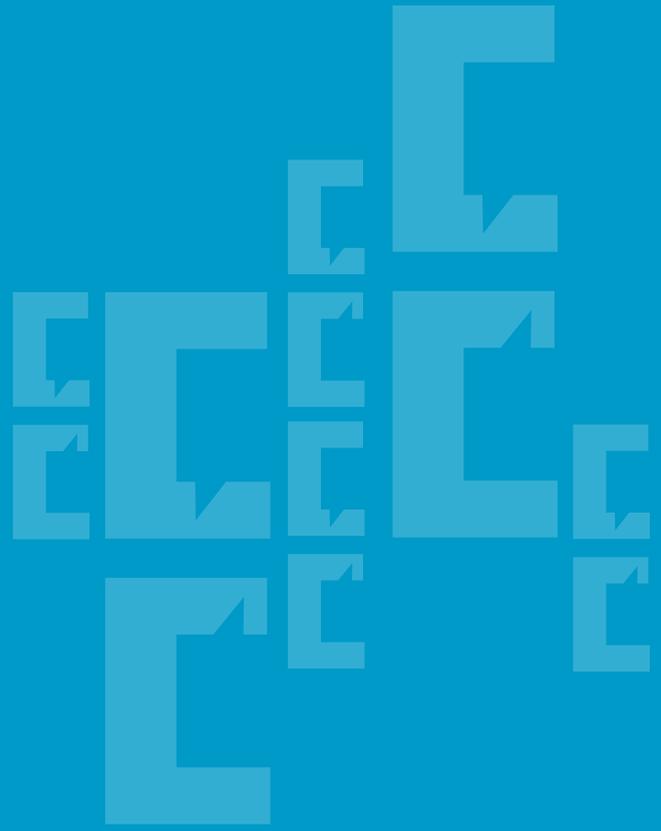




ANNUAL REPORT AND FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2011



Crew 2000 (Scotland)

A company limited by guarantee

Company Number SC176635

Charity number SCO 21500

Registered offices 32-32a Cockburn Street
Edinburgh, EH1 1PB
United Kingdom

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Crew shop on Cockburn Street, Edinburgh

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FEEDBACK 2010/11

Crew Shop

Great chat & great service!

Service User, Shop Services

Support Services

Counselling has been a timely life saving intervention in the dramatic reduction (aiming for abstinence) in my drug usage. I strongly feel that Crew has saved my life and has been integral to my recovery. I am forever grateful...

Counselling & Recovery Service User

Crew Training

I felt it was both informative and enjoyable which is a good mix

Training for Trainers attendee

Outreach & Welfare

Thank God you guys were here

St Andrews First Aider,
Glasgow Superclub Event

Capacity Building

Found I can push myself more than I thought

Peer Educator Trainee,
Training for Turning Point



**JOHN ARTHUR,
NATIONAL DIRECTOR**

John has been involved in the voluntary sector for the past 23 years as a volunteer, worker, board member and community activist.

A graduate of Moray House: (BA in Community Education), Glasgow Caledonian (PGC in Management) and Glasgow University (PGC in Addictions Studies). John has also been a graduate of, and regular contributor to, the Common Purpose Programme in Edinburgh.

John has worked with Crew for 8 & a half years and represented Crew at national and international events around substance use issues. Currently Company secretary for the Scottish Drugs Recovery Consortium he combines his love of singing with a passion for golf, much to the chagrin of his fellow golfers.

National Director's Report

2010-2011 was the year that covered 18 years since Crew was set up. This report is by necessity and by regulation filled with facts and figures. Under an increasingly burdensome regulatory and policy laden framework how does an organisation the size of Crew balance the need for good governance and financial probity? How does it do it whilst evidencing transparency, equal opportunity, protection of vulnerable adults or groups and at least 18 other measures whilst at the same time deliver quality services, respond to changing trends in substance use, continue to innovate in its service delivery and provide a huge public health benefit?

Growing pains:

Well, unsurprisingly, the answer was to make "balance" the priority. In this our 18th year, we have begun to tune Crew to meet the needs of our growth spurt as well as those of increased accountability. An 18th birthday, like most milestones, brings with it a degree of navel-gazing so we asked current and previous Crew staff and volunteers for their reflections on Crew. I'll need to paraphrase, as the depth of feeling around our organisation can't be covered sensibly in a few paragraphs otherwise!

Crew is not just an organisation:

Crew was, and is, a concept that grew out of a need to respond to a massive surge in illegal substance use in the early 90's. Its founders recognised and utilised a peer educational approach to harness the knowledge, experience and possibly more importantly the drug using communities' own enthusiasm to help each other. The genius of Crew's pioneers was to develop this into a community health response 'by the community, for the community' and from the start it made a big impact in reducing harm and saving lives. In coming to Crew, I recognised that the present staff and volunteers are merely the current custodians of the very same ideal. We are constantly finding new ways to adapt community engagement with a rapidly changing series of drug trends and related health issues.

People Receiving Advice & Immediate Care from Crew in 2010/11:

107
Crew shop support sessions

200
telephone support sessions

1,292
brief interventions in the Crew shop

1,319
advice sessions

7,847
immediate care through outreach

In total

14,821
people given advice or immediate support

Why we do it:

Today, as I sit down to write this, I have spoken to staff members, volunteers and recipients of Crew's services, not with the purpose of writing this piece, but as a natural part of my daily work. What came across from these talks was the passion for the work we do, the sense of achievement and the sense of gratitude: "I don't think I'd be alive today if it wasn't for the help I got from Crew, I was in a real mess"; "everyone associated with Crew should go out on an Outreach event, the work we do is so needed and welcomed by the community, it gives you a great sense of pride in what we are doing"; "Crew has supported my development and I love the work we do, I've never worked anywhere that has been so creative and 'can do!' "

This is not to say that everything we do is right and I believe that one of the costs of innovation is failure, but Crew has at its heart a community development ethos that acts as a compass rather than a road map which helps guide us and has led us to develop an approach to service delivery which we call a 'Stepped Care Approach'. This encompasses both harm reduction and recovery orientated services, provides information, advice and support wherever someone might be in their substance using career. If this 'person centric' approach were all that Crew did it would be a worthwhile venture in itself but Crew also recognises that a lot of the problems associated with substance use comes about not just through the drugs themselves but through ignorance, misinformation and lack understanding from professionals, the public and policy makers about the issues.

Therefore we also train, advocate, and campaign for enlightenment and open debate around these issues with our colleagues and the wider community across the country. Sometimes to good effect, such as at a recent input to the Scottish Police Training College at Tulliallan, feedback included: "an insightful and intelligent input, refreshingly non enforcement viewpoint, more of this please"

The purpose of this training and educational inputs is to increase the capacity for understanding and therefore lead to better services for people who might be using substances. At the heart of Crew's work these past 18 years has been this tandem approach of learning from the community through our service delivery and using the learning to inform debate, service design and policy development.

Support for Crew:

It is customary to thank the funders and people who support the organisation and its aims in a piece such as this, but it is also a truism to say that without the help of such people most of what we do could not happen. Crew has been fortunate in that from its inception it has elicited support from friends who 'got' what it was we were trying to do and supported us, who absolutely understood the pragmatic response we were practicing and enabled/encouraged us to do so. We have continued to gain new supporters throughout the years in the civil service, public services, politicians, private sector and friends and colleagues in the voluntary (and academic) sectors and to them all I salute you for your insight and impeccable taste in community health initiatives.

Coming of age:

As we reorganise Crew to balance the need for greater reporting, regulatory accountability and the continued growth in our organisation, there will no doubt be some more growing pains to endure. However, I would also take this opportunity to thank my colleagues, our 50 or so volunteers and the board members for the amazing output the organisation has achieved. We seem to attract some brilliantly talented and highly committed people.

In discussions with all my predecessors who have co-ordinated and managed Crew since its inception, I have to agree that to be the current custodians of the Crew legacy is both an immense pleasure and at times a daunting task. All agree that a sense of humour helps ;-) as does maintaining aspirations for our community and our organisations development.

To gain a better understanding of what we do please don't just read this report: book on to one of our agency visits held every month; peruse our Crew website; engage our training or expert witness services through our new Crew Enterprise website; or drop in and see us next time you are in Edinburgh.

I don't think I'd be alive today if it wasn't for the help I got from Crew, I was in a real mess.

People Receiving Support & Therapy from Crew in 2010/11:

15

Clients receiving pre counselling support

30

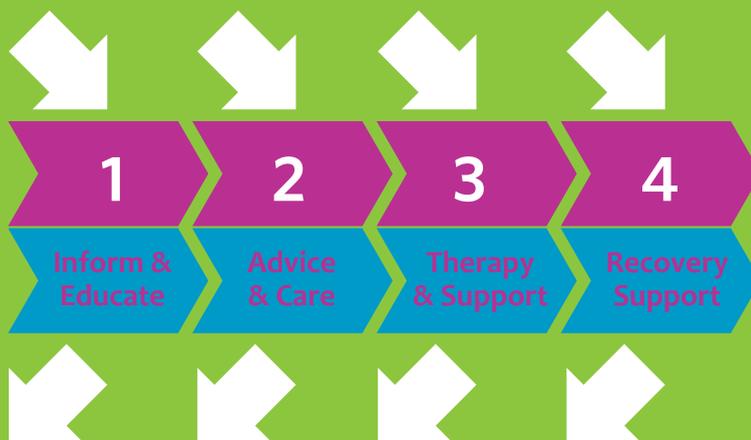
Average clients receiving drug counselling per week

120

drug counselling clients

Crew gains much of its knowledge directly from people and communities who use drugs, whether they're recreational, problematic or "expert users" or even psychonauts. Crew networks with specialist professionals such as toxicologists, police and from our own experiences of working in the field. Crew learns also through surveys, needs analysis work, training and exchanges with front line health & community workers. Ultimately Crew's knowledge grows through interaction while providing care or information where, how & when it is needed most.

Stepped Care Approach



Step one: Inform and Educate

Information:

Working with 55 volunteers from a range of backgrounds Crew provides trained peer educators who go out into nightlife, schools, colleges and universities to circulate up-to-date and credible information on the latest drugs and their issues, along with widely used favourites like cannabis, cocaine and ecstasy. Information is also available through our Drop-in shop in Edinburgh and through our website www.crew2000.org.uk with thousands of downloads every year. Crew creates electronic factsheets for health and drugs professionals such as Accident and Emergency and mental health staff on the latest emerging legal highs or research chemicals. Crew's telephone helpline takes hundreds of calls every year from concerned parents, drug users and even press seeking unbiased info on drugs.

Educate:

For people determined to use drugs Crew educates on best practice in harm reduction with the caveat that illegal drugs are often an unknown quantity and should be used only with caution. Mixing legal drugs like alcohol with other substances can be lethal and that other physical and mental health factors should be taken into consideration if you are to reduce risk from substance use. Referral to other services for the morning after pill, testing for STD's are a daily occupation for our staff and volunteers often traced to unplanned sexual activity following intoxication. Our advice is given freely and at times and places people need it. Crew services can be accessed at music festivals, online and at our drop in service in Edinburgh. Crew is a major distributor of Condoms and sexual health advice and in collaboration with Lothian Health we are one of the busiest centres in Scotland.

Advice on drug testing (particularly with growth in employers testing employees or potential employees) is a very common request and this most often relates to how long a particular drug might stay in the system. Requests from parents on how to tackle the subject of drug use with their children is another hot topic and one which most parents face at some point.

We have provided information and advice to 2,715 people through outreach, 7,525 in the shop, over 300 by telephone and 20,621 through our website. A total of 31,161 information or advice sessions have been provided over the course of the year. Included in this is the distribution of 6976 information cards and 1396 'party packs'.



Clients start & leave Stepped Care where relevant to them

Step Two: Advice and Care

Advice:

Problematic substance use comes largely in two sorts, one is for people who have had a one-off bad experience with a substance, or more usually a combination of substances. Their concerns tend to be around the immediate (what happened/feeling and emotions/etc) and often need reassurance that this is most likely a transitory effect. We use this opportunity to probe a bit deeper into their substance use to see if there is a pattern of use. If it is a one off then some good information on harm reduction and how to look after themselves and their pals is given. If there is a pattern then it could be that this person is becoming a problematic user. Then we might suggest that they look at their substance use and offer to refer them into our own services or appropriate service for their needs.

Care:

We provide advice and crisis support at a number of venues and through a variety of methods, for instance chill out spaces and drug crisis areas at major festivals and music events in Scotland. People who are intoxicated can rest, recover and be looked after by trained volunteers and staff. We work in conjunction with public health, public safety colleagues and event organisers. There's also our Drop-In Shop in Edinburgh (open out of office hours) a helpline at Crew and Online

Our Support Clients

from every strata of society...



Assessment and Support for Alcohol and Cocaine use through OASIS. All Crew Staff and Volunteers are trained in Peer Support techniques which ensures that consistently high service provision is maintained.

Through the OASIS website 4,056 people screened their alcohol and cocaine use with 780 going on to use the self help tools. Crew delivered 200 telephone support sessions, 1,319 advice sessions and 7,847 people received immediate support through our outreach services. In the shop there were 1,292 brief interventions delivered and 107 immediate support sessions. In total 14,821 people were given advice or provided with immediate support or care last year.

Step Three: Therapy & Support

Crew has developed our Support services which offer person centred counselling for those wishing to address their substance use issues. We offer drug counselling and complimentary therapies and recovery support to compliment the drug counselling and to enhance the therapeutic journey of our service users. Auricular Acupuncture alongside meditation techniques and Reiki has proven to be popular and effective in combating some of the symptoms and side effects of drug withdrawal and often substantial changes to lifestyles.

Crew support services work predominantly with psychostimulant users and with people whose use of Legal Highs and research chemicals is causing ill health both physically and mentally. Crew works closely with other service providers and offers a specialist psychostimulant service for Edinburgh. The most prevalent drugs tend to change and by the March 2011 problematic cannabis use was one of the major reasons people were using this service.

Numbers involved with Support: On average 30 clients are receiving drug counselling each week through crew support services. Over the course of the year we saw 120 clients.

Numbers involved with Therapy: We offer three types of therapy at Crew- Reiki, acupuncture and Reality Therapy. Over the last year we have provided 2 acupuncture sessions a week, 21 Reiki sessions in total and seen two clients per week for reality therapy.

What brought them to Crew?

- Crisis
- Clarity
- Desire for Growth

Step Four: Recovery Support

Crew has a development worker providing support to people who are awaiting drug counselling and provides one-to-one support to keep motivation high and linked into crew services. This worker is also involved in the organising and development of support for clients post drug counselling and has established mutual aid groups such as SMART recovery in Edinburgh with colleagues from another drug service. This helps clients to develop "recovery capital" as very often if they have had to become abstinent or keep away from triggers for their drug use they have to change their lives quite dramatically.

If this was all Crew did, then it would probably justify our funding on its own: however Crew works hard at its other charitable aims of increasing knowledge of substance use, the various scenes and trends which are emerging and campaigning for better services and understanding of people who use substances. To this end we have been at the forefront in the UK of highlighting and engaging with the emerging trends in substance use. In particular, the rise of *legal highs* and *research chemicals* which we highlighted 6 years ago and which continue to cause media hysteria and "moral panics."

Through our recovery development services we have seen 15 people for pre-counselling support and 4 for post-counselling support. We have run 5 groups (11 sessions in total) and delivered 32 SMART group sessions with 35 attendees.

Capacity Building

Crew trains a wide variety of professionals around substance use issues with the aim of providing a better skilled workforce that is able to engage positively with those who use substances. To this end we have provided training for trainers courses, general drugs awareness, legal highs and emerging trends and training around cocaine to the following in the past year alone: ADP staff; doctors; psychologists; psychiatrists; police officers; social workers; teachers; youth workers; housing officials; nurses; lecturers; students; directors of social work; civil servants; drugs workers; procurators fiscal; captains of industry and journalists. Feedback has been impressive and we hope that in our small way we are having an impact on reducing stigma around substance use and assisting understanding with the intention of better service provision and less discrimination of drug users.

Numbers trained: 1,278 professionals have been trained by Crew this year including 31 of our own core volunteers, a further 27 taking training as part of their continued professional development and 90 event welfare volunteers. In addition to this we have trained 158 young people through youth sessions.

Comparing this year's activities with last year's:

Although it seems our numbers of interventions have decreased in some areas this year the quality of our work has risen and we have spent more time on evaluating the impact of what we do and shifting resources as a result. This takes time and resources in itself but we believe this has resulted in improved service provision and satisfaction expressed by our stakeholders and service users.

Comparative Progress	09/10	10/11
Visits to shop and drop in	9,379	7,525
People offered support or information on Outreach	20,234	23,727
Drugs info requests (improved website for 2010)	1,898	31,161
Crisis interventions to young people experiencing problems	5,656	7,847
DJ workshops	85	120
Referrals to other agencies	149	151
Group acupuncture sessions	98	98
Professionals trained	913	1,278
People accessing OASIS online alcohol and cocaine service	0	4,056

Crew trains & informs:

ADP staff
doctors
 psychologists
 psychiatrists
 police officers
 social workers
teachers
 youth workers
 housing officials
nurses
 lecturers
students
 directors of social work
 civil servants
 drugs workers
 procurators fiscal
 captains of industry
 & journalists

1,278
 professionals
 trained
 in 2010/11

Research & Development

Just as the drugs scenes are changing and trends in substance use ebb and flow, Crew continues to develop in ways that keep us current and to explore methods to meet our charitable aims. To this end we have been involved in collaboration with the Dutch NGO Jellineck and the University of Maastricht to pilot the OASIS service for cocaine and alcohol users. We are also engaged with the City of Edinburgh Council on development of a Drugs E-learning package for non specialist staff and parents. A Crew mobile phone app is in development as is a new drugs data base through the assistance of a very skilled and committed volunteer based in NI and we hope this will be on stream and launched in 2011. Crew Enterprise was launched in 2010 and is on course to generate funding for our service delivery. A new website devoted to Enterprise is now up and running, as are a team of Expert Witnesses, retail and new training packages.



Crew's online presence was dramatically increased in 2010/11 with the launch of OASIS online for cocaine & alcohol screening & support, followed by Crew's commercial face - Crew Enterprise.

People Receiving Quality Information from Crew in 2010/11 on drugs & sexual health:

300
by telephone

2,715
through outreach

7,525
in the Crew Shop

20,621
from the Crew website

6,976
information cards

4,056
accessing OASIS

1,396
'party packs'

People Receiving Recovery Support & Therapy from Crew in 2010/11:

2
drop in acupuncture sessions per week

21
reiki sessions

32
SMART group sessions with 35 attendees



The Future



Plans for the Future

As Crew celebrates the close of its eighteenth year as a community response to substance use, the organisation plans to continue its current work but also has aspirations to look beyond this to the future. Crew has responded to the changing trends in substance use, the challenges faced by shrinking public sector, and increased regulation by looking to develop and grow.

Strategic Plan 2011-2014

A forward looking Strategic Plan 2011-2014 has been compiled by the members of Crew with input from our stakeholders and service users.

This is an aspirational document and enshrines our belief that even in times of economic downturn there are opportunities for growth by organisations which are open to develop in new ways. Our belief is that our message of prevention is better than cure, which is enshrined in our Stepped Care Approach. We hope this will soon be the guiding principle of governments and departments who are looking at more preventative spending in the future. Outreach is an area for consolidation and then development as this is a fairly unique service which does not wait until people become problematic users before we engage with them.

Crew continues to embrace new technologies to broaden its impact in the community while continuing to work towards maintaining the Quality Standards governing drug services and improve our staff development and practices.

Step one development: Inform and Educate

Alcohol and other intoxicants being treated differently in terms of public health will be challenged by research, evidence base and work with people affected by these substances. We will look to work in partnership with like minded agencies to identify evidence and work towards effecting change and reducing problematic drinking and drug use by understanding and tackling some of the drivers of consumption:

- exploring the global nature of marketing and techniques being used to influence consumption of alcohol and other drugs
- support young people to provide credible responses for themselves and their peers

The future also holds maintenance of Crew's fundamental and high quality face to face outreach & welfare work but now new technologies like smartphones are used to reach ever growing numbers of people. Scan the QR code opposite to get immediate access to Crew online.



Crew's 18th birthday party & AGM highlighted the growth of the organisation from its completely volunteer staffed and run roots

Step two development: Advice and care

Reducing harm from new and emerging trends: we want to be highlighting new trends and will work in partnership with agencies locally, nationally and internationally to share information and highlight trends. Crew will continue to be a source of credible information for people using substances and those working with them. We would look to build on our experience of OASIS and provide online assessment and support for people through a new web accessed service. Crew will also look to build on relationships with some drugs forums to explore the potential of hosting online recovery sessions with members.

Step three development: Therapy & Support

We would like to begin to explore the development of a treatment centre which operates on the Stepped Care Approach that would look to work with people to either reduce, maintain or stop their problematic substance use which could utilize a number of the best treatment technologies and our learning on what works. Initially this might be around psychostimulants and 'party' drugs but could also be for other substances such as heroin and benzodiazepine.

Step four development: Recovery Support

We want to have an online presence of recovery on drug information forums and also look to engage positively with the growing recovery community in Scotland. We will also work with the sector to understand that recovery is an ongoing journey and that community development initiatives will need to be linked in with counselling and treatment to facilitate transitions from treatment to sustained recovery for individuals, family members and communities.

John Arthur

CREW NATIONAL DIRECTOR

TRAINING

Katy MacLeod
Training & Outreach Coordinator

Crew offer a range of learning and development opportunities throughout Scotland. Our recent training work in emerging trends and new psychoactive substances often referred to as “legal highs”, has received great acclaim. Training delivery focuses mainly on front line workers through Alcohol and Drug Partnerships (ADPs) throughout Scotland bringing together front line drug workers, teachers and general practitioners to share knowledge and practice. Crew provide a mixture of affordable bespoke and core training course options across a range of subject areas to any interested organisations. Some recent developments to our core training packages have been a 5 day Peer Educator Induction Programme and an e-learning drug awareness course for Edinburgh City Council. Our trainers have a wealth of experience in both training delivery and as practitioners in the field, which creates a rich learning environment. At Crew we are passionate about creating imaginative learning and include stimulating and interactive learning techniques in all our sessions.

We constantly receive good feedback through our training events and regularly evaluate our sessions to keep them up to date and engaging to our audiences.

Some typical feedback:

“Not the usual boring stuff” ADP seminar participant.

“I felt it was both informative and enjoyable which is a good mix” ADP Training for Trainers course participant

“Love the fact I’m learning more each day, wish I had more days” Peer education course participant

“Training was very well informed and well presented” ADP Training for Trainers course participant

“Found I can push myself more than I thought (self belief)” Peer Education course participant

CAPACITY BUILDING

John Arthur
National Director

Crew help build the capacity of our partner organisations in a variety of ways. We are members of local, national and international working groups in areas such as safer nightlife and emerging trends in substances. Crew contribute to local and national policies: recently we were a key part of the consultation process for the UKDPC/DEMOS report on Legal Highs, “taking drugs seriously”.

A large part of our work is in information resource development, we have had over 6000 downloads of our information sheets on new substances and have distributed many more through our contacts lists and training work. At Crew we pride ourselves on creating credible and culturally sensitive information resources. Information is made available to staff and service users alike through different mediums including our website, social media and production of information cards.

Crew also provide regular capacity building sessions to partner agencies including:

- Tulliallan Police College;
- NHS;
- Medical Students at the Royal Edinburgh Hospital.

OASIS

Laura Dey
OASIS Project Worker

The OASIS website launched in March 2010 and brought Crew services to the online world. We aimed to bridge the gap in services for people using substances who were not yet at a problematic stage and to provide accessible support for harder to reach groups such as those living in rural areas or hampered by the stigma of accessing drug services. This pilot project provided a service for those using two of the most widely used substances – cocaine and alcohol. In partnership with Unity, a similar project based in the Netherlands, and with research supported by the University of Maastricht, the project aimed to not only provide service users with a structured online self help program but to look at whether the addition of online peer support from trained volunteers through chat room, email and forum, would help service users to reach their goals related to their substance use. During this project we have promoted the service widely through outreach and online and, though we haven't seen the numbers of service users accessing the service that we expected, this innovative project has brought many benefits to Crew and possibilities for further development of our services. We have a team of highly trained online peer supporters, have developed our partnership work and have developed a comprehensive training program that allows us to offer training to other organisations looking to extend their services to the online community. Further, our learning gained from the project means that we are developing a project handbook to give support and advice to other organisations looking to set up a similar service. As the project comes to a close in 2011 we are looking for ways of developing this service to ensure that Crew continues to provide the most accessible and appropriate support for our client group.

THE CREW SHOP

Lisa Waiting
Senior Project Worker

The Crew shop is a friendly, bright space on Cockburn Street where people can drop in to access services, take part in DJ workshops or just have a chat about what we do! In the past year we have had 7,525 visitors of which 605 involved informing on reducing drug related harm and 5,700 visits were brief interventions on safer sex and condom distribution. The Crew shop brings a large volume of people of all ages into the organisation.

Providing support to service users is also an important part of the work done by shop staff and volunteers. This ranges from formal in depth support to a quick chat or an answer to a simple question. Nobody leaves the shop without us doing our best to answer their questions or to refer them on to someone who can.

Previous service user feedback has shown that there is a high level of satisfaction with the shop service. Feedback include finding staff helpful and friendly, that there is a good atmosphere in the shop and that the service is non judgemental. Comments like "great chat and great service" highlights the value of the friendly, relaxed atmosphere we try to create. Locals and visitors to Edinburgh alike frequently call in to the shop, attracted by our innovative window displays, to find out what Crew is all about, and they invariably go away impressed. Many visitors have commented that they wished they had a similar service in their own towns and countries.

The shop continues to be staffed by volunteers, many in recovery themselves, providing a safe place for their development which helps to improve their self worth.

The shop develops year on year and now sells t-shirts with harm reduction messages and we are very excited about bringing blood-borne virus testing to Crew as a drop in service in 2011.

OUTREACH

Elaina Garcia
Outreach Development Worker

Crew's Outreach Services are based on the same principle of harm reduction that informs all the other work we do. We know the best way to engage with people using substances is to go out to the places where they are most likely to be using! There are a huge range of activities that are covered by our Outreach Services. These consist of Pub Runs, Health Fairs, Club Interventions, Superclub and Festival Work. We adapt our Services to fit the needs of the people in the settings in which we work. These Services can include an Information Table, Chillout Area, Crisis Intervention and Water Roaming. All Services are run by highly competent and fully trained workers most of whom are volunteers from the community we are engaging with. Some organisations insist on our welfare services, our presence at an event means a safer and more enjoyable night for everyone.

SUPPORT SERVICES

Terezia Brunklaus
Senior Practitioner
Crew Support Services Team Leader

Crew Support Services are funded to minimize drug related harm caused by psychostimulant drug use through Complementary Therapies, Recovery Work and Drug Counselling. We are asked to engage with the more problematic sphere of drug use where it has started to cause difficulties, particularly where these involve mental and physical health, relationships, finances and criminal justice. We work with clients aged 16 and upwards.

All our work is "person-centred" meaning that we believe that the person is the expert in their life and it is the client's choice to 'Reduce, Stabilise or Stop' their drug use. We aim to be non-judgemental, genuine and empathic when meeting and working with people.

The services we provide are broken into three integrated services:

1. Complementary Therapies: Auricular Acupuncture and Reiki

This is a low threshold service and the client does not have to attend drug counselling to gain access. It is facilitated by qualified practitioners, allowing the service user to get to know the service, increase self care and benefit physiologically and psychologically from the treatments promoting less cravings, increased sleep and general wellbeing.

2. Recovery Work

Shorter support sessions are available before, during and after drug counselling. These sessions may be used to hold the client during the waiting time for counselling, set smaller goals and keep motivation going. During and after counselling the sessions are goal orientated and the client can choose to focus on, for example, anxiety management, relaxation techniques, debt reduction, education, etc. The ongoing recovery work supports clients access mutual aid networks, including SMART recovery groups and other community based initiatives as well as providing group work in-house to reduce stress and anxiety.

3. Person Centred Goal Orientated Drug Counselling

Qualified practitioners offer up to 20 sessions of weekly counselling with the possibility to extend to 40 sessions. We evaluate throughout using CORE, a recognised evaluation tool for psychological therapies allowing the client's wellbeing and personal goals to stay in the centre of the counselling work. The work can be exploration of drug use, looking at the underlying reasons for use (in the past or the present) and working on coping strategies to reach the client's goal of reduction, stabilisation or ceasing use.

Crew Support Service Questioner, September 2011:

'Counselling has been a timely life saving intervention in the dramatic reduction (aiming for abstinence) in my drug usage. I strongly feel that Crew has saved my life and has been integral to my recovery. I am forever grateful...'



had sex without a condom
or injected drugs?
get tested here for free

HEP B
HEP C
HIV



treatable blood-borne virus tests
ask or call: it's quick, it's easy

0131 220 3404

The Crew Shop takes on blood-borne viruses: supporting the move for more testing outwith clinical environments to achieve earlier detection, treatment & support.

Trustees' Report Year to 31st March 2011

Restructuring at Crew

Crew has grown steadily over the past 8 years and it required a thorough review and restructuring of our systems and structures, to this end we commissioned and carried out a benchmarking exercise with a number of other organisations in the not for profit sector. Following the benchmarking and recommendations Crew consulted its staff and board and a restructuring of the management and finance systems was planned. This has generated a management team and will radically alter the financial management systems including democratising budget allocations/instigating a new accounting system/creation of new roles within the organisation. The roll out for the restructure will be in 2011-12 and is intended to help crew meet the challenges and opportunities of the future.

Finances at Crew

As well as the downturn in the markets affecting everyone from Trust Funds to local and national governments Crew is feeling the pressures of the times. However, having said that we continue to grow and almost buck the trend. We are not complacent about this and understand that we have to continue to provide good value for money in everything we do. To this end we have decided on a new system to manage the finances called Xero which will enhance fiscal literacy throughout the organisation and provide real time access to financial information on which to base planning decisions. Streamlining and aiding good decision making is the main driving force behind this development and it is also part of the restructuring at Crew.

Our principle funders are: City Of Edinburgh Council, The Big Lottery Fund for Scotland, Lothian Health Board, Scottish Government, Lloyds TSB Foundation for Scotland. We also generate some funding for ourselves through enterprise activities, generally around 3% of overall income

Aside from retaining a prudent amount in reserves each year most of the charity's funds are to be spent in the short term so there are few funds for long term investment. Having considered the options available, the Board decided to operate a higher interest account for money not being immediately used. This has been hampered in recent

years by the decision by some funders to pay in arrears meaning we need more liquidity and access to our reserves to cover such shortfalls.

Reserves

A reserve of cash is essential for protecting our service against funding shocks and also to allow the organisation to respond to changing trends. A target for reserves of 2 months running costs was set for 2010-11 and this was £75,000. At march 2011 our unrestricted funds stood at £92,508. A decision was taken by the board to invest up to £30k of this money to employ an Enterprise Development and Finance Manager who has been tasked to generate income from charitable activities such as Expert Witness and Crew Training provision. For the year 2011-12 the Board has increased its reserves target to two to three months running costs: this will amount to £83,000 to £125,000 and is the target for the coming year's reserves. The Board has taken the decision to increase the target to this level as some funders now pay funds quarterly in arrears and on receipt of annual report and accounts, which can take up to three months to produce, audit and approve.



Structure; Governance and Management

The organisation is a charitable company limited by guarantee, incorporated on 20/06/1997 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 £1.00.

Recruitment and Appointment of Management Committee

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Board. Under the requirements of the Memorandum and Articles of Association the rotation of board members is outlined. 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.

In 2010-11 Three members of the Board: Dave Carson, Eleanor McWhirter and Cristina Buckingham stepped down meaning that we are not required to rotate any more board members this year and a recruitment process for new members has been instigated.

Due to the nature of drug use much of the charity's work inevitably focuses upon young people. The Board seeks to ensure that the needs of this group are appropriately reflected through the diversity of the trustee body. To enhance the potential pool of trustees, the charity has, through selective advertising in the Volunteer Centre, through advertising in the Third sector to include as wide and diverse a selection of people as possible. Two of our Directors are always appointed through a democratic process held by the volunteers and this ensures accountability to the large group of volunteers who are stakeholders in Crew.

The more traditional business and medical skills are well represented on the Board. In an effort to maintain this broad skill mix, members of the Board are requested to provide a list of their skills (and update it each year) and in the event of particular skills being lost due to retirements, individuals are approached to offer themselves for election to the board. In addition we have the ability to co-opt special skills onto the board to help the organisation with particular issues or areas of work.

Trustee Induction and Training

Trustees undergo a recruitment process similar to that of volunteers and staff at Crew, at interview they are asked what they will bring to the organisation and what they expect to gain. An induction programme with training on the roles and responsibilities of becoming a board member is covered along with identifying strategic from operational matters, planning and management information systems.



The obligations to Management Committee members

Our experience has shown that the development of a *Board Members Handbook* would be a useful document and this will be available in 2011-12. Information from the various OSCAR publications such as "OSCAR 4, *Guidance for Charity Trustees: acting with care and diligence*" are provided to Board members as follow up to these sessions. This is distributed to all new trustees along with the Memorandum and Articles and the latest financial statements.

Risk Management

The Board has conducted a review of the major risks to which the charity is exposed. A risk register has been established and is updated at least annually. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Significant external risks to funding have led to the development of a strategic plan which will allow for the diversification of funding and activities. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, volunteers, clients and visitors to the centre. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.

Organisational Structure

Crew has a Board of up to 10 members who meet monthly (though this may change in 2011-12) and are responsible for the strategic direction and policy of the charity. At present the Board has five members including two volunteer trustees from a variety of professional backgrounds relevant to the work of the charity.

A scheme of delegation is in place and day-to-day responsibility for the provision of the services rest with the *National Director* along with the *Services and Finance and Enterprise* managers. The *National Director* is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met. The *Service Delivery Manager* has responsibility for the day to day operational management of the organisation, individual supervision of the staff team and also ensuring that the team continue to develop their skills and working practices in line with good practice.

Related activities

In so far as it is complimentary to the charity's objects, the charity is guided by both local and national policies relating to Drugs and Alcohol: 'The Road to Recovery' and 'Changing our Relationship to Alcohol' are the main strategies employed in Scotland. We work closely with a range of other agencies in the not for profit as well as public and private sectors. Our Staff are members of working groups and boards of governance in a variety of associated organisations and we are regularly consulted on a range of issues relating to substance use and emerging trends.

Responsibilities of the Board

Company law requires the Board to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, the management committee should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is not appropriate to assume that the company will continue on that basis.

The Board is responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 1985. The Management Committee is also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Members of the Board of Trustees

Members of the Crew Board, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on the back page.

In accordance with company law, as the company's directors, we certify that:

so far as we are aware, there is no relevant audit information of which the company's auditors are unaware; and as the directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Auditors

McLachlan Tiffin was appointed as the charitable company's auditors during the year and will carry out the Audit of the charities activities for the year 2010-11.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (issued in March 2005) and in accordance with the special provisions relating to small companies within part 15 of the Companies Act 2006

Approved by the Board of Crew Date: 26 September 2011



Ann Johnson

FINANCIAL DIRECTOR



L-R: Operations Manager Carla Ellis, elected Volunteer Board Member Ben Davenport & Senior Practitioner Terezia Brunklaus receive certificate of recognition for making the SCVO 2011 Charity of the Year shortlist.

AUDITOR

Ralph Tiffin,
McLachlan+Tiffin,
Clifton House, Craigard Road
Crieff, PH7 4BN

Independent Auditor's Report To The Trustees And Members of the Crew 2000 (Scotland) Limited

We have audited the financial statements of Crew 2000 (Scotland) Limited for the year ended 31 March 2011 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards .

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement set out on page 18, the trustees (who are also the directors of the company 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.

We have been appointed as auditor 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 financial statements 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 financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

Opinion on Financial Statements

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2011 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; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

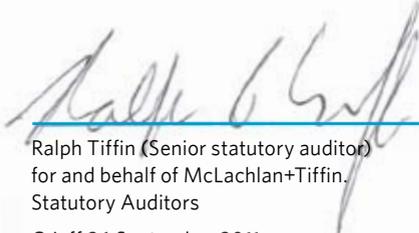
Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

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 the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the company has not kept proper and adequate accounting records 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



Ralph Tiffin (Senior statutory auditor)
for and behalf of McLachlan+Tiffin,
Statutory Auditors

Crieff 26 September 2011

Statement of Financial Activities

	Note	Unrestricted £	Restricted £	Total 2011 £	Total 2010 £
Income resources from generated funds					
Voluntary Income - donations and gifts		1,757		1,757	2,243
Activities for generating funds		11,790		11,790	13,182
Investment income		46		46	73
Income resources from charitable activities	2		513,792	513,792	419,634
Total Incoming Resources		13,593	513,792	527,385	435,132
Resources Expended					
	3 & 4				
Costs of generating funds					
Fundraising & publicity		9,069		9,069	19,103
Charitable activities					
Information, advice, outreach & support			378,362	378,362	257,734
Drug Counselling			169,046	169,046	128,909
Total charitable expenditure		9,069	547,408	556,477	405,746
Governance costs		1,868	10,005	11,873	10,887
Total resources expended		10,938	557,413	568,351	416,633
Net incoming resources		2,655	(43,621)	(40,966)	18,499
Total funds brought forward		89,853	66,560	156,413	137,914
Total funds carried forward		92,508	22,939	115,447	156,413

All funds in 2011 relate to continuing activities

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

Balance Sheet

	Note	£	2011 £	2010 £
Fixed Assets				
Tangible Assets	7		4,570	15,097
Current Assets				
Debtors & Prepayments	8	84,541		95,569
Bank and cash		71,020		86,662
		155,560		182,231
Creditors: Amounts falling due within one year	9	(44,683)		(20,915)
Net current assets			110,877	161,316
Total Assets less Current Liabilities			115,447	176,413
Deferred Income	10			(20,000)
Net Assets			115,447	156,413
Represented by:				
Unrestricted funds			92,508	89,853
Restricted funds	11		22,939	66,560
			115,447	156,413

These accounts have been prepared in accordance with the special provisions applicable to companies subject to the small companies regime within Part 15 of the Companies Act 2006. For the financial year ended 31st March 2011 the company was entitled to exemption from audit under s.477 of the Companies Act 2006 and no notice has been deposited under s.476.

Signed on behalf of the board of Directors and authorised for issue on: 26/9/11



Alex Cockerell
CHAIR



Ann Johnson
FINANCIAL DIRECTOR

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Notes to the accounts for the year ended 31 March 2011

1. Accounting policies

a. Basis of preparation

The financial statements have been prepared under the historic cost convention. The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP) - Accounting and Reporting by Charities issued in March 2005, and the Financial Reporting Standard for Smaller Entities (effective from April 2008) applicable UK Accounting Standards and the Companies Act 1985. The principal accounting policies adopted are set out below.

b. Reserves Policy

A reserve of cash is essential for protecting our service against funding shocks and also to allow the organisation to respond to changing trends. A target for reserves of 2 months running costs was set for 2010-11 and this was £75,000. At March 2011 our unrestricted funds stood at £92,508. A decision was taken by the board to invest up to £30k of this money to employ an Enterprise Development and Finance Manager who has been tasked to generate income from charitable activities such as Expert Witness and Crew Training provision. For the year 2011-12 the Board has increased its reserves target to two to three months running costs will amount to £83,000 to £125,000 and is the target for the coming years reserves. The Board has taken the decision to increase the target to this level as some funders now pay funds quarterly in arrears and on receipt of annual report and accounts, which can take up to three months to produce, audit and approve.

c. Principal Funding Sources

During the year ended 31 March 2011 Crew received funding for service provisions from the following bodies; Lloyds TSB Foundation, Edinburgh Drug Addiction Team, Edinburgh City Council, EMARS (Edinburgh and Midlothian Arrest Referral Scheme), Jeilinek, The Scottish Government and Big Lottery Fund. Crew receives a modest income as a result of providing expert witness reports for court cases and providing training to professional bodies

d. Investment Powers and Policy

There are no significant restrictions imposed on the company's investment powers. Spare cash is invested with the intention that it is secure and liquid. To this end financial policies suggest limiting investment in any one institution to £50,000.

e. 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.

f. Incoming resources

- i. Voluntary income is credited to the Statement of Financial Activities in the year in which it is receivable

- ii. Activities for generating funds are credited to the Statement of Financial Activities in the year in which they are receivable
- iii. Investment income is accounted for on the accruals basis
- iv. Grants received as incoming resources from charitable activities funds are credited to the Statement of Financial Activities in the year in which they are utilised. Deferred income represents amounts received for future periods and is released in the period for which it is to be utilised.

g. Fundraising and Publicity

Expenditure which is directly attributable to fundraising and publicity undertaken for the Charity is netted against income received from the events.

h. Charitable Activities

The charity apportions costs between activities based on the number of employees involved in each activity, whilst support costs have been allocated to charitable activities based on the number of staff in each area.

i. Governance costs

Governance costs include staff salary costs, examiner’s fees, report publication fees and fees from suppliers for administration of contracts.

j. Operating leases

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

k. Pensions

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

l. Tangible Fixed Assets

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

Leasehold Improvements	10% straight line
Computer Equipment	33.33% straight line
Fixtures, Fittings & Equipment	10% straight line

2. Grants Receivable

	2011	2010
	£	£
Grants received	513,792	419,634

During the year ended 31 March 2011 grants have been received from the following bodies: Lloyds TSB Foundation, Edinburgh Drug Addiction Team, Edinburgh City Council, Jellinek, The Scottish Government, Big Lottery Fund

3. Resources Expended

		2011		2010	
		£	£	£	£
Costs of generating funds					
Fundraising & Publicity	Staff costs	2,693		3,614	
	Other costs	6,377		15,489	
Total costs of generating funds			9,069		19,103
Charitable activities					
Information Advice Outreach and Support					
Activities undertaken directly	Staff costs	239,461		185,360	
	Other costs	36,841		15,508	
			276,302		200,868
Support costs	Staff costs	31,793		21,644	
	Depreciation	13,382		4,104	
	Other costs	56,885		31,118	
			102,060		56,866
			378,362		257,734
Drug counselling					
Activities undertaken directly	Staff costs	134,774		77,679	
	Other costs	8,325		4,783	
			143,099		82,462
Support costs	Staff costs	4,890		12,986	
	Depreciation	1,179		1,178	
	Other costs	19,878		32,283	
			25,947		46,447
			169,046		128,909
Total charitable expenditure			556,477		405,746

4. Support Costs

	2011	2010
	£	£
General office costs	47,619	30,432
Premises	29,144	32,968
Salary costs	36,683	34,630
Depriciation	14,561	5,282
	128,007	103,312

5. Trustees

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

6. Employees

	2011	2010
	£	£
Wages and salaries	368,946	263,174
Social Security Costs	34,855	25,055
Other pension costs	10,137	9,138
	413,938	297,367

The average number of full time equivalent employees during the year were

Project	11	9
Administration	2	2
	13	11

7. Tangible Fixed Assets

	2011			2010
	Leasehold Improvements	Computer Equipment	Fixtures, Fittings & Equipment	Total
	£	£	£	£
Cost at 1 April 2010		14,405	2,200	45,865
Additions		4,034	0	4,034
Disposals				–
Cost at 31 March 2011		18,439	2,200	49,899
Depreciation at 1 April 2010		12,388	1,324	30,768
Charge for the year		2,017	340	14,561
Disposals				–
Depreciation at 31 March 2011	29,260	14,405	1,664	45,329
Net Book Value 31 March 2010	12,204	2,017	876	15,097
Net Book Value 31 March 2011	–	4,034	536	4,570

8. Current Assets

	2011	2010
	£	£
Trade Debtors	5,940	10,220
Other Debtors	75,302	85,349
Prepayments	3,299	–
	84,541	95,569

9. Creditors

Amounts falling due withing one year	2011	2010
	£	£
Trade creditors	13,917	4,055
Taxes & social security	9,416	7,495
Accruals	21,351	9,365
	<u>44,683</u>	<u>20,915</u>

10. Deferred Income

	2011	2010
	£	£
Total deferred income at 1 April 2010	20,000	0
Amount received in the year	0	20,000
Amounts credited to statement of financial activities	(20,000)	0
Total deferred income at 31 March 2011	<u>0</u>	<u>20,000</u>

11. Restricted Funds

	Balance	Movement in funds		Balance
	1 April 2010	Income	Expenses	31 March 2011
	£	£	£	£
Crew Core Funding	11,817	38,588	(51,685)	(1,281)
Support Services	1,235	169,432	(170,356)	310
Capacity Building Project	5,351	32,717	(37,989)	79
Safer Dancing Outreach Project	14,822	24,932	(40,842)	(1,088)
Capital Shop Refurbishment	12,204	0	(12,204)	0
Information, Advice & Support	11,804	72,902	(74,619)	10,087
OASIS	9,327	73,016	(84,265)	(1,922)
Enterprise	0	44,682	(40,855)	3,827
LHET	0	57,523	(44,597)	12,926
	66,560	513,792	(557,413)	22,939

NOTE:

With on-going improvements in Crew's financial systems & to more accurately represent Crew's financial position in the future, a decision was taken by the board to properly accrue 2 weeks of salary that overlaps our financial year end for certain staff. This has been done in conjunction with a plan to bring all salary payments into line & shift the payment to the end of the month, at one month in arrears, to simplify reporting and alignment with funding in 11/12. The result of this is an artificial deficit of £11,851 spread across all projects. The resulting deficit will be carried forward into 11/12 for each project, but with a corresponding salary accrual applied with the change in salary payment date in 11/12 to balance.

12. Contingent Liabilities

During the year ended 31 March 2011 there were no contingent liabilities

13. Related Parties

During the year ended 31 March 2011, fundraising fees of £nil (2010 £12,411) were paid to Comas

14. Property Rents

Property rents payable next year under operating leases which will expire	2011	2010
	£	£
Next year	17,520	21,340
Other rents payable next year under operating leases which will expire		
In the following three years	0	6,102

15. Allocation of Restricted Funds to Projects by Funder

	Crew Core	Support Services	Outreach	Capacity Building	Info, Advice & Support	OASIS	Enterprise	LHET	Total
	£	£	£	£	£	£	£	£	£
Big Lottery Fund		65,289							65,289
CEC Alcohol Fund					35,564				35,564
CEC EMARS		15,031							15,031
Jellineck EU						59,792			59,792
Scottish Office	7,359		8,950	3,580					19,890
EDAT	31,228	89,112	14,037	2,681	3,628	6,624	7,886	2,523	157,720
Lloyds TSB - Drop In					33,710				33,710
Scot Exec - 3rd Sector Ent							36,796		36,796
Scot Exec - 16B Cap Build			1,944	21,456		6,600			30,000
Scot Exec - Legal Highs				5,000				55,000	60,000
	38,588	169,432	24,932	32,717	72,902	73,016	44,682	57,523	513,792

NOTE:

As CREW IS AN INTEGRATED SERVICE PROVIDER, project work at Crew experiences some cross-over in contribution to outcomes & particularly around support costs. Allocation of funds are made to achieve the most efficient use of funding for project outcomes.

An example of this is the construction of a Legal Highs database, to be expanded into a full drugs database, which feeds & consolidates information for all projects.

Legal & Administrative Information

COMPANY NAME Crew 2000 (Scotland)
COMPANY NUMBER SC176635
CHARITY NUMBER SCO 21500
REGISTERED OFFICES 32-32a Cockburn Street
Edinburgh, EH1 1PB
ACCOUNTANT Chris Thomas
One Accounting Ltd
4 Redheughs Rigg
South Gyle
Edinburgh EH12 9DQ
AUDITOR Ralph Tiffin,
McLachlan+Tiffin,
Clifton House, Craigard Road
Crieff, PH7 4BN
BANKS Bank of Scotland
13 Newkirkgate
Edinburgh EH6 6AD
Santander Business Banking
Bridle Road
Bootle
L30 4GB

BOARD OF DIRECTORS
Chair Alex Cockerell
Vice Chair Anna Ross
Finance Director Cristina Buckingham (Stewart-Rodriguez) (Retired 2010)
Secretary Dawn Able
Dave Carson
(Retired 2010)
Eleanor McWhirter
(Retired 2010)
Ann Johnson
Ben Davenport
Paul Scott
Phil Cochrane
(Retired 2010)

SENIOR MANAGEMENT TEAM
National Director John Arthur
Operations Manager Carla Trott Ellis
Enterprise Manager Jeremy Adderley

