

COMPANY REGISTRATION NUMBER: 03483852  
CHARITY REGISTRATION NUMBER: 1087444

**OSBORNE PARTNERSHIP**  
**Company Limited by Guarantee**  
**Financial Statements**  
**31 March 2021**

**BRINDLEY GOLDSTEIN LIMITED**  
Chartered accountants & statutory auditor  
103 High Street  
Waltham Cross  
Herts.  
EN8 7AN

**OSBORNE PARTNERSHIP**  
**Company Limited by Guarantee**  
**Financial Statements**  
**Year ended 31 March 2021**

	<b>Page</b>
Trustees' annual report (incorporating the director's report)	<b>1</b>
Independent auditor's report to the members	<b>23</b>
Statement of financial activities (including income and expenditure account)	<b>27</b>
Statement of financial position	<b>28</b>
Statement of cash flows	<b>29</b>
Notes to the financial statements	<b>30</b>

# **OSBORNE PARTNERSHIP**

## **Company Limited by Guarantee**

### **Trustees' Annual Report (Incorporating the Director's Report)**

**Year ended 31 March 2021**

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31 March 2021.

#### **Reference and administrative details**

<b>Registered charity name</b>	OSBORNE PARTNERSHIP
<b>Charity registration number</b>	1087444
<b>Company registration number</b>	03483852
<b>Principal office and registered office</b>	The Osborne Centre Osborne Square Dagenham Essex RM9 5BE

#### **The trustees**

Mrs. S. Apps  
Mrs. J. A. Downs  
Mr. J. Heley  
Mr. T. Wade  
Mrs. J. Handley  
Mrs. K. Day  
Mrs. S. Wade

**Company secretary** Mrs. J. Handley

**Auditor** Brindley Goldstein Limited  
Chartered accountants & statutory auditor  
103 High Street  
Waltham Cross  
Herts.  
EN8 7AN

**Bankers** LLoyds TSB  
The Green  
Stanford-Le-Hope  
Essex  
SS17 0ER

**Solicitors** Mullis & Peake  
Marshalls Chambers  
Romford  
Essex  
RM1 1QS

# **OSBORNE PARTNERSHIP**

## **Company Limited by Guarantee**

### **Trustees' Annual Report (Incorporating the Director's Report) *(continued)***

**Year ended 31 March 2021**

#### **Structure, governance and management**

##### **Introduction**

The Osborne Partnership is a charity located in the London Borough of Barking & Dagenham. The charity's original aims were to improve educational and employment opportunities for its beneficiaries (adults with learning disabilities and/or complex needs known as 'Partners') who lived in the borough. However, more recently the charity has started to draw beneficiaries from neighbouring boroughs and has developed additional programmes to provide meaningful activities which address identified needs and empower beneficiaries to develop new skills, encourage independence, build the self-confidence and the self-esteem necessary to make the most of life opportunities.

##### **Local Community**

The charity has strong links with the local community, liaising with residents, local groups and working in partnership with the local authority, Trident, Fare-Share, Trinity School, voluntary sector organisations and other agencies.

##### **Legal Structure**

The Osborne Partnership is a Charitable Company having gained registered charity status on 10th July 2001 (Charity Number 1087444) developing from being a company limited by guarantee (Company Number 3483852) incorporated on 19th December 1997.

The information listed below outlines the Osborne Partnership's objects, vision, core values and main activities. In planning its activities on behalf of and in support of its beneficiaries the Osborne Partnership trustees have given due regard to the guidance on public benefit published by the Charity Commission.

**Objects-** the charity's objects are:

- (i) Relief of hardship for people in the local community who have a learning disability, physical disability, mental health problem or other related disadvantaged groups.
- (ii) The advancement of education for the same groups of people detailed in "object (i)" above.
- (iii) The development of the capacity and skills of socially and/or economically disadvantaged members of the local community in Barking & Dagenham and neighbouring boroughs in such a way that they are better able to identify, and help meet, their needs and to participate more fully in society.

**Mission Statement-** the Osborne Partnership aims to provide meaningful activities which develop sustainable skills, encourage independence, build self-confidence and self-esteem thereby empowering its 'Partners' to lead fulfilled lives.

**Strap Line** - "Making a positive difference to people's lives"



# OSBORNE PARTNERSHIP

## Company Limited by Guarantee

### Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

#### Year ended 31 March 2021

**Main Aims** – the main aims of the Osborne Partnership are to support people with learning disabilities/complex needs to:

- gain accredited qualifications, non-accredited in-house certificates and work experience
- gain new social and life skills to fulfil their personal development
- encourage progress along a pathway which fulfils each 'Partner's' potential
- raise the profile of and highlight the contribution that people with learning disabilities and complex needs make to their local community
- engender community cohesion in an area of high deprivation

**Objectives** - the aims will be achieved by:-

- delivering a range of accredited and non-accredited programmes
- delivering a range of programmes which facilitate independence and skills development
- agreeing and monitoring individual beneficiary targets
- providing a range of community and in-house services delivered by supported 'Partners'
- developing a community hub offering affordable goods and accessible services and facilities to customers and local residents.

**Core Values** - of the Osborne Partnership break down as follows:

- **Equal Opportunities** – all people should have equal access to services which develop skills and assist in progressing their lives towards full independence and social integration
- **Diversity** – whilst we accept that we cannot cater for every community, we endeavour to provide a broad range of services that reflect the local demographic profile
- **Respect** - everybody should be treated with respect.
- **Quality** – all of our services are delivered to high standards
- **Partnership** – we believe that community development is best addressed as part of a strategic response bringing together agencies which provide similar services and linked services.
- **Consultation** – we believe that a strong 'user led' organisation can only be achieved by maintaining an ongoing dialogue with our 'Partners'.

**Vision** - Backed up by its professional approach, the dedication of its staff, its strong working relationships and respect for all, the charity's vision is to:

- Become recognised as one of the leading providers of; accredited/non-accredited vocational training and support for local people with learning disabilities and/or complex needs or other related disadvantaged groups.
- Develop, in consultation with its 'Partners', a comprehensive and varied range of sustainable programmes which provide meaningful activities.

# OSBORNE PARTNERSHIP

## Company Limited by Guarantee

### Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2021

#### Awards and Achievements

The Osborne Partnership has achieved the following awards in recognition of the valuable services that the charity provides:

- (1) Winner of the LETEC Blue Ribbon Award for 'Equality in Disability',
- (3) Barking & Dagenham Agenda 21 Environment Awards,
- (6) Borough Recognition Awards
- (1) London in Bloom Award,
- (1) Winner Nationwide Regional Award For Voluntary Endeavour
- (1) Runner Up Nationwide National Award for Voluntary Endeavour
- Job Centre Plus Employer of the Year Award 2006
- Winner of the Barking & Dagenham Business Award (Innovation) 2008
- Winner of the Archant Environmental Award (Best Recycling Project) 2008
- Finalist in the Archant Business Award (Innovation) 2008
- Finalist in the Archant – London Thames Gateway Business Awards 2009
- Finalist in the Barking & Dagenham Business Award (Community) 2009
- Runner Up in The Barking & Dagenham Business Awards 2010 – 'Community Involvement including Social Enterprise'
- Certificate of Achievement Adult Learners' Week 2010
- Winner of the Barking & Dagenham Business Awards 2013 – 'Community Involvement including Social Enterprise'
- Peninsular Business Services Ltd – Certificate of Achievement 'Gold Award' - 'For Commitment to Workplace Health, Safety and Welfare'

The charity has also gained the Job Centre Plus Disability Awareness (two ticks) quality mark and Matrix quality mark which is regularly reviewed in terms of continuous improvement. The charity was successful in being re-accredited with the matrix quality mark for a further 3 years in November 2020.

**Board of Trustees** - The charity's trustees are mainly drawn from the local community and as part of the charity's recruitment procedure are subject to reference checks before being inducted to the board. Trustees are selected by the existing board members in conjunction with senior management on the basis of possessing relevant professional experience, experience in other areas of public duty or of having personalised knowledge of the issues faced by the charity's beneficiaries. The board of trustees also benefits from the fact that representatives from the charity's 'Partnership Council' contribute to trustee meetings.

**Partnership Council** - The Partnership Council comprises of members 'Partners' who are elected by their peers. Two members of the Partnership Council regularly attend trustee board meetings to ensure that 'Partner' views and ideas are taken into account when decisions are made regarding the charity. The Partnership Council is also the primary vehicle by which the trustees and senior managers consult with 'Partners'. During the Covid19 pandemic the Partner Council meetings were suspended due to the risks of transmission. The board have relied upon information from the Partner customer satisfaction forms and feed-back from staff members this year when coming to decisions. It is hoped that Partner council meetings will re-start as soon as it is safe to do so.

**Volunteers** – The Osborne Partnership recognises the hard work that its volunteers contribute to ensure the success of the charity. On 31<sup>st</sup> March 2021, the Osborne Partnership had (5) volunteers.



# **OSBORNE PARTNERSHIP**

## **Company Limited by Guarantee**

### **Trustees' Annual Report (Incorporating the Director's Report) *(continued)***

#### **Year ended 31 March 2021**

**Patrons** - Patrons of the charity include:

- Jon Cruddas (MP) for Dagenham
- Margaret Hodge (MP) for Barking
- Joanna Lumley (Actress)

**Staff** - Staff are mainly drawn from the local community and are subject to reference and DBS checks. The Osborne Partnership recognises the need to ensure that staff feel confident and are competent in their role. New staff are either qualified to Health and Social Care (HSC) level 2 or have relevant experience and must undertake HSC level 2 training. All staff are inducted into the charity and support staff undertake various online, refresher and accredited training to further their personal development as is identified through the appraisal system. On 31<sup>st</sup> March 2021, the Osborne Partnership employed (18) part-time staff members (less than 35 hours per week).

#### **Activities and Outcomes During the Period 01/04/2020 – 31/03/2021**

In March 2020, due to the Covid19 pandemic and on government advice the country went into a national lockdown. The majority of the 'Partners' at the Osborne Partnership (adults with learning disabilities) were classified as either clinically vulnerable or clinically extremely vulnerable (required to shield). In order to protect and safeguard the vulnerable The Osborne Partnership board of trustees had no choice other than to close the in-house programmes.

Senior managers of the charity met with the local authority commissioners to offer an alternative 'Home Support Service' to support the beneficiaries through the crisis (see below). The service would be delivered to the 'Partners' by Osborne Partnership staff wearing personal protective equipment. The local authority asked the Osborne Partnership to invoice them directly for the 'Home Support Service' for an initial three month period. It was agreed that the service would be monitored, reviewed and adjusted in accordance with changing government guidance.

**Home Support Service Details:** Communication was kept open via regular telephone support calls to Partners and their carers enabling staff to monitor health and wellbeing. During support call staff would ascertain if people living at the home address were in good health, check no-one in the family had Covid19 symptoms and reminded the family to follow government advice in terms of staying at home and relaying government advice of what to do if anyone developed symptoms. Safeguarding concerns raised were reported to the local authority. From the outset of the pandemic and the home support service starting, it quickly became apparent that many of the 'Partners' and their families were finding it difficult to get food and other shopping essentials from local shops due to shortages and queues. The Osborne Partnership contacted the Fare-Share charity to source food supplies. The food was delivered weekly to the Osborne Partnership site and sorted by the charity's staff into food parcels and delivered to the home address of 'Partners' needing support. Staff also supported Partners and carers' with other needs this included collecting and delivering medication, batteries for hearing aids, topping up electric meter cards etc.

The Osborne Partnership also provided a private chat group page linked through its 'face-book' account which was monitored by Osborne Partnership administration staff and restricted to Osborne Partnership 'Partners' their parent/carers and staff. This communication source enabled everyone to keep in touch with each other with on-line safeguards in place to protect vulnerable beneficiaries. Staff posted quizzes and activity videos to encourage Partners to stay mentally and actively fit including dance routines and exercises. Partners enjoyed posting photos of their completed activity packs and of how they had helped cook food and create meals from the food packs staff delivered.

# OSBORNE PARTNERSHIP

## Company Limited by Guarantee

### Trustees' Annual Report (Incorporating the Director's Report) (continued)

Year ended 31 March 2021

Private Face-Book Chat Group Outcomes for Period 01/04/2020 - 31/03/2021

Month	Posts	Comments	Reactions
Apr-20	388	2831	5861
May-20	303	2248	3989
Jun-20	199	1129	2130
Jul-20	110	763	1079
Aug-20	78	466	867
Sep-20	85	407	1226
Oct-20	97	348	1323
Nov-20	121	491	1404
Dec-20	108	334	1010
Jan-21	62	285	685
Feb-21	66	254	652
Mar-21	48	200	549
Total	1665	9756	20775

To keep Partners motivated and increase morale Osborne Partnership staff created individualised activities and activity packs according to Partner needs and preferences and delivered them to the Partner home address.

During the summer months Covid19 case numbers reduced and the government started to relax restrictions. It was identified from support calls and the 'face-book' chat group that Partners and their carers were really struggling with the lockdown measures. Partners were regularly calling the charity asking when the 'In-house services would be resumed and staff were struggling to keep Partners spirits up and motivated. Senior management, using 'Social Care Institute for Excellence' guidance planned the reopening of the charities 'inhouse service provision'. Risk assessments were drawn up and to reduce the risk of Covid19 transmission included:

1. The building being divided into 2 separate distinct parts with separate entrances and toilet facilities for each end of the building.
2. The building was closed to visitors, contractors were asked to carry out their works outside of normal working hours.
3. Partners and staff had individual risk assessments carried out to identify people most at risk. Anyone advised to shield by government were advised to do so.
4. Staggered start and finish times were introduced to enable social distancing measures being implemented.
5. Small 'bubbles' of 'Partners' and staff were assigned to each programme according to space in the respective room to try and minimize any potential outbreaks of the virus
6. A 'Dorguard' system was fitted so that fire doors could be safely kept open along with windows to increase ventilation.
7. Partners and staff were allocated individual lockers and equipment to reduce transmission risks which were sanitised after use.
8. Social distancing measures were introduced throughout the building.
9. An isolation room was established for suspected cases
10. Increased cleaning measures were introduced to reduce the risk of transmission in all rooms including communal, toilet and high touch point areas.
11. PPE and infection protection and control measures were used to reduce transmission risks and regular hand washing/sanitising introduced.
12. Track and Trace and temperature monitoring measures were introduced
13. Programme rooms and offices had computers, screens and microsoft teams software installed to enable good communication between all areas.



# **OSBORNE PARTNERSHIP**

## **Company Limited by Guarantee**

### **Trustees' Annual Report (Incorporating the Director's Report) *(continued)***

#### **Year ended 31 March 2021**

The risk assessments were submitted to the local authority public health protection team to be signed off in preparation of in-house services re-starting. While the charity waited for the risk assessments to be signed off and to keep Partners morale high home visits were increased and included discussions regarding changes the charity would make when it re-opened to keep everyone safe from the transmission of the virus. Staff also supported Partners to go for walks and met up in small bubble groups in parks to get them used to socially distancing in small groups. During August of 2020 and as part of the preparation for re-opening the 'In house' services, 'Partner Care Support Plan Reviews' – were held at the Osborne Partnership to identify any changes in care support needs and to establish which Partners wanted to continue accessing Osborne Partnership services. Some of the Partners expressed feelings of anxiety at returning to service and it was agreed that they could remain on the 'Home Support Service' along with Partners who were advised by government to shield due to being at high risk from the Covid19 virus. Partners who wished to return to in-house services were invited to a two week 'Partner' re-induction period to ensure they understood measures put in place to keep them safe and reduce the risk of Covid19 transmission.

On 07/09/2021 in-house services were resumed. Instead of Partners returning to their usual programmes they were allocated to one of five bubbles; red square, orange diamond, yellow triangle, blue star or green circle. Because of social distancing measures some Partners could not return to their full service and chose to have a mixture of 'in-house' and 'home support' services. 'Bubbles' incorporated a variety of activities drawn from the original Osborne Partnership programmes to ensure that Partners had choices of activities and each day time was allocated for discussion so that 'Partners' could talk about how they were feeling and coping. Unfortunately, during the autumn case numbers of Covid19 began to rise and in November 2021 people with 'Downs Syndrome' were added to the list of people advised by the government to shield the impact for the charity being that some of the 'Partners' who had returned to 'in-house' services were returned to the home support service. This put staff resources under increased strain as they tried to manage the running of 2 services. In January 2021, the government imposed a second lockdown the impact for the charity being that all Partners were returned to the home support service.

# OSBORNE PARTNERSHIP

## Company Limited by Guarantee

### Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2021

#### Outcomes for Home Support Services:

Home Support Services Provided During National Lockdown Period	Period	
	1st April 2020 - 6th September 2020	4th January 2021 - 31st March 2021
Support telephone calls made to Partners and carers'	1753	1173
Support visits made to Partners and carers'	194	447
Individualised activity packs created for Partners	609	571
Individualised activity packs delivered to Partners	609	571
Food parcels made up by staff for Partners and their families	359	0
Food parcels delivered by staff to Partners and their families	359	0
Safe-guarding reports to local authority	5	1
Local authority requests for additional support for Partners and their families	64	6
Online support zoom support calls made to Partners	0	61
Other support calls made to Partners and their families	17	24
<b>Total Home Support Services Provided</b>	<b>3969</b>	<b>2854</b>



# OSBORNE PARTNERSHIP

## Company Limited by Guarantee

### Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2021

Partner Customer Care Survey 01/04/2020 – 31/03/2021

Question:	Very Good	Good	OK	Poor
What do you think about the activities you do at the Osborne Partnership?	56%	35%	9%	0%
What do you think about the staff who support you at the Osborne Partnership?	78%	22%	0%	0%
What do you think about information, advice and guidance given at the Osborne Partnership?	61%	35%	4%	0%
What do you think about the home support service (phone calls and visits) you received from Osborne Partnership staff during the Covid19 national lockdowns?	78%	22%	0%	0%
What do you think about the activity packs provided to you during the Covid19 national lockdowns?	57%	36%	7%	0%
How safe do you feel at the Osborne Partnership?	80%	16%	4%	0%
What do you think about the Osborne Partnership overall?	75%	25%	0%	0%

The board of trustees have reviewed the results and are pleased to report that Beneficiary ('Partners') results (shown in % in each column) indicate that 90+% of our beneficiaries think that the services they receive are good/very good. **Outcome/Feedback** – The Home Support proved itself to be successful with the Osborne partnership receiving many thank you cards and positive feedback from Partners and Carers. It has been useful in terms of supporting Partners who cannot attend their 'inhouse services.

# OSBORNE PARTNERSHIP

## Company Limited by Guarantee

### Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2021

#### Staff Training

During the period staff undertook the following training:

#### Staff Training Outcomes for the Period 01/04/2020 – 31/03/2021

	Completed
Health & Social Care (HSC) level 3 diploma	01
PBS	14
Autism Awareness	13
SEN Teaching Diploma Level 5	01
Level 2 IAG	01
Mental Capacity Act	07
Deprivation of Liberty	06
Challenging Behaviour	07
Safeguarding Adults	06
Equality and Diversity	08
Person Centred Care	07
Nutrition and Diet	08
Communication	06
Recording & Reporting	08
HACCP	02
Food Hygiene	11
Food Allergens	02
Moving & Handling People	08
Manual Handling	09
Infection Prevention & Control	09
FAW	11
Health & Safety Awareness	09
Fire Awareness Training	08
Legionella Awareness	11
Risk Assessment	08
COSHH	09
Driver Awareness	10
Assessing Needs	05
Care Planning	04
Supervision and Appraisal	00
Confidentiality	00
Principles of Care and Confidentiality	01
Consent	02
Epilepsy	14
Role of the Care Worker	02
Anxiety	05
Asbestos Awareness	08
Managing Mental Health	00
Noise Awareness	10
Working at Height	09
Lone Working	10
DSE	08
Covid19	18
<u>Short term homeworking</u>	<u>11</u>
<b>Total</b>	<b>307</b>

# OSBORNE PARTNERSHIP

## Company Limited by Guarantee

### Trustees' Annual Report (Incorporating the Director's Report) (continued)

Year ended 31 March 2021

#### Impact of the Covid19 Pandemic on Osborne Partnership Services

**Placements:** At 01/04/2020 the Osborne Partnership was providing 191 placements per week at 31/03/2021 the charity was providing 172.5 placements a loss of 18.5 weekly placements which was made up of 15.5 placements leaving the service and a reduction of 3 placements by Partners reducing the number of days they attend. The losses are as a result of health needs, and some anxiety it is hoped that some of these placements may return as the pandemic eases. The impact of the loss of placements has resulted in a reduction of the Osborne Partnership income for the period.

#### Placements and Services Provided For the period 01/03/2020 - 31/03/2021

Period 01/04/2020 - 31/03/2021	Placement Numbers			Weekly Services Provided						
	Placements	Increase or Decrease in Weekly Placements	Placement Left Services	Home Support Service Placement	Inhouse Service Blue Star Bubble	Inhouse Service Orange Diamond Bubble	Inhouse Service Green Circle Bubble	Inhouse Service Yellow Triangle Bubble	Inhouse Service Red Square Bubble	Total Services Provided
01/04/20 - 06/09/20	191.0	0.0	0.0	191.0	0.0	0.0	0.0	0.0	0.0	191.0
07/09/20 - 04/10/20	184.5	-5.0	-1.5	38.0	30.0	29.5	29.0	28.0	30.0	184.5
05/10/20 - 02/11/20	177.5	0.0	-7.0	19.0	32.0	32.0	29.0	32.0	33.5	177.5
03/11/20 - 30/11/20	181.5	4.0	0.0	103.0	12.0	14.0	16.0	15.0	21.5	181.5
01/12/20 - 03/01/21	176.5	-2.0	-3.0	97.0	13.0	14.0	16.0	15.0	21.5	176.5
26/01/21 - 22/02/21	175.5	0.0	-1.0	175.5	0.0	0.0	0.0	0.0	0.0	175.5
23/02/21 - 31/03/21	172.5	0.0	-3.0	172.5	0.0	0.0	0.0	0.0	0.0	172.5
<b>Total</b>		-3.0	-15.5							



# OSBORNE PARTNERSHIP

## Company Limited by Guarantee

### Trustees' Annual Report (Incorporating the Director's Report) (continued)

#### Year ended 31 March 2021

**Accredited Training Provision** - The Osborne Partnership is currently a registered Gateway training centre. Since 2004 the charity has delivered accredited training programmes which have included:

- NPTC 'Skills for Working Life' (Horticulture) entry level 2/3
- NPTC 'Skills for Working Life' (Conservation) entry level 2/3
- NPTC 'Skills for Working life' (Land-based) entry level 2/3
- NPTC 'Skills for Working Life' (Recycling) entry level 2
- OCR 'Manufacturing' entry level 3
- NOCN 'Introduction to ICT'
- EAL 'Performing Manufacturing Operations' NVQ level 1 and 2
- Gateway Level 1 Certificate Retail Skills

During 2019 the charity restarted its accredited training provision and has enrolled (10) Partners onto the Gateway Entry level 3 Land-based sector certificate and (8) Partners onto the Gateway Entry level 3 Skills for Retail certificate. Unfortunately, the planned expansion of the accredited training was put on hold due to the Covid19 pandemic. It is envisaged that the accredited training programme will re-start as soon as Covid19 transmission risks are reduced and it is safe to do so.

#### Annual Accredited Training Outcomes

Year	Training Board	Qualification	Partners
2016	Gateway	Certificate In Retail Skills'	20
2015	EAL	NVQ Diploma 'Performing Manufacturing Operations Level 2	14
2015	C&G	Skills for Working Lives' (Land-based) entry level 3	6
2014	EAL	NVQ Diploma 'Performing Manufacturing Operations Level 2	14
	EAL	NVQ Diploma 'Performing Manufacturing Operations Level 1	14
	C&G	Skills for Working Lives' (Land-based) entry level 3	8
2013	EAL	NVQ Diploma 'Performing Manufacturing Operations Level 2	21
	EAL	NVQ Diploma 'Performing Manufacturing Operations Level 1	11
	C&G	Skills for Working Lives' (Land-based) entry level 3	8
2012	EAL	NVQ Diploma 'Performing Manufacturing Operations Level 2	20
	EAL	NVQ Diploma 'Performing Manufacturing Operations Level 1	19
	C&G	Skills for Working Lives' (Land-based) entry level 3	11
2011	EAL	NVQ Diploma 'Performing Manufacturing Operations Level 2	19
	EAL	NVQ Diploma 'Performing Manufacturing Operations Level 1	15
	C&G	Skills for Working Lives' (Land-based) entry level 3	10
2010	EAL	NVQ Diploma 'Performing Manufacturing Operations Level 2	20

# OSBORNE PARTNERSHIP

## Company Limited by Guarantee

### Trustees' Annual Report (Incorporating the Director's Report) (continued)

#### Year ended 31 March 2021

	EAL	NVQ Diploma 'Performing Manufacturing Operations Level 1	20
	C&G	Skills for Working Lives' (Land-based) entry level 3	12
2009	EAL	NVQ Diploma 'Performing Manufacturing Operations Level 2	16
	EAL	NVQ Diploma 'Performing Manufacturing Operations Level 1	16
	C&G	Skills for Working Lives' (Land-based) entry level 3	7
	C&G	Skills for Working Lives' (Recycling) entry level 3	14
2008	EAL	NVQ Diploma 'Performing Manufacturing Operations Level 2	21
	EAL	NVQ Diploma 'Performing Manufacturing Operations Level 1	8
	OCR	Manufacturing' entry level 3	8
	NOCN	Introduction to ICT' training programme	8
	C&G	Skills for Working Lives' (Land-based) entry level 3	21
	C&G	Skills for Working Lives' (Recycling) entry level	11
2007	EAL	NVQ Diploma 'Performing Manufacturing Operations Level 1	29
	OCR	Manufacturing' entry level 3	10
	NOCN	Introduction to ICT' training programme	10
	NPTC	Conservation & Preparing for Work'	13
	NPTC	Horticulture & Preparing for Work'	12
2006	EAL	NVQ Diploma 'Performing Manufacturing Operations Level 1	13
	OCR	Manufacturing' entry level 3	11
	NOCN	Introduction to ICT' training programme	11
	NPTC	Conservation & Preparing for Work' (2 year programme) entry level	0
	NPTC	Horticulture & Preparing for Work' (2 year programme) entry level	0
	EAL	NVQ Diploma 'Performing Manufacturing Operations Level 1	16
2005	NPTC	Horticulture & Preparing for Work' (2 year programme) entry level	12
Total Partner Training Outcomes			529



# OSBORNE PARTNERSHIP

## Company Limited by Guarantee

### Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2021

#### Achievements and performance *(continued)*

##### Work Experience - Meaningful Activity Programmes

Due to the Covid 19 Pandemic, risk assessments were carried out on the in-house small businesses including the Community Café, TOP's Charity Shop, the Community Supermarket, Trident work experience along with the in-house meaningful activity service programmes. The board decided that the risk of transmission to vulnerable adults from members of the community coming into the charity was high. The decision was made to suspend the following small businesses and programmes until further notice resulting in a loss of income, customers and community cohesion.

**TOP's Textile Recycling programme:** - The 'TOP's Textiles Recycling' Service core function is:

- to provide a borough wide textile recycling service to the local community to reduce waste material going into landfill.
- to teach 'Partners' the skills necessary to enable them to provide the textile recycling service (with staff support)
- to teach the skills necessary to enable 'Partners' to sort, hang, size, tag clothing/materials and bric-a-brac ready for resale in the TOP's charity shop.
- to offer work experience and training in a real-life working environment to 'Partners'.
- to build transferable skills, community safety awareness, independence, confidence, self-esteem and communication skills to Partners.

The programme also enables the charity to raise the profile of its beneficiaries by visibly and clearly demonstrating the useful and valuable service that the service provides for the local community which is delivered by an often marginalised and under used group of people.

#### TOP's Textiles Recycling Statistics 01/04/2008 - 31/03/2021

Year	Service	Tonnes
2021	Kerbside Collection Services Suspended Due to Covid19 Pandemic	0
2020	Kerbside Collection Service including Bric-a-brac	37
2019	Kerbside Collection Service including Bric-a-brac	42
2018	Kerbside Collection Service including Bric-a-brac	37
2017	Kerbside Collection Service including Bric-a-brac	41
2016	Kerbside Collection Service including Bric-a-brac	44
2015	Kerbside Collection Service including Bric-a-brac	44
2014	Kerbside Collection Service including Bric-a-brac	67
2013	Kerbside Collection Service including Bric-a-brac	75
2012	Kerbside Collection Service including Bric-a-brac and ragging	98



# OSBORNE PARTNERSHIP

## Company Limited by Guarantee

### Trustees' Annual Report (Incorporating the Director's Report) (continued)

Year ended 31 March 2021

#### Achievements and performance (continued)

2011	Kerbside Collection Service including Bric-a-brac and ragging	110
2010	Kerbside Collection Service including Bric-a-brac and ragging	119
2009	Kerbside Collection Service including Bric-a-brac and ragging	137
2008	Kerbside Collection Service including Bric-a-brac	86
Total Textile Recycling 2008 - 2021		937

**The TOP's Shop** – The Osborne Partnership is situated in London borough of Barking & Dagenham an area of high deprivation. On 5<sup>th</sup> November 2008, The Osborne Partnership launched the 'TOPs Shop' a charity shop selling affordable recycled clothing, textiles and bric-a-brac which is open to the general public. The Top's Shop was opened not just to address local needs but to enhance and promote the TOP's Textiles recycling service, to generate income from the textiles and bric-a-brac collected from the TOP's textiles kerbside collection service and to provide retail training and work experience in a 'real life' environment to its 'Partners'. The shop is open from Monday – Friday 10am-2pm and has built a good customer base with many local customers (residents) regularly choosing to use the facility. The shop has become a 'community hub' promoting community cohesion/integration and helps to break down the barriers often faced by 'Partners'. The TOP's shop core function is:

- to provide a charity shop selling affordable recycled clothing and bric-a-brac to the public
- work experience opportunities to 'Partners'
- to teach 'Partners' retail and customer care skills in a 'real' life environment.
- to build transferable skills, confidence, independence, self-esteem and communication skills to 'Partners'.

Money raised from the sale of recycled goods is used to support the charity's activities. The trustees would like to extend their thanks to 'Partners', staff, volunteers, customers and community based partners LM Barry, Shanks (East) London and the local authority for promoting and supporting the recycling programme.

**TOP's Community Cafe:** - Launched in January 2012 and open to the public Monday – Friday, the community cafe has become a popular community hub with local residents, schools, businesses and users/visitors of the charity.

The TOP's community café supports up to 3 'Partners' per day with work experience to learn a variety of catering skills its core functions are:

- to provide work experience opportunities to 'Partners'
- to offer a community café open to the public
- to teach Partners transferrable health & hygiene skills associated with the catering environment.
- to teach Partners customer care, communication and money skills, meal preparation, safe use tools and equipment.
- to build 'Partners' confidence, independence and self-esteem.

# OSBORNE PARTNERSHIP

## Company Limited by Guarantee

### Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2021

#### **Achievements and performance** *(continued)*

##### **Meaningful Activity Programmes:**

**'My Style and Me'** - The 'My Style and Me' programme core function is:

- to teach appropriate dress for a variety of occasions (e.g. work, social, party, summer, winter)
- explore fashion, make-up, accessories identifying a 'Partners' own particular clothing style and look at different cultural styles
- to teach body hygiene, grooming skills, skin care,
- to teach skills on how to look after laundry, hang and iron clothes
- manual dexterity skills (buttons, bows, buckles and zips)
- to teach transferable skills including the safe use of equipment such as irons and washing machines
- to build confidence, self-esteem, independence and communication skills to Partners.

**GO ('Get Out, Get Active') programme:** - The 'Go' programmes core function is to:

- teach and enable a group of 'Partners' to partake in meaningful sports activity
- to promote health, fitness, wellbeing stamina and endurance.
- to build 'Partners' confidence and self-esteem, independence, and communication skills
- teach community safety awareness to 'Partners'
- to encourage team building
- to encourage 'Partners' to eat healthily - including fruit and vegetables in their diet.
- To encourage independence skills
- to enable 'Partners' to explore/access community activities that are of interest to them
- to teach transferable skills necessary for accessing the community e.g. money/cost, time management, social etiquette, safety in the community, appropriate clothing and footwear, safe travel awareness, planning skills, team building skills
- to build 'Partners' confidence, self-esteem, independence and communication skills.
- to promote community integration – by helping to break down barriers.

activities include:

- cycling
- swimming
- archery
- keep fit
- crazy golf
- Tennis
- Public transport safety awareness
- Money Skills
- Bowling
- Day trips e.g. Southend-on-Sea,
- Exploring London – visiting museums and well-known London markets (e.g. Borough Market), using the underground and buses, going to events at the O2, boat trip on the River Thames.
- Crazy golf
- Cinema

# **OSBORNE PARTNERSHIP**

## **Company Limited by Guarantee**

### **Trustees' Annual Report (Incorporating the Director's Report) *(continued)***

**Year ended 31 March 2021**

#### **Achievements and performance *(continued)***

**C.I.P. ('Craft' 'ICT' and Performing Arts) programmes:** - The C.I.P programme core functions are:

- to enable 'Partners' to be creative using the mediums of craft, ICT, Music and Dance.
- to develop manual dexterity, hand to eye coordination, social and transferable skills
- to build 'Partners' confidence, self-esteem, independence and communication skills.
- to produce craft items including cards, book-marks, memory boxes, jewelry, coasters
- to use tools and equipment safely
- to be involved in theatrical singing/dancing shows
- to use role play to tackle issues such as bullying, equality that may impact on them and address how they may get help/tackle issues.
- Making book-marks, cards, coasters, memory boxes, seasonal craft items
- to safely use ICT equipment
- Designing posters and banners
- to help produce quarterly newsletters, calender and various publicity materials for the Osborne Partnership.
- to use a camera safely
- to print, save and use Microsoft word programmes
- Making props and musical instruments for the performing arts show
- decorating display boards

**'Grow' ('Horticulture'/'Woodcraft/Cooking Made Easy) programme:** - The 'Horticulture and Woodcraft' programme core functions are:

- to develop and maintain a market garden and tend the grounds of the Osborne Partnership
- to enable Partners to learn horticultural and woodworking skills, growing fruit, vegetables, herbs, salad, landscaping, building raised beds, creating individual allotments, fencing and path maintenance
- to teach transferable skills such as safe handling of tools/equipment.
- to build 'Partners' confidence, self-esteem, independence and communication skills.

The 'Cooking Made Easy' programme's core functions are:

- to develop and teach cookery skills to 'Partners'
- to prepare and cook nutritious, simple basic meals.
- to learn transferable hygiene skills in a real-life kitchen,
- to learn portion size
- to use tools and equipment safely
- to build 'Partners' confidence, self-esteem, independence and communication skills.
- To offer work experience opportunities in the community café



# OSBORNE PARTNERSHIP

## Company Limited by Guarantee

### Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

#### Year ended 31 March 2021

##### **Achievements and performance** *(continued)*

**Osborne Partnership Community Food Club:** In 2019, the Osborne Partnership charity was approached by Community Solutions (L.B.D. Local Authority) to work in partnership with themselves and surplus food redistribution charity FareShare (London), to establish a local food club.

The aim of the food club would be to support local residents in financial need to purchase food - including fruit, veg and meat - worth up to £20 for just £3.50 each week or £10 per month. The food club also gave members access to advice and support from a wide range of other services, including finance, housing, employability and health. A series of meetings were held between the organisations in which it was agreed that FareShare would provide the food stock, Community Solutions would provide staff/volunteers to run the food club and advice/guidance service to food club members and Osborne Partnership would provide the venue and Osborne Partnership staff would support its service users (adults with learning disabilities) to receive the food - restocking the shelves and fridges and record temperatures of all cold food delivered.

The food club opened in September 2019 and was officially launched in January 2020. During the period September to March 2020 the programme built a strong customer/member base of 70 local residents who benefitted from food and advice and guidance. Working in partnership with Community Solutions and FareShare (London) has been a privilege and a very positive experience for Osborne Partnership – both partner organisations are extremely professional and positive having very much a 'can do' approach. The Osborne Partnership has also benefitted from the food club in terms of publicising/highlighting its services, charity shop and café to local residents. The fact that local people in need have benefitted from the food club clearly demonstrates what can be achieved through teamwork and partnership working.

**Trident Work Experience Programme:** During the period 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021, due to the Covid 19 Pandemic a risk assessment of the Trident work experience opportunity was carried out. The board decided that the risk of transmission to vulnerable adults from Trident placements was high. The decision was made to suspend the work experience placements until further notice.

**Matrix Accreditation:** The charity attained the 'Matrix' quality mark (information, advice and guidance delivered to beneficiaries) in 2014 the charity was successfully reaccredited in 2017 and in October 2020. Quality assurance and continuous improvement are regularly monitored.

##### **Funding Sources.**

This year, due to the Covid19 pandemic and the risk of transmission unfortunately as stated previously the small in-house charity shop, community café and borough wide textile recycling service have been closed and fundraising activities which had been planned were cancelled. This has had the obvious negative impact on funding/income for Osborne Partnership. However, with the creation of the 'Home Support Service' funded in the first instance by the local authority and then personal budgets coupled with a few months of in-house services resuming the charity has generated enough income to continue its services. It is envisaged that placement numbers which of recent have dropped due to some Partners being anxious to return to service will stabilize and potentially rise as confidence in market rises due to Covid19 vaccinations and Covid19 cases falling. In the short to mid-term future bids to support core costs will need to be submitted.

# OSBORNE PARTNERSHIP

## Company Limited by Guarantee

### Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2021

#### **Achievements and performance** *(continued)*

**Staffing:** Due to loss of placements and loss of income from the in-house charity shop, community café and income from the recycling the charity has reduced staff numbers from 21 staff to 18. Two staff members moved address and away from the area and their posts were not recruited to and 1 staff member was unfortunately made redundant.

**Additional Support Needs identified during the Pandemic** – staff identified that parents carers needed additional support and moving forward the board are considering applying for funding to provide this service. The board also recognise the need for additional digital communication. During the pandemic the use of technology including 'Microsoft Teams' software, face-book proved to be a valuable resource especially for the Partners. Sadly, for some of the Partners due to lack of finance and lack of training to use digital technology it is currently not feasible. It is envisaged that a trustee with a digital specialism will be recruited, - and the charity will embrace digitalisation in the near future.

#### **Risk Management Review**

The Osborne Partnership board of trustees have a 'Trustee Risk Management Policy'. During the pandemic the board was kept updated by members of the senior management team and met when possible, to monitor and review progress and risks this included governance, operations, finances, environmental and compliance.

**Safeguarding** – The board recognises its responsibility in safeguarding vulnerable adult beneficiaries. There is a safeguarding and whistle-blowing policy in place which is reviewed annually. Safeguarding updates are an agenda item for trustee meetings. The Osborne Partnership has strong links with the local authority 'Community Learning Disability and Safeguarding Team' for advice and guidance. All staff receive safeguarding training and are subject to regular Disclosure and Barring (DBS) checks.

**Health & Safety** – The board have ensured that the charity has access to an external health & safety consultancy organisation who provide health and safety advice, training updates and reviews the charity's health & safety policies and procedures to ensure it is compliant. Reviews are monitored by the board. Health & Safety updates are an agenda item for trustee meetings

**Personnel** – The board have ensured that the charity has access to a professional personnel advisory service who provide up to date human resource information to ensure the charity is compliant with legislation. All staff have access to handbooks and there is a recruitment policy which is reviewed annually. The service also provides an 'Employment Assistance Programme' (EAP) to support the staff. Personnel updates including items such as equality and diversity are an agenda item for trustee meetings

**Information and Computer Technology** The board have outsourced ICT to a support service to an ICT consultancy company to ensure that the ICT systems are secure. Reports and recommendations from the ICT service provider are reviewed by the board

**Building and Resources** – The building, vehicles and resources are regularly reviewed and an agenda item for trustee meetings.

**Customer Care and Complaints** are reviewed at trustee meetings.

**Service Provision** - is reviewed at each trustee meeting.



# OSBORNE PARTNERSHIP

## Company Limited by Guarantee

### Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2021

#### Achievements and performance *(continued)*

**Financial Review** – Income and expenditure is reviewed at each trustee meeting. Service increases and staff salary increases are discussed annually. In order to keep up with inflationary costs the Board made the decision to increase service costs by approx. 3%. Accordingly with the aid of sound financial management, fundraising, donations and staff and volunteers helping to keep overheads to a minimum the charity has achieved a positive financial outcome for the period 01/04/20 – 31/03/21 with a net increase in funds of £91,473.

#### Investment Policy

The Osborne Partnership retains a prudent amount in reserves each year and the majority of the charity's funds are spent in the short term. The board of trustees have reviewed investment options available to them and have decided that short fixed term investments of 6-12 months in duration is the best option in the current economic climate. In terms of longer term investment, the board are concerned with the Covid19 pandemic and its impact on the charity and have made the decision not to make any long-term investments in this period. The investment policy will be reviewed in the next financial year.

**Reserves Policy** - The Trustees have established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets ('the free reserves') held by the charity should be between 6-9 months of the resources expended. This will enable the charity to continue to operate for a short period of time to consider how the funding would be replaced or activities changed should funding be lost. Also included are

- the charity's liabilities in terms of staff redundancy which is based on statutory redundancy recommendations.
- the building and grounds from which the charity delivers its services is leased from a local church on a 15 year term on a fully insuring and repairing basis. The building was built during the late 60's early 70's as a day centre facility by the local authority. It has a fairly large footprint with extensive areas of flat felted roof and drainage systems. The felt on the roof has been repaired on a number of occasions and the board envisage that the felt will need to be completely replaced in the near future. The board of trustees have therefore set aside a nominal amount of £50,000 in respect of major repairs (roof, drainage system).

As can be seen within the 'Statement of Financial Activities' The free reserves remain within the agreed target level.

**'Special Thank You'** - The Trustees would like to extend their thanks and appreciation to Partners, carers' volunteers, supporters and a very special thank you to the staff team who changed their whole way of work to support the charity's Partners and their carers often going over and beyond what would normally be expected of them.

Osborne Partnership Board of Trustees.



# **OSBORNE PARTNERSHIP**

## **Company Limited by Guarantee**

### **Trustees' Annual Report (Incorporating the Director's Report) *(continued)***

**Year ended 31 March 2021**

#### **Trustees' responsibilities statement**

The trustees, who are also directors for the purposes of company law, are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the income and expenditure, for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

# **OSBORNE PARTNERSHIP**

## **Company Limited by Guarantee**

### **Trustees' Annual Report (Incorporating the Director's Report) *(continued)***

**Year ended 31 March 2021**

#### **Auditor**

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

#### **Small company provisions**

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on 14 December 2021 and signed on behalf of the board of trustees by:



Mr. T. Wade  
Trustee

# **OSBORNE PARTNERSHIP**

## **Company Limited by Guarantee**

### **Independent Auditor's Report to the Members of OSBORNE PARTNERSHIP**

**Year ended 31 March 2021**

#### **Opinion**

We have audited the financial statements of OSBORNE PARTNERSHIP (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

# **OSBORNE PARTNERSHIP**

## **Company Limited by Guarantee**

### **Independent Auditor's Report to the Members of OSBORNE PARTNERSHIP** (continued)

**Year ended 31 March 2021**

#### **Other information**

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

#### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.



**OSBORNE PARTNERSHIP**  
**Company Limited by Guarantee**  
**Statement of Financial Activities**  
**(including income and expenditure account)**  
**Year ended 31 March 2021**

**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Identifying and testing journal entries and the overall accounting records, particularly those that were significant and unusual.

Reviewing the financial statement disclosures and determining whether accounting policies have been appropriately applied.

Assessing the extent of compliance, or lack of, with relevant laws and regulations.

Testing key revenue lines, for evidence of management bias.

Verification of key assets.

Obtaining third-party confirmation of material balances.

Documenting and verifying all significant related party balances and transactions.

Reviewing documentation such as the company board minutes, correspondence with solicitors, for discussions of irregularities including fraud.

**The notes on pages 30 to 37 form part of these financial statements.**

# OSBORNE PARTNERSHIP

## Company Limited by Guarantee

### Statement of Financial Activities (including income and expenditure account)

Year ended 31 March 2021

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

#### Use of our report

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Charles Goldstein* (Senior Statutory Auditor of behalf of Brindley Goldstein Ltd)  
CHARLES GOLDSTEIN FCA (Senior Statutory Auditor)  
For and on behalf of  
Brindley Goldstein Limited  
Chartered accountants & statutory auditor

103 High Street  
Waltham Cross  
Herts.  
EN8 7AN  
14 December 2021

The notes on pages 30 to 37 form part of these financial statements.



**OSBORNE PARTNERSHIP**  
**Company Limited by Guarantee**  
**Statement of Financial Activities**  
**(including income and expenditure account)**  
**Year ended 31 March 2021**

		Unrestricted funds £	2021 Restricted funds £	Total funds £	2020 Total funds £
	Note				
<b>Income and endowments</b>					
Donations and legacies	5	4,577	—	<b>4,577</b>	11,805
Other trading activities	6	641,049	—	<b>641,049</b>	718,005
Investment income	7	2,043	—	<b>2,043</b>	2,731
Other income	8	7,705	—	<b>7,705</b>	690
<b>Total income</b>		<u>655,374</u>	<u>—</u>	<u><b>655,374</b></u>	<u>733,231</u>
<b>Expenditure</b>					
Expenditure on charitable activities	9,10	563,901	—	<b>563,901</b>	595,908
<b>Total expenditure</b>		<u>563,901</u>	<u>—</u>	<u><b>563,901</b></u>	<u>595,908</u>
<b>Net income and net movement in funds</b>		<u>91,473</u>	<u>—</u>	<u><b>91,473</b></u>	<u>137,323</u>
<b>Reconciliation of funds</b>					
Total funds brought forward		750,792	(28,842)	<b>721,950</b>	584,627
<b>Total funds carried forward</b>		<u>842,265</u>	<u>(28,842)</u>	<u><b>813,423</b></u>	<u>721,950</u>

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

The notes on pages 30 to 37 form part of these financial statements.

**OSBORNE PARTNERSHIP**  
**Company Limited by Guarantee**  
**Statement of Financial Position**

**31 March 2021**

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible fixed assets	17	12,641	9,005
<b>Current assets</b>			
Debtors	18	38,803	99,213
Cash at bank and in hand		785,085	672,167
		<u>823,888</u>	<u>771,380</u>
<b>Creditors: amounts falling due within one year</b>	19	<u>23,106</u>	<u>58,435</u>
<b>Net current assets</b>		<u>800,782</u>	<u>712,945</u>
<b>Total assets less current liabilities</b>		<u>813,423</u>	<u>721,950</u>
<b>Net assets</b>		<u>813,423</u>	<u>721,950</u>
<b>Funds of the charity</b>			
Restricted funds		(28,842)	(28,842)
Unrestricted funds		<u>842,265</u>	<u>750,792</u>
<b>Total charity funds</b>	21	<u>813,423</u>	<u>721,950</u>

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

These financial statements were approved by the board of trustees and authorised for issue on 14 December 2021, and are signed on behalf of the board by:



Mr. T. Wade  
Trustee

The notes on pages 30 to 37 form part of these financial statements.

**OSBORNE PARTNERSHIP**  
**Company Limited by Guarantee**  
**Statement of Cash Flows**  
**Year ended 31 March 2021**

	2021 £	2020 £
<b>Cash flows from operating activities</b>		
Net income	91,473	137,323
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	4,352	3,200
Other interest receivable and similar income	(2,043)	(2,731)
Interest payable and similar charges	—	62
Accrued income	(33,861)	(4,037)
<i>Changes in:</i>		
Trade and other debtors	60,410	(33,738)
Trade and other creditors	(1,468)	1,864
Cash generated from operations	118,863	101,943
Interest paid	—	(62)
Interest received	2,043	2,731
Net cash from operating activities	<u>120,906</u>	<u>104,612</u>
<b>Cash flows from investing activities</b>		
Purchase of tangible assets	(7,988)	(2,219)
Net cash used in investing activities	<u>(7,988)</u>	<u>(2,219)</u>
<b>Net increase in cash and cash equivalents</b>	<b>112,918</b>	<b>102,393</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>672,167</b>	<b>569,774</b>
<b>Cash and cash equivalents at end of year</b>	<b><u>785,085</u></b>	<b><u>672,167</u></b>

The notes on pages 30 to 37 form part of these financial statements.



# **OSBORNE PARTNERSHIP**

## **Company Limited by Guarantee**

### **Notes to the Financial Statements**

**Year ended 31 March 2021**

#### **1. General information**

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is The Osborne Centre, Osborne Square, Dagenham, Essex, RM9 5BE.

#### **2. Statement of compliance**

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006.

#### **3. Accounting policies**

##### **Basis of preparation**

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

##### **Going concern**

There are no material uncertainties about the charity's ability to continue.

##### **Judgements and key sources of estimation uncertainty**

There are no judgements and estimates.

##### **Fund accounting**

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal and fall into one of two sub-classes: restricted income funds or endowment funds.

# **OSBORNE PARTNERSHIP**

## **Company Limited by Guarantee**

### **Notes to the Financial Statements** *(continued)*

**Year ended 31 March 2021**

#### **3. Accounting policies** *(continued)*

##### **Incoming resources**

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

##### **Resources expended**

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

##### **Tangible assets**

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

# OSBORNE PARTNERSHIP

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

Year ended 31 March 2021

#### 3. Accounting policies *(continued)*

##### **Tangible assets *(continued)***

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

##### **Depreciation**

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Fixtures, Fittings & Equipment	-	25% reducing balance
Motor Vehicles	-	25% reducing balance
Computer Equipment	-	33% reducing balance

##### **Impairment of fixed assets**

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the charity are assigned to those units.

##### **Defined contribution plans**

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

#### 4. Limited by guarantee

The company is limited by guarantee and has no share capital. Every member of the company undertakes to contribute to the assets of the company, in the event of a winding up, such an amount as may be required not exceeding £1.



# OSBORNE PARTNERSHIP

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

Year ended 31 March 2021

#### 5. Donations and legacies

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
<b>Donations</b>				
General Donations & Fundraising Receipts	<u>4,577</u>	<u>4,577</u>	<u>11,805</u>	<u>11,805</u>

#### 6. Other trading activities

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Trading income	<u>641,049</u>	<u>641,049</u>	<u>718,005</u>	<u>718,005</u>

#### 7. Investment income

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Bank interest receivable	<u>2,043</u>	<u>2,043</u>	<u>2,731</u>	<u>2,731</u>

#### 8. Other income

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Insurance claims	245	245	690	690
HMRC CJRS Grant	<u>7,460</u>	<u>7,460</u>	<u>—</u>	<u>—</u>
	<u>7,705</u>	<u>7,705</u>	<u>690</u>	<u>690</u>

#### 9. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Support costs	<u>563,901</u>	<u>563,901</u>	<u>595,908</u>	<u>595,908</u>

#### 10. Expenditure on charitable activities by activity type

	Support costs £	Total funds 2021 £	Total fund 2020 £
Activity type 1	405,595	405,595	429,037
Governance costs	<u>158,306</u>	<u>158,306</u>	<u>166,871</u>
	<u>563,901</u>	<u>563,901</u>	<u>595,908</u>

# OSBORNE PARTNERSHIP

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

Year ended 31 March 2021

#### 11. Analysis of support costs

	Analysis of support costs activity 1 £	Total 2021 £	Total 2020 £
Staff costs	405,595	405,595	429,037

#### 12. Taxation

As a charity Osborne Partnership is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 to the extent that these are applied to its charitable objectives. No tax charges have arisen in the year.

#### 13. Net income

Net income is stated after charging/(crediting):

	2021 £	2020 £
Depreciation of tangible fixed assets	4,352	3,200

#### 14. Auditors remuneration

	2021 £	2020 £
Fees payable for the audit of the financial statements	5,970	5,760

#### 15. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2021 £	2020 £
Wages and salaries	369,268	383,860
Social security costs	23,569	31,322
Employer contributions to pension plans	12,758	13,855
	405,595	429,037

The average head count of employees during the year was 21 (2020: 23).

No employee received employee benefits of more than £60,000 during the year (2020: Nil).

#### 16. Trustee remuneration and expenses

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2020: £nil)

# OSBORNE PARTNERSHIP

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

#### Year ended 31 March 2021

#### 17. Tangible fixed assets

	Fixtures and fittings £	Motor vehicles £	Equipment £	Total £
<b>Cost</b>				
At 1 April 2020	34,092	34,586	3,982	<b>72,660</b>
Additions	7,988	—	—	<b>7,988</b>
<b>At 31 March 2021</b>	<b>42,080</b>	<b>34,586</b>	<b>3,982</b>	<b>80,648</b>
<b>Depreciation</b>				
At 1 April 2020	30,611	30,313	2,731	<b>63,655</b>
Charge for the year	2,867	1,068	417	<b>4,352</b>
<b>At 31 March 2021</b>	<b>33,478</b>	<b>31,381</b>	<b>3,148</b>	<b>68,007</b>
<b>Carrying amount</b>				
<b>At 31 March 2021</b>	<b>8,602</b>	<b>3,205</b>	<b>834</b>	<b>12,641</b>
At 31 March 2020	3,481	4,273	1,251	9,005

#### 18. Debtors

	2021 £	2020 £
Trade debtors	<b>26,869</b>	87,279
Prepayments and accrued income	<b>11,934</b>	11,934
	<b>38,803</b>	99,213

#### 19. Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	<b>1,556</b>	2,727
Accruals and deferred income	<b>21,550</b>	55,411
Other creditors	—	297
	<b>23,106</b>	58,435

#### 20. Pensions and other post retirement benefits

##### Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £12,758 (2020: £13,855).



# OSBORNE PARTNERSHIP

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

Year ended 31 March 2021

#### 21. Analysis of charitable funds

##### Unrestricted funds

	At 1 April 2020 £	Income £	Expenditure £	At 31 March 20 21 £
Unrestricted Funds	750,792	655,374	(563,901)	842,265

	At 1 April 2019 £	Income £	Expenditure £	At 31 March 20 20 £
Unrestricted Funds	613,469	733,231	(595,908)	750,792

##### Restricted funds

	At 1 April 2020 £	Income £	Expenditure £	At 31 March 20 21 £
Restricted Funds	(28,842)	—	—	(28,842)

	At 1 April 2019 £	Income £	Expenditure £	At 31 March 20 20 £
Restricted Funds	(28,842)	—	—	(28,842)

#### 22. Analysis of net assets between funds

	Unrestricted Funds £	Total Funds 2021 £
Tangible fixed assets	12,641	12,641
Current assets	800,782	800,782
<b>Net assets</b>	<b>813,423</b>	<b>813,423</b>

	Unrestricted Funds £	Total Funds 2020 £
Tangible fixed assets	9,005	9,005
Current assets	712,945	712,945
<b>Net assets</b>	<b>721,950</b>	<b>721,950</b>

# OSBORNE PARTNERSHIP

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2021

## 23. Analysis of changes in net debt

	At 1 Apr 2020	Cash flows	At 31 Mar 2021
	£	£	£
Cash at bank and in hand	<u>672,167</u>	<u>112,918</u>	<u>785,085</u>