with us. We will match your ambitions by supporting you complete valuable training and gain further qualifications."



## Kibble Awarded 'Gold' Status for Investing in People and Investing in Young People

**Investors in People (IIP) is a prestigious accreditation presented to outstanding organisations who empower their workforce and have formally recognised Kibble as an organisation who prioritise their staff team.**

The IIP framework evaluates companies across three key areas: leading, supporting and improving. Through the evaluation, Kibble achieved 'Gold' status with the results illustrating that for several categories, we are operating at the higher Platinum level, a standard met by only 2% of the companies assessed.

Kibble's ambitious nature of helping young people thrive and opening much-needed new services is brought to life by our staff team who want to develop themselves. It is understood that to get the best from people, we must support their personal and professional goals as the organisation and wider care sector can benefit. Through continued learning and further training, our staff can identify the need for new ways of working and help Kibble continue to evolve. This has led to Kibble investing in career development opportunities for employees as well as implementing initiatives that promote a good work-life balance.

The IIP report credited our people for being the 'backbone of Kibble' and highlighted that our dedication to health and wellbeing and learning and development was shown through many actions. IIP acknowledge Kibble's own in-house learning and development team; the agreement to continue increasing rate of pay in line with the Convention of Scottish Local Authorities (COSLA) recommendation; increased recruitment and succession planning. The report commended Kibble for its research, partnerships and sector-leading results from Care Inspectorate and Education Scotland.

Further accreditations for Kibble have included receiving 'Best Charity Employer of the Year' from S1 Jobs Recruitment Awards and Kibble Chief Executive, James Gillespie being awarded as the Director of the Year for agility and resilience, and regional director of the year for Glasgow and the West of Scotland.

## Kibble Expand Career Start

As well as having the qualifications, knowledge and experience necessary to fulfil their role to the highest standard, Kibble employees also have the drive and enthusiasm to match the key values of Respect, Ambition and Belonging, and as one of the largest growing charities, Kibble remains in-search of like-minded individuals to join the efforts in giving young people a chance at life. Kibble's Career Start Training Programmes help recruit suitable team members.

Career Start in Child and Youth Care provides full training and mentoring to those who wish to directly help young people who have experienced trauma and adversity. Through the 12-month programme, trainees earn while achieving an HNC in Social Services and completing a work placement in one of the residential children's houses. Upon completion, an interview for a Child and Youth Care Worker role at Kibble is guaranteed.

**All of those who have ever completed the course have achieved a Child and Youth Care Worker role at Kibble.**

Due to the initial success, Career Start expanded in August 2023 to launch Career Start as a Graduate Apprentice. Two candidates seized the opportunity to begin a career in the fields of ICT and Early Learning and Childcare, attending University of the West of Scotland to gain an undergraduate degree financed by Kibble, while completing a paid work placement in the relevant department at Kibble receiving full support, guidance and mentoring from the experienced staff team members.



**“Kibble’s Career Start as a Graduate Apprentice has given me the opportunity to achieve my dream of gaining a degree in child care while earning. I can learn and expand my knowledge while having the support of my manager who is extremely helpful in answering any questions I have.”** Early Years Apprentice, Angelina



SCAN ME

Kibble utilises its resources to ensure existing and potential employees have the financial and emotional support to achieve their personal and professional goals. In return, Kibble benefits from a motivated workforce.

**Visit Kibble's website to find out how you can begin a rewarding career at Kibble.**





## Meet the team members who celebrated over 25 years' service at Kibble In 2023



**Learning and Development Advisor, Trish**

"I feel I haven't worked a day in my life because I have done what I love – spending time with young people, building relationships and caring for them."



**Domestic Assistant, Kate**

"Since I started, Kibble has become much bigger and it has been great to see us being able to help more and more young people. To me, Kibble is one of the best places to work."



**Head of Finance, Jeanettie**

"Everyone, every day and every year is different at Kibble. However, the priority remains the same – to build genuine connections and empower young people."



## 'We Are Kibble' 2023 Celebratory Staff Event



The success of the previous year could be linked to the Kibble-wide event held by Chief Executive, James Gillespie. We were reminded of our shared vision to 'transform lives, families and communities.'

He welcomed all staff - from Board Members and Trustees to operational team members - to join him in reflecting on the accomplishments to date before aligning ourselves with the vision for Kibble's future. The event motivated everyone to empower those around them, which is Kibble's overall mission.

James delivered an interactive session, he shared the strategic direction of Kibble and answered questions from staff. James explained the long-term goal of the organisation is to succession plan. His priority is to ensure each department has a skilled and supported staff team with the resources and confidence to evolve services and provide young people and their families with the right support, at the right time.

Each business decision has young people and our relationship with them as the focus. Kibble dedicates time for reflection and open discussion in order to inspire progression and change. The emphasis on key accomplishments inspires us to do more with Kibble's ambitious nature being stronger than ever.

## Accomplishments Celebrated at 'We Are Kibble'

- 60+ employees enrolled in further education including Master's level qualifications
- 65+ more care staff employed than the previous year
- New job roles introduced as part of succession planning
- New young workforce development opportunities at The Skills Academy and St Mirren across hospitality, facilities management, grounds maintenance and more



'We Are Kibble' was held at St Mirren's SMISA Stadium with catering prepared by talented Kibble Chef, Julie, alongside a young person from Kibble who is an aspiring cook.

## Colleagues Celebrated One Another at 'We Are Kibble'

**One Kibble employee commended, Amanda, a Senior Family Service Practitioner and Family Psychotherapist at Kibble:** "Amanda deserves to be celebrated for her dedication to improving services, opportunities and support for families.

Amanda has driven across the country to support family relationships. She cooked a full Christmas dinner for a family in one of the open-plan kitchen and living areas at Kibble – a unique and special experience that she made happen."

**Another Kibble employee shone a spotlight on Sarah, Principal Teacher:** "Sarah has been instrumental in helping us achieve The Rights Respecting Schools Award."

**Also, Laura, Education Manager:** "Year after year, Laura plans an amazing panto. It is wonderful to see young people perform."

**Many Kibble employees expressed their admiration for those who work directly with young people:**

"From starting, Gemma, Service Manager, has been an inspiring and motivational leader who brings joy and laughter to kids and adults as well as an acceptance of creative approaches."

"Mick, a Child and Youth Care Worker, organised a wild camping trip, which was enjoyed by everyone."

"Mark, a Child and Youth Care Worker, dressed up as Elf for the kids during Christmas, which everyone loved!"







## **Ambitious for Our Future**

- Introducing Kibble Adoption
- The development of a Kibble Wellbeing Service
- Hosting Kibble's Annual Conference
- The opening of Kibble Corporate Headquarters



## Plan, Progress and Evolve

Kibble's priority is to help even more young people with the strategy focused on children and our relationship with them. All business decisions consider them and the support network surrounding them. Importance is placed on the Promise, independent advocates including Who Cares? Scotland as well as the qualifications and resources needed by the skilled staff team, ensuring employees are equipped to deliver the highest quality of care possible. Kibble is determined to lead pioneering services and change the world young people grow up in.

### Introducing Kibble Adoption

Already sector-leading with its own fostering service, Kibble is expanding to introduce adoption. As an established children's charity, we have the knowledge and experience to support families and young people through the adoption journey.



Kibble Adoption is set to be an innovative service providing sound guidance and advice to prospective adopters as they progress through the process.

Led by an experienced team of friendly professionals who comprehend the importance of forming strong attachments in the early stages of becoming a new family, adopters and young people will be prioritised.



**Find Out More About Kibble Adoption**

**T:** 0800 008 6812

**W:** [www.kibbleadoption.org](http://www.kibbleadoption.org)

SCAN ME

### Our Wellbeing Service

Kibble is in the process of developing a brand-new Wellbeing Service with dedicated premises designed to be therapeutic, warm and welcoming. The intention is to provide an intensive level of support and healthcare to young people with complex mental health needs in a calm, healing space rather than a clinical facility. The high ratio of specialist staff to young people has the priority of encouraging genuine relationships, which is a key element of therapeutic care.



The development of the Wellbeing Service includes applying advanced technology to remotely monitor health and behaviour in the least intrusive way possible. Kibble and University of the

West of Scotland has a Knowledge Transfer Partnership (KTP) utilising artificial intelligence to develop a behaviour analysis solution that can help identify any concerning behaviours and keep people safe. The project has potential to design new life-saving technology and was nominated for a Scottish Knowledge Exchange Award within the 'Making a Social Difference' category, which subsequently won in 2024.





## Kibble's Annual Conference | Transforming Lives

Kibble is hosting its own conference, inviting you to be part of a wider conversation about the world children and young people grow up in.

People from across children and young people's services are invited to join us in our mission to transform lives, families and communities, and ultimately give young people a chance at life. All of us who are part of residential child care, education, secure care, fostering, young workforce development, mental health services or another must act together to ignite change.



SCAN ME

**Join us at Kibble's Annual Conference**

**Date:** Monday 11th November 2024

**Venue:** Radisson Blu Hotel, Argyle Street, Glasgow

**Tickets on sale now:** [www.Kibble.org/kibble-annual-conference](http://www.Kibble.org/kibble-annual-conference)







## Welcome to Kibble Corporate Headquarters, Finnieston, Glasgow

With Kibble's continued growth, the Senior Leadership Team has recognised the need to create more space at the Paisley Campus, which is first and foremost, for young people. The decision was made to move Corporate Services (HR, Payroll, Finance and Communications) to a centralised base in Glasgow, Finnieston.

Moving forward, the corporate business functions will now have dedicated office space that can support all Kibble sites which span across central Scotland.

The creation of a Headquarters allows for the vacant areas left at the Paisley location to be utilised by young people. The intention for the remaining space is to develop essential services including the implementation of a specific education facility for our children transitioning from Forest View Primary School; introduce greater family access and meeting space as well as dedicated rooms for young people to have professional meetings.

We stand by the fact staff are our most valuable resource and the priority is to ensure every department has the resources, space and time required to carry out all responsibilities to the highest standard.







## Guidance and Governance

**Guidance and governance of the organisation are the responsibility of Miss Elizabeth Kibble's trustees as Kibble is a legally constituted company which brings obligations to operate in a financially sustainable way. As a non-profit organisation any surpluses are reinvested for the social good.**

Miss Elizabeth Kibble's Trustees are responsible for the guidance and governance of the organisation as outlined within the original Trust Deed of 1841. Some of our Trustees are also non-executive directors on the Board of Kibble. Additionally, our Chief Executive, Chief Operating Officer and Executive Director are de facto Trustees too. The Company Secretary has administrative responsibility for the Board.

The Board meet monthly and Trustees hold quarterly meetings. Subcommittees have also been set-up to ensure an overview of key business operations are observed and reported upon regularly. Furthermore, external audits are conducted to ensure independent evaluation. The infrastructure of strong governance helps focus the direction of Kibble and ensures existing services maintain exceptionally high standards while advocating for investment in new project developments. Business continuity is vital as the overarching commitment of the Board and Trustees is to protect our people, systems and infrastructure. It is not taken lightly the vast responsibility Kibble has to keep young people safe.

## Our Board and Trustees

### Non-Executive Directors

David Nairn, Chair of Board  
Duncan Sloan, Vice Chair  
Paul Allen  
Thomas Armstrong  
James McNeill  
Mary Hackett  
Brendan Harris  
Alexander Brown  
Margaret McCartney

### Chief Executive

James Gillespie

### Chief Operating Officer

Sinclair Soutar

### Executive Director

Neil McMillan

### Trustees

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

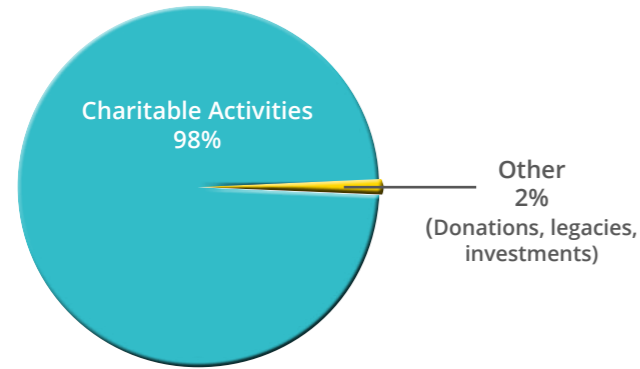
### Secretary

Lesley Boyle

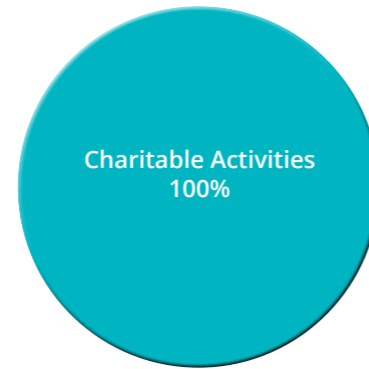
*Details correct at time of writing.*

# Finance

## 2022-23 Income



## 2022-23 Expenditure



Extract taken from Kibble Education and Care Centre financial activities for the year ended 31 March 23. A copy of the full report is available on request.



# Awards and Accreditations





# Thank You

**It is a privilege to play a role in the lives of children and we are incredibly grateful to those who work alongside us as we create uplifting and positive life experiences for young people. Thank you for sharing our ethos to put young people first and having the enthusiasm to continually improve the world children grow-up in.**

Our funders, partners and the entire workforce at Kibble are the reason we can enhance young people's opportunities and enrich their lives with fun, positive role models, safe surroundings, an inspiring education and lifelong memories.

Thank you most of all to the children and young people of Kibble! It is your smiles, stories and friendship which inspires us. Kibble's intentions are to always listen to you and to be a reflection of what you need to grow-up happy.

## Special Thanks

We would like to individually thank the following funders and fund managers who have financially contributed to Kibble and helped us make a significant difference to the lives of young people.

- Creative Scotland
- Garfield Weston Foundation
- Hope Church
- Impact Funding Partners
- Inspiring Scotland
- Invest in Renfrewshire
- The National Lottery Community Fund
- The Prince's Trust
- The Scottish Government -
  - Delivering Equally Safe Fund
  - Social Isolation and Loneliness Fund
  - Survivors of Childhood Abuse Support Fund
  - Victim Centred Approach Fund
  - Intervention for Vulnerable Youth



**Kibble Group**

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

**t: 0141 889 0044**

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

**X @KibbleCharity | f KibbleGroup**

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

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

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