

KASBAH Annual Review 2025/26

A COMPANY LIMITED BY GUARANTEE



Supporting people with
disabilities towards independence

Acknowledgements

We would like to thank the following for their help and support, without which we would not be able to provide such a high quality service.

OUR FUNDERS/SUPPORTERS

Kent County Council	GCHA
Medway Council	HABINTEG
Dartford Borough Council	Valero Benefit Day (for PCF)
Gravesham Borough Council	EM Forster Theatre
Graham Webb (MBE)	Tonbridge School
Hattie Webb	St John's Church, Hildenborough
London Road Press (Sponsor of KASBAH stationery)	
Cameron McKenna Foundation	
Northfleet & Ebbsfleet Lions	

THANK YOU TO ALL THE GENEROUS DONOR ORGANISATIONS AND INDIVIDUALS WHO HAVE GIVEN US FUNDS IN 2025/26

VOLUNTEERS

Thank you to everyone who has contributed his, her and their time, support and resource to KASBAH over the last year.

FINANCIAL SERVICES

BANKING

CAF Bank Ltd
25 Kings Hill Avenue
Kings Hill
West Malling
Kent ME19 4JQ

Alliance & Leicester Plc
Bootle
Merseyside
G1R 0AA

ACCOUNTANTS (Payroll)

Henry Reeves & Co
11 Albion Place
Maidstone
Kent ME14 5DY

AUDITORS

Lindeyer Francis Ferguson
North House
198 High Street
Tonbridge
Kent TN9 1BE

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Chair's Foreword

2025/26 has been another positive year of maintenance, with a strong focus on compliance and improving existing systems. We are beginning to see the benefits of careful planning, ensuring KASBAH continues to meet emerging needs and flourish. Although it has been a challenging period, with a 23% increase in incidents, teams have responded with professional calm, proactive strategies and strong teamwork.

KASBAH continues to develop year on year. This year saw further growth in the farm day service and a deeper understanding of our audience for farm events. As a result, 2026 will bring a more streamlined approach, including plans for our first Lambing Weekend.

Our extensive compliance review identified some gaps in practice, but following several audits over the last six months, we now have a clear understanding of audit expectations. We have developed simpler, more transparent systems to evidence commissioned hours, demonstrate how support is provided and manage staff rotas. The next step is a bespoke payroll system, already in development.

We have continued to strengthen the team's knowledge, skills and training in Positive Behaviour Support, helping us provide consistent, high-quality, person-centred support across all KASBAH services. This has been further enhanced through increased awareness of Psychologically Informed Environment practice.

As an organisation, we pride ourselves on adapting well to change. We identify problems and work together to find practical, long-term solutions. The support and understanding of our fantastic workforce gives KASBAH the strength to manage change effectively. We regularly update KASBAH's Five Year Vision in line with new ventures and directions, which is

available at www.kasbah.org.uk. We welcome constructive feedback and will continue striving to maintain our position as a leading provider of supported living and daily living skills. I am pleased to report a 25% decrease in complaints this year, with all issues resolved informally.

It has also been a year of change for the board. I would like to welcome new members who have already helped strengthen the board, and thank those who have contributed greatly in the past and are now moving on. I would also like to acknowledge our longest-standing members, whose stability, knowledge and continuity remain much appreciated as the board continues to mature.

Finally, I offer a heartfelt thank you to the whole KASBAH team, our dedicated managers, phenomenal volunteers and committed staff. I am confident we will continue to overcome challenges together, with the best interests of KASBAH members at the centre of every decision. I am hugely proud of the charity's work and the experience of those who access our services, and I look forward to continued success.



Dr. Jim Mawby
Chair of Trustees

Chief Executive Officer's Report

2025-26 has been a year of checks and measures with a heavy focus on compliance and operating clear and transparent processes as we prepared for anticipated funding cuts from our main funder – KCC.

This has not hindered our passion and enthusiasm, we have many great achievements to share:

- We had two placement breakdowns; one within Gingerbread and the other within Rochester Road, it is testament to the care, skills and willingness from both teams that enabled both placements to be turned around.
- Compliance has remained a strong focus in 2025/26; a full internal audit took place of all commissioned support hours and how these are demonstrated. As a result, more robust systems are now in place.
- The staff team has continued to grow by 13.25%, the personal approach expanding on the KASBAH offer has been very successful in our on-going recruitment drive.
- We have been able to reward our staff in a variety of ways and were proud to introduce a new Well-Being Fund in June 2025.
- Daily capacity at the farm has increased by 11% this year (it was 10% the previous year), regular promotion is a key target for next year.
- The farm's relationship with local schools has strengthened with an extra education day and opportunities now in place.
- Farm events are now streamlined and well-attended, we have used a variety of platforms but still find FaceBook to be the biggest draw into the farm. Lambing Day in 2025 has been our biggest event to date with 1,214 tickets being sold – this is going to be a hard one to beat!
- Maddison garden had a full overhaul by our friends at Gravesham Borough Council, and firm links and shared ideas have continued ever since.
- Environmental impact has remained high on the agenda with 75% of all fruit and vegetables needed

for animal feed being produced on-site and 25% of the kitchen ingredients also.

- 100% of the animal manure was re-used and although organic status will slip, we have remained 100% free from pesticides and chemicals.
- Bird flu has impacted on free range egg sales so we have had no birds for the majority of the year, emu eggs were not incubated but we are pleased to report we remained an infection-free site and bio-security has remained high.
- All staff have had Studio 3 refreshers, and we have started our journey of increasing our knowledge of Psychologically Informed Environments, the good news is they were already in place.
- Seabrooke House moved off-site and back again with a smile and amazing staff support. Seabrooke is now water-tight and has been internally renovated.
- KASBAH has maintained a strong focus on PBS and are consistently adopting a low arousal approach. A new easy-read format has now been adopted.
- There is an on-going focus on mental well-being throughout the staff team.
- The charity has continued to support the KASBAH staff team and in turn the staff team have ensured KASBAH has maintained its strong reputation for excellent practice and intervention.

As an organisation we pride ourselves on our ability to adapt, we identify a problem and work cohesively as a team to find viable and long-term solutions; the support and understanding of our fantastic workforce gives the organisation the ability to adapt and manage change effectively.



Emma Carver
Chief Executive Officer

Financial Report

KASBAH continues to develop its robust financial management systems and is pleased to confirm that the charitable organisation has maintained its strong financial position. There is an on-going need for effective cash flow as the majority of KASBAH's reserves are tied up in the properties. We are proud to share that the farm is now self-sufficient. As an organisation we have worked hard to be in a strong financial position at year end.

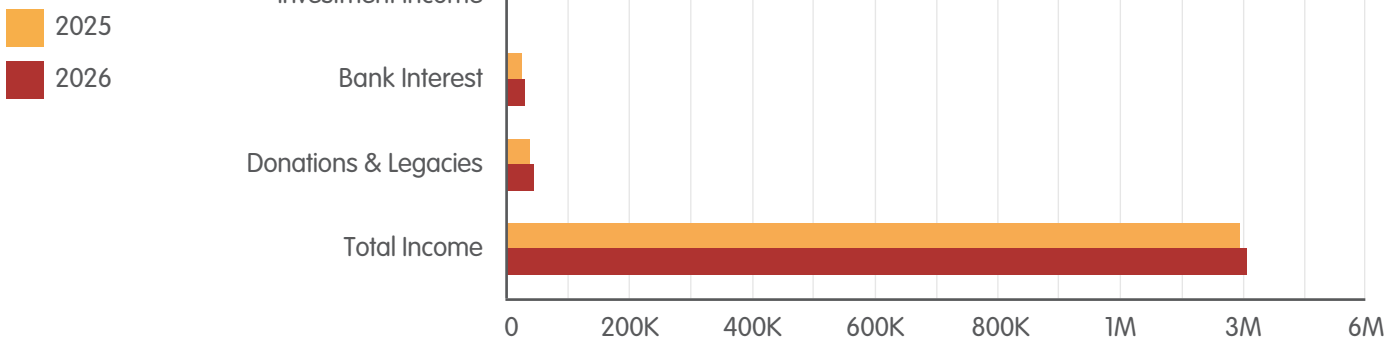
2025/26 has been a positive year for KASBAH with effective teamwork across all sites. There has been a strong focus on how we continue to improve and develop our provision. Compliance remains an on-going focus, a full internal audit took place on commissioned supported hours this year to ensure we are clearly evidencing the support in place. This year KASBAH staff team has grown by 13.25% and capacity at the farm has increased by 11% and has an active waiting list in place. The charity goal towards total cost recovery and effective debt recovery continues, this is reflected in the increased cash held in bank.

KASBAH is actively working towards its evolving Five-Year Vision, the organisation's focus remains on ensuring the long-term financial stability of the organisation while remaining true to its ethos; promoting independence, developing everyday skills, and supporting transitions.

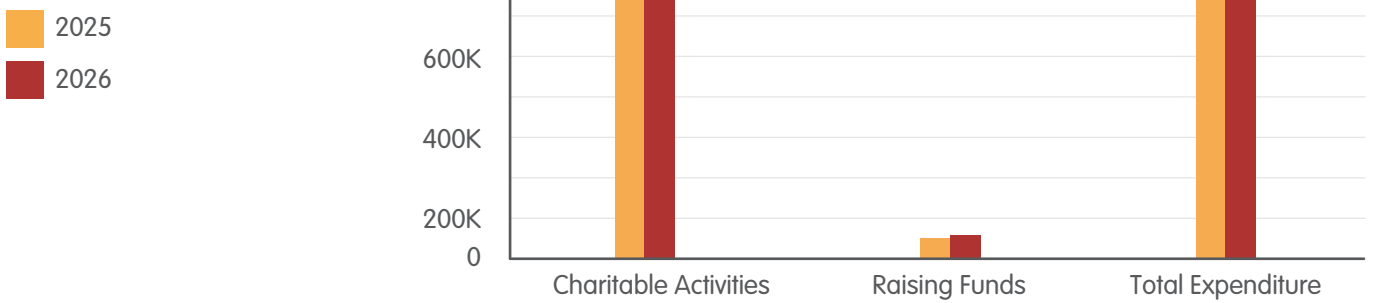
Our budgeting assumptions have continued to be on the conservative side (as is appropriate in the general economic situation) and we have been able to generate a surplus. The audited accounts show a surplus of **£357,855** generated on a turnover of **£3,169,120** as a result of continuing attention to the management of expenditure and maintenance of KASBAH's income streams.

If you would like to see our full Trustee Report and Accounts for this year, please call the KASBAH office on 01474 536501 or alternatively they can be viewed on the KASBAH website (www.kasbah.org.uk) or the Charity Commission website (www.charitycommission.gov.uk).

Income Comparison 2025/2026

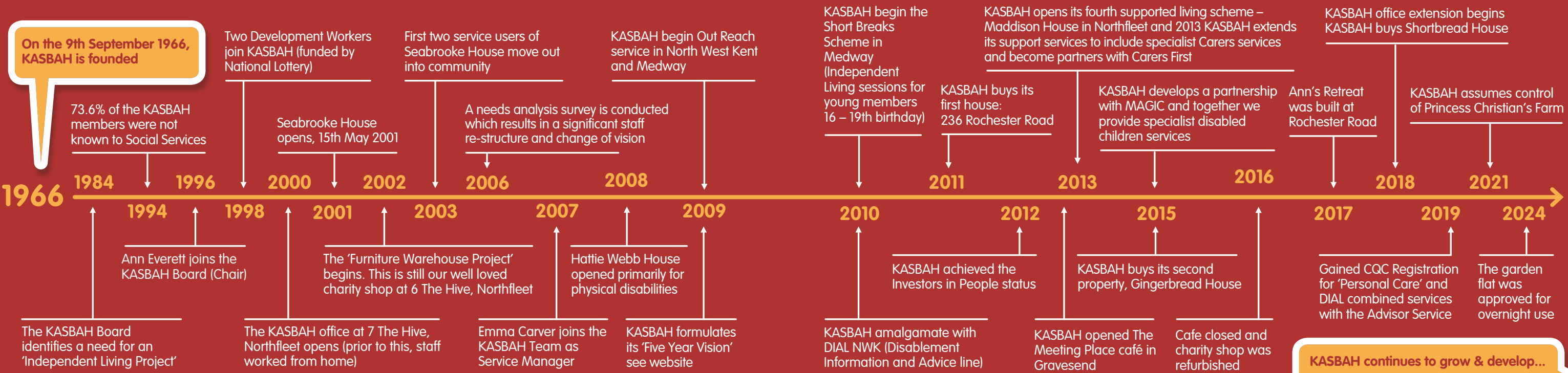


Expenditure Comparison 2025/2026



Significant Dates

The following timeline sets out the key events and/or achievements of KASBAH's history:



Strategic Direction

THE VISION

To support people with disabilities towards greater independence, choice and equality.

THE MISSION

KASBAH will respect the rights and circumstances of each person and actively encourage empowerment and inclusion into all aspects of life and living. This will be achieved with a flexible and diverse range of support services to its members.

Together we will create innovative solutions to meet new identified needs and expand the organisation.

THE ORGANISATION'S CORE VALUES

KASBAH will promote:

- Empowerment and a greater level of independence to the members
- Specialist training in all aspects of daily living skills
- Informed choices and decisions
- Inclusion and community participation
- A flexible range of support services to meet the member's individual needs
- Self reliance and self confidence
- Personal achievement in own goals
- Continuous improvement of the standing and reputation of KASBAH

DEVELOPMENT

KASBAH continues to focus on development, regularly asking the key stakeholders for feedback in the form of a care survey and within the advice and guidance service in the form of a customer satisfaction survey. This information is collated and reviewed each quarter and fed into the Management Review process to agree actions and outcomes when needed.

The focus has continued to be partnership - working with statutory and voluntary agencies, raising the organisation's profile and ensuring the service is meeting the membership's changing needs, as well as ensuring all services are accessible to the different needs of KASBAH members.

The KASBAH newsletter (KASBAH News) has continued to improve, with increased member involvement.

QUALITY MANAGEMENT

“Internal control measures are in place and are working effectively for the organisation. Steps have been taken throughout the last financial year and actioned in order to minimise risk to the organisation.”

KASBAH Board

They Said, We Did

We really value service user feedback so thought it would be useful and insightful for you to see how we responded to what we heard and were asked in 2025-26.



The Maddison ladies want to go abroad so in 2026 this is being risk assessed and it will happen – great idea Michelle

Abi struggles to be in a kitchen with others so a small kitchenette is being fitted in the garden rooms

Thomas and friends did not want to take part in the group activities at the farm so specific tasks are allocated each week to meet these needs

The Gingerbread guys asked for an alternative Tuesday activity – new sensory circuit sessions are now in place

The guys wanted to welcome **Geoff back to the Seabrooke fold**... watch this space as now the guys are pushing for Ash's return as he is unhappy in his current placement

The staff wanted a flexible approach to supporting Well-Being – the Well-Being Fund was designed and put in place

The guys wanted a new home whilst the repairs took place at Seabrooke and this is exactly what was sourced – Mary Ann Doyle House was a home from home

Staff wanted to increase their knowledge of PBS – so now it is a part of all Studio 3 training

We wanted **all managers** to be involved in the monthly meetings – so now a shared lead approach is in place

Sam wanted 1:1 in the gym, this now happens and for Theepan too, he is very proud to show staff his muscles

The Gingerbread guys wanted to share their holiday – we had Thomas H and Mark join us and had an absolute blast. The large house model worked

Gingerbread struggled without a **second vehicle** – another was sourced and is now shared with Rochester Road

Hattie Webb were not happy with their kitchen – Barry did his magic and all are now happy

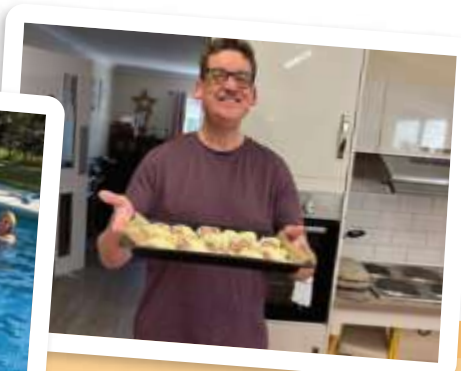
Why don't we try a **Lambing Weekend** – this is now in place for 2026

The farm guys wanted to scan the sheep so guess what, a scanner was brought in and that is exactly what they did

The farm guys missed the chickens so staff compromised and brought in **quails**

Lexie missed the **Polar Express trip**, so Peta and Keeley took Lexie and Sam to the London version, and they all had a magical experience.

Sophie wanted to try something new so has been supported to try Proud Pac and her first performance in front of her family in 2025



Advice Service

From April 2023, KASBAH have provided their own in-house Advice Service supported by office staff and volunteers, we have not received any external funding for this provision.

We have been able to provide Face-to-Face appointments (booked through the Office) for 2 days per week with further telephone support being provided Monday-Friday.

We have provided a range of support in a number of areas including benefits advice & form filling, housing support, employment advice, advocacy and accessing Care services.

KASBAH also continued to provide its information and advice service to the wider KASBAH membership across Kent and Medway.

“Thank you for your email with my son's form”

“Thank you for your assistance on my son's first DLA application”

“Thank you for your help getting my work capability MR sent in”

Case Studies

Mr Y came to the service for support with claiming Universal Credit in 2025. He is quite a challenging client to have to interact with due to severe mental ill health. His claim was successful but unfortunately there were a lot of issues along the way with Universal Credit. We had weekly phone calls sometimes multiple times a day due to the anxiety and stress the process and various mistakes caused him. This helped him to understand and cope better with what the next actions would need to be. He came back to us for support with his PIP review also because he finds forms overwhelming. Mr Y has always been very appreciative of the support he receives through our service. Both claims had a successful outcome.

Mr P was referred to the service through a friend who had been to us before. He came to us for support with Carers Allowance in September on behalf of his daughter who has complex needs. That claim has yet to have an outcome. He then came back to us in January 2026 for support with Attendance Allowance for his mother. We completed the form, gave them a copy for their records, and will contact them in a month or so to get an update on both claims.

Mr B is a member of KASBAH who has been in our independent living scheme houses for several years. The DWP had contacted him about Severe Disablement Premium not being added to his ongoing ESA claim. We supported him to complete the form and await a decision on whether he will receive a backdated payment which is quite likely. This is due to claims being checked before moving across to Universal Credit. The next step will then likely be to swap over to Universal Credit in the next year with support from us.

Mrs S is a long-term client of the service; she has been to us on several occasions for support with various forms. In 2025 she came back to us for support to fill out her PIP review. Her health had

declined so there were a few changes to how she manages things daily which we explained on the form. She also likes to have a copy of each form we do for her to look over and have as a record for future reviews. She likes the reassurance of us taking our time to go through the form and making sure she understands what it is being asked of her and is happy with what has been written. This also elevates some of her anxiety when it comes to forms and paperwork.

Miss H came to the service after finding our details online. She had recently suffered a bereavement and struggling with chronic health conditions herself. She

“Carly's help has made a real difference”

wanted some support and guidance with a few things but initially she called the service for support with council tax. She had started an application for council tax but was struggling to complete this herself. Assisted with the application and filled out PIP change of circumstances in the same appointment. She came back to us for further support with UC work capability form, information finding for support with tv/phone package cost, prescriptions, opticians and dental costs. We managed to contact her provider and get her bill reduced to more manageable amount. Also advised her to investigate using a food bank due to being unable to afford food.

ACHIEVEMENTS

- 127 appointments completed in the Office.
- Over £318,000 of benefits have been received by clients assisted by the Advice Service (including back dated awards). There has been a delay in the processing of claims, resulting in a delay in payments to clients.
- Assisting a number of clients with the migration from existing benefits to Universal Credit
- Increased presence in local community and returning clients account for the majority of our appointments, referrals to our service are generally from clients we have assisted previously advising friends and family to contact us.
- Continued telephone support to long standing KASBAH members.
- Improved KASBAH Newsletter to provide targeted information and advice to wider membership outside of KASBAH Supported Living houses.

END OF YEAR STATISTICS 01 APRIL 2025 – 31 MARCH 2026

Month	No. of contacts 2024-2025	No. of contacts 2025-2026
April	310	278
May	246	239
June	362	255
July	263	299
August	225	264
September	295	294
October	306	271
November	275	314
December	296	224
January	343	237
February	341	246
March	386	278
Totals	3648	3199

Hattie Webb House



Hattie Webb House is located in Rochester, just a short distance from the historic High Street, castle, cathedral, and other local amenities. The area is well-served by public transport, offering convenient access for residents and visitors alike.

The house is currently at full capacity, accommodating four service users. Among the service users, two have physical disabilities, including one full-time wheelchair user. The other two residents are neurodivergent, with diagnoses including ASD, ADHD, and ODD. All residents present with varying levels of learning disabilities, and the home is equipped to meet their diverse needs.

Hattie Webb House is staffed by a House Coordinator and a small, dedicated staff team. Hattie Webb House is staffed Monday to Saturday with a sleepover provision Monday to Thursday to meet the needs of one service user.

There is an option for upon request for support outside of usual working hours and all service users at HWH have access to 24hrs emergency on-call.

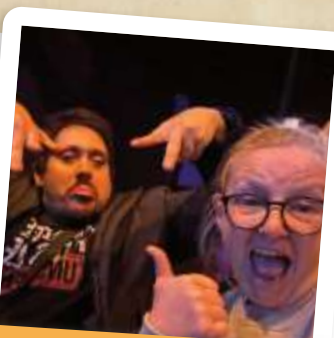
Hattie Webb House offers a one-to-one day respite provision for young adults with learning and/or physical disabilities. The service focuses on promoting independence by providing tailored support in developing independent living skills, alongside a variety of engaging activities. Sessions run from 10am until 2pm and are currently accessed by two service users—one

attending every other Monday, and the other attending each Thursday.

This year, Hattie Webb House has undergone further improvements to enhance the comfort and quality of the living environment, including a new kitchen and sofas, we are also continuing work on the garden, doing lots of planting to make this a relaxing and pleasant space for the service users to unwind, especially on warmer days. In addition, service users have been encouraged and supported to personalise their living spaces, allowing them to put their own unique stamp on their home and fostering a greater sense of ownership and belonging.

ACHIEVEMENTS

- HWH won the Halloween challenge
- Lee finally got a dentist appointment after a long delay and is brushing his teeth regularly
- HWH joined the fun on the Polar Express in the build up to Christmas
- The HWH got a kitchen refresh that made everyone very happy and the next project is the garden
- We supported Richard to the farm in time to see the baby lambs
- We welcomed Louise into the team and said goodbye to Ella



"It's pretty good living at HWH"

Gingerbread House



Gingerbread house is a large five-bedroom chalet bungalow in Northfleet. It has been extended over two floors. The entrance is spacious and welcoming, full of both light and personality and is the hub of the house. This is where our service users dine and take part in all sorts of in-house activities.

This property offers shared living accommodation for up to four people with sleep-in support each night. Over the last year our service users have accessed a variety of activities within the community, for example dance exercise classes, sports, football sessions, New Yorker's club, disability discos and pub nights. This house likes to be active. Gingerbread service users all access Princess Christian's Farm once or twice a week,

thoroughly enjoying the opportunity to work in a working farm setting with a menagerie of different animals and tasks to take part in.

Theopan, Thomas, Sam and Sophie are great friends and thoroughly enjoy living at Gingerbread House. Our person-centred approach enables each person to flourish within this setting. Everyone's confidence and independence continues to grow, we continue to focus on promoting effective two-way communication and increased life skills development, there is noticeable improvement year on year for each of the service users living at Gingerbread House.



"I tidy the garden, I work out in the garden, Theopan is happy" - Theopan



"Good, everything is good" - Sam

ACHIEVEMENTS

- Over the past year, Gingerbread House has seen a notable increase in residents' independence. Individuals have demonstrated a growing willingness to explore new opportunities and engage in activities aligned with their personal interests. There has been a positive shift towards residents participating more independently, including initiating and attending activities with greater confidence, such as community gym sessions.
- A consistent weekly routine has been established, with residents attending the gym each Friday. This has supported the development of new skills, including the safe use of equipment and participation in structured fitness activities, while also promoting physical health and wellbeing.

- Residents have also shown significant progress in confidence and self-expression. Staff have observed individuals becoming more comfortable in social situations, with their personalities continuing to develop and flourish in a supportive environment.
- Engagement in a wide range of meaningful and enjoyable activities has remained strong throughout the year. Residents have participated in both familiar and new experiences, including opportunities to perform on stage in front of friends and family, further enhancing confidence and social inclusion.

Maddison House

Maddison House is a supported housing provision project situated in Northfleet, Kent. The building itself boasts seven spacious bedrooms that are all en-suite, each bedroom includes fridges and work tops that could be used to prepare small snacks. Our lounge-diner area is utilised by service users for socialising, group training/ 'refresher sessions', house meetings and group meals. Service users also share a kitchen, laundry room and garden.

Maddison House is not staffed 24/7 and we do not have sleep over staff in order to increase independence. Maddison House staff provide support with all aspects of daily living for example budgeting, cooking, cleaning and emotional support whilst encouraging further independence. Additionally, we like to keep things fun! Service users are supported to access social skills sessions during the day and in the evenings including visits to the comedy club, theatre trips and their regular visit to a nightclub in Gillingham once a month where the service users have an opportunity to link up with individuals from other sites and have an enjoyable time together. We have also enjoyed day trips to the seaside, TV show recordings, panic rooms and laser tag.

Maddison House is tailored for individuals who strive to live independently but wish to maintain a high level of social activity and group involvement. Past, present and future service users have the option to treat Maddison House as a stepping stone before moving on to live independently or as a longer term option.

From a staff perspective, at Maddison House our promise to each service user is to support them to achieve a meaningful and fulfilling life. This includes goal planning, providing choice, pushing boundaries, self-advocating and positive risk-taking. We love Maddison House and our service users are proud to call it their home.



"Very good staff, their nice to me and I feel safe here" - Michelle



"I love being sociable. I absolutely love it when we go to Butlins but it goes too quick" - Tom



ACHIEVEMENTS

- Maddison House have had another busy year with lots of trips. We went to an adult weekend in Butlins where we all dressed up as characters from Shrek and partied the weekend away. We also went to Calais in France for a day trip. We had a lovely time exploring the local sites and cuisine. We also went to the 4DX cinema to see Mario, Taylor Swift tribute again (as we enjoyed it so much last year) and The Fenn Bell Inn to see the new sloth.
- Some of us took up cycling lessons and even passed our cycling proficiency test. We are planning a big cycling trip to Rochester soon.
- We had our garden refurbished by a local company, we now have a new shed as well.
- Barry fitted a new kitchen at Maddison House, he done a great job and it looks very lovely.
- We started tennis lessons and all learnt how to play properly.
- To celebrate all of our achievements this year we hosted a barbeque for everyone involved in making it a successful year.

Rochester Road

Rochester Road is a longer-term provision with staff support 24/7, Rochester Road supports a broad range of adults with different support needs. We adapt our support to everyone's needs and abilities. All service users attend day service provisions on some of the days and all have varied day activities which they enjoy. Some attend Princess Christian's Farm, Spadework, Haig Gardens and Pathways. At Rochester Road we promote independence, we praise and celebrate individual achievements and empower individuals to lead a fulfilling life whilst maintaining a community presence.

Rochester Road has a lovely family feel; this is a large house providing both great comfort and lots of space. We have five bedrooms with two large bathrooms and a downstairs' toilet and a staff sleepover room. We currently have four service users living here with room for a fifth person. We also have spacious gardens to enjoy, and a resident cat called Alice.

Rochester Road benefits from the bus stop being situated outside of our property and we have local shops within walking distance including a pharmacy, takeaways, convenience stores and a cash machine. We are only a ten-minute bus ride to the town centre, promenade and the supermarkets. We also have an annexe in our rear garden, this is self-contained and provides living accommodation for one service user. The support needs provided are of a lower level of need to the main house and offer a more independent accommodation to our current service users.

Rochester Road loves to celebrate everyone's birthdays, success and achievements. We promote group activities and have a social skills day on a Wednesday as everyone is home on Wednesday's. We enjoy being out in the local community as much as possible. Rochester Road is committed to promoting independence, choice, and person-centred approaches in everything we do.

Rochester Road are hoping to have a holiday this year and staff are busy planning with the service users.



"I am very happy, I love being at RR, and I love my Sarah." - KA

"Having a great time with RR - Always fun" - James



"I like it here; Sarah makes me happy" - ND



ACHIEVEMENTS

- What a great year for Rochester Road!!
- We had a placement breakdown over the summer and with the support of a great team and supportive family, this was completely turned around and our young lady is now staying and in a very happy place. This is our proudest achievement.
- Rochester Road welcomed Sarah as the new House Manager, she is a very skilled party planner. Rochester Road hosted a spectacular Halloween party, and then later in the year for our Christmas ball, Sarah created a beautiful Winter Wonderland.
- The house has had an overhaul, with two new bathrooms now in place, a renovated conservatory and a deep clean. The service users are taking pride in their updated home.
- Some great activities have taken place with each person having a say in how Social Skills is designed each month, and we have welcomed James into the fold on a Wednesday. We have some strong friendships forming within the group which is lovely to see.

Seabrooke House

Seabrooke House is a six bedded supported housing provision home in Swanscombe. It was set up as KASBAH's first Independent Living Project back in 2002, we now provide supported living tailored for capable individuals who strive to live independently but wish to maintain a high level of social activity and group involvement.

We continue to encourage individuals to strive for further independence by promoting independent living skills, this includes (but is not limited to) development in cookery, cleaning, shopping, healthy eating, finances, travel, providing skills to go out independently. Seabrooke's staff team are passionate about empowerment and development. Seabrooke is often the start of many young adult's own unique journey towards greater independence and will continue to do so.

Seabrooke is a place where we support positive risk taking. We educate disabled people on how to effectively risk assess each situation and make informed decisions in line with the Mental Capacity Act, we minimise risks but do not remove them. Everyone has the capacity to make and learn from their own decisions. Seabrooke is a place where we promote and encourage all aspects of independence. Seabrooke is a place where we empower every individual to lead a full, active, safe and happy life and to strive to meet their full potential.

In addition to the main house, we have 2 independent living flats next door at Janus Court for those who would like a taste of independent living with the safety net of Seabrooke close at hand. We also have a small day service provision "Life Skills Access" specialising in independent living skills. Seabrooke currently provides 24hr support. Service users will have the option to treat Seabrooke House as a stepping stone before moving on to live independently or to treat Seabrooke House as a longer-term option. Seabrooke House is a special place, there's nowhere quite like it.

ACHIEVEMENTS

- Seabrooke has had two successful service users move on this year. One has gone into a new placement with another provider, the other has furthered their independence and move into their own home in the community.
- Jake has moved over from Maddison House and is enjoying having staff around for support at the weekends
- Seabrooke has made the transition into more supported living style placements
- Luke and Dan were supported to attend the UK snooker championships in York
- We hosted a successful charity race night!
- We also participated in this years SASBAH weekend to represent KASBAH
- Seabrooke continues to provide our service users with the opportunity to work at the Farm shop in partnership with Maddison House

"I am happy, the staff look after me very well and write my music list with me" - Geoff

"Seabrooke is a place I reply on, I know KASBAH actually care"

Shortbread House

Shortbread House is an impressive house set over three floors plus a garden room enabling the house to accommodate five bedrooms, three bathrooms, two lounges and a conservatory which is the service users' communal area for dining and doing in-house activities.

Shortbread and Gingerbread House are situated side by side and often work together in joint up activities, support, and learning. This has enabled us to create a large garden area with outside lounges and a space to eat.

This service meets a host of complex needs well on a large site with an experienced and committed team. Our service users are supported by experienced PBS coaches all Studio 3 and low arousal approach trained.

We are a very person-centred led organisation and set realistic goals to achieve successful outcomes with a partnership model of support. Shortbread House has continued to incorporate fun learning

"Everything is great!" - Georgina

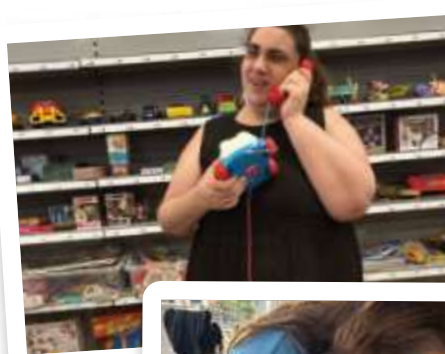
"I love my flat, can I keep the cat??" - Abi

ACHIEVEMENTS

- Over the past year, Shortbread has welcomed several new staff members to the team. These additions have been positively received by residents, who have built strong and meaningful relationships with staff. The new team members have contributed a range of skills, knowledge, and perspectives, further enhancing the quality of support provided.
- Residents at Shortbread have demonstrated significant growth in confidence. Individuals have increasingly been able to express their preferences, share their interests, and advocate for themselves in day-to-day decisions. This development reflects a positive and person-centred approach to support. Alongside this,

and partnership work to support the service users to learn new skills. As a team within Shortbread House, we manage any signs of stress and anxiety calmly and effectively by understanding the need of the behaviour and using alternative safe methods to meet this need.

Our service users live alongside each other having their own individual living space as well as accessing our communal conservatory area where life skills training and other indoor social activities take place weekly.



Princess Christian's Farm

Princess Christian's Farm is based in Hildenborough, Kent with over 116 acres of pasture and woodlands. It is a life skills training facility supporting people with a learning and /or physical disability. The aim is for individuals to learn new life skills both on the farm and in all aspects of daily living.

Princess Christian's Farm is a unique environment for service users to come and make friends, build confidence, and develop employability skills in a variety of vocational areas. Service users build skills within Animal Care, Agriculture, Horticulture, Catering, Retail, DIY/ Woodwork/Crafts and Sport.

We currently have 105 service users attending the farm and continue to offer new activities and opportunities. The service users have the opportunity to work in a variety of areas throughout the week to help support their skills development and interest and make firm, long-lasting friendships.

The farm supports school/college groups to build on their farm-based and life skills each week and continue to offer off site experiences where appropriate. We have continued to offer regular events throughout the year and have increased the variety of animal experiences to include Emus and creepy crawlies.

Princess Christian's Farm has had another busy year of development:

- The exotic animal portfolio continues to grow with new animals including a Blue Tongue Skink, Leachianus Gecko, Katydid, Hercules Beetles and Sun Beetles.

- A new outside learning space has been created at the farm, this has been named Kane's Corner in memory of one of our dear friends.
- PCF have had a successful Lambing and Kidding season which as a result has increased our breeding stock.
- The Reptile area has been redesigned to create more accessible spaces.
- Increased partnerships with local businesses including B&Q and Pelagic Aquatics, Volunteer days have increased with AXA, HSBC, Mid Kent College and MGroup.
- Friends of Princess Christian's Farm introduced a new fresh produce stall.
- The projects provision have been developing new designs to sell in our shop.
- PCF welcomed full fibre on the farm to help enhance learning opportunities.
- Our space themed crazy golf area is now complete and has been enjoyed by many visitors at our open events.
- The Horticulture department now have beautifully hand crafted signs allowing all key learning areas to be more visible.
- The event schedule has been streamlined to focus on the popular events.

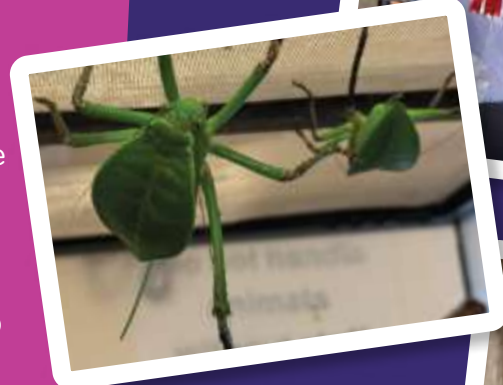


ACHIEVEMENTS

- We held our first ever fun run at PCF and lots of fun was had by all.
- Maintained our five-star food hygiene rating.
- Continue to work collaboratively with Tonbridge School.
- This year there has been a 11% increase in service users
- Success at the Kent County Show showing our sheep –1st for Ram Lamb, 1st for Aged Ewe, 1st for Shearling Ram, 3rd for Ewe Lamb, 2nd for Group of 3 and the Ram Lamb won Overall Breed Champion.
- Success at Heathfield Show winning 3rd place in the Shearing Ewe class which was a class of 23 and the Large Whites won 1st for Sausage Pig and Reserve Champion.
- This year was the first year PCF entered Sheep into the Heathfield show.
- Success at Edenbridge and Oxted show, this was the first year PCF entered Sheep. The sheep won 2nd for Shearing Lamb, 1st for Ram Lamb, 1st for Ewe Lamb, 1st for Pair of Sheep, 2nd for Group of 3 and 2nd for Shearling Ewe. The Pigs won 1st for Pair of Cutters, 1st and 2nd for Individual Cutter, 3rd for Heavy Hog, and 2nd in the Pedigree class for the Large Whites.
- The farm introduced additional school holiday tours, increasing opportunities for the local area to visit.
- The attendees enjoyed Easter and Christmas services at St Johns Church in Hildenborough.
- There has been a 33% increase in 1 day a week school group access.



"I like doing tours and showing people round" - Gemma



"I enjoyed making sausage rolls for the events" - Louisa



A Big Thank You for Support & Commitment goes to:

TRUSTEES	Jim Mawby	Chair	Karen Richardson	Trustee – Resigned 30 September 2025
	Stephen Field	Treasurer	Erin Anderson	Trustee – Appointed 30 September 2025
	Sara Cross	Trustee	Pia Rathje-Burton	Trustee – Appointed 30 September 2025
	Abbi Caliendo	Trustee	Mark Walker	Trustee – Appointed 30 September 2025
STAFF	Emma Carver	Chief Executive Officer	Georgia Griffiths	PBS Coach (GBH) / Social Work Apprentice (left Mar 2026)
	Elizabeth Read	Farm Manager (PCF)/Deputy CEO	Jodie Heneghan	PBS Coach (GBH) (started Oct 2025 / maternity leave Feb 2026)
	Sophie Aiken	HR Manager	Amos Isibor	PBS Coach (GBH)
	Julie Appleby	Office Manager	Charlie Packer	PBS Coach (GBH)
	Donna Stockton	Finance Manager	Wendy Smith	PBS Coach GBH/SHBH)
	Carly Gadd	Office Assistant	Lucia Vata	PBS Coach GBH/SHBH) (Maternity leave Jan 2026)
	Samantha Ewen	Finance Administrator	Keeley White	PBS Coach (GBH)
	Sarah Heneghan	PCF Office Manager	Gemma Tetley	PBS Coach (GBH) (started Sept 2025)
	Victoria Norris	House Manager (SBH/MH/)	Maria Worrell	PBS Coach (GBH)
	Stacey White	Senior PBS Coach (SBH)	Deborah Goldsmith	House Co-ordinator /Nominated Individual (SHBH)
	Chris Yusuf	Senior PBS Coach (SBH)	Toyin Lawal	Senior PBS Coach (SHBH)
	Olga Bil	PBS Coach (SBH) (started May 2025)	Sandra Hardman	Senior PBS Coach (SHBH)
	Peta Bridle	PBS Coach (SBH)	Shola Abdul	PBS Coach (SHBH)
	Christina Croucher	PBS Coach (SBH) (started Sept 2025)	Tope Adeleye	PBS Coach (SHBH) (left Apr 2025)
	Bamini Logendran	PBS Coach (SBH) (left Sept 2025)	Oluseyi Arifaga	PBS Coach (SHBH) (started Oct 2025)
	Kelly Long	PBS Coach (SBH) (started Jun 2025)	Bobbie Bains	PBS Coach (SHBH)
	Jodie Murray	PBS Coach (SBH)	Lloyd Borewe	PBS Coach (SHBH)
	Louise Philpott	PBS Coach (SBH)	Scott Curtis	PBS Coach (SHBH)
	Ashley Rehman	PBS Coach (SBH) (Maternity leave Jun 2025)	Chris Evenden	PBS Coach (SHBH)
	Janine Lozada	House Co-ordinator (HWH)	Wisdom Festus	PBS Coach (SHBH) (started Sept 2025)
	Yvonne McCuish	Senior PBS Coach (HWH)	Rebecca Glibbery	PBS Coach (SHBH) (left Sept 2025)
	Louise Banfield	PBS Coach (HWH) (started Sept 2025)	Rosie Leech	PBS Coach (SHBH)
	Ella Budd	PBS Coach (HWH) / Social Work Apprentice	Collins Moore	PBS Coach (SHBH)
	Joanna Morten	PBS Coach (HWH) (started May 2025 / left Sept 2025)	Elijah Moore	PBS Coach (SHBH)
	Jane Candler	House Manager (RR/HWH) (left Aug 2025)	Mary Owioye	PBS Coach (SHBH)
	Sarah Clarke	House Manager (RR) (started Sept 2025)	Tayla Parris	PBS Coach (SHBH) (started Sept 2025)
	Ana Barbudo	PBS Coach (RR) (started Mar 2026)	Preston Stephens	PBS Coach (SHBH)
	Julie Bassett	PBS Coach (RR)	Rachel Taylor	PBS Coach (SHBH) (left Nov 2025)
	Jacqueline Chiwere	PBS Coach (RR)	Catherine Thomas	PBS Coach (SHBH) (started Oct 2025)
	Wayne Donaghy	PBS Coach (RR)	Sarah Williams	PBS Coach (SHBH)
	Bianca Ford	PBS Coach (RR) (started Dec 2025)	Chloe Knowles	Farm Lead (PCF) (Maternity leave Feb 2026)
	Vidia Francis	PBS Coach (RR) (started Dec 2025)	Liam Tovey	Farm Lead (PCF) (started Feb 2026)
	Maxine Gobbett	PBS Coach (RR) (left Sept 2025)	Kathryn Westcott	Senior (PCF)
	Annabelle Hulse	PBS Coach (RR)	Laura Allen	PBS Coach (PCF) (Maternity leave Jun 2025)
	Maria Hutton	PBS Coach (RR) (left Sept 2025)	Natasha Bremer	PBS Coach (PCF)
	Rebecca Jinks	PBS Coach (RR) (started Sept 2025)	Arron Carver	PBS Coach (PCF)
	Linda Nyamutsahuni	PBS Coach (RR)	Richard Carver	Maintenance (PCF)
	Chantal Robinson	PBS Coach (RR)	Charlotte Cashman	PBS Coach (PCF)
	Taiwo Shittu	PBS Coach (RR) (started Sept 2025)	Casey Dolton	PBS Coach (PCF) (started Nov 2025)
	Beth Walker	PBS Coach (RR) (started Jun 2025 / Maternity leave Nov 2025)	Alex Griffiths	PBS Coach (PCF)
	Sam Williams	House Co-ordinator (MH)	Sarah Haggerty	PBS Coach (PCF)
	Amanda Ball	PBS Coach (MH)	Shannon Heneghan	PBS Coach (PCF)
	Ria Grant	PBS Coach (MH)	Shafia Philpot	PBS Coach (PCF)
	Kathrine Sandhu	PBS Coach (MH)	Terry Revell	PBS Coach (PCF)
	Phoebe Carver	House Co-ordinator GBH / Occupational Therapist	Chloe Rixon	PBS Coach (PCF)
	Lucie Heath	Senior PBS Coach (GBH) (returned maternity leave Sept 2025)	Ross Simmons	PBS Coach (PCF)
	Charmaine Bultman	PBS Coach (GBH)	Jade Wells	PBS Coach (PCF) (started Mar 2025 / left Sept 2025)
	Debbie Cogger	PBS Coach (GBH)	Pam Worrall	PBS Coach (PCF)
VOLUNTEERS	Ron Tiller	Charity Shop Volunteer	David Bremer	PCF Volunteer
	Dorothy Nash	Charity Shop Volunteer	Angela Read	PCF Volunteer
	Staff & Students	Ifield School	Lesley Ruffin	PCF Volunteer
	Carly Gadd	DIAL Volunteer	Jessica Watson	PCF Volunteer
	Christopher Barnett	PCF Volunteer	Jeremy Watson	PCF Volunteer
	Mary Bartlett	PCF Volunteer	Paul Williams	ICT Digital

SBH = Seabrooke House
HWH = Hattie Webb House
RR = Rochester Road

MH = Maddison House
GBH = Gingerbread House
SHBH = Shortbread House

OR = Outreach
PCF = Princess Christian's Farm