



ANNUAL REPORT 2024



REGISTERED CHARITY NUMBER: 1151926

WWW.CRUMBS.ORG.UK

VERSION: 2.0 JUNE 2025

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WELCOME FROM OUR CHAIR

As a small charity with big ambition and heart, The CRUMBS Project remains focused on providing our trainees with the best opportunities to enhance their life chances and reach their potential. We are deeply grateful for the goodwill and support from our donors that enables us to create these life-changing opportunities.

This report marks a new departure, offering more than a standard trustees' annual report. While it contains financial statements, we aim to convey what The CRUMBS Project truly means to our trainees.

Our work extends beyond formal training to creating a community where trainees develop a sense of belonging, pride, and passion. We encourage them to identify and achieve personal goals, celebrating their accomplishments despite the challenges faced by those often at society's margins.

A key focus is supporting independent living and employment transition. Our trainees develop professional and personal skills making them excellent candidates for hospitality employers. Their unique differences make them valuable team members, though employers may need to make suitable adjustments.

We continue working to help employers recognise the valuable skills and contributions our trainees bring to their teams. If you're in the hospitality sector, please connect with us.

Email: peter@crumbs.org.uk
Phone: 01202 519320



Professor. Peter. A. Jones MBE
Chair of The CRUMBS Project



Peter presents a training award to
trainee Alex



Peter in the training kitchen at The
CRUMBS Project with trainees
James and Daniella

CHARITY OVERVIEW

Our vision

We believe in a world where people are helped to be equally valuable employees and become independent in their lives.

Our mission

The CRUMBS Project is a disability training charity based in Dorset providing hospitality, catering, and life skills training to adults with physical, learning, and social needs that empowers them to lead independent and fulfilled lives.

Through hospitality-based programmes we train adults with disabilities, neurodivergences, mental health conditions, stabilised addictions, or acquired brain injuries to gain professional, digital, and life skills that prepare them for a variety of roles within the Hospitality industry and encourage them to live more independently.

Our Board of Trustees

- Professor Peter. A. Jones MBE (Chair)
- Mr. Mark Collinge
- Ms. Catriona Duncan
- Ms. Heather Hartwell
- Ms. Sarah Howard
- Mr. Simon Thomas
- Ms. Susan Valler
- Mr. Shaun Warren (appointed Sept 2024).

Our charitable objective

To promote the education and social inclusion of disadvantaged individuals by providing learning and training designed to assist in progress towards better employment and a more independent life.

Our charity details

Registered Charity Number: 1151926

Company Number: 07294713

Website: www.crumbs.org.uk

Principal Address:

The CRUMBS Project Training Centre
Hibberd Court
20A Hibberd Way
Bournemouth
Dorset
BH10 4EP.

Registered Office:

10 Bridge Street
Christchurch
Dorset
BH23 1EF.

Independent Examiner:

TC Group
10 Bridge Street
Christchurch
Dorset
BH23 1EF.

The CRUMBS Project

CHARITY SUMMARY 2024

We had a marvellous 2024 at The CRUMBS Project, filled by impactful stories of our trainees' progress. Our unique catering and hospitality training programmes continue to empower individuals with learning and social needs to help them to gain employment and be more independent. The dedication of our team and supportive community has been instrumental in our success, enabling us to positively impact the lives of so many individuals.

Our trainees have developed both professional and personal skills, and gained valuable experience in the community. They have had the opportunity to work alongside the Head Chef at Marsham Court Hotel, and have joined the teams at Rick Stein Sandbanks restaurant, and Bournemouth & Poole College for work experience.

Eleven trainees completed the Foundation programme in 2024, covering topics like health and safety at work, food hygiene, and an introduction to employment. Across all five training programmes, our trainees collectively earned an impressive 208 training units passes and completed 321 online courses in 2024. Their growth, both in skills and confidence, demonstrates their readiness for employment and is testament to the success of our programmes in promoting independence.

Looking ahead to 2025, we aim to build stronger partnerships with employers to expand work experience opportunities for our trainees. One of the challenges we face is helping trainees overcome the barrier of independent travel, limiting their social and work opportunities. We are committed to addressing this and welcome volunteers to assist us in this effort.



Ursula Boardman
The CRUMBS Project - Head of Centre

The health and wellbeing of both staff and trainees remain our priority. We continuously seek ways to improve our environment and support independence. Our newly implemented digital wellbeing tool helps us to monitor everyone's health and wellbeing at The CRUMBS Project. We are also focusing on developing shopping, meal planning, and exercise habits to promote healthy lifestyles.



Staff and volunteers join Neurodiversity Awareness training in 2024

As we look back on the achievements of the past year, we are filled with pride and gratitude for your ongoing support and belief in our vision. Together, we are creating a more inclusive future and a lasting difference.

2024 Year in Numbers



30
Trainees supported

disadvantaged adults



18
Training awards

Training programme awards



11 trainees completed Foundation Programmes and 7 trainees completed Food Production & Service and Housekeeping Programmes in 2024



6,162
Employment hours

employment hours by trainees



Trainees collectively undertook 6,162 employment hours for local organisations in Dorset in 2024

2024 Year in Numbers

4,080

lunches served



**Hibberd
Court
lunches**

Trainees provided lunches and refreshments to assisted living residents at Hibberd Court in Bournemouth.



04

events held



**Showcase
Meals**

Trainees were involved in designing, producing, and serving 452 dishes to over 110 guests during 4 showcase meal events held at The CRUMBS Project's training centre in 2024.



2,758

donated to the charity



**Volunteer
hours**

Regular and ad hoc volunteers from a variety of organisations kindly contributed over 2,758 volunteer hours to The CRUMBS Project in 2024.



2024 Year in Numbers



150

SnakPak deliveries

boxes delivered



Over 7,500 snacks were eaten by local businesses across Bournemouth, Christchurch, and Poole through 150 SnakPak deliveries. This contributed to 1 persons supported employment in 2024.

06

wins

Industry Awards



In recognition of our work, The CRUMBS Project received 6 different industry awards in 2024



02

organisations accredited



Disability Confident Support

As a Disability Confident Leader, The CRUMBS Project supports other organisations through the Disability Confident accreditation process. In 2024 this included Lewco Holdings and Autism Unlimited.



Meet some of our trainees



Meet **Krystal** who has learning disabilities and joined The CRUMBS Project to gain skills for employment. Krystal was the first trainee to complete all 9 Digital Skills training units on top of her Housekeeping vocational training programme.

Through our structured transition to employment programme ('PATHS'), Krystal started voluntary work in Care South's Housekeeping team. After completing a Certificate in Housekeeping endorsed by the Institute of Hospitality, Krystal gained her first paid job as a Housekeeper in 2024.

Meet **Emily**, a neurodivergent young woman with a learning disability and hearing loss. Once quiet and withdrawn, she has flourished through her Food Production & Service training programme. She has mastered knife skills, food presentation, and participated in cookery masterclasses and Showcase Meal events.

In 2024, Emily participated in work experience at Rick Stein Sandbanks restaurant. In January 2025 she began a placement at a local further education college working alongside students following chef training programmes. She gained her first paid job as a Kitchen Assistant in 2025.



Meet **William** who has a reduced brain size and skeletal growth issues from being born with Microcephaly. He is autistic and has sensory processing dysfunctions. The CRUMBS Project has taught William professional skills in Food Production & Service, digital skills, and social skills.

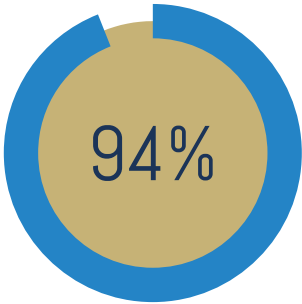
In addition to his training, in 2024 William started voluntary work at a Café run by The Parks Foundation and recently started voluntary work at a community café in Poole, where he enjoys meeting new people and interacting with the customers.

2024 Trainee Feedback

Extract of results from a survey of trainees at The CRUMBS Project in 2024:

“Being at The CRUMBS Project...

*...makes me feel
happier”*



*...improves my
mental health”*



*...supports my **wellbeing”***



*“The best part of my training this year
has been working in the kitchen.”*
Trainee Alex



*“The best part of my training this
year has been making friends.”*
Trainee Sarah



*“The best part of my training this
year has been digital skills.”*
Trainee William



*“The best part of my training this
year has been Showcase Meals .”*
Trainee Dennis



*“The best part of my training this year
has been being front-of-house and
talking to Showcase Meal guests.”*
Trainee Richard

2024 Trainee Feedback

Extract of feedback from a survey of trainees at The CRUMBS Project in 2024:



"My favourite part of training this year has been working front of house at Showcase Meals."

Trainee James

"The CRUMBS Project has changed my life and I'm so much happier now."

Trainee Daniella



"I have loved it all."

Trainee Connor

"I'm happy that all my courses are completed and I'm enjoying where I'm working."

Trainee Krystal



"The best part of my training this year has been making an impact."

Trainee Tyler

"The best part of my training is that I am happy now."

Trainee Emily V



"Being at [The] CRUMBS [Project] is so fun!"

Trainee Scott

"The best part of my training has been making new friends and working in the kitchen."

Trainee Hannah

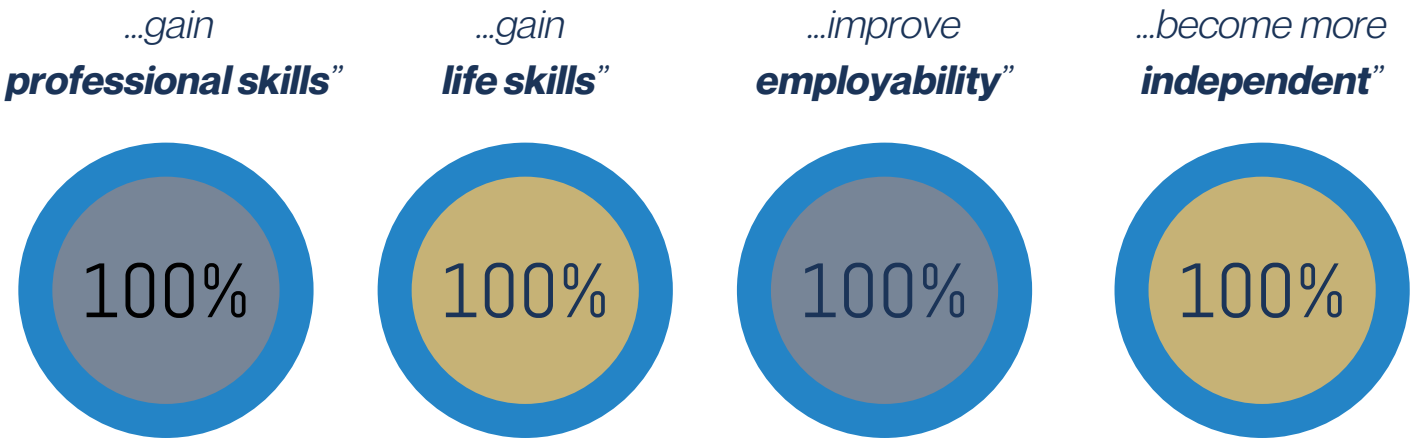


2024 Community Feedback

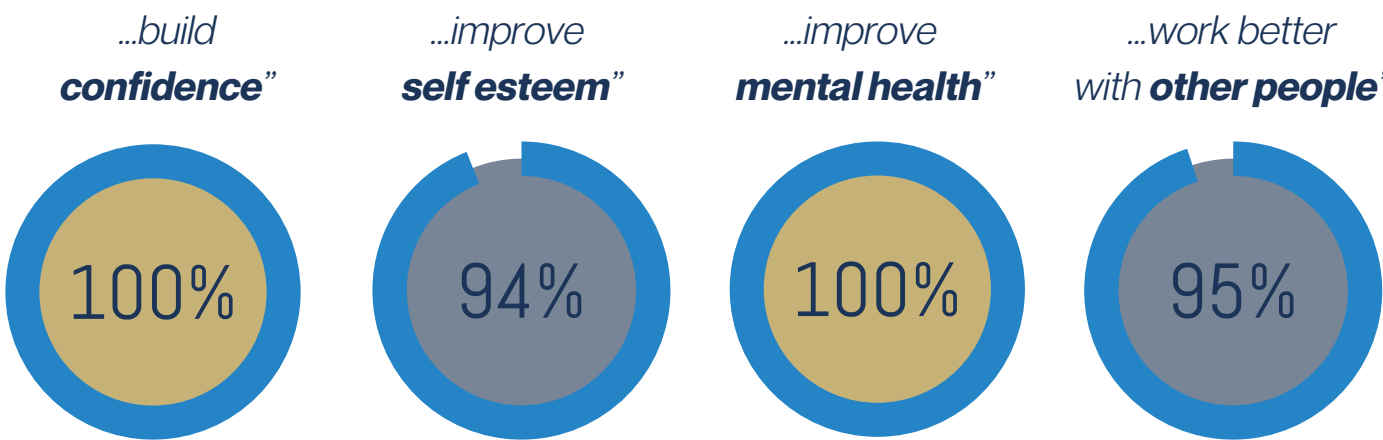


Extract of results from an anonymous survey of supporters and family members of trainees:

“To what extent do you agree The CRUMBS Project supports Trainees to...



“To what extent do you agree joining The CRUMBS Project enables Trainees to...



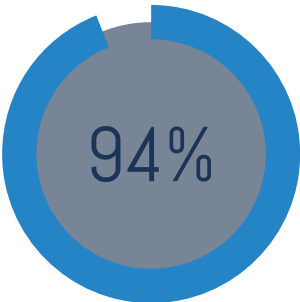
2024 Community Feedback



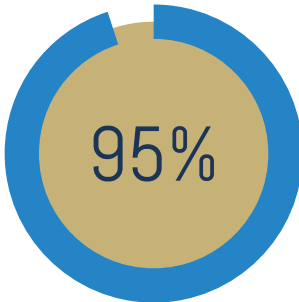
Extract of results from an anonymous survey of supporters and family members of trainees:

“To what extent do you agree after training with The CRUMBS Project a Trainee can...

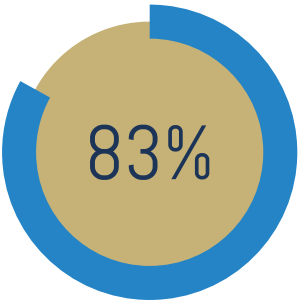
...cook and bake for themselves more independently”



...look after themselves more independently”



...use their own voice and make decisions more independently”



...complete household chores more independently”



“How many stars would you give to The CRUMBS Project out of 5?”



2024 Supporters

We are grateful to the many organisations and individual supporters who help us to change the lives of disadvantaged adults. In 2024 our Supporters included:

- AFC Bournemouth Cherries Community Fund
- Alice Ellen Cooper Dean Foundation
- Austin & Hope Pilkington Foundation
- Baily Thomas Charity
- BaxterStorey
- Bentley
- Boshier Hinton Foundation
- Bournemouth Quakers
- Britford Bridge Trust
- Capital Group
- Essential Cuisine
- Forbes Foundation
- Garfield Weston
- Good Things Foundation
- Hays
- Hub on the Heath
- Kier
- Lloyds Bank Foundation
- Marsham Court Hotel
- Media Trust
- National Lottery Community Fund
- Quay Crew Yachts
- Rick Stein Restaurants
- Savoy Educational Trust
- Strategic Solutions Foundation
- Talbot Village Trust
- The Amateurs Trust
- The Grocers' Charity
- The Igen Trust
- The Innholders' Charitable Foundation
- The Parks Foundation
- The PIG Hotel Group
- The SAMEE Project
- TWO Services
- University of Surrey School of Hospitality
- Valentine Trust
- Vitality Health
- Waitrose
- Worshipful Company of Cooks.



DIRECTOR'S REPORT 2024

Taken from The C.R.U.M.B.S. Project Financial Statements for the year ended 31 December 2024

Objectives and activities

The charitable company's objects are "the promotion of education and social inclusion of disadvantaged individuals with....by providing learning and training designed to assist in progress towards better employment and a more independent life through vocational training...".

The policies adopted in furtherance of these objects are through providing professionally recognised training in food production and service, housekeeping and administration that provides opportunities for trainees to achieve recognised Institute of Hospitality endorsed awards at foundation certificate, certificate and diploma levels. Education and social inclusion through training is key to fulfilling the charity's objectives and all activities are measured against those objectives. There has been no change in these during the year.

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charitable company should undertake.

The trustees are mindful of the requirements for meeting the public benefit test. The charity provides pre employment professional and vocational education and training for those with mental illness, stabilised addiction and a range of learning disabilities while providing a food service to the local community. It is felt this satisfies such criteria.

DIRECTOR'S REPORT 2024

Taken from The C.R.U.M.B.S. Project Financial Statements for the year ended 31 December 2024

Achievements and performance

The CRUMBS Project is a small charity that has, along with the wider charity sector, continued to face challenges related to the economic environment including rises in living costs, energy costs, food costs, and staff costs. The charity maintains its commitment to being a living wage employer and implements increases in the living wage as they occur.

The charity has made significant progress during 2024 in developing its professional training programme and gaining wider recognition for its work. A major highlight was being shortlisted and subsequently becoming a finalist for the Springboard Disability Champion Award 2025, reflecting the quality and impact of the charity's work in supporting individuals with disabilities in the hospitality sector.

The charity's commitment to professional training received external validation through the renewal of its Institute of Hospitality endorsement and the application for accreditation by the Craft Guild of Chefs. These accreditations enhance the value of the training provided to trainees and increase their employment opportunities.

The continuing focus on education and training has been maintained during the year, with action to secure a more resilient long-term funding position continuing to be an overarching objective. The focus on fundraising has continued towards securing sponsorship opportunities for trainees rather than capital grants, ensuring funding is directed toward training activities rather than asset acquisition.

The charity has continued to develop digital training through the Digital Paths programme, enhancing and extending the training experience and supporting trainees in interacting with digital technologies. These are critical skills to enable trainees to interface with government agencies and local support services that are essential for their independence and long-term wellbeing. These activities support trainees' opportunities to transition to work and the skills needed to be able to live independently in the future.

The charity has significantly expanded its industry connections, developing new relationships with major hospitality organisations including Essential Cuisine, The PIG-Hotel Group, TWO Services, and The FOUNDRY.

The charity has successfully maintained its community events programme, including Showcase Events, the Annual Awards Lunch, and participation in community activities such as the Dorset Plane Pull. These events provide valuable opportunities for trainees to develop their professional skills and engage with the wider community.

DIRECTOR'S REPORT 2024

Taken from The C.R.U.M.B.S. Project Financial Statements for the year ended 31 December 2024

Financial review

The unrestricted funds on the income and expenditure account shows a surplus of £9,205 for the year after depreciation of capital equipment of £20,605.

In addition a further £36,845 was spent on new capital equipment in the year.

It is the policy of the charitable company that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to between three and six month's expenditure. The Trustees considers that reserves at this level will ensure that, in the event of a significant drop in funding, they can continue the charitable company's current activities while consideration is given to ways in which additional funds may be raised. This level of reserves has been maintained throughout the year.

The trustees have maintained the designated contingency fund at £350,000, which reflects approximately six months of salaries and overhead expenses.

In view of the nature of the Project, funding reserves are considered best held as fixed-term accounts with CAF Bank using the Flagstone investment platform.

The Trustees has assessed the major risks to which the charitable company is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

The Board has continued to develop and refine a comprehensive Risk Register (covering operational, financial, and legal risks).

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The Board has developed and refined a comprehensive Risk Register (covering operational, financial, and legal risks).

DIRECTOR'S REPORT 2024

Taken from The C.R.U.M.B.S. Project Financial Statements for the year ended 31 December 2024

Non-Financial Objectives 2025

To continuously keep under review the operational structure and to ensure that it supports the aims and objectives of the charity and the wider engagement of the trainees. This includes recognising the need for continuous professional development of all involved in the charity and to be able to secure operational efficiencies in delivering the extended training opportunities.

To continue working with the local authority in relation to the contract negotiations and to make a significant contribution to the current strategic review of social/day care provision throughout the authority. This includes working with the authority to try and identify and access supported employment training funding that supports adult learners into independent living and employment.

To seek to increase the opportunities for voluntary and paid employment for those trainees who are seeking or would benefit from employment. This will be through enhancing the visibility of the work of the charity both nationally and in the local hospitality sector.

To continue to enhance the training programme through:

1. Renewal of the Institute of Hospitality endorsement
2. Securing Craft Guild of Chefs accreditation
3. Developing further network opportunities with potential partners and organisations
4. Supporting and facilitating contacts at the appropriate level to encourage placement opportunities for trainees, including with The Parks Foundation, and contact catering organisations such as BaxterStorey and Compass
5. Exploring partnership opportunities within the Whitbread Thrive project that would provide access to trainees gaining employment with Premier Inn.

DIRECTOR'S REPORT 2024

Taken from The C.R.U.M.B.S. Project Financial Statements for the year ended 31 December 2024

Structure, governance, and management

The charitable company is a company limited by guarantee as defined by the Companies Act 2006. The charity is controlled by its governing document, a deed of trust, and constitutes a limited company.

Previously, the activities of the charitable company were undertaken through an unincorporated charity, number 1061688, 'The Crumbs Project'. Its constitution was adopted on 13th November 1996 as amended on 12th March 1997 & 7th October 1998, and was registered with the Charity Commission from 7th April 1997. The assets of the charitable trust were transferred to the charitable company on 1st June 2013. The current Memorandum and Articles were adopted in 2025, having been revised during the year and approved by the Charity Commission and Companies House.

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Professor P Jones MBE

S Howard

Mr M Collinge

Mr S Thomas

Dr H Hartwell

S Valler

Ms C Duncan (Appointed 4 March 2024)

S Warren (Appointed 9 September 2024).

None of the Trustees has any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

The trustees keep under annual review the governance of the charity including the policies and processes to ensure good practice is maintained.

New trustees have been recruited to complement the existing skills and provide a professional vocational and educational focus. Trustees are appointed for the skills and experience they can bring to the charity. When appointed they are provided with a thorough induction supported by additional materials and documents from the Charities Commission and access to the documentation from the Association of Chairs.

The Trustees continue to recognise and value the strength of the team of staff, volunteers and trainees in the continuing development of the charity

DIRECTOR'S REPORT 2024

Taken from The C.R.U.M.B.S. Project Financial Statements for the year ended 31 December 2024

Structure, governance, and management cont.

The Board of Trustees meets bi-monthly, with additional meetings as required. During 2024, the Board reviewed and approved a revised Remuneration Policy to ensure fair compensation for staff.

The day-to-day management of the centre and the training are controlled by the Head of the Centre and supported by the Head of Operations.

Head of Centre

Ursula Boardman

Trustees are appointed for the skills and experience they can bring to the charity. On appointment they are provided with a trustee Induction Pack. Additional training is available through a number of local and national agencies including the Association of Chairs.

The company's current policy concerning the payment of trade creditors is to follow the CBI's Prompt Payers Code (copies are available from the CBI, Centre Point, 103 New Oxford Street, London WC1A 1DU).

The Trustees' report was approved by the Board of Trustees.



Professor P Jones MBE

Trustee

Dated: 2nd June 2025

The CRUMBS Project

STATEMENT OF FINANCIAL ACTIVITIES

Statement of Financial Activities for the year ended 31 December 2024

Taken from The C.R.U.M.B.S. Project Financial Statements for the year ended 31 December 2024

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2024

		Unrestricted funds	Designated funds	Restricted funds	Total	Unrestricted funds	Designated funds	Restricted funds	Total
	Notes	2024 £	2024 £	2024 £	2024 £	2023 £	2023 £	2023 £	2023 £
Income from:									
Donations and legacies	3	18,706	-	250,957	269,663	40,914	-	226,068	266,982
Charitable activities	4	159,530	-	-	159,530	149,208	-	-	149,208
Investments	5	15,999	-	-	15,999	7,728	-	-	7,728
Total income		<u>194,235</u>	<u>-</u>	<u>250,957</u>	<u>445,192</u>	<u>197,850</u>	<u>-</u>	<u>226,068</u>	<u>423,918</u>
Expenditure on:									
Charitable activities	6	183,504	-	217,632	401,136	163,896	-	204,642	368,538
Other expenditure	10	406	-	-	406	-	-	-	-
Total expenditure		<u>183,910</u>	<u>-</u>	<u>217,632</u>	<u>401,542</u>	<u>163,896</u>	<u>-</u>	<u>204,642</u>	<u>368,538</u>

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2024

		Unrestricted funds	Designated funds	Restricted funds	Total	Unrestricted funds	Designated funds	Restricted funds	Total
	Notes	2024 £	2024 £	2024 £	2024 £	2023 £	2023 £	2023 £	2023 £
Net income		10,325	-	33,325	43,650	33,954	-	21,426	55,380
Transfers between funds		-	-	-	-	(100,000)	100,000	-	-
Net movement in funds		<u>10,325</u>	<u>-</u>	<u>33,325</u>	<u>43,650</u>	<u>(66,046)</u>	<u>100,000</u>	<u>21,426</u>	<u>55,380</u>
Reconciliation of funds:									
Fund balances at 1 January 2024		41,578	350,000	72,871	464,449	107,624	250,000	51,445	409,069
Fund balances at 31 December 2024		<u>51,903</u>	<u>350,000</u>	<u>106,196</u>	<u>508,099</u>	<u>41,578</u>	<u>350,000</u>	<u>72,871</u>	<u>464,449</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The CRUMBS Project

STATEMENT OF FINANCIAL ACTIVITIES

Balance Sheet

As at 31 December 2024

Taken from The C.R.U.M.B.S. Project Financial Statements for the year ended 31 December 2024

BALANCE SHEET

AS AT 31 DECEMBER 2024

	Notes	2024		2023	
		£	£	£	£
Fixed assets					
Tangible assets	12		42,011		26,178
Current assets					
Stocks	13	1,250		1,250	
Debtors	14	9,173		12,283	
Cash at bank and in hand		461,830		430,890	
		472,253		444,423	
Creditors: amounts falling due within one year	15	(6,165)		(6,152)	
Net current assets			466,088		438,271
Total assets less current liabilities			508,099		464,449

BALANCE SHEET (CONTINUED)

AS AT 31 DECEMBER 2024

	Notes	2024		2023	
		£	£	£	£
Income funds					
Restricted funds	16		106,196		72,871
Unrestricted funds					
Designated funds	18	350,000		350,000	
General unrestricted funds		51,903		41,578	
			401,903		391,578
			508,099		464,449

STATEMENT OF FINANCIAL ACTIVITIES

Balance Sheet (continued)

As at 31 December 2024

Taken from The C.R.U.M.B.S. Project Financial Statements for the year ended 31 December 2024

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 December 2024.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 2nd June 2025.

Professor Peter, A. Jones MBE
Trustee

Mr. Mark Collinge
Trustee

Company Registration No. 07294713