

Charity Registration No. SC021500

Company Registration No. SC176635 (Scotland)

CREW 2000 (SCOTLAND)

**(A COMPANY LIMITED BY
GUARANTEE)**

**DIRECTORS' REPORT AND
ACCOUNTS**

FOR THE YEAR ENDED 31 MARCH 2015

CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
LEGAL AND ADMINISTRATIVE INFORMATION

Directors	Elizabeth Brodie Malcolm Bruce Jane Carnall Emma Doyle Kevin Craik Dale McGinley
Secretary	Jeremy Adderley
Charity number	SC021500
Company number	SC176635
Registered office	32 Cockburn Street EDINBURGH EH1 1PB
Auditors	McLachlan Tiffin Clifton House Craigard Road CRIEFF PH7 4BN

CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
CONTENTS

	Page
Directors' report	1 - 11
Statement of directors' responsibilities	12
Independent auditors' report	13 - 14
Statement of financial activities	15
Balance sheet	16
Notes to the accounts	17 - 23

CREW 2000 (SCOTLAND) (A COMPANY LIMITED BY GUARANTEE) DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2015

The directors present their report and accounts for the year ended 31 March 2015.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the memorandum of Association, the Companies Act 2006 and the Statement of Recommended Practice, "Accounting and Reporting by Charities", issued in March 2005.

Structure, governance and management

The organisation is a charitable company limited by guarantee, incorporated on 20th June 1997 and registered as a Scottish Charity in 1992. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

The directors who served during the year were:

Elizabeth Brodie	
Malcolm Bruce	
Jane Carnall	
Emma Doyle	
Kevin Craik	(Appointed 8 September 2014)
Dale McGinley	(Appointed 3 December 2014)
Michelle O'Loughlin	(Resigned 5 April 2014)
Donald Gavine	(Resigned 18 April 2014)
Elli Wilson	(Resigned 28 September 2014)

The directors of the company are also charity trustees for the purposes of charity legislation and under the company's Articles are known as "members of the Board." All members of the Board give their time voluntarily and received no benefits from the charity for their Board activities. Any expenses reclaimed from the charity are set out in notes to the accounts (£0 at March 2015). In 2014-15 three members of the Board resigned and two new members were appointed. Two of our Board members are always appointed through a democratic process held by the volunteers and this ensures accountability to the large group of volunteers who are also stakeholders in Crew.

An induction programme with training on the roles and responsibilities of becoming a Board member is provided to new members as well as briefings on strategic and operational matters, planning and management information systems and information from OSCR publications such as "OSCR 4, Guidance for Charity Trustees: acting with care and diligence." At March 2015 the Board had six members (six in March 2014), including two trustees representing crew volunteers. Examples of professional skills and strengths brought by the Board in 2014-15 are in:

- o voluntary sector;
- o accounting and finance;
- o peer education and mentoring;
- o drugs, alcohol and psychology;
- o Scottish Government and the recovery agenda;
- o partnership working;
- o research and analysis;
- o information technology;
- o employment law
- o and human resources.

**CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
DIRECTORS' REPORT (CONTINUED)**

FOR THE YEAR ENDED 31 MARCH 2015

The Board's skills and diversity are audited internally periodically however in 2014-15 two new Trustees were audited on appointment, the remainder recently audited in March 2014. Identified training needs in fundraising, charity law, charity finance, strategy and business development, marketing and tendering which continued to be met through facilitating online links to information, internal training by the senior management team, internal volunteer fundraising opportunities and external training and networking opportunities.

The board periodically review policy and procedure with the senior management team and in 2014-15 the following were created or updated to better support the staff and protect the organisation:

Whistleblowing Policy

Social Media Policy (Staff and Volunteer)

Adoption Policy

Flexible Working Policy (update)

Grievance and Disciplinary Procedure (update)

ICT Policy (update)

Maternity Policy (update)

On-call Procedure (update)

Policies identified for review in 2015-16 are:

Child Protection Policy

Confidentiality

Paternity

Domestic Violence

Drug Policy

Parental Leave

Recruitment of Vulnerable People

Recruitment of Ex-offenders

Security Policy on the Handling, Holding and Destroying of Disclosure Information

The CREW Board meets at least every two months (7 meetings in 2014-15) and is responsible for strategic direction and policy. There are sub-committees for Human Resources and Finance, and short-life working groups met to resolve certain issues such as policy changes and HR issues during 2014-15. Two senior managers support these groups, the Service Delivery Manager and the Enterprise and Finance Manager, with overall leadership and management of CREW the responsibility of Chief Executive.

The Service Delivery Manager has responsibility for operational management, support, supervision and development of the staff team. The Enterprise and Finance Manager develops and oversees business opportunities and finance systems and is responsible for forecasting and monitoring budgets and external reporting to OSCR, Companies House and financial reporting and applications to Funders. In April 2015, the Chief Executive and Service Delivery roles are to be combined with increased responsibilities devolved to seven departmental supervisors for facilities, fundraising and supervision.

**CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
DIRECTORS' REPORT (CONTINUED)**

FOR THE YEAR ENDED 31 MARCH 2015

The Board has conducted a review of the major risks to which the charity is exposed and the risk register was last reviewed in the year on the 2nd December 2014. No risks identified this year were deemed to be both 'highly likely' and 'high impact'. Financial risks identified with high impact had good to medium mitigation, the most significant being external risks to funding. Reputational or performance risks due to inappropriate ICT usage, staff-volunteer relationships and staff illness were identified and policy and procedure were reviewed and adapted in these key areas. In order to be able to adapt to changes in our environment, a strategic plan review programme and a plan to consolidate funding has been implemented. Internal control risks are minimised by the use of HR, legal and financial authorisation procedures. These procedures are periodically reviewed by the Finance and HR subgroups to ensure they remain fit for purpose and policy compliant.

Objectives and activities

Crew is guided by both local and national policies which complement our objectives. Of these, two main Scottish Government strategies, The Road to Recovery and Changing our Relationship to Alcohol are of particular importance.

We work closely in partnership with a range of other agencies in the public, voluntary and private sectors and many of our staff are actively engaged in a range of groups and associations to promote best practice and policy development in the field of drugs and alcohol.

"Our mission is to reduce harm, challenge perceptions and help people make choices about their use of alcohol, cannabis, club drugs and new drugs by providing non-judgmental, credible and up to date information and support."

Mission Statement, strategic plan 2014-17

Crew is an award-winning health-promoting organisation preventing drug harm and reducing the number of young people becoming problematic substance users. Our staff and volunteer team deliver direct services in Edinburgh, cross-Scotland outreach services and play a national role in capacity building and policy development.

Crew delivers services using a 'stepped care model' involving increasing levels of support for people at different stages of their journey with drugs and alcohol, from experimentation, through 'recreational' use to 'problematic' use and recovery.

Our strategic aims are to :

1. Prevent and reduce harm to individuals and society arising from drug and alcohol use, especially psychostimulant drugs, New Psychoactive Substances (NPS) or "Legal Highs" and poly drug use
2. Increase the physical and mental wellbeing of those who use drugs and alcohol
3. Provide credible information and support on drugs and alcohol to a diverse range of individuals.

**CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
DIRECTORS' REPORT (CONTINUED)**

FOR THE YEAR ENDED 31 MARCH 2015

Achievements and performance

We used key performance indicators from our strategic and operational plans 2014-15, in addition to the Edinburgh Alcohol and Drug Partnership Quality Assurance Framework, to measure the difference we made:

CREW SUPPORT SERVICES (CSS)

- Our highly skilled team has done extremely well this year supporting people to progress from chaotic drug use to choosing a healthier lifestyle and often drug-free life. 88% of clients who completed their counselling programme increased their physical and mental well-being and took fewer risks. Moreover, 85% highlighted that their functioning in life improved substantially and 77% said that they now deal much better with any problems arising. As regards drug use, 62% of clients who completed their counselling programme stopped using drugs and an additional 35% decreased their substance use with only 3% showing no change.
- Highlights for this year include starting our new couple counselling service. We are also offering support for family members affected by someone else's drug use. These new services strengthen our aim to develop an integrated approach to support by helping to stabilise the family environment. We also very much appreciated our PhD student Brigid Jackson choosing our mindfulness-based relapse prevention groups for her primary research enquiry. Many participants experienced our mindfulness groups as empowering and life-changing. We are now offering a monthly drop-in group and are planning to expand mindfulness-based interventions in future.

Our clients say it best... (Feedback 2014-15)

- *"I can never try and put into words how valuable the service at CREW has been. It is the difference between life and death for me. My counsellor is an angel that helped me come back to life. CREW in general are just amazing and I cannot ever thank you all enough J"*
- *"Grow the service to help more people with similar problems. The world needs more Love!"*
- *"It has helped me deal with past troubles and to put them behind me. With the exception of coffee and e-cigarettes I am now completely drug free."*
- *Mindfulness has provided amazing and life changing insight into my mind and body and given me a lot of power.*
- *Drugs stopped and alcohol almost zero...learnt coping strategies and learnt to be kind to myself.*
- *"All of my therapy has been positive – except that I can't see my counsellor forever! The difference in the person I am compared to when I first came here is huge!"*
- *"My counsellor has patiently, kindly, compassionately and genuinely given of herself to my recovery. We have been through 40 years of life – I have insight I never had, I have faced and dealt with my past for the first time and I have been drug free for 18 months!"*
- *"The free counselling has saved my life by restoring a better perception in my mind...Thanks!"*
- *"I was able to place myself in an extremely tempting position and reject legal highs after receiving guidance from my counsellor."*
- *"Firstly, I have given up cannabis and tobacco use. After attending counselling, my self-confidence and motivation have increased. I attended an introductory course in counselling and intend to pursue a full-time course. I am also involved in voluntary work as a result of being supported by CREW. My involvement with two mindfulness courses has led to mindfulness being an important part of my life. The acupuncture service helped to stop any cravings that I have had."*

**CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
DIRECTORS' REPORT (CONTINUED)**

FOR THE YEAR ENDED 31 MARCH 2015

CREW ONLINE:

MY CREW ONLINE INFO AND SUPPORT SERVICE www.myCREW.org.uk

MY CREW ANDROID APP

2014-15 saw the culmination of the 3 year Scottish Government funded MY CREW project, a ground-breaking project which has seen CREW develop online and mobile resources to provide much needed information, advice and support about drugs to a wider audience and increase access for remote and rural areas. The MY CREW app was developed with input from volunteers, service users and workers in the field to provide a mobile drug diary, allowing users to log and track their use, set goals to cut down or stop and access a host of harm reduction information. Since its launch in the first quarter, the app has received steady download numbers with active downloads reaching 123 by March 2015 with 1000 projected downloads by March 2016. Access to the MY CREW website continued to increase throughout this year with over 11,000 additional users (taking the project total to over 16,500) and over 40 thousand page views (project total over 80,000). Volunteers continued to be central to the development of this project with nearly 50 volunteers trained to signpost users to the website and app services by the end of this year. Information about the MY CREW service was disseminated through training with a wide range of professionals with over 1,200 people throughout Scotland trained directly by the MY CREW project coordinator. Positive feedback from professionals showed the efficacy of the MY CREW service as a much needed and valuable tool for working with people affected by drug use:

"This resource is vital for people living in rural Scotland without access to 'walk in' support. My clients use the resource a lot and I promote it almost daily"

(Addictions Worker, Highland)

Though we have not managed to secure continued funding for this service at this time, the development of the MY CREW website and mobile app has given us the opportunity to bridge the gap in services and cement the MY CREW service as a vital tool for CREW to deliver up to date and relevant information and support to our service users and to look at ways of developing the service in future including iOS development, linking with school resources and elearning and using our learning to work with ADPs around Scotland to develop online resources further.

"It is a great resource to have and can save lives." (Website user)

CREW ENTERPRISE:

CREW EXPERT WITNESS SERVICE

TRAINING & TRAINING MATERIALS

WELFARE PROVISION

POLICY DEVELOPMENT

CREW Enterprise supports and identifies income generation activity to help maintain CREW's autonomy in reducing harm and bring capacity to the organisation. An administration worker joined the team to manage a push in activity achieving a 55% increase in turnover to £62,010. Income came from over 900 professionals trained in the year through an expanded programme of paid open and private workshops along with 64 Expert Witness inputs, and a fantastic increase in welfare operations resulting in 21% increase in income from festivals and superclub support over the previous year. Future activity for Enterprise will be the creation of a corporate membership structure and a review of e-learning with interest shown in New Psychoactive Substances.

**CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
DIRECTORS' REPORT (CONTINUED)**

FOR THE YEAR ENDED 31 MARCH 2015

EMERGING TRENDS AND NEW PSYCHOACTIVE SUBSTANCES (NPS):

NPS TRAINING FOR FRONT LINE WORKERS

INFORMATION PRODUCTION

DRUG TREND MONITORING

INFORM POLICY

CREW has continued to expand on its role as an up-to-date and credible source of information in the field of New Psychoactive Substances and emerging drug trends. This was achieved by delivering training through Scotland's Alcohol and Drug Partnership, to a diverse range of audiences, including staff in health, social services, criminal justice and the voluntary sector.

In the last year CREW trained 1,935 people; over 1,000 of these through the ET & NPS project. Of those evaluated (n=854) 99% reported an increase in confidence and knowledge after training.

CREW also continued to advise various public organisations such as the Scottish Prison Service, Police Scotland and the NHS. This year not only have we participated in local Drug Trend Monitoring Groups across Scotland, but we have also attended events throughout the UK and Europe to disseminate information on what trends are occurring at a ground level.

Our NPS booklet has been viewed more than 15,000 times and this information allows staff to respond more effectively, reducing harm to society and those who choose to use drugs.

"Trainer was great. Matter of fact, accurate, non-judgemental and knowledgeable"

"A very good course, well run with excellent content. I thought I had a fair knowledge of this subject but was shocked with how much I learned"

"I found it incredibly useful. I work with a young person who smokes legal highs and has 'broken' mental health. Now that I know more I feel I can help him"

(Training delegates 2014-2015)

DROP-IN:

The face of CREW, the drop-in on Edinburgh's Cockburn Street attracted 5,971 visitors 2014-2015. From this location staff and volunteers deliver information and advice on sexual health, alcohol use and psychostimulant use. CREW volunteers design themed window displays aligned to campaigns like World Aids Day and our national music festival season to attract people into the shop and disseminate harm reduction information. This year our specific focus was on young people aged 12-25 years.

67% were aged 12-25 years

1629 brief interventions were undertaken with this age group.

910 around substance use and 719 were about sexual health.

98 referrals made to other organisations for young people.

354 brief interventions on alcohol, cannabis and NPS with young people in 2014-15, a rise of 97% from the previous year.

Of these, 65% were NPS related, 20% cannabis and 15% alcohol.

74% of young people reported knowing more about the effects and risks of drugs and alcohol

71% felt safer and more confident to make informed choices on their substance use since visiting the CREW Drop In

63% of young people also reported greater confidence to support their friends in relation to drugs and alcohol.

**CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
DIRECTORS' REPORT (CONTINUED)**

FOR THE YEAR ENDED 31 MARCH 2015

"I feel like I understand more"

"Knowledge of available help"

"I have a greater understanding of both the positives and negatives"

"More clued up"

"Defo wouldn't touch legal highs now, might have before."

The Drop In team conducted a survey to gauge the ethnic and sexual diversity of its service users. In the past year just over half (52%) of those visiting the Drop In were young males. 93% of visitors were white British, European or American. 4% were Asian, 2% African and 1% Black Caribbean and white. 64% were heterosexual, 13% bisexual women or lesbian, 9% bisexual or gay men, 9% other, and 5% did not disclose.

CREW CURRICULUM DEVELOPMENT AND OUTREACH:

Funded by Scottish Government 16b in order to achieve the following outcomes nationally for workforces, the population of young people and decision-makers:

1. *Workforce: Increased harm reduction knowledge and resources shared amongst health and other workforces in Scotland around psychostimulants and poly-drug use via Education Departments, Alcohol and Drug Partnerships*

50 key professionals trained on positive engagement and 'Stepped Care Approach'.

Outreach work in 4 schools or education departments outside Edinburgh and the Lothians nationally developing tailored learning resources meeting local health needs, prevalence of stimulant use reported and Curriculum for Excellence Outcomes and Experiences.

Outreach work in 4 youth agencies or networks nationally (at least 2 outside Edinburgh and the Lothians) engaging staff, volunteers, peer educators and students developing learning resources meeting local health needs, prevalence of use reported and Curriculum for Excellence Outcomes and Experiences.

Input to youth worker induction training to ensure effective stimulant drug harm reduction knowledge and resources are shared.

82% Staff reported that they had increased their knowledge about harm reduction

80% of staff reported increased confidence to support students, but also said they wanted more information about this, updates, changes etc.

91% Staff working/young people said they increased awareness of where to get support

546 Professionals trained

940 young students accessed CREW harm reduction via Schools Outreach and Curriculum Development

89% adults reported sessions had increased awareness about drugs and NPS in particular

69% of young people said they had increased awareness about drugs and health

Curriculum for Excellence Resource was drafted and used across 12 schools and youth organisations in Aberdeen, Aberdeenshire, North Lanarkshire, Stirling, Dumfries and Galloway

**CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
DIRECTORS' REPORT (CONTINUED)**

FOR THE YEAR ENDED 31 MARCH 2015

2. *Population: Reduced harm from poly drug use through changed behaviours and attitudes to substance use by users.*

2,000 young revellers will receive information/advice and care at events across different areas of Scotland from our National Outreach Project.

5,000 substance users/families and friends at events across different areas will access information on reducing harm and where they can source help for their own/loved ones substance use.

30% of people engaged with will report positive changed behaviours and attitudes around their substance use.

17,852 young people engaged with during summer Outreach season only

Almost 60% of respondents stated that their behaviour has changed positively in the past few months/year following CREW interventions by choosing to stabilise or decrease their use.

Some Feedback from our participants: This training is really good, it has helped us to talk about the issues (teacher Bellshill's May 2014)

What can we do, there are so many issues, what about energy drinks, where the research is, we are faced with this every day and we feel out of our depth. (Health professional Glasgow May 2014)

There are all sorts of problems from legal highs, kidneys are a particular problem. We need to do more (Youth Worker Glasgow May 2014)

A really good session, thank you, we have several students who this affects, who we know are using drugs and we all feel today's session has helped us to help them (Stirling School 2015)

That was really interesting and will help us to take the message about NPS out to placements (Social Work Placement Students 2015)

Can we get together and work out a programme (Young People's Conference 2015)

CREW CORE:

**PROJECT MANAGEMENT & ADMINISTRATION INFORMATION AND REFERRAL POLICY INFLUENCE
AND RESPONSE VOLUNTEER DEVELOPMENT INFORMATION PRODUCTION MEDIA RESPONSES
FINANCIAL CONTROL PARTNERSHIP WORKING**

CREW Core part-funded the Chief Executive, Service Delivery Manager, Enterprise and Finance Manager and Administration Officers to deliver the management, administration and support projects need over and above their operational staffing. It allows joined up working of the services and collaboration with other agencies, for example:

- central systems like the CREW Knowledge drugs database and client relationship and reporting databases*
- information requests with increasing media work (number here)*
- collaboration on a peer education event 2014 with new partner Fast Forward and the Scottish Peer Education Network (SPEN).*
- CREW are Regional Co-ordinators of the new Glaxo-SmithKline Impact Awards Winners Alumni Leadership Network, a leadership development resource for voluntary health providers facilitated by the King's Fund and this year took part in a Cascading Leadership pilot programme of co-consulting with health charities.*

CREW contributed expertise to the strategic development of NEPTUNE II (Novel Psychoactive Treatment: UK Network) the NHS Lothian Regional Strategy on NPS, the Edinburgh Young People's Substance Use Service, and the ERASMUS PINS International Safer Nightlife Peer Development Project with partners across Europe. We also contributed to the Scottish Government Cross-party Group on Drugs and Alcohol and regional drug trends monitoring groups across Scotland.

**CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
DIRECTORS' REPORT (CONTINUED)**

FOR THE YEAR ENDED 31 MARCH 2015

Our strategic fundraising objective was to broaden our funding base and increase unrestricted income to develop new opportunities and sustainability. We developed a new Corporate Social Responsibility fundraising resource and established partnerships with the Cameron Guest House Group, CAIRN Energy, the More Foundation and Miller Construction.

CREW invested in fundraising consultancy to increase future income – as a result we have developed a legacy giving campaign (to be launched) and secured our first regular monthly donor.

VOLUNTEERS:

CREW services are greatly enhanced by our 60-strong team of skilled Volunteer Peer Educators who contribute their expertise, creativity and vision to our Drop-in, Outreach at festivals, schools and night clubs, national events, Board of Directors and harm reduction Information Production Sub Group:

4,000 hours to outreach activities in 2014-15, equivalent to £56,080 in hourly wages at national average rate.

Annual volunteer hours in the Drop In average 2,448. Based on the national average hourly rate £14.02 (ref 1) cost equivalent in paid work would be £34,320.96.

FROM OUR CEO:

Highlights of CREW's performance against strategy this year include:

- increased reach to significant others or carers of people affected by substance use by delivering a dedicated couple-counselling service
- developing new up to date, accessible new harm reduction NPS information lanyards
- Reaching out further to people in specific populations enabling them to access good quality information on substance use: curriculum development work in new schools and festival and club Outreach settings across Scotland; training for workers with looked after children and young people and reviewing our own practice as we work to secure LGBT Silver Charter Mark Status
- Contributing to planning and increased user participation at the Choices for Life conference March 2015 with Police Scotland attended by 400 young people from all high schools in Edinburgh.
- Developing a Cascading Leadership co-consulting pilot with the Scottish IMPACT Award Alumni Network
- AGM and strategic review planning day involving our volunteers and stakeholders in planning quality services Autumn 2014

Financial review

For the year ended March 31, 2015 CREW achieved a total income of £547,830 against a budgeted £555,515. Scottish Government funding (£176,928) was lower than anticipated (£181,205) while grant funding of £101,500 was achieved against £98,822 budgeted. With government cuts and a competitive funding landscape expected, an ambitious push to nearly double income generation to £78,329 from the previous year's (£40,109) resulted in a commendable increase to £65,168 but not enough to avoid embarking on cuts of our own. In total £12,317 was shed from budgeted costs (£598,187) realising a total expenditure of £585,870.

**CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
DIRECTORS' REPORT (CONTINUED)**

FOR THE YEAR ENDED 31 MARCH 2015

Funding Sources

Our principal funders for 2014-15 were:

- Local Authority: Edinburgh Alcohol and Drug Partnership and City of Edinburgh Council (£199,848 or 37% of total income)
- Scottish Government: Drugs Policy Unit, Sections 10 & 16B Health (£176,928 or 32% of total income)
- Grant funding: (£101,500 or 19% of total income)

Local Authority funding supports Edinburgh based outreach, advice and support from our Cockburn Street Drop-in Shop and counselling service. Scottish Government funding supported national outreach and emerging trends work, our online support service myCREW.org.uk and our core operation that manages all grant funded projects and partnership work. Grant funded projects included Big Lottery (£51,530) funded recovery support targets, Robertson (£16,000) and Tudor Trust (15,000) funded drop-in outcomes and we launched couple counselling with thanks to the Volant Trust (£3,750).

Activities for generating funds

CREW principal income generation sources for 2014-15 were:

- Training & presentations (£23,655, budget £19,688)
- Welfare services (£18,363, budget £27,200)
- Expert Witness (£14,060, budget £18,000)
- National Event (£5,949, budget £6,941)

The main impacts in the year on income generation were felt with through the loss of the Edinburgh Safe Bus partnership for Welfare Services and cuts to Scottish Legal Aid Funding lowering Expert Witness income per report by 23%. Welfare income had otherwise improved on the previous year (£15,171) and income from our Expert Witness services remained static. Training provision under our new coordinator grew rapidly and CREW has rapidly established a fantastic presence as a training organisation.

CREW did not campaign in the year for funding but received £2064 in donations and memberships and spent £1,800 on fundraising fees including consultancy (£1,775) and Justgiving.com (£25).

Reserves

CREW policy is to retain at least 2 months (16.7%) of annual expenses in reserve to manage project and facility wind-up costs and unexpected loss of income sources. The trustees agreed to spend reserves in the year in line with reduced costs in the 2015-16 budget. With a reduction in projects and staffing, 2015-16 costs projected (£436,040) provided target reserves of £72,818.

A reserve spend (£27,000) was anticipated to keep skilled staff within CREW while adjusting funding strategy and preparing for cuts, however the impact on unrestricted reserves also included unexpected building costs (£4,384) and costs associated with reduction in staffing (£13,083) and end of the Edinburgh Safe Zone Partnership (£5,304). The final spend was £38,040 bringing unrestricted reserves down to £74,890 from £112,930.

CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2015

Plans for the future

We will continue to seek and implement continuous improvement of our services, informed by the lived experience of people using our services, our volunteers and partners:

1. Prevention and harm reduction to individuals and society arising from drug and alcohol use is increased in scale and improved in quality
2. Physical and mental wellbeing of those who use drugs and alcohol is improved with support from people with lived experience
3. Good quality, credible information and support on drugs and alcohol is informed by lived experience

We thank our wonderful volunteers, without whom CREW would not exist, and our funders who have supported our work so generously this year.

Disclosure of information to auditors

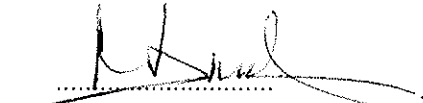
Each of the directors has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

Auditors

A resolution proposing that McLachlan Tiffin be reappointed as auditors of the company will be put to the members.

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

On behalf of the board of directors


.....
Malcolm Bruce
Director
Dated: 24/11/15

CREW 2000 (SCOTLAND)

(A COMPANY LIMITED BY GUARANTEE)

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors, who also act as trustees for the charitable activities of Crew 2000 (Scotland), are responsible for preparing the Directors' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

In preparing these accounts, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The directors are responsible for keeping accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the accounts comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). 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.

CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF CREW 2000 (SCOTLAND)

We have audited the accounts of Crew 2000 (Scotland) for the year ended 31 March 2015 set out on pages 15 to 23. The financial reporting framework that has been applied in their preparation is applicable law and Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and the regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' 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 charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditors

As explained more fully in the directors' responsibilities statement, the directors, who also act as trustees for the charitable activities of Crew 2000 (Scotland), are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view.

We have been appointed as auditors under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our responsibility is to audit and express an opinion on the accounts in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the accounts

An audit involves obtaining evidence about the amounts and disclosures in the accounts sufficient to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the accounts. In addition, we read all the financial and non-financial information in the Directors' Annual Report to identify material inconsistencies with the audited accounts and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on accounts

In our opinion the accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2015 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 applicable to smaller entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Opinion on other matter prescribed by the Companies Act 2006


In our opinion the information given in the Directors' Report for the financial year for which the accounts are prepared is consistent with the accounts.

**CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITORS' REPORT (CONTINUED)
TO THE MEMBERS OF CREW 2000 (SCOTLAND)**

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 and Charities Accounts (Scotland) Regulations 2006 (as amended) 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 accounts 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 directors were not entitled to prepare accounts in accordance with the small companies regime and take advantage of the small companies exemption in preparing the directors' report, and the strategic report.



**Ralph Tiffin (Senior Statutory Auditor)
for and on behalf of McLachlan Tiffin**

Chartered Accountants

Statutory Auditor

Clifton House
Craigard Road
CRIEFF
PH7 4BN

Dated: 24 November 2015

CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2015

	Notes	Unrestricted funds £	Restricted funds £	Total 2015 £	Total 2014 £
<u>Incoming resources</u>					
Incoming resources from generated funds					
Voluntary income - donations and gifts	2	1,237	-	1,237	949
Activities for generating funds		64,691	-	64,691	40,129
Investment income	3	136	-	136	373
		<u>66,064</u>	<u>-</u>	<u>66,064</u>	<u>41,451</u>
Incoming resources from charitable activities	4	-	481,741	481,741	471,688
Total incoming resources		<u>66,064</u>	<u>481,741</u>	<u>547,805</u>	<u>513,139</u>
<u>Resources expended</u>					
Costs of generating funds					
Fundraising trading: costs of services and goods	5	64,129	-	64,129	26,331
Charitable activities					
Provision of services		-	505,884	505,884	493,530
Governance costs		6,298	8,035	14,333	12,521
Total resources expended		<u>70,427</u>	<u>513,919</u>	<u>584,346</u>	<u>532,382</u>
Net outgoing resources before transfers		<u>(4,363)</u>	<u>(32,178)</u>	<u>(36,541)</u>	<u>(19,243)</u>
Gross transfers between funds		<u>(31,664)</u>	<u>31,664</u>	<u>-</u>	<u>-</u>
Net expenditure for the year/ Net movement in funds		<u>(36,027)</u>	<u>(514)</u>	<u>(36,541)</u>	<u>(19,243)</u>
Fund balances at 1 April 2014		<u>112,927</u>	<u>767</u>	<u>113,694</u>	<u>132,937</u>
Fund balances at 31 March 2015		<u><u>76,900</u></u>	<u><u>253</u></u>	<u><u>77,153</u></u>	<u><u>113,694</u></u>

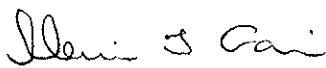
The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
BALANCE SHEET
AS AT 31 MARCH 2015

	Notes	2015 £	£	2014 £	£
Fixed assets					
Tangible assets	8		10,094		6,711
Current assets					
Stocks		2,891		232	
Debtors	9	26,640		52,015	
Cash at bank and in hand		74,339		105,592	
		<u>103,870</u>		<u>157,839</u>	
Creditors: amounts falling due within one year	10	<u>(36,811)</u>		<u>(50,856)</u>	
Net current assets			<u>67,059</u>		<u>106,983</u>
Total assets less current liabilities			<u><u>77,153</u></u>		<u><u>113,694</u></u>
Income funds					
Restricted funds	13		253		767
Unrestricted funds			<u>76,900</u>		<u>112,927</u>
			<u><u>77,153</u></u>		<u><u>113,694</u></u>

These financial statements have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The accounts were approved by the Board on 24/11/15



Kevin Craik
 Finance Director

Company Registration No. SC176635

CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2015

1 Accounting policies

1.1 Basis of preparation

The accounts have been prepared under the historical cost convention.

The accounts have been prepared in accordance with applicable accounting standards, the Statement of Recommended Practice, "Accounting and Reporting by Charities", issued in March 2005, the Companies Act 2006, and the requirements of the Financial Reporting Standard for Smaller Entities (effective April 2008).

The charity has availed itself of section 396 of the Companies Act 2006, as permitted in paragraph 4(1) of schedule 1 of Statutory Instrument 2008 No.409, and adapted the Companies Act formats to reflect the special nature of the charity's activities.

1.2 Incoming resources

Voluntary income is credited to the Statement of Financial Activities in the year in which the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Activities for generating funds are credited to the Statement of Financial Activities in the year in which the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Investment income is accounted for on the accruals basis.

Grants received as incoming resources from charitable activities funds are credited to the Statement of Financial Activities in the year in which they are received. Deferred income represents grant amounts received for future periods and is released to the SOFA over the period when the funded activities are carried out.

1.3 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 reported as part of the expenditure to which it relates.

The charity apportions costs between activities based on actual use where it can be measured, or on the number of employees involved in each activity, whilst support costs have been allocated to charitable activities where appropriate based on the number of staff in each area. Rents and repair apportionment is divided proportionally based on area utilised by projects.

Governance costs are costs associated with meeting constitutional and statutory requirements and include an allocation of staff costs for provision of direct support and assistance to the board.

Core

Core at Crew contains the support processes each project needs and therefore has outcomes like provision of administration and management time or support and supervision which are stipulated in many of our projects' budgets. It also has development targets, allows the projects to operate in a joined up fashion, reflecting our model of stepped care and is the cost centre for induction and management of volunteers and central systems like the Crew Knowledge database, information and media work. Restricted money moved to Core is in accordance with the requirements of the projects and as laid down in their budgets.

CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

1 Accounting policies **(Continued)**

1.4 Tangible fixed assets and depreciation

Tangible fixed assets other than freehold land are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Leasehold property	Fully depreciated
Computer Equipment	33.33% Straight Line
Fixtures, Fittings & Equipment	10% Straight Line

1.5 Leasing and hire purchase commitments

Rentals payable under operating leases are charged against income on a straight line basis over the period of the lease.

1.6 Stock

Stock is valued at the lower of cost and net realisable value.

1.7 Pensions

The charity operates an externally managed group money purchase pension scheme for staff. Pension contributions made by the charity are charged to the Statement of Financial Activities in the year in which they are incurred.

1.8 Reserves policy

The target for unrestricted, undesignated reserves is 3 months running costs.

1.9 Risk Management

The trustees have assessed the major risks to which the charity is exposed and are satisfied that systems are in place to mitigate its exposure to major risk.

2 Voluntary income

	2015	2014
	£	£
Donations and gifts	1,237	949
	<u> </u>	<u> </u>

3 Investment income

	2015	2014
	£	£
Interest receivable	136	373
	<u> </u>	<u> </u>

CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

4 Incoming resources from charitable activities

	2015 £	2014 £
Funding received	<u>481,741</u>	<u>471,688</u>
Funding received (all restricted) by funder:		
Edinburgh Alcohol and Drug Partnership		
EADP/CEC AADE SLA £149,888 (2014 - £154,871)		
EADP Children and Families £42,496 (2014 - £37,513)		
Scottish Government		
Sect 10: Core £31,800 (2014 - £30,900)		
Sect 10 Project £50,500 (2014 - £50,500)		
16B Health Grants £45,878 (2014 - £40,113)		
Drugs Policy Unit £48,750 (2014 - £50,000)		
Big Lottery Fund		
Life Transitions £51,530 (2014 - £67,163)		
The Gannochy Trust £nil (2014 - £10,000)		
Lloyds TSB Foundation for Scotland		
Partnership Drugs Initiative £nil (2014 - £9,378)		
City of Edinburgh Council		
Criminal Justice: EMARS £nil (2014 - £5,000)		
Health and Social Care £7,464 (2014 - £nil)		
Edinburgh and Lothians Health Foundation £10,220 (2014 - £nil)		
The Miller Group £5,000 (2014 - £5,000)		
The Tudor Trust £15,000 (2014 - £11,250)		
The Volant Trust £3,750 (2014 - £nil)		
The Robertson Trust £16,000 (2014 - £nil)		
Other restricted income £3,465 (2014 - £nil)		

CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2015

5 Total resources expended

	Staff costs £	Depreciation £	Other costs £	Total 2015 £	Total 2014 £
Costs of generating funds					
Fundraising trading: costs of services and goods	41,405	-	22,724	64,129	26,331
Charitable activities					
<u>Provision of services</u>					
Activities undertaken directly	397,831	2,763	105,290	505,884	493,530
Governance costs					
	-	-	14,333	14,333	12,521
	<u>439,236</u>	<u>2,763</u>	<u>142,347</u>	<u>584,346</u>	<u>532,382</u>

Expenses analysis

Employee and related costs £439,236 (2014 - £414,090)
 Volunteer costs £6,482 (2014 - £5,761)
 Project costs £67,695 (2014 - £48,880)
 Information prod - web £20,707 (2014 - £21,225)
 Occupancy costs £21,582 (2014 - £21,536)
 Energy £3,974 (2014 - £6,385)
 Maintenance £10,233 (2014 - £11,701)
 Depreciation £2,763 (2014 - £2,804)

Governance costs

Audit fees of £2,420 (2014 - £1,100)
 Accountancy fees of £8,504 (2014 - £3,966)
 Legal and professional fees of £3,309 (2014 - £nil)
 Allocation of staff costs £nil (2014 - £6,110)
 Board training and meeting expenses £nil (2014 - £935)
 Other expenses of £100 (2014 - £410)

6 Directors

None of the trustees (or any persons connected with them) received any remuneration during the year.

None of the directors (or any persons connected with them) were reimbursed for expenses incurred.

CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

7 Employees

Number of employees

The average monthly number of employees during the year was:

	2015 Number	2014 Number
Project	10	14
Administration	2	1
Management	3	3
	<u>15</u>	<u>18</u>

Employment costs

	2015 £	2014 £
Wages and salaries	395,548	348,440
Social security costs	30,615	29,988
Other pension costs	13,073	13,528
	<u>439,236</u>	<u>391,956</u>

There were no employees whose annual remuneration was £60,000 or more.

8 Tangible fixed assets

	Leasehold Improvements £	Computer Equipment £	Fixtures, Fittings & Equipment £	Total £
Cost				
At 1 April 2014	29,260	15,221	6,834	51,315
Additions	-	5,531	615	6,146
At 31 March 2015	<u>29,260</u>	<u>20,752</u>	<u>7,449</u>	<u>57,461</u>
Depreciation				
At 1 April 2014	29,260	12,795	2,549	44,604
Charge for the year	-	2,265	498	2,763
At 31 March 2015	<u>29,260</u>	<u>15,060</u>	<u>3,047</u>	<u>47,367</u>
Net book value				
At 31 March 2015	<u>-</u>	<u>5,692</u>	<u>4,402</u>	<u>10,094</u>
At 31 March 2014	<u>-</u>	<u>2,426</u>	<u>4,285</u>	<u>6,711</u>

CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

9 Debtors	2015	2014
	£	£
Trade debtors	20,555	41,705
Other debtors	2,832	5,791
Prepayments and accrued income	3,253	4,519
	<u>26,640</u>	<u>52,015</u>
	<u>26,640</u>	<u>52,015</u>
10 Creditors: amounts falling due within one year	2015	2014
	£	£
Trade creditors	6,086	10,194
Taxes and social security costs	8,056	8,996
Other creditors	2,275	-
Accruals	5,284	7,916
Deferred income	15,110	23,750
	<u>36,811</u>	<u>50,856</u>
	<u>36,811</u>	<u>50,856</u>
11 Deferred income	2015	2014
	£	£
Opening balance	23,750	35,628
Received in year	3,860	8,750
Released in year	(12,500)	(20,628)
	<u>15,110</u>	<u>23,750</u>
	<u>15,110</u>	<u>23,750</u>
12 Pension and other post-retirement benefit commitments		
Defined contribution	2015	2014
	£	£
Contributions payable by the company for the year	13,073	13,528
	<u>13,073</u>	<u>13,528</u>
	<u>13,073</u>	<u>13,528</u>

CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

13 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 April 2014	Incoming resources	Movement in funds			Balance at 31 March 2015
			Resources expended	Core costs Restricted Funds Contribution	Project costs Unrestricted Funds contribution	
	£	£	£	£	£	£
Crew Core	450	32,100	(135,789)	73,894	29,345	-
Crew Support Services	-	205,168	(155,525)	(50,230)	587	-
Outreach	-	59,505	(56,372)	(4,156)	1,023	-
Crew Online	-	50,500	(43,642)	(7,000)	142	-
Info. Advice & Support	-	88,718	(82,322)	(6,963)	567	-
ET & NPS	317	45,750	(40,269)	(5,545)	-	253
	<u>767</u>	<u>481,741</u>	<u>(513,919)</u>	<u>-</u>	<u>31,664</u>	<u>253</u>

14 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total £
Fund balances at 31 March 2015 are represented by:			
Tangible fixed assets	10,094	-	10,094
Current assets	103,617	253	103,870
Creditors: amounts falling due within one year	(36,811)	-	(36,811)
	<u>76,900</u>	<u>253</u>	<u>77,153</u>

15 Commitments under operating leases

At 31 March 2015 the company had annual commitments under non-cancellable operating leases as follows:

	Land and buildings	
	2015	2014
	£	£
Expiry date:		
Within one year	<u>17,520</u>	<u>17,520</u>