

CRUMBS Training Programme

CRUMBS
Training for independence



Programme Policies and Procedures V2

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PART 1- Programme Policies

1. Trainee Selection and Enrolment

All persons wishing to join the Training Programme must fulfil the following criteria:

1. **Be an adult (18+):** recognised as having a disability and having the ability and potential to benefit from the Crumbs Training Programme.
2. **Demonstrate commitment:** Prospective Trainees must want to attend Crumbs. Attendance shifts will be agreed: these will be a minimum of two per week to start with: more will be added at a later date if required. Consistent time-keeping will be important.
3. **Have basic Literacy and Numeracy skills:** Prospective Trainees must have some understanding of how to read and follow written instructions i.e. a recipe, menus, a set of instructions and product labels. Catering Trainees should also have a general understanding of money and coin recognition. Administration Trainees should have a basic knowledge of using a computer i.e. WORD program. House-keeping staff should be able to recognise basic Health and Safety symbols.
4. **Demonstrate a willingness to learn:** Trainees must be willing and able to learn, follow instruction and accept supervision.
5. **Have a level of fitness:** Catering 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. House-Keeping Trainees should have a level of fitness which enables them to bend, reach and lift.

Examples of training includes:

- Catering skills: Cooking, baking, soup & sandwich making: allied skills are stock rotation, shortages/need for re-ordering. Using a dishwasher.
- Administration skills: Using the phone. Introduction to the usage of office equipment such as: printers, laminator, shredder and guillotine. Learning how to use WORD and Excel Programmes on the computer.
- House-Keeping skills: Learning to recognise, use and apply the correct chemicals and materials to maintain a safe and healthy environment for others in their environment.

- Qualifications: Basic Food Hygiene/ Health and Safety Certificates/Waste Disposal/COSHH: these must be held, or training undertaken.
 - Vocational skills: Customer service, using a till, using the coffee machine. Organising leave, reinforcing time-keeping, as required.
 - Social Skills: Working as a Team: conversational skills: awareness of body language: areas of responsibility.
6. **Working alone:** All trainees must gradually be able to demonstrate an ability to undertake simple tasks, working on their own.
 7. **Have clear aims:** A wish to move on into:
 - Employment.
 - Voluntary work.
 - Further education.
 8. **Be involved in planning goals:** and be willing and able to co-operate with setting a Personal Action Plan.
 9. **Enrolment:** On acceptance all trainees will be formally registered and enrolled in the Crumbs Training Programme.

2. Induction (Foundation Certificate)

Induction Training

1. An induction programme is an important process for bringing new trainees into the organisation. It provides an introduction to the working environment and the role of the trainee within the organisation. As a priority the induction programme must cover the legal and compliance requirements for training at Crumbs and specifically to the health and safety of the new trainee. During this time, the induction programme will cover basic Food Safety, behaviour in workplace, time keeping and attendance, this also allows the trainee to settle into their new environment.
2. The induction period can be from 4 to 8 weeks depending on the trainees needs and level of support needed. They must complete induction fully without breaks (unless urgent or holiday booked prior to starting) before the trainee can join the second phase training programme.
3. A first review of their induction training will take place at the end of this period. Introductions will be made with a member of our staff who will key work with you and them throughout the programme.

4. Successful completion of all aspects of the induction programme results in the award of the Crumbs Foundation Certificate.

3. Code of Conduct

All trainees are expected to adhere to the Code of Conduct

Trainees must:

1. Be willing to attend three-monthly appraisal meetings with their Referring Agent and Crumbs Key Worker.
2. Be willing to help set clear goals. A minimum of three realistic goals, achievable each period
3. Be able and willing to perform personal care needs: unaided: Able to perform unaided:
 - Personal care needs (using toilet facilities and leaving it clean and tidy, washing hands, changing clothes, appearance clean and tidy).
 - Be able to use stairs unaided and move around the work space with a level of fitness.
3. To know that their valuables and phones need to be locked away in a locker and to look after the key.
4. Self-medication:
 - Trainees need to be responsible for their own medication; its safe storage and use.
5. Transport: able to travel to and from the Crumbs and be responsible for their own personal safety.
6. Be willing and able to work in a Team: To have an understanding of:
 - A consideration of other people's feelings
 - A willingness to take turns at the different jobs around Crumbs.
 - Be willing to accept supervision and direction
 - Be willing to show respect:
7. Work to communicate in a respectful way with others.
8. Abstain from racist, sexist, or ageist remarks.
9. Aim to be pleasant to customers, staff and co-workers at all times.

10. Use language, tone and topics appropriate to the workplace: be especially careful not to offend anyone.
11. Avoid swearing, shouting or offensive gestures or remarks.
12. Stamina: Have the stamina to participate up to five hours per day at Crumbs. This may increase to eight hours per day as the training progresses.
13. Must NOT demonstrate challenging behaviour: Trainees MUST NOT:
 - Be a danger to themselves, or others.
 - Have a recent history of violence to themselves or others within the past 12 months: a history of violence must be disclosed: a decision regarding admission will be made after an investigation and risk assessment have taken place.
14. Alcohol and non-prescriptive drugs will not be allowed on the premises: any person found under the influence of alcohol or non-prescriptive drugs will not be allowed to continue with their training.

Breaches of the Code of Conduct

1. Where there is a breach of the Code of Conduct a Crumbs key worker or manager may take any of the following actions. These actions taken will depend on severity of breach made by the trainee and can include:
 - Verbal warning and external key worker notified
 - Written warning and meeting with Crumbs key worker and external key worker
 - Dismissed from Crumbs training programme or work experience programme
2. **Warnings:** Depending on the severity of the breach A key worker or manager will discuss any problems concerned warning them of the deemed inappropriate action/s and provide offers of assistance to improve the problem. A key worker or manager may issue the trainee with a written warning of any problems concerned warning them of the deemed inappropriate action/s and provide offers of assistance to improve the problem. A key worker or manager will also contact the trainee's external key worker to arrange a meeting.
3. **Improvement:** As above a Crumbs key worker or a manager will contact the trainee concerning the issue, offer assistance but also require that evidence of improvement be provided in a set timeframe. Timeframe is usually four weeks given to improve behaviour.
4. **Suspension:** Where a trainee fails to act to rectify or improve behaviour, the Training and Development Manager may suspend the trainee and arrange a meeting with the trainee's external key worker or support worker to discuss next stage or agree to end training placement.

5. **Expulsion:** Where the breach of the Code is deemed sufficiently serious the Training and Development Manager will dismiss the trainee immediately ending their training placement and inform external key workers and support workers. Depending on the severity of the breach the Training and Development Manager may contact the Safeguarding team and Social Services.

4. Attendance Policy

1. The Crumbs Project is committed to supporting all trainees throughout their training programme. This is intended to move trainees toward employment and understand their responsibilities as an employee.
2. As part of the trainees commitment to their training toward employment they need to understand the importance of the following acting correctly including:
 - Arriving on time
 - Reporting sickness
3. Arriving on time:
 - It is not acceptable to be late. There will be times when trainees are late through no fault of their own. However all trainees need to inform Crumbs as soon as possible if that happens. The training programme is supporting working towards employability and employers do not like employees constantly arriving late.
 - The Crumbs Project will make a note of late arrivals and will keep a record of persistent lateness on trainees personal record.
4. Sickness:
 - Trainees are expected to call first thing in the morning to let a member of staff know if they are ill and cannot attend, stating the reason why. Where sickness is preventing attendance trainees will be interviewed on their return to work. The commitment is to attend regularly in accordance with the attendance rosters. If a trainee does not phone in, this is recorded as an unauthorised absence.
 - Any medical appointments should be made around shifts where possible. If this is not possible then this needs to be notified to the staff as soon as possible.
5. If there is continued absence then a trainee could lose their place at on the training programme. Crumbs has limited places so if it is thought that someone is not taking their placement seriously it will be given to another person who wants to attend. Employers have the same attitude toward their employees. Crumbs will follow procedures that employers use for continued absence and will issue warnings.

6. For problems with attendance the following will apply;
 - Verbal warning: Trainees will be given a verbal warning after 2 unauthorised absences within a four week period.
 - 1st written warning; Trainees will be given a written warning if there are a further 2 unauthorised absences within a four week period following the verbal warning.
 - 2nd written warning; Trainees will be given a second written warning if there are any further unauthorised absences within a four week period following the written warning.
7. Dismissal: Any further unauthorised absences following the second written warning will lead to dismissal from The Crumbs Project.
8. Trainees will be required to sign a commitment to attend the training programme as part of the enrolment process, based on the attendance requirements stated. A copy will be sent to my Support Worker/Key Worker/Parent.

5. Key Worker Support and Mentoring

Introduction

1. For all trainees a nominated key worker has the responsibility for assisting the trainee and Crumbs during their time on the training programme. The key worker could be a parent, relative, a nominated support worker, a carer, or a personal assistant. As a key worker, they have a vital role in supporting both the trainee and Crumbs throughout the programme.

Key worker responsibilities

2. Ensuring that the trainee understands our criteria. Read it with them before the application process.
3. Attend all quarterly review meetings – if unable to attend on arranged day please contact us as soon as possible to re-arrange date and time.
4. Liaise with us on any significant changes to the trainee that may affect their training. Changes could be: - Moving home, Medication issues, a mental health relapse, a substance abuse relapse, a change in key worker, termination of a service etc.
5. Support us with the trainees' goals and future plans – encourage the trainee to take an active part in planning their future with clear aims.

6. Support us with trainee absences and time keeping. Lack of attendance will cause their training with us to be terminated.
7. Support the trainee with their commitment – encourage and support the trainee to take responsibility for their learning.
8. Support us with any behavioural issues that may occur.
9. Support the trainee with travel arrangements to and from Crumbs.
10. Ensure that the trainee is wearing suitable clothing or have a change of clothes for wet and cold weather whilst they travel to Crumbs. Many trainees arrive soaking wet, this often means that they will have to work their shift with wet feet and wet trousers or will be sent home again, missing a day's training.
11. Ensuring that the trainee understands cleanliness and personal hygiene. Although we teach the importance of personal hygiene in regards to food safety and appropriate clothing for the work place, trainees have arrived without showering and with dirty clothes. They will be sent home if we deem them not suitable for work, again missing a day's training.
12. Ensuring that the trainee is wearing comfortable, covered-in, flat footwear and black trousers to every training session (Trainees are supplied with a t-shirt, apron and hat. We also provide the trainees with Personal Protective Clothing PPE).
13. No nail varnish or excessive jewellery and hair clean, tidy and tied up if long.

6. Trainee Performance Review

1. Trainee reviews take place every 3 months after their first review following induction. Trainees programmes that are for more than two years change to 6 monthly reviews.
2. Staff/key workers must complete a grading scale sheet and training review plan sheet – that contains the trainee's last 3 goals and must state if these were achieved and how. The review should also include any positives or negatives about the trainees performance and add 3 new goals, the staff/key worker must state how these new goals are to be achieved. If, a goal has not been achieved over the previous 3 months the key worker may continue this goal. Into the next review period.
3. An external key worker as defined in Section 5, must be present at each review. This to support the trainee and Crumbs staff/key worker
4. Trainees are encouraged to choose their individual goals and discuss how they think they are progressing in their learning.

5. Trainees must score themselves on the grading scale, complete a wellbeing form and quality and assurance form at each review. The trainee's grading scale is discussed with them during their review. Should the staff/key worker have any concerns relating to the trainee's wellbeing or quality assurance forms this will be discussed at the review with external key worker present.

7. Transition to Work - Placements

Work-Steps

1. Work - Steps is a transition to work programme that all trainees are expected to attend as part of their training. This usually takes place towards the end of their training. However, some trainees will join Work-Steps meetings and one-to-one sessions as early as a year into their training, specifically those who have reached a stage where by they have developed the skills for employment.
2. It is essential we gain knowledge of a trainee's skills, interests, work history, aspirations, likes and dislikes, preferred area of working and hours so that trainees can make informed choices about the type of employment they wish to gain.
3. Trainees will create and update CV's, learn interview techniques, how to apply for jobs etc. It is also to focus them on leaving Crumbs, and accept moving on as part of their growth into employment and independence.
4. We accept that some trainees will not go on to paid employment but will prefer to join other voluntary organisations as part of their future plans and movement towards independence. This is also part of the Work - Steps transition and will be fully discussed with the trainees.
5. Trainees will be encouraged to take up employment placements, as part of the the transition to work programme, that will be managed and supervised by Crumbs. Placements will be vetted and monitored to ensure that the employer understands the skills and aspirations of the trainee.

8. Final Certification and Graduation

1. Trainees will, on completion of their training programme, receive a certificate that corresponds to their individual learning programme and the satisfactory completion of the required units for the specific award.
2. All trainees successfully completing the induction programme will be entitled to the Foundation Certificate.

3. Crumbs will hold an appropriate Graduation Ceremony convened to recognise the achievements of the trainees through the formal presentation of the certificates.
4. Examples of the Certification is at Annex A

PART 2 - Quality Assurance

1. Quality Assurance Policy

1. This quality assurance policy outlines our belief and commitment to ensure that ongoing quality improvement is an integral part of our organisation.
2. The Crumbs Project will aim for continuous improvement in the quality of all aspects of its work as part of its determination to help trainees achieve the highest possible standards.
3. The purpose of the Quality Assurance Policy is to ensure such continuous improvement through a process of self-evaluation and action planning.
4. The Quality Assurance Policy and associated procedures will involve all employees and collaborative partners. The management of the process will be through the existing organisational structure. Line managers will initiate procedures and collate and agree reports and action plans at Appraisals and Training Reviews.
5. The quality assurance procedures will be founded in a process of regular evaluation by teams in different departments, internal & external audits and observations, in addition to employer and trainee feedback.
6. The quality procedures will seek the views and perceptions of trainees and other stake holders for whom the services of The Crumbs Project exist.
7. Wherever appropriate, the procedures will promote the identification of quality standards and performance indicators against which performance can be measured, evaluated and improved.
8. **Responsibility for Implementation** - All staff (managers, tutors, assessors, support staff) are responsible for the implementation of the Quality Assurance Policy
9. It is the Operations Manager's responsibility to ensure there is an annual review of the policy
10. It is the responsibility of all to engage positively in that review and ensure implementation
11. **Adult Curriculum** - To encourage continuous improvement in the quality of all teaching and learning programmes, thereby making learning an enjoyable activity and through this, increasing trainee retention and the achievement of individual learning aims

12. To develop and sustain a diverse range of training which provide opportunities for progression and which provide trainees with experiences and wherever appropriate, qualifications suited to their learning aims.
13. To ensure rigorous, standardised and consistent assessment procedures, which meet the standards of any external validating agencies.
14. To provide information which supports strategic planning for The Crumbs Project business development
15. To monitor and evaluate the procedure for advising, interviewing and counselling trainees at entry and throughout their time at The Crumbs Project
16. To establish standards and monitoring procedures for providing a supportive and accessible range of services to all trainees
17. **Staff** - To review regularly the performance, training and developmental needs of all employees through the operation of The Crumbs Project annual review and appraisal scheme.
18. Through the Training Development Plan, to offer training and development to individuals from Induction and throughout their employment.
19. To monitor and evaluate performance and developmental needs every six months.
20. To monitor and evaluate the effectiveness of the training and development against The Crumbs Project strategic goals.
21. **Trainees** - All trainees at Induction will be made aware of the quality standards at The Crumbs Project
22. All trainee feedback including comments, review meetings, quality assurance forms, wellbeing and exit questionnaires will be analysed and acted upon
23. All trainees performance in the workplace will be monitored and evaluated at quarterly reviews over a two year period.
24. All trainees files will be continuously and rigorously assessed for quality, including six monthly inspections by Bournemouth Borough Council.
25. **Employers** - All employers will be made aware of the quality standards of The Crumbs Project
26. All employers will be assessed for safeguarding procedures
27. All employers will be monitored and evaluated on the quality of training offered
28. **Procedure** - The process of quality control requires all staff and key-workers to meet on a regular basis to review their work, set standards and monitor trainee perceptions and achievements.

29. Quality control will be carried out against agreed criteria which will incorporate performance indicators
30. Statistical analysis will be carried out against agreed criteria which will incorporate performance indicators.
31. Reviews will be supported by analysis of trainee, staff and key-workers views and perception, gathered via questionnaires, observations and review meetings.
32. The outcome of these processes will provide information:
 - To inform the process of The Crumbs Project training and development planning
 - To action plan for improvement at The Crumbs Project team and trainee level
 - To highlight issues that need consideration by The Crumbs Project
 - That supports The Crumbs Project business and strategic plan
 - That supports The Crumbs Project contract compliance to an exemplary standard

2. Malpractice and Maladministration

Introduction

1. The Crumbs Project is committed to actively monitoring and preventing the occurrence of malpractice and maladministration and has processes in place to achieve this. Protecting the integrity and validity of all assessments and certificates is a paramount concern and the highest professional standards are expected of our staff and trainers. If any form of malpractice or maladministration is identified or suspected by any other party, The Crumbs Project encourages this to be reported. In all cases, The Crumbs Project will take decisive action to prevent, resolve or mitigate any occurrence of malpractice or maladministration.
2. An act of malpractice/maladministration may be committed by any individual, such as a trainer, centre staff member, trainee or employer. Incidents of malpractice are considered to be more serious than acts of maladministration. They may be either deliberate or inadvertent actions. The terms are defined as follows:
 - **Malpractice:** Any activity, neglect, default or other practice that compromises, or could compromise the assessment process, the integrity of a regulated qualification or the validity of a result or certificate.
 - **Maladministration:** Any activity, neglect, default or other practice that results in the centre or candidate not complying with the specified requirements for delivery of the qualifications and as set out in the relevant legislation.

3. Examples of malpractice and maladministration that might be carried out by a trainee may include (not exhaustive):
 - Obtaining or distributing confidential test materials without authorisation
 - Referring to prohibited items or materials during exam, such as reference books, notes, mobile phones or other electronic devices
 - Collusion or copying during an test
 - Impersonation – undertaking an exam on the behalf of someone else
 - Disruptive behaviour or use of offensive language during an exam
 - Making claims for additional time or assistance for an examination without authority
 - Failing to follow the examination instructions and/or requirements of the invigilator or trainer.
4. Examples of malpractice and maladministration that might be carried out by a trainer, invigilator or centre employee may include (not exhaustive):
 - Failing to securely store examination materials
 - Delivery of shortened courses or poor quality training
 - Guiding candidates in their answers to examination questions
 - Failing to arrange sufficient resources to administer and invigilate the examination
 - Failing to identify, intervene, stop or report any form of malpractice or maladministration
 - Failing to observe the correct examination times
 - Tampering or making any amendments to candidate answer papers

Reporting

1. Malpractice/maladministration may be identified and reported by any individual, such as a candidate, client, trainer or centre employee. All reports should be made as soon as possible to help prevent or mitigate the consequences of any wrongdoing.
2. Reports of malpractice/maladministration can be made anonymously, though this may limit the effectiveness of any subsequent investigation. As far as possible reports of malpractice/maladministration will be stored securely and treated confidentially, except where The Crumbs Project is obligated to disclose information by law.
3. Reports of malpractice/maladministration to The Crumbs Project may be submitted verbally, in writing or by email. If written/emailed, the report should include:

- The name of the individual making the report and contact details (optional)
 - The relevant course details (qualification, training date, training venue)
 - The name of the trainer and invigilator
 - The name of any candidate/s affected by the malpractice/maladministration
 - A detailed description of the malpractice/maladministration
 - Any supporting evidence
4. If any individual wishes to report malpractice/maladministration direct to the Awarding Organisation, but to do so may jeopardise their position or employment, The Crumbs Project Whistleblower Policy provides support and guidance. Whistleblowing is defined as a confidential disclosure relating to malpractice, often against a person's employer, and is considered distinct from complaints, appeals and employment disputes. Disclosures can be made by any person, including trainers, candidates, centre staff and centre clients. The Crumbs Project Whistleblower Policy can be found in the main reception office at The Crumbs Centre. Full contact details of The Crumbs Project are on page 5 of this document.
5. Reports of potential malpractice/maladministration may also be received by The Crumbs Project direct from the Awarding Organisation. Reports from the Awarding Organisation may include specific requirements along with confirmation of any actions taken. Candidate results and certificates may be withheld, pending the outcome of enquiries. All affected candidates will be notified of the reasons for any delays and will be given support and guidance on any requirements and potential outcomes.

Investigation

6. The Crumbs Project will take all reasonable steps to fully investigate allegations of malpractice/maladministration, subject to a consideration of any potential conflicts of interest and any requirements made by the Awarding Organisation.
7. In all cases, the Awarding Organisation will be notified immediately of any allegation of malpractice/maladministration. As a registered training centre, all investigations concerning The Crumbs Project will be subject to the authority of the Awarding Organisation. If required, the conduct of investigations, either in part or entirely, will be deferred to the Awarding Organisation.
8. If an investigation is to proceed following a report of malpractice/maladministration, The Crumbs Project will assume overall responsibility and open a case record. A written or emailed response will be provided within 48 hours to acknowledge that the report has been received and confirm an investigation has begun.

9. The Crumbs Project will conduct a review of the allegations made and set a plan for the investigation. The plan will include the identification of key individuals and the required actions.
10. Any individual suspected of malpractice/maladministration will be informed in writing or by email of the allegations made against them, along with any evidence that supports the allegation. Individuals suspected of malpractice will be given the opportunity to provide their response or seek advice. They will be informed of the potential consequences of the investigation and that other parties may be notified of the eventual outcome, for example: the regulators, the police and other Awarding Organisations. Individuals suspected of malpractice/maladministration will be informed of their right to appeal.
11. It may be necessary during an investigation to conduct interviews. Those being interviewed have the right to request the presence of another individual of their choosing and do not have to answer questions. Where an interviewee is a minor or vulnerable adult, arrangements will be made to have a parent, guardian or carer present, or to have the permission of a parent, guardian or carer, prior to the interview taking place. Interviews with centre staff will be conducted in alignment with disciplinary procedures.
12. The Crumbs Project will aim to conclude its investigation and provide a full response to all relevant parties, with confirmation of any corrective actions taken/ planned, within 20 days – or sooner, if required. If a resolution is not possible within this time frame, an update on the investigation will be provided with an estimated completion date.

Appeals

13. Once a resolution and final malpractice/maladministration report has been produced, the parties affected have the option to appeal any decision made if dissatisfied with the outcome. Appeals must be made within 48 hours in writing or by email to Mrs Leanne Miller, Operations Manager, The Crumbs Centre, 20 A Hibberd Way, Bournemouth, BH10 4EP, Email: leannem@crumbs.org.uk providing full details of the concerns and basis for appeal.
14. The Crumbs Project will provide a written or emailed response to the appeal within 48 hours. If the appeal has not been successful, no further appeals will be considered.

3. Complaints Procedures

1. A complaint is an expression of dissatisfaction concerning a Crumbs Project activity or training service. The Crumbs Project take all complaints extremely

seriously and all staff are trained and committed to rectify any problem as soon as it is brought to their attention.

2. It is recognised that a trainee who has a complaint dealt with to their complete satisfaction is likely to be satisfied and positive about Crumbs. If a trainee is dissatisfied with the training received this must be brought to attention of the Tutor in the first instance.
3. Should this fail to provide you with a satisfactory resolution, or you feel it is inappropriate to address your complaint to the Tutor, then this should be addressed to the Training and Development Manger.
4. Complaints should include:
 - A full description of the complaint (including the subject matter and dates and times if known);
 - Any names of the people you have dealt with so far; and
 - Copies of any papers or letters to do with the complaint.
5. The Training and Development Manager will investigate the complaint and respond within four weeks.
6. **Appealing after an initial complaint has been raised** - An appeal against the decision arising from the investigation of the complaint may be made to the Operations Manager. All matters for further items consideration must be included with a statement that challenges the decision taken so far.
7. This is the final route of escalation within the company. If you have any queries about the contents of this policy, please contact the Operations Manager Leanne Miller or the Training and Development Manager Ursula Boardman directly on 01202 519320 or email leannem@crumbs.org.uk or ursulab@crumbs.org.uk .

4. Appeals Procedures

1. The following sets out the appeals procedure for The Crumbs Project. This procedure covers the process for raising appeals against any training outcome decision that has been made. Should a trainee feel that proper process has not been followed or that the training outcome decision was not made in accordance with the regulations of the programme then they may appeal to the Training and Development Manager either directly, by email or letter. Examples of areas where an appeal may be raised are as follows:
 - If the trainee believes that The Crumbs Project has not applied the procedures consistently or that procedures were not followed properly, consistently and fairly;

- If the trainee is not satisfied with the conduct of the training assessment and believed it disadvantaged them; and
 - If the learner feels that the circumstances including the premises/ environment for the assessment has disadvantaged them.
2. Appeals should include: full name, contact details, and include a daytime telephone number along with:
 - A full description of the appeal (including the subject matter and dates and times if known);
 - Any names of the people you have dealt with so far;
 - Copies of any papers or letters to do with the appeal; and
 - Any other factors for consideration such as any extenuating circumstances that the trainee either did not address at the time or believes that were raised but were not taken into consideration when the decision was made.
 3. Appeals will be investigated and a review panel may be formed in order to reach a decision. Any investigation and response to appeals should be within four weeks.
 4. This will be the final route of escalation within our company. If you have any queries about the contents of this policy, please contact the Operations Manager Leanne Miller directly on 01202 519320 or email leannem@crumbs.org.uk.
 5. NOTE: (Should a trainee wish to appeal against a decision made after a complaint has been investigated then please refer to the Complaints Procedure).

Annex A

Samples of Certificates

A1 Foundation Certificate

A2 Certificate

A3 Diploma