



Institute
of **Hospitality**

Institute of Hospitality
Endorsement Report

Crumbs

November 2019

Summary

The following programmes were submitted by The Crumbs Project (Crumbs) for formal endorsement by the Institute of Hospitality:

- Crumbs Foundation Certificate
- Crumbs Certificate in Administration
- Crumbs Diploma in Administration
- Crumbs Certificate in Food Production and Service
- Crumbs Diploma in Food Production and Service
- Crumbs Certificate in Housekeeping
- Crumbs Diploma in Housekeeping

Crumbs has met all of the criteria in relation to quality standards and quality learning outcomes and the above programmes of learning have been unconditionally endorsed, for a period of two years, from November 2019 until November 2021.

Published by

© Institute of Hospitality 2019
The Counting House, 14 Palmerston Road, Sutton, Surrey, SM1 4QL United Kingdom
Company No. 478810 Charity No. 326180
www.instituteofhospitality.org

Contents

Summary	2
Section 1: The Organisation	4
1.1 Organisation information	4
1.2 Organisation experience	4
Section 2: The Programmes	6
2.1 Programme information	6
2.1.1 Aims and learning outcomes	6
2.1.2 Structure and content	7
2.2 Assessment methodology	9
2.3 Development resources	10
2.4 Programme learners	10
2.5 Marketing	11
2.6 Quality assurance and review systems	11
2.7 Panel findings	11
Commendations	11
Section 3: Endorsement Recognition	12
3.1 Confirmation of endorsement recognition	12
3.2 Professional recognition	13
3.3 Endorsement logo	13
3.4 Endorsement renewal	13

Section 1: The Organisation

1.1 Organisation information

The Crumbs Project (Crumbs) is a not-for-profit charity based in Bournemouth. Crumbs was founded in 1997 to help those with enduring mental illness, in the days when long-term stay in a mental health hospital was often normal. Crumbs arose for the need for those in long-stay care to have a pattern to their day, a skill at their fingertips and something to talk about.

Two years after becoming a charity Crumbs expanded to include persons with learning disability and stabilised addiction problems and thus evolved into a mixed disability workforce. Support from Grant-making Trusts enabled Crumbs to expand with increases in the staff team and trainee numbers.

Today the aim of Crumbs is the provision of education and training for adults with a range of mixed disabilities through carefully designed training programmes that assist in progression to employment and independent living.

Crumbs is both a registered charity with the Charity Commission and a Company Limited by Guarantee registered with Companies House. The SIC classification classifies Crumbs under 88990 – Other social work activities without accommodation not elsewhere classified.

- Registered Company Number: 07294713 (England and Wales)
- Charity Number: 1151926

The registered address of Crumbs is 96 Castle Lane West, Bournemouth BH9 3JU. The charity operates from its own premises at Hibberd Court, 20A Hibberd Way, Bournemouth BH10 4EP. This is also the public address of Crumbs from which it provides a range of catering services.

The Crumbs Centre is a purpose built commercial kitchen, bakery, laundry and food service unit within a sheltered accommodation complex. The centre also provides a restaurant lunch service to the local residents. In addition, it houses the main reception and administration space, staff offices, staff facilities and a meeting room that is also used as a training room. The meeting room has a Smart Board and the building has a secure Wi-Fi network.

1.2 Organisation experience

An organisation chart was provided showing the management structure of the charity. A Board of Trustees is in overall charge of the charity. Three sub-groups report directly to the Board, namely the Finance Group, the Operations and People Group and the Governance Group. The day-to-day running of the charity is through the Operations Manager who oversees the Training and Development Manager and the Food Services Manager, together with Administration, PR and Marketing, and Volunteers.

The Chair of the Board of Directors is a well-respected figure within the hospitality industry, with substantial experience in hospitality education, training and curriculum design.

The charity has been operating training programmes for 22 years, is staffed by experienced and capable people and is clearly well respected by those agencies caring for people with disabilities.

Section 2: The Programmes

2.1 Programme information

The current Crumbs training programme has developed over time to meet the differing needs of the range of trainees. A review of this training indicated that whilst not explicitly written in conventional training and outcome terms, it could be developed to incorporate more explicitly stated learning outcomes and operate within a recognised programme structure. The revised structure aims to do this and provide trainees with training and the opportunity to gain qualifications within a cohesive and progressive system.

The new design, to be implemented in 2020, has a matrix structure based on level and pathway. There are three levels: Foundation, Certificate and Diploma. After completion of a common Foundation Level, trainees choose to specialise in one of three pathways at the Certificate Level and then, within the same pathway, the Diploma Level. The three pathways are Food Production and Service, Administration and Housekeeping. Within Crumbs a programme comprises the Foundation level, and the pathway at Certificate level and Diploma level.

This structure gives rise to seven awards for which endorsement is sought. These are:

1. Crumbs Foundation Certificate
2. Crumbs Certificate in Administration
3. Crumbs Diploma in Administration
4. Crumbs Certificate in Food Production and Service
5. Crumbs Diploma in Food Production and Service
6. Crumbs Certificate in Housekeeping
7. Crumbs Diploma in Housekeeping

Although a programme / pathway does not lead to a Government recognised qualification the Foundation, Certificate and Diploma levels broadly equate to Entry Levels 1, 2 and 3 respectively on the Regulated Qualifications Framework (RQF).

2.1.1 Aims and learning outcomes

The aims for the scheme as a whole are that trainees should be able to:

- Develop a range of skills within their own abilities and aspirations that provides opportunity for further employment.
- Develop their personal skills and knowledge that encourages independent living and provides preparedness for employment.
- Develop the self-confidence to work as part of a team.

Each level has an aim:

- At the Foundation Level the aim is to introduce the trainees to the knowledge, skills and understanding to be able to work in the team and organisation, safely, and professionally by recognising and meeting the standards required to succeed and move to the next level.

- At the Certificate level the aim is to develop the trainee’s knowledge skills and understanding to be able to work at an entry level in their preferred professional area.
- At the Diploma level the trainees will further develop their professional competences to be able to work as a valued member of the team with the appropriate guidance and supervision.

Although it appears that there are no overall learning outcomes for the seven awards (the three levels have learning outcomes, as do all the units) Crumbs have considered writing outcomes for each award and have decided that it would be difficult for their trainees in the context of education terms and not as meaningful as them demonstrating their practical ability. Crumbs are in the process of restructuring the trainee’s grading scales so that they are more relevant to each unit.

2.1.2 Structure and content

Each pathway / award is made up of units, a sample of which was included in the application documentation. Each unit has appropriate learning outcomes based on Bloom’s Taxonomy. The panel assume other units not included in the sample have appropriate learning outcomes written in the same style.

The size of the unit is based on the unit’s notional Guided Learning Hours (GLH). Some units at the Foundation Level have 5 GLH, whereas at the Certificate and Diploma Levels units are either 20,30 or 40 GLH. The work-based / work experience element of the Certificate and Diploma on all pathways has 80 GLH.

The table below summarises the number of units that have to be completed for each award and the notional Guided Learning Hours associated with the award / level / pathway.

Foundation Level	All trainees 10 Units 80 GLH		
	Food Production and Service Pathway	Administration Pathway	Housekeeping Pathway
Certificate Level	19 Units 600 GLH	17 Units 590 GLH	17 Units 590 GLH
Diploma Level	13 Units 1080 GLH	7 Units 910 GLH	6 Units 760 GLH

There are three components to the overall structure of a training programme:

- Pre-programme preparation
- The Programme
- Post-programme support

Pre-programme preparation

Applicants attend a taster session as part of the pre-programme preparation. This allows the trainee to gain an understanding of how the programme works and provides an opportunity for the Crumbs trainers to assess each trainee individually on their level of learning.

The Programme

Each trainee has an Independent Learning Programme (ILP) that reflects their attendance pattern, the funding provision and rates of progression. A programme would normally take trainees up to 18 months to complete. This time frame is dependent upon the level of attainment and the trainee's personal circumstances. The minimum training is one day per week and the maximum is four days per week. This results in the trainees progressing at a rate that is depended on their ILP.

All trainees undertake the Foundation Certificate prior to progression to a named pathway. The Foundation level is an induction programme to introduce the trainees to the new working environment, to support their communication and literacy skills as well as introducing concepts of food safety and health and safety. The Foundation level helps Crumbs identify the pathway the trainee will want to follow to complete their training.

Details were provided for a sample of units. These unit descriptors give a comprehensive description of all aspects of the unit, including:

- The purpose / aim of the unit
- Learning outcomes and content
- Basic methods
- Scope of the unit
- Modes of assessment
- Assessment weightings

The units that comprise the Certificate and Diploma Levels are appropriate, comprehensive and cover a wide range of skills that are appropriate to the respective pathway. In addition, trainees are encouraged to achieve the added value award of a Level 2 in Food Safety as an integral element of their programme. Such a qualification also enhances their employment opportunities.

Work-based experiential learning is an integral part of the programme. Each programme is delivered largely through in a commercial operational environment at the Crumbs Centre. This is supported by classroom based sessions and individual mentoring with the relevant trainers.

Each trainee has a learner profile that contains a training plan, including trainer notes, grading scales, photographs, recipes, paper-based exercises, workbooks and records of assessments. All trainees attend a quarterly review of their training with a trainer or the Training and Development Manager where their learner profile is updated. All reviews are recorded in the trainee's personal file, as are any specific issues that may be related to the individual's disability. The review includes goal setting. Goal setting is regarded as an

important part of the framework of the training and addresses the soft and personal skills development essential for independent living and employment.

It is the intention to transfer current trainees to the new scheme. Transition arrangements for current students were detailed in the application.

Post-programme follow-up

The post-programme follow-up takes place between 18 and 24 months after starting the training programme. Each participant can attend Crumbs Work-Steps programme for a further six months, where they attend a work experience and a job club.

2.2 Assessment methodology

A copy of Crumbs Training Programme Assessments document was provided with the application. This clearly states the philosophy of assessment at Crumbs and addresses all aspects of assessment. The document also includes the assessment templates and marking grids.

The assessment approach is based on a professional and practical assessment of their skills, competencies and abilities. The key assessment approach will be through professional assessment in the workplace and through the observation of professional practice, skills and professional behaviours. Assessment is continuous and multi-faceted.

During the induction phase a 'journey to work' assessment will be carried out to identify current skills levels and to assist in the development of the trainees individual learning plan. This assessment helps to understand the expectations of trainees in terms of eventual outcomes. A copy of the template to be used was provided.

A number of different assessment tools will be used to assist in measuring progression through the programme as well as overall achievements. These tools are used as formative assessments to assist in trainee progression through units and elements of the programme and to provide direct feedback to the trainees on a regular basis. Summative assessments will provide the end assessment for each unit and will be at the point at which trainees consider themselves ready for such an assessment after review with the trainer. A copy of the assessment template for each unit of study within the programme was provided. This is a generic assessment tool that can be adapted for each unit. This will also be used as the feedback mechanism to the trainee who will be required to sign off the assignment.

All trainees have the opportunity to stage their own 'Trainee Showcase Event' where they demonstrate the integration of a range of professional skills and knowledge in delivering a particular event to the public. It is the intention of Crumbs to add extra events such as 'A Chairman's Dinner' whereby all pathways will be involved in the same way as they do with the showcases. These events will include Housekeeping, who will be responsible for the cleaning and preparing a room for dining which will include table linen, along with other customer facilities such as toilets and reception area. Those trainees completing the Administration course will be responsible for creating

guest lists, menus and invitations to guests sending these out via email and / or post, greeting guests in the reception area, designing table placements etc.

The 'Work Readiness' assessment supports the trainees in understanding the current level of work readiness and the additional sets of skills and behaviours that may need to be developed to move them toward employment. A copy of the work readiness assessment (Employment Skills) was provided.

Sample certificates were provided for the Crumbs Foundation, Certificate and Diploma Training Programmes.

2.3 Development resources

The scheme has been designed and developed by the management team at Crumbs. In addition to the Chairman, the Training and Development Manager has been in post for 14 years and provides a wealth of practical experience in dealing with trainees with often complex disabilities.

Crumbs employs seven full-time and seven part-time staff. Five full-time equivalent staff are direct trainers with a further five part-time staff acting as job mentors and coaches. All staff and trustees are DBS checked. All of the trainers are qualified achieving the NCFE Level 3 award in Education and Training and follow a regular professional development programme across a range of related activities. These include updates of health and safety legislation, allergens and safeguarding.

2.4 Programme learners

A full description of the criteria that all persons wishing to join the training programme must fulfil was given in the Programme Policies and Procedures document supplied with application. The criteria (in brief) are:

- Be an adult (18+) with a recognised disability
- Demonstrate commitment to attend Crumbs
- Have basic literacy and numeracy skills. For the Administration programme a trainee should have a basic knowledge of using a computer (e.g. Word and Excel). For the housekeeping programme the trainee should be able to recognise basic Health and Safety symbols
- Demonstrate a willingness to learn
- Have a level of fitness that will enable a trainee to meet the physical demands of their programme. Food Service trainees should be able to stand for periods of time. Administration trainees should be able to move around the office and sit for a period of time. Housekeeping trainees should have a level of fitness that enables them to bend, reach and lift.
- Be able to work alone
- Have clear aims after the training programme
- Be able to participate in planning goals and be willing and able to co-operate with setting a Personal Action Plan

2.5 Marketing

The programmes are promoted via a number of approaches, namely:

- Using the Crumbs website and social media pages
- Visiting local SEN schools and talking to teachers and parents in the post-16 group
- Email and post to the local Social Services, Mental Health teams and Learning Disability teams
- Give talks to the local community, attend local events and network
- Email and post information out to residential homes, other organisations who support adults with learning disabilities, mental health illness, brain injury and addictions
- Open day at the training centre

Recruitment is via referrals from the local social support agencies, word of mouth within the disability networks and self-referral by self-funders. There is currently a waiting list of self-funders.

2.6 Quality assurance and review systems

Quality assurance and review at Crumbs is comprehensively detailed in the Programme Policies and Procedures document supplied with the submission documentation. The quality assurance policy is to ensure continuous improvement through a process of self-evaluation and action planning that involves trainees, all staff and collaborative partners.

The policy specifies responsibility for implementation of assurance and review, the assurance and review of the adult curriculum, staff and trainee's involvement in the process, and the employers' role in assurance and review.

All trainee feedback, including comments, review meetings, quality assurance forms and exit questionnaires, will be analysed and acted upon. All trainees' performance in the workplace will be monitored and evaluated at quarterly reviews over a two-year period. All trainee files will be continuously and rigorously assessed for quality, including six monthly inspections by Bournemouth Borough Council.

2.7 Panel findings

Commendations

The panel commend:

- 1) *The comprehensive nature of the documentation to support the application.*
- 2) *The structural logic of the training.*
- 3) *The comprehensive nature of the curriculum for the three pathways, including appropriate unit learning outcomes.*
- 4) *The support given to trainees prior to starting the programme, during the programme and post-programme.*
- 5) *The appropriateness and clarity of the assessment process.*

Section 3: Endorsement Recognition

3.1 Confirmation of endorsement recognition

The Professional Review Panel has concluded that the programmes of learning submitted for evaluation by Crumbs, detailed below:

- Crumbs Foundation Certificate
- Crumbs Certificate in Administration
- Crumbs Diploma in Administration
- Crumbs Certificate in Food Production and Service
- Crumbs Diploma in Food Production and Service
- Crumbs Certificate in Housekeeping
- Crumbs Diploma in Housekeeping

meet the criteria for Institute of Hospitality endorsement and are recognised as appropriate CPD for Institute grades of membership. The programmes are considered to:

- Be fit for purpose and meet the overall aims of the Institute in supporting members and prospective members CPD needs.
- Fit within the standards defined in the *Institute of Hospitality Management Standards*.
- Have been developed by qualified and competent individuals.
- Adhere to good practice standards in training and training delivery.
- Be regularly reviewed to make sure the training and information they contain is robust and valid within its context.
- Represent added value for the end user.
- Be supported by evidence of users.
- Be applicable to an Institute of Hospitality target audience i.e. individuals or organisations within the hospitality, leisure and tourism industries.
- Be relevant to the target audience.
- Be working to ensure that accessibility needs of the learner are addressed and that the programme outcomes promote equality of opportunity.
- Be striving to achieve the highest standards within the field they represent.

The programmes of learning are approved for endorsement for a period of two years until November 2021.

Crumbs will be entered onto the Institute of Hospitality register of endorsed products and programmes. The register is displayed on the Institute's website and provides the general public with a list of endorsed products and programmes.

If Crumbs experiences a merger or acquisition by another organisation, the Institute of Hospitality must be notified of this change. A mandatory re-evaluation of the suitability of the endorsement will then take place and further fees and charges may be applicable.

The Institute of Hospitality maintains the right to remove endorsed status under these circumstances, if the above guidelines are not followed.

3.2 Professional recognition

Learners who successfully complete a Crumbs endorsed programme are eligible for the Affiliate grade of membership and following an assessment, may meet the requirements for a higher grade of membership.

Crumbs programmes	CPD points for membership	CPD duration learning hours
Crumbs Foundation Certificate	13 CPD points	80 hours
Crumbs Certificate in Administration	16 CPD points	590 hours
Crumbs Diploma in Administration	20 CPD points	910 hours
Crumbs Certificate in Food Production and Service	16 CPD points	600 hours
Crumbs Diploma in Food Production and Service	20 CPD points	1080 hours
Crumbs Certificate in Housekeeping	16 CPD points	590 hours
Crumbs Diploma in Housekeeping	18 CPD points	760 hours

3.3 Endorsement logo

Crumbs is permitted to display the endorsement logo on their certificates, promotional materials and website.



The logo can be used during the specified period of endorsement and relative only to the endorsed programmes named in this report. It should be noted that the Institute of Hospitality does not accredit individuals or organisations. Misuse of the logo may lead to the forfeit of endorsed status.

Guidance on the use of the logo is provided in a separate document issued with this report.

3.4 Endorsement renewal

In order to apply for renewal of endorsement, it will be necessary to provide an updated application, reflecting any changes to the organisation or to the endorsed programmes, a response to the panel findings may also be required. A fee will be payable in accordance with the published range of fees and charges.

Disclaimer

Whilst considerable care has been taken in compiling the material contained within this report, the Institute of Hospitality believes it to be accurate at the time of its publication but does not warrant that it is accurate or up-to-date and will have no responsibility for any reliance on such material.

The Institute of Hospitality disclaims any and all liability to any third-party anywhere in the world for any injury, damage or direct or indirect loss resulting from reliance on information compiled in this report.