kibble

We Are Kibble

Annual Review 2025-2026



Respect, Ambition and Belonging are our three values at Kibble with Respect being the focus of this year's Annual Review. For us, Respect means building relationships on integrity, compassion and trust while using our resources responsibly and accountably.

As we reflect on the past year, we share everyday moments of care that gave our young people the opportunity to thrive.

"Kibble helped me in becoming comfortable with who I am, teaching me what life can be like and what it's like to be heard and cared for. I will be forever grateful to every adult I made a connection with." – Young Person, Kibble



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Welcome

from Chair of Board, David Nairn

It is a pleasure to introduce Kibble's Annual Review 2025/26. This year's theme, Respect, reflects a value central to Kibble's purpose and to the responsibilities entrusted to its Board and Trustees.

Respect begins with listening to children and young people, ensuring their needs, rights and experiences remain central to decisions. For the Board, it also means exercising sound judgement, using resources responsibly and maintaining clear oversight of Kibble's performance, quality and future direction.

During 2025/26, the Board supported Kibble's three strategic priorities: helping more young people, introducing new services and improving processes. We provided constructive scrutiny and strategic guidance to ensure development remained sustainable and aligned with Kibble's charitable purpose.

The changing and diverse needs of children and young people require Kibble to remain responsive and adaptable while maintaining high standards of care, education and support. Throughout the year, the Board considered service quality, financial sustainability, risk, workforce matters and strategic investment. Monthly meetings and committees supported informed decisions and accountability.

2025/26 also marked an important change in Kibble's leadership, as James Gillespie stepped down as Chief Executive and Mark Macmillan took on the role in March 2026. On behalf of the Board and Trustees, I thank James for his leadership and significant contribution during his time at Kibble and wish Mark every success as he leads the organisation into its next chapter. I also extend my thanks to the Executive Team, senior leaders and colleagues across Kibble, whose professionalism, compassion and commitment make our work possible.

As this is my final Annual Review as Chair, I reflect with pride on Kibble's development and achievements. It has been a privilege to serve the organisation for 25 years and see it grow while remaining true to its purpose of supporting children and young people.

I am pleased to pass the role of Chair to Stuart McNeill. His knowledge of Kibble and commitment to its purpose will provide strong leadership for the next chapter.

I leave confident in Kibble's governance, leadership and dedicated workforce, and in its determination to give children and young people the strongest possible foundations for their future.

I wish everyone at Kibble every success and look forward to seeing the organisation continue to make a lasting difference in the lives of children and young people.

David Nairn
Chair of the Board



Farewell

from Chief Executive, James Gillespie

2025/26 was a year of significant progress for Kibble, and the achievements highlighted in this Annual Review reflect the skill, compassion and determination of colleagues across the organisation, who continue to deliver high-quality care, education and support as we respond to the changing profile and increasingly complex needs of children, young people and families.

Hallhill Cottage completed its first year and received an Excellent rating from the Care Inspectorate. New, smaller living spaces were developed at Paisley Campus to provide more individualised support, while Kibble Adoption marked its first full year. Across our schools and The Skills Academy, young people achieved qualifications, developed practical skills, took part in new experiences and explored pathways for their future. We strengthened our psychological, therapeutic and trauma-informed support and invested in our workforce through professional learning, new career routes and opportunities for colleagues to develop their knowledge and expertise. We also marked 25 years of Investors in People accreditation, reflecting Kibble's longstanding commitment to its people. Together, these achievements demonstrate the talent and determination of our young people and the commitment of colleagues across Kibble.

After many years as Chief Executive, I stepped down in March 2026. My heartfelt thanks go to all staff, the Senior Leadership Team, Trustees and Board members, past and present. Your support, challenge and belief have shaped Kibble, and the progress made over the past decade has been a collective achievement. It has been a genuine privilege to work alongside such talented and committed people. Above all, I acknowledge the young people I have had the privilege to support. Everything we do at Kibble is for them.

I am proud to have led Kibble and of all that the organisation has achieved. I leave confident in its future and in the team's continued success. I offer my very best wishes to Mark Macmillan as he leads Kibble into its next chapter.

James Gillespie
Chief Executive until March 2026



Looking Ahead

with New Chief Executive, Mark Macmillan

Kibble enters its next chapter from a position of strength, shaped by the achievements of 2025/26 and the commitment of colleagues across the organisation.

This year James Gillespie stepped down after 11 years with Kibble, having led the organisation through a significant period of transformation and growth. I would like to recognise his contribution and commitment to creating opportunities for young people and thank him personally for his support during the leadership transition.

It is a privilege to take on the role of Chief Executive. Having been part of the Executive Team for many years, I understand both the strength of the organisation and the responsibility we share to provide the best possible support. My priority is to build on these foundations, lead Kibble's next stage of development with clarity and purpose, and ensure our services remain responsive, effective and sustainable. This means anticipating emerging needs, using our resources well and maintaining a clear focus on quality and impact.

Respect, Ambition and Belonging will continue to guide our decisions and priorities as we deliver our strategy, strengthen our services and invest in our people. We will protect what works well while remaining open to new ideas, listening to young people, families, colleagues and partners, and using evidence and experience to drive improvement. We will continue to develop our workforce, support colleagues to grow their skills and create opportunities for people to contribute to Kibble's future. Strong relationships and effective partnerships will remain central to the quality, care and consistency for which Kibble is known.

I am proud to lead Kibble and look forward to working with colleagues, the Board and our partners to build on the organisation's strengths and shape an ambitious, sustainable future. Together, we will keep children, young people and families at the heart of every decision we make, and I look forward to what we can achieve together.

Mark Macmillan
Chief Executive from March 2026



About Kibble

Kibble is a specialist child and youth care charity and leading social enterprise supporting children and young people across the UK. Many of the young people we care for have experienced significant challenges in their lives, including trauma, adversity or disrupted family circumstances.

Through integrated care, education, therapeutic support and opportunities, we help young people experience stability, develop confidence and create positive futures. Our approach is shaped around individual need, with relationships between young people and trusted adults at the heart of everything we do.

Kibble's history dates back to 1840 and the legacy of Miss Elizabeth Kibble. Although the organisation has evolved considerably, its charitable purpose remains clear: to support young people who need help most and give them the strongest possible foundations for their future.



Services

To maintain the highest standards of care, Kibble's services are integrated and shaped around the individual needs of children, young people and families.

- Residential Care
- Secure Care
- Intensive Services
- Community-based Services
- Housing Support
- Adult Placement Services
- Kibble Fostering
- Kibble Adoption
- Early Years
- Clinical and Health Services
  - Specialist Intervention Services (SIS)
  - Health
  - Interventions for Vulnerable Youth (IVY)
  - SAFE Service
- Education
  - Forest View Primary School
  - Goudie Academy
  - Mirin Academy
  - The Skills Academy
- Partnership with St Mirren Football Club
- Puddle Lane Children's Nursery

Our services are strengthened through external partnerships, professional networks and community connections. These relationships help Kibble extend support, share specialist learning and create wider opportunities for young people.

Mission, Vision and Values

Mission

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

Vision

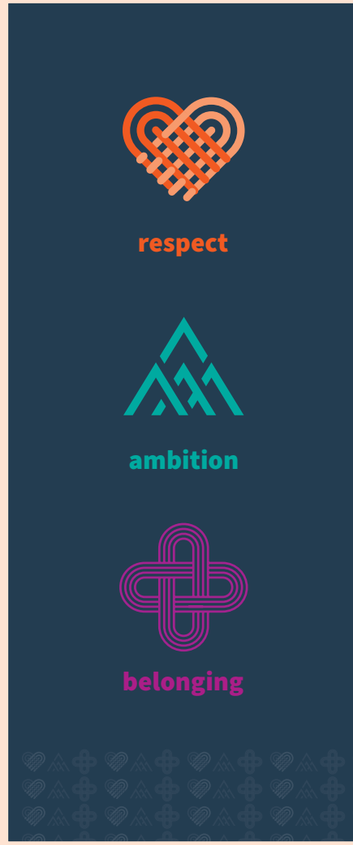
Transforming lives, families and communities.

Values

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

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

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



Strategic Priorities

Kibble's future direction is driven by three strategic priorities:

• Help more young people • Introduce new services • Improve processes

Delivering these priorities ensures Kibble continues to provide high-quality care, education and support while responding to changes in need, evidence, policy and the wider sector.

Our strategic priorities guide investment, service development and organisational improvement. Together, they move us closer to achieving our vision of transforming lives, families and communities.







Respect in Our Care and Support

“I look forward to coming home after a long day because the adults at Kibble are always there for me.” – Young Person, Kibble

Kibble is Sector-Leading

High standards are reflected in everything we do. The extensive support provided to children, young people and families consistently receives top inspection results from the Care Inspectorate and Education Scotland alongside national accreditation.

Kibble continues to lead the way in caring for others, with an ambitious drive to open new services, expand specialist care and respond to young people's changing needs. Progress over the past year emphasises our ongoing commitment to trauma-informed care and creating inclusive services for autistic and neurodivergent young people.

Every recognition received and positive milestone met is only because of the unique personalities of our young people and the compassion of our dedicated workforce.



Paisley Campus remains first and foremost a place for young people. The experience and expertise of skilled teams, ongoing developments, office relocations and improved digital systems have strengthened how care, education and mental health support work together. Kibble has since expanded through Lochwinnoch Campus, children's houses in local communities and specialist services, supporting even more young people. Relationship-focused, trauma-informed practice helps young people thrive.



Our Safe Centre provides secure, trauma-informed care protecting the rights and wellbeing of young people in the youth justice system. Priorities include easing transitions into secure care and using technology to monitor safety as unobtrusively as possible. Across three modern children's houses, shared living and family areas strengthen relationships between young people, staff and supportive adults. Kibble works with the Scottish Government and key stakeholders to meet families' changing needs.





Hallhill Cottage Turns One and Earns Excellence

Our children's residential house in the countryside, Hallhill Cottage, celebrated its first birthday and received the highest Care Inspectorate rating of Excellent.

Children and adults at Hallhill Cottage had a happy first birthday in their new home. Choosing how they wanted to celebrate, children tapped into what home means for them. They asked for a big breakfast and a trip to the swimming baths before returning home for a movie night in pyjamas. Adults decorated the loving home with banners, balloons, star garlands, photos and highland cow cupcakes. The children remarked on how special a day it was, proving that often the simplest of celebrations are the most treasured.

During the year, Hallhill Cottage was awarded the highest Care Inspectorate score of '6', an exceptional achievement for a newly established service. A proud moment for the children, adults, parents, carers and neighbours who work together to create happy childhoods and bright futures.

Two New Doors Open at Paisley Campus

A major renovation helped transform where young people call home, strengthening Kibble's Intensive Services.

A full remodel turned a four-bedroom house into two separate two-bedroom houses, Buchanan number one and number two. With a higher ratio of adults to young people, the modern extension gives each young person more time, attention and support from the adults around them. Designed to be trauma-informed, the natural light, nature-inspired interiors and landscaped garden create a comforting setting for trusting relationships to form between young people and familiar adults.

Tailoring Support to Every Young Person and Meeting Trusted Standards

Kibble is progressing towards accreditation through the National Autistic Society, the UK's only autism-specific quality assurance scheme.

Many of the children and young people we support are autistic or neurodivergent, that's why our approach starts with understanding each young person as an individual. We create safe, inclusive spaces where young people feel heard, supported and included, with adults championing this in the smallest every day details.

Across Kibble, our staff teams are working closely with the National Autistic Society (NAS). Individualised support is central to our approach, and we want to make sure our practice is intentional and consistent.

Achieving specialist accreditation from NAS involves commitment from every part of Kibble. Our residential children's houses, Safe Centre, primary and secondary schools are taking part in the accreditation process, which includes self-evaluation, reflective learning and review across areas such as emotional wellbeing, social communication, relationships and sensory experiences. As the process progresses, assessors will spend time within services to observe practice, environments and relationships, considering how support is adapted around each young person. Kibble's Intensive Services are also aiming to achieve advanced accreditation, recognising the importance of consistent, individualised support from childhood through to adulthood.

National Autistic Society



Kibble Adoption's First Year of Forever Families

Kibble Adoption marked one year of making forever families possible with a joyful gathering.

Each path to adoption is unique, and Kibble Adoption has been shaped around that understanding from day one. What began as an early vision has become a trusted service. From the very beginning, the intention was to take a deeply personal approach, responding to each enquiry with care and guiding prospective adopters with honesty, reassurance and support at every stage.

"I know that with Kibble Adoption, we are never alone and can pick up the phone at any time we ever need support, advice, or just to tell us that we're doing a good job." **Adoptive Parent**

Many have chosen Kibble Adoption to walk beside them through this life-changing journey and prospective adopters continue to progress to panel. The first adopters completed the process within 11 months, and the first adoption order was granted four months later. Kibble Adoption continues to hold close the belief that a child belongs from the moment they are welcomed home; the legal order simply recognises what hearts already know.

The one-year milestone of Kibble Adoption was shared with the people who believed in the service from its earliest days, alongside children, prospective adopters, ambassadors, social workers and staff. Families came together across generations to enjoy music, food, birthday cake, glitter tattoos and trampolining, creating a celebration full of warmth, connection and belonging. The family-friendly day was a fitting reflection of the respect at the heart of Kibble Adoption, where every family's story is listened to.

SCAN ME

kibble adoption

Adoption is a life-changing experience, giving a child the love and security of a permanent family life. **Visit Kibble Adoption's website to find out more.**















A Young Person's Trip to Australia is a Highlight for Kibble Fostering

One young person and his foster parent shared a once-in-a-lifetime adventure to Australia and made memories to last forever.

Encouraged by the young person's dream to fly on Emirates, as he often watched the enormous jet come into land, one Kibble foster carer got to work and started planning a route to Oz.

"I always wanted to foster and provide the kids with some of the amazing travel experiences I had enjoyed myself." - Foster Carer

The holidaymakers packed in loads of activities and sightseeing spots to discover the best of Australia. With their first destination Sydney, the young adventurer was in awe as he looked out to the iconic Sydney Harbour Bridge and Opera House. Eager to explore, they hopped on ferries to Bondi Beach, taking in the white sandy beaches and watching the surfers riding the waves. From sea level to mountain peak, they ventured onto the steepest railway in the world and ascended the Blue Mountains.

The Gold Coast was next, stopping off at Flynn's Beach Caravan Park where they ticked off a bucket list item of seeing kangaroos in the wild. More memorable stops followed, including Cape Byron Lighthouse, sunset at Tamborine Mountain, a Tibetan cultural celebration in Brisbane and Dreamworld's 'Giant Drop' freefall ride.

A highlight was at Currumbin Wildlife Sanctuary where the young explorer got the chance to hold a koala and the beaming smile on their souvenir photo conveyed just how special this was.

The Australian adventure tells a story of the impact foster carers can make on the lives of children who need someone to guide them to discover the best in life.

Kibble's Specialist Intervention Services Expand Support

At Kibble, our dedicated Specialist Intervention Services (SIS) team help hundreds of children and young people a year who have experienced trauma.

An extensive range of therapies, including play and art therapy, offer alternative methods of expression, helping children overcome their big emotions. As soon as young people arrive at Kibble, psychologists and therapists take a trauma-informed approach, working in a multi-disciplinary team to support overall mental, emotional and physical wellbeing.

SIS continues to grow, striving to help young people and families connected to Kibble and beyond. Additional psychological support includes Interventions for Vulnerable Youth (IVY) and SAFE.

IVY

Delivered by Kibble and funded by the Scottish Government, IVY supports young people up to 19 who present a risk of harm to others through specialist assessment, consultation and psychological intervention.

SCAN ME

ivy

Make a Referral to IVY
T: 0300 303 2012
E: ivy@kibble.org

SAFE

A free service for young people aged 5–25 and their families who have been a victim or witness to crime, offering psychological advice and support from a specialist team funded through the Scottish Government's Victim Centred Approach Fund.

SCAN ME

safe Children and family support after crime

Make a Referral to SAFE
T: 0141 471 1850
E: safe@kibble.org

SAFE, a SIS project funded by the Scottish Government's Victim Centred Approach Fund, brought young people's voices to the heart of national discussions on youth violence. Young people supported by SAFE attended a cross-party summit on youth violence at St Andrew's House in Edinburgh, hosted by the First Minister alongside Cabinet Secretaries and MSPs. The event gave young people affected by violence the opportunity to share their lived experiences directly with decision-makers and contribute ideas on how violence can be reduced.

Supported by SAFE staff before, during and after the summit, young people spoke about the need for safe spaces in communities, safer travel and more accessible support for young people and families. Their courage and honesty made a powerful contribution to national discussions, helping to inform action for others across Scotland.

Kibble exists to help build a better future for all young people, and by working with partners, families and decision-makers, we can help create change that reaches far beyond our own services.











Education Excellence Across Kibble

Forest View Primary School, Goudie Academy and Mirin Academy help make learning feel possible for every young person.

Pupils are empowered to learn by an education team who go above and beyond for them. Structured learning experiences based around a broad and balanced curriculum inspire the highest levels of attainment, confidence and fulfilment.

Positive relationships with young people are central to teaching at Kibble. Teachers bring a high level of expertise to assessing and responding to each learner's individual needs, interests and aspirations. It's an approach recognised by Education Scotland who commend the caring and nurturing culture across our schools.

Proud moments from throughout the year capture our pupils' vision of a safe, sustainable and inclusive place to learn and grow.

The determination to recycle, reuse and reduce waste earned pupils the Eco-Schools Green Flag Award. Practical action was taken to make their school more environmentally friendly. A wormery now recycles food waste from home economics classes, while a new herb garden and vegetable patch have pupils growing potatoes, blueberries, tomatoes and herbs.

Forest View Primary School achieved the full STEM Nation Award from Education Scotland, becoming the first ASN school across Scotland's 32 local authorities to receive this recognition. Pupils explored STEM through outdoor learning, energy-saving activities, family learning, employability projects and community partnerships. Highlights included tree climbing, den building, seed planting, baking and the Bee Enterprising project, where pupils learned about beekeeping, honey production and future social enterprise opportunities.

Our education teams are also making strong progress towards the National Nurturing Schools Award, reflecting Kibble's commitment to creating safe, welcoming and trauma-informed learning environments. Smaller class sizes, classroom support workers, key workers, outdoor learning spaces, sensory rooms and support from Specialist Intervention Services all help young people engage in education in ways that work for them.

Together, these achievements show the strength of education across Kibble: learning that is nurturing, ambitious and shaped around each young person's future.

Pupils Won Crimestoppers Youth Volunteer of the Year Award

What started as a school project has now become real-life as ideas from young people were listened to at a national level, earning the Crimestoppers Youth Volunteer of the Year Award.

As part of a school project for the Youth and Philanthropy Initiative (YPI) by The Wood Foundation, pupils secured a YPI financial grant for a charity of their choice. Learners chose to advocate for Fearless, which is an online service for young people to pass on information about crime 100% anonymously.

Designed for young people, Fearless was open-minded to our pupils' suggestions of a youth-led redesign with the YPI grant. The candid feedback from young people involved updating the online reporting forms with three clear, manageable sections, simpler wording and a new text-to-speech function so questions can be read aloud.

Pupils won the Crimestoppers Youth Volunteer Award for helping make lives and communities safer. The recognition demonstrates the creativity of our pupils and the supportive culture we strive to create at Kibble, where our staff team consistently champion young people.

Give info on crime anonymously

fearless
Part of Crimestoppers

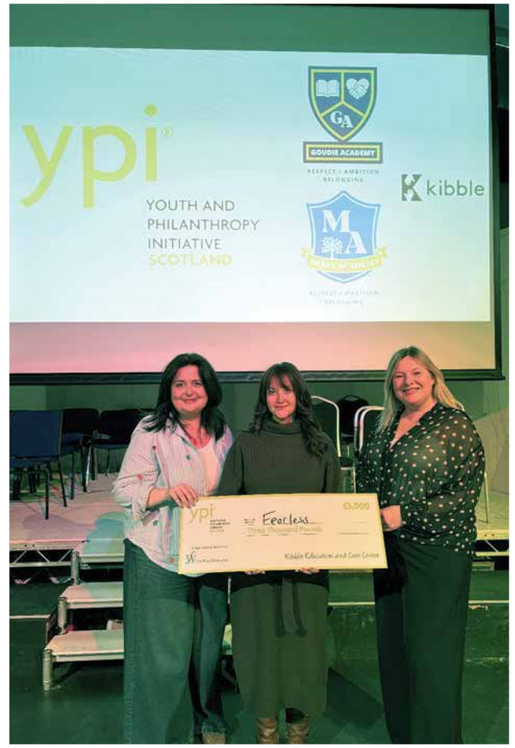
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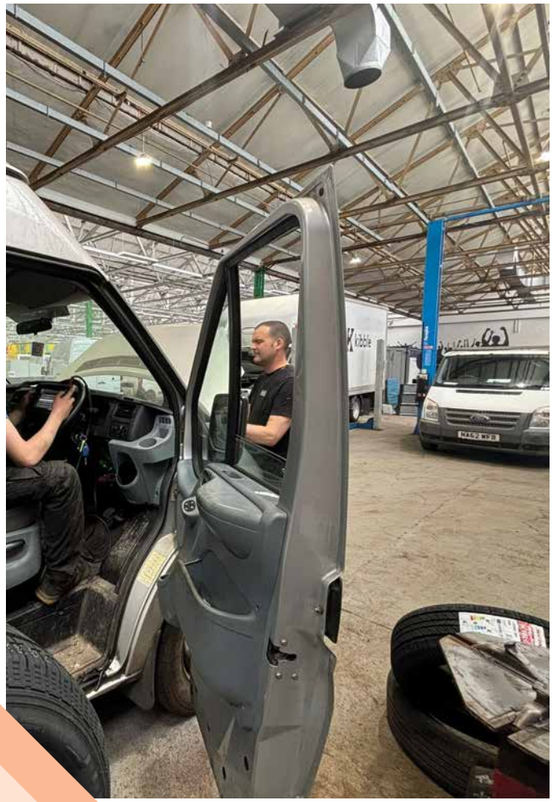


Kibble and Fearless share the belief in messages for young people being powerful when shaped by young people themselves, and the partnership continues.

Watch the video narrated by a young person of Kibble, who became an audio performer to help promote the life-changing lessons of Fearless.

Scan to watch









Young Workforce Development Prepares Learners for the Future

Young people gain qualifications and work experience relevant to their own interests, helping them imagine what their future could hold.

The Skills Academy is Kibble's education and training centre. The academy has large, modern premises based in Hillington Park and at St Mirren Football Club. Young people can work towards recognised qualifications, including SQA and City & Guilds, while gaining experience in areas that reflect their own interests.

For one young person, time in the construction workshop, college learning and a placement with Howden helped bring an ambition to become an engineer into focus. Another found confidence through a groundskeeping traineeship with St Mirren, while a budding mechanic described learning something new every day at Kibble's operational garage. Across workshops, classrooms, catering spaces, gardens and real-life work settings, young people are building skills, confidence and a clearer sense of what their future could hold.

Kibble widened access to The Skills Academy, through Future Ready, an employability programme funded by Renfrewshire Local Employability Partnership.

Local young people from across Renfrewshire got to complete real work experience with Kibble's Skills Academy and St Mirren, helping to tackle youth unemployment.

Scan to watch

Young People Helped Transform St Mirren's Club 1877

A high-profile renovation gave learners the chance to see their skills, teamwork and attention to detail shape a real venue for fans and events.

Young people pursuing Painting and Decorating at Kibble's Skills Academy helped renovate St Mirren Stadium's Club 1877 into a bright, modern hospitality space. The project began with a design brief from Kibble's Graphic Designer Michelle, who visualised a brand-new layout and set out the look and feel for the venue.

The real-life renovation gave learners the chance to apply their skills on a high-profile project, working alongside Kibble staff, St Mirren and external contractors. Painting and Decorating Instructor, Paul led the team of young apprentices, guiding them through each stage of the refurbishment, from preparing surfaces to completing the final decoration.

For the young people involved, Club 1877 was more than a classroom task. Every detail helped them understand the value of creating a space that others would use and enjoy, while building confidence, professionalism and pride in their own abilities.



"Once Club 1877 was renovated, one of the young people involved asked me to take photos of him in the area as he wanted to show his family what we'd been working on. I found it incredibly rewarding to know the young person felt proud of contributing to the renovation."

- Painting and Decorating Instructor, Paul



Puddle Lane Nominated as a Finalist in the Scottish Nursery Awards 2025

Kibble opened Puddle Lane children's nursery to provide the staff team with childcare before expanding to welcome all families from Renfrewshire, Glasgow and beyond and gaining recognition from Scotland's early years sector.

Puddle Lane children's nursery in Hillington is proud to be a Scottish Nursery Awards finalist for Individual Nursery of the Year and Outstanding Parent Engagement. The recognition celebrates the nursery's welcoming environment, dedicated team and the amazing families who help bring it to life. Staff believe it is a privilege to be part of each child's journey, working closely with parents to create a happy, nurturing space where little ones can play, learn and grow.

With three playrooms, a dedicated dining room, soft play, a large garden and private allotment, Puddle Lane offers plenty of opportunities for children to explore and thrive.

Led by Nursery Manager Lisa, the team supports every child's unique development through learning, care and strong family partnerships. Regular stay-and-play sessions and daily updates on Seesaw help parents feel informed, involved and reassured. Above all, the biggest accolade is seeing children arrive with smiles, knowing they feel safe, happy and loved.

Puddle Lane is highly rated as 'Good' at Level 4 by the Care Inspectorate, with families warmly recommending the nursery.

"Our children love attending the nursery and even ask to go at weekends." - Puddle Lane Parent

Visit us online



Photo Credit: Chris James



Respect for Our Young People

“ The staff at Kibble encourage me to do my best. They talk things through with me and treat me like an adult. They keep me right, are honest with me and help me make my own decisions too.” -

Young Person, Kibble

Young People Step Forward with Confidence

Relationships between young people and the trusted adults in our staff team are central to everything we do here. Respect is built through genuine connections, helping young people feel ready to try new things.

The adults at Kibble take time to understand what matters to each young person. Individual interests, hopes and ways of communicating are recognised with the aim being for young people, sometimes for the first time ever, to feel encouraged, included and surrounded by people who believe in them. Big adventures and everyday positive moments alike show the growing confidence of young people.





Young People Set Their Sights on Scotland's Summits

Ready for mountainous paths, young explorers wrapped up in woolly hats, scarves, gloves and waterproofs to take on Scotland's hills.

Layered for winter weather, routes planned and self-belief rising, young people climbed Ben A'an before taking on Conic Hill in the first days of the new year. With reassurance from staff, they reached the summit, enjoying views of Loch Lomond, seeing cows, throwing snowballs and building a snowman.

"I am so proud of the children for setting their intentions and then going for it, without hesitation!" - Operations Manager, Hayley

Walking 10,000 Steps a Day to Raise Awareness for Autism

One young boy took on the Walk for Autism challenge, turning his enjoyment of time outside into a meaningful fundraising goal.

At only ten years old, one young person reached 10,000 steps a day for eight consecutive days, raising funds for Walk for Autism. Being outside is where he feels most at ease, often mimicking the sounds he hears from birds in the trees and singing back their song.

With boundless energy and a strong connection to fresh air, movement and open spaces, the challenge was a natural fit. Careful preparation, time outside and the support of a familiar adult helped him take each day in his stride, turning something he enjoys into a positive way to raise awareness and support others.

"I'm incredibly proud to be walking alongside our young fundraiser. He has his own wonderful ways of expressing himself and does not always communicate through speech but instead, shares his thoughts and feelings through incredible drawings and the joy he shows outdoors." - Child and Youth Care Worker, Hollie



Young People Inspired by a Special Musical Visit

Young people met with and performed alongside musician Brad Kella, winner of Channel 4's *The Piano*, who is currently on tour with renowned singer-songwriter Gary Barlow.

Brad shared his story with young people before performing an incredible piano medley, listening to pupils' performances and joining in with the harmonies.

Brad spoke openly about growing up in foster care from the age of seven and how the encouragement of his foster carers helped nurture his love of music. He shared how music became a way to express feelings that were not always easy to put into words. His talent, as well as the people who believed in him, helped open doors, leading to him becoming a successful musician. Brad is proof that bold ambition can take shape when someone believes in you.

"Visiting Kibble was the most I've smiled in a long time. I let young people know anything is possible when you have the passion inside you, and the right people around you."

- Musician, Brad Kella

For those at Kibble to look beyond what they have experienced and what they have known in their young lives and imagine something different is significant and cannot be underestimated.

When young people put forward an idea, try something unfamiliar or take on a challenge it is a powerful sign of trust, and no step forward is ever small.

Young People Drum Up the Halloween Spirit

Young people and adults were part of the parade at the Paisley Halloween Festival 2025.

Circled in the diary, the Paisley Halloween Festival is a major event with parades, live entertainment and professional acts. Kibble is known for delivering show-stopping performances, preparing handmade costumes, props and a standout centrepiece. This year's set design involved spray-painting scary dollies and building a super-sized main character.

Kibble's act was the best one yet with the addition of booming drummers. Our talented young musicians created a spooky soundtrack to wow the crowd as part of the Sounds Right music project. Sounds Right: Community Beat is Kibble's after-school music-making workshops and activities that have been made possible thanks to funding from the Scottish Government's Youth Music Initiative: Access to Music Making, managed by Creative Scotland.



Halloween fun raises the spirits of the youngest to oldest trick-or-treaters. Alongside the parade, Halloween house décor gets competitive and our Skills Academy horticulture and gardening students grow their own giant pumpkins to turn into jack-o'-lanterns in time for 31st October.



Making Christmas Feel Special

Christmas is fun-filled with parties, festive activities, and charity events. There's magic in the air during December as young people are fully supported to enjoy the season in a way that feels right for them.

Santa Dash Brings Young People Together for a Good Cause | Young people were among the hundreds of runners at the mighty Glasgow Santa Dash, taking on the festive 5K to raise funds for Beatson Cancer Charity. Dressed for the occasion and cheered on by the crowds, the group raised an incredible £450, showing the true spirit of Christmas is found in thinking of others.

Our Christmas Fayres Support Local Charities | Across our primary and secondary schools, kind-hearted pupils and staff came together for Christmas Fayres that brought in thousands of pounds for local charities. Stalls were filled with handmade gifts, wreaths, festive decorations, sweet treats and home baking, with one talented young person auctioning their artwork. The money will support Darkwood Crew, which helps local families through community projects and a food bank, and the Cash for Kids gift appeal, making sure children have a present to open on Christmas morning.

Festive Moments at the Place Young People Feel is Home | Christmas is another opportunity to show young people they are loved, listened to and supported during their time at Kibble. From mischievous elves causing morning laughs to reindeer dust, carrots, milk and cookies for Santa, familiar traditions help create magical memories. Meanwhile, older young people return from school, college, work or frosty days outside to warmth, comfort and a place that feels like theirs. The reassurance young people feel at Christmas is built through the relationships they experience all year round.

Giving Back to Communities Behind the Scenes | Alongside our young people and frontline care teams, Kibble's corporate departments (from finance to HR) who provide vital business support to keep day-to-day operations running also got involved in festive fundraising. Donations were made to the Prince and Princess of Wales Hospice and like-minded children's charity Cash for Kids. Across Kibble, we strive to help as many of those around us as possible.









Spotlight on the Staff Who Are Always There for Young People

Young people recognise the familiar faces of the adults in our staff team who are consistently there for them not only on Christmas Day, but every day. The busy festive period can sometimes bring overwhelming feelings to the surface, but the presence of our staff team never wavers, making sure December is another month in the calendar when positive moments are shared.



Senior Practitioner, Alistair cares for young children and considers it a privilege to play a role in the young lives around him. He and his colleagues have fun dressing up as Santa, a reindeer and the Grinch to surprise the children.



Kitchen Assistant, Ruby can be found in the kitchen singing Christmas songs while helping to prepare a traditional Christmas feast and teaching young people cooking skills. She uplifts everyone around her with her warmth.



Child and Youth Care Worker, Helen has worked every Christmas Day since 2002 and is described as Mrs Claus. To Helen, her career at Kibble has never felt like work; it is where she finds purpose, offering steady care to young people who need her.



Respect Access Our Workforce and New Talent

“ I am immensely grateful for Kibble and the amazing staff team. Their support and guidance have shaped me as a person.”

– Young Person, Kibble

Record Uptake in the Number of Staff Continuing to Learn

Our staff's enthusiasm for further study shows their respect for young people and their determination to provide the best care possible.

Colleagues can apply to complete additional qualifications, specialist courses and research opportunities, fully funded by Kibble. As well as supporting young people to engage in lessons and fulfil potential, the same approach is extended to the staff team. By proactively increasing our knowledge, we can collectively evolve, improve and respond more effectively to each young person's needs.

This year brought the highest uptake to date. Applications covered a wide range of topics from advanced study in residential childcare and mental health in education to vocational qualifications in business and administration.

Kibble's investment in personal and professional development has shaped a strong learning culture. The shared commitment to progress helps us strengthen practice.



Senior Practitioner, Iona is completing a Kibble-funded degree in Childhood Practice. Iona has progressed from Child and Youth Care Worker to Senior Practitioner in her five-year career at Kibble. She works within Kibble's early years services and is based in a children's residential house for up to twelve-year-olds.

Explaining why continuing her studies matters, Iona shares: "I want to ensure young people have the best start in life. I knew continuing my studies would give me a deeper understanding into trauma-informed care and make sure I did my part to embed this into everyday practice."



Child and Youth Care Worker, Lisa completed the specialist Theraplay Level 1 course: "The course helped increase my understanding of how play can be blended with therapy to help younger children process their big emotions."

Over
15,000
learning hours completed in 2025

Creating Careers for People Who Care

Our training and apprenticeship programmes offer those who want to help others the opportunity to earn and learn while beginning a meaningful career.

Our apprenticeship-inspired Career Start in Child and Youth Care welcomes graduates, career changers and people with life experience. No previous qualifications or experience are needed, just the motivation to make a difference in young people's lives. **Over 100 people have been supported into Residential Child Care through Career Start since 2020.**

The Modern Apprenticeship is suitable for those who want to gain an academic qualification while developing practical, hands-on skills, studied entirely at Kibble alongside on-the-job training. Our Graduate Apprenticeships are aimed at people ready to combine work with university. Qualifications go beyond care, spanning Early Years, Business Management and Software Development.



Graduate Apprentice, Angelina achieved a degree in Early Learning and Childcare, funded by us. Angelina works at Puddle Lane, our children's nursery in Hillington for all families across Renfrewshire, Glasgow and beyond. As a Senior Early Years Practitioner, she is a familiar and friendly face to the children and believes it is a privilege to be part of their lives.

Angelina shares what having the degree means to her: "I can bring new learnings straight into my job at the nursery. To officially have a degree and apply my academic knowledge to help children develop and thrive will be so rewarding."



Graduate Apprentice, Adam is pursuing a degree in Software Development with full support from Kibble. Adam is part of Kibble's IT department, learning on the job while studying. Adam is appreciative of his colleagues who can provide him with advice and guidance from their lived experience.

Insight into the team's daily responsibilities boosts Adam's understanding of the coursework: "Being taught on the job lets me ask any questions freely. I feel so much more confident and knowledgeable when I go to study because I have seen what we're talking about applied in the real workplace."

12 Graduate Apprentices
and counting

Introducing a New Route to a Social Work Degree

Academic Year 2025/26 was an exciting first for Kibble, piloting the BA (Hons) Social Work Graduate Apprenticeship alongside University of the West of Scotland.

The fully funded degree opens a genuine route into social work. The qualification offers a flexible way to qualify as a registered Social Worker without ever stepping away from work, with the curriculum fully approved by the Scottish Social Services Council (SSSC) to ensure it meets national standards for Social Work Education.

Child and Youth Care Worker, Niamh is an example of where starting a career at Kibble can lead. Having qualified through Career Start, she has since progressed to become a Graduate Apprentice, working full-time while studying towards a Social Work degree at University of the West of Scotland, fully funded by Kibble.

In Niamh's eyes, her responsibility is to create happy childhoods for the youngsters in her care: "Growing up in care can be life-changing, but it doesn't have to be a bad thing. If young people have caring adults around them, young people can realise their full potential and achieve amazing things with their lives."

"The aim is to give them a childhood full of love. I want young people to look back on their time here and think, *they really believed in me*."

Compassion guides Niamh as she tries to champion young people to be the best version of themselves. Niamh shares: "Ideally, I want young people to feel lighter after spending time with us and start to feel empowered to make healthy choices and good decisions in their own lives."

Niamh is a shining example of how one person's actions can inspire hope in others. She is exactly the kind of Child and Youth Care Worker our young people and fellow colleagues deserve to be around. The determination to make a positive difference is exactly what we look for in those who want to be part of Kibble.

Watch our video and spend the day with Child and Youth Care Worker, Niamh.

SCAN ME



UNIVERSITY OF THE WEST of SCOTLAND
UWS



1 in 6
colleagues took part in external learning

Kibble is Recognised for Investing in People

Kibble celebrated its Silver Anniversary as an accredited member of Investors in People and received international acknowledgement for organisational resilience, people management and employee wellbeing.

Investors in People (IIP) is a renowned standard and global benchmark. For 25 years, IIP has commended Kibble for strong strategic leadership and a genuine commitment to staff development.

Kibble proudly holds Gold status, with several areas operating at Platinum level, an achievement reached by only 2% of organisations assessed. Kibble was found to be leading the way in delivering continuous improvement, creating sustainable success, structuring work and living the organisation's values and behaviours. The results demonstrate Kibble's organisational resilience. Our mission to transform lives is only possible through a dedicated, skilled and supported staff team equipped to deliver the right care, at the right time.



Over 100

internal promotions achieved in the past three years



SCAN ME

Apply now to start your rewarding career at Kibble

Visit our website and join a top employer recognised for investing in its people.



A Future Built on Respect

“ You all helped me move on with my life and I’m going to make you proud of me.”

– Young Person, Kibble

Kibble's Strategy for 2026 – 2029

Kibble's strategy for 2026 – 2029 sets out how we will continue transforming lives, families and communities. At its heart is a commitment to Respect: listening to young people, valuing the contribution of staff, working collaboratively with partners and using resources responsibly to achieve the best possible outcomes.

Strengthening Wellbeing and Therapeutic Support

We will strengthen wellbeing and therapeutic support so that help adapts around each young person. Our services bring care, education, health and therapy together around individual need. By listening to individual experiences and responding to changing needs, we will continue to deliver relationship-based, trauma-informed support that promotes safety, stability and positive futures.

Services That Respond and Adapt

We will continue to enhance existing services and develop sustainable new models where evidence, demand and the needs of young people show they are required. Respect means designing services around people, ensuring support remains responsive, effective and focused on helping individuals thrive and achieve positive outcomes.

Investing in Our People

Our staff are central to delivering the strategy and achieving the best possible outcomes for young people. We will continue investing in recruitment, development, wellbeing and leadership, creating a culture where colleagues feel valued, trusted and supported to make a difference. Clear communication and meaningful engagement will help colleagues understand Kibble's direction and play an active part in delivering it.

Creating Environments for the Future

We will invest in our estate, environments, technology and infrastructure to support high-quality care, education and wellbeing, as well as Kibble's sustainable future development. Respect means creating spaces where young people feel safe, valued and able to thrive, while ensuring resources are managed responsibly and sustainably.

Together, these priorities bring Respect to life as we listen, support, invest and continually improve, helping more children and young people fulfil their potential and build positive futures.

Kibble Annual Conference Brings Young People's Voices to the Forefront

Kibble is uniquely placed to bring young people, practitioners and decision-makers from across sectors together. Through our own annual conference, we create space for full collaboration.

Kibble recognises no organisation can change the world children and young people grow up in alone. Establishing an Annual Conference has provided a platform for people from residential care, youth justice, education and mental health to explore shared challenges and strengthen support for children, young people and families.

In 2025, a record 260 delegates gathered in Glasgow for a day of collective action. Held in partnership with Safehinge Primera, the event placed young people's voices at the forefront alongside contributions from practitioners, academics and speakers with lived experience.

A special welcome from a Kibble young person opened the event. Alongside Executive Director Dan Johnson, the young presenter shared how adults can make a difference by listening, treating every child as an individual and involving them in decisions about their lives.

The young person explained: "You just kind of think that you're a bad kid because everybody assumes you're bad."

Their authenticity resonated across the room, reminding delegates of the powerful role they play in shaping young lives. One attendee described the opening contribution as "very grounding", setting an open and honest tone for the day.

Chaired by Nicola Killean, Children and Young People's Commissioner Scotland, the conference featured keynote speakers, interactive workshops and opportunities to connect.



Rap artist and keynote speaker Ric Flo reflected on the positive relationships that shaped his life: "My foster carers hugged me from day one, they showed me love. They asked me, *How was your day at school?* and checked in with me every day to ask how I was feeling. Without them, I wouldn't know how to show love."

Professor Helen Minnis of the University of Glasgow explored how greater understanding of trauma and neurodivergence can help care-experienced young people thrive. Her message of optimism resonated throughout the room: "Children who are sensitive to bad things are also sensitive to good things."

Young people contributed to workshops throughout the day, sharing valuable lived-experience perspectives. Reflecting on their involvement, one attendee said: "The workshops were a highlight, as was the level of contribution from care-experienced young people."

Looking ahead, Kibble is determined to work collaboratively. Future conferences will continue to involve young people and connect sectors to exchange ideas, challenge thinking and shape support around individual needs. Kibble intends to widen reach and pursue greater ambition, creating more opportunities to make a lasting impact.

Visit Our Website to Find Out More About Kibble's Annual Conference

SCAN ME

Guidance and Governance

Kibble is committed to integrity, transparency, accountability and professionalism across every aspect of its work.

Leadership and stewardship remain the responsibility of Miss Elizabeth Kibble's Trustees and their successors in office, as established through the original Trust Deed. Kibble's Directors are de facto Trustees, carrying responsibility for the organisation's charitable purpose and resources. Executive and Non-executive Directors fulfil their Directorial responsibilities without remuneration.

In line with Kibble's Articles of Association, the Board must have a majority of Non-executive Directors. This ensures responsibility for advancing Kibble's charitable objectives, including its principal strategic and financial decisions, remains with the Trustees.

The Board determines organisational strategy and maintains a formal schedule of matters reserved for its decision. Responsibility for implementing strategy and managing the organisation is delegated to the Chief Executive and Executive Directors, who report regularly to the Board on their respective areas of responsibility.

Monthly Board meetings are supported by Director-led committees that provide focused oversight and scrutiny across key areas including finance, audit, workforce, education, social work and community services, organisational resilience, investment, young workforce development and strategic projects. Each committee reports to the Board, supporting informed decision-making and organisational accountability.

Independent assurance is provided through an annual external audit. Kibble's internal quality controls are mapped and assessed against the EFQM Excellence Framework. Its business continuity arrangements are aligned with ISO 22301, while its occupational health and safety management systems are aligned with ISO 45001. These arrangements support effective risk management, continuous improvement and the delivery of high-quality services.

Leadership succession has been planned and managed to support continuity and organisational stability. Mark Macmillan succeeded James Gillespie as Chief Executive in March 2026, with Stuart McNeill succeeding David Nairn as Chair of the Board and Leanne Docherty succeeding Lesley Boyle as Company Secretary from July 2026.

Our Board and Trustees

Kibble benefits from an experienced Board whose knowledge spans the charity, public, education and private sectors. This breadth of experience supports strategic leadership, constructive scrutiny, financial stewardship and informed decision-making.

The Board works closely with Kibble's Executive Team while retaining responsibility for strategic direction, governance and oversight. The following details reflect the Directors, Trustees and senior office holders who served during 2025/26.

Chair of the Board

David Nairn

Chair of Trust

Mary Hackett

Non-executive Directors and Trustees

Paul Allen
Tom Armstrong
Alex Brown
Brendan Harris
Amir Ismail
Margaret McCartney
Stuart McNeill
Duncan Sloan

Executive Directors who served during the year

James Gillespie, Chief Executive, *resigned March 2026*
Mark Macmillan, Chief Executive, *appointed March 2026*
Sinclair Soutar, Chief Operating Officer, *resigned November 2025*
Neil McMillan, Executive Director
Jeanettie Matthews, Executive Director and Finance Director

Company Secretary

Lesley Boyle

Leadership changes after the reporting period

David Nairn is due to retire as Chair at the end of June 2026 and will be succeeded by Stuart McNeill. Lesley Boyle will step down as Company Secretary at the end of June 2026 and will be succeeded by Leanne Docherty.

Details reflect those who served during 2025/26 and include relevant appointments and departures during the period, alongside subsequent leadership changes noted for completeness.



Awards and Accreditations

FINALIST

CrimeStoppers. Volunteer Awards 2026 WINNER

SAFETY & HEALTH Excellence Awards SHORTLISTED

BRITISH SAFETY COUNCIL ISO 45001:2018

The Herald TOP EMPLOYER AWARDS 2024 FINALIST

charitytimes Awards 2024 Recognising leadership and professionalism Shortlisted

THE BUTLER TRUST

totaljobs Recruitment Awards 2024 FINALIST

WINNER The Scottish Knowledge Exchange Awards 2024

SCOTTISH NURSERY AWARDS FINALIST

Volunteer Friendly Award

WHO CARES? SCOTLAND

City & Guilds APPROVED CENTRE

SQA Approved Centre

OSCR Scottish Charity Regulator CHECK OUR CHARITY STATUS www.oscr.org.uk

CMI

The British Psychological Society

DofE THE DUKE OF EDINBURGH'S AWARD

Institute of Fundraising

unicef UNITED KINGDOM RIGHTS RESPECTING SCHOOLS

Bild Association of Certified Training

WE'RE A SOCIAL ENTERPRISE

Restraint Reduction Scotland

Restraint Reduction Network

scottish mentoring network

UKAS PRODUCT CERTIFICATION

healthyliving award

Eco-Schools

ASDAN Centre of Excellence 2015/2016

INVESTORS IN YOUNG PEOPLE GOOD PRACTICE AWARD GOLD

INVESTORS IN PEOPLE | Gold

INVESTORS IN PEOPLE BEST APPRENTICESHIP PROGRAMME OF THE YEAR NOMINATION

Thank You

Playing a role in a child's life is a great privilege. Kibble's responsibility to be a positive influence and create uplifting experiences for young people is a responsibility we are proud to wholeheartedly uphold.

Giving young people a chance at life is a collective effort and something we could never achieve alone. Thank you to everyone who works alongside us and shares our commitment to putting children and young people first.

Together with our funders, partners and dedicated staff team, we can be there for young people. By working collectively, we can create positive change and help make their world brighter.

Above all, we thank the children and young people of Kibble. Their individual personalities, sense of humour, laughter and friendship bring everything we do to life. We exist for you, and our aim will always be to reflect what you need to grow up feeling safe and happy.

Special Thanks

We are truly grateful to the following organisations, whose valued support have helped young people thrive.

- Buttle UK
- Creative Scotland
- Fairlie Parish Church
- Impact Funding Partners
- Inspiring Scotland
- Renfrewshire Council/Renfrewshire Local Employability Partnership
- The National Lottery Community Fund - Improving Lives
- The Scottish Government -
  - Delivering Equally Safe Fund
  - Intervention for Vulnerable Youth
  - Secure Care Adaptions
  - Social Isolation and Loneliness Fund
  - Survivors of Childhood Abuse Support Fund
  - Victim Centred Approach Fund
  - Victim Surcharge Fund
  - Youth Music Initiative: Access to Music Making



kibble

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

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