Charity Registration No. SC021500

Company Registration No. SC176635 (Scotland)

CREW 2000 (SCOTLAND)

(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2019

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

Directors	Elizabeth Brodie	
	Malcolm Bruce	
	Emma Doyle	
	Kevin Craik	
	Richard Armstrong Muir	
	Sylvia Day	(Resigned 4 February 2019 and re-appointed 26 March 2019)
	Gemma Smith	(Appointed 26 March 2019)
Charity number	SC021500	
Company number	SC176635	
Registered office	32 Cockburn Street EDINBURGH EH1 1PB	
Auditor	McLachlan Tiffin Clifton House Craigard Road CRIEFF PH7 4BN	

CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
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CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
DIRECTORS' REPORT
FOR THE YEAR ENDED 31 MARCH 2019

The directors present their annual report and financial statements for the year ended 31 March 2019.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Memorandum and Articles of Association, the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Objectives and activities

Chief Executive's Report

Crew exists to reduce harm, challenge perceptions and help people make positive choices about their use of cannabis, stimulant and other drugs and sexual health by providing non-judgmental, credible and up to date information and support.

We neither condemn nor condone drug use; we use a stepped care model to create opportunities to reduce harm.

Step 1: Inform and Educate

- 'Brief Interventions': short, opportunistic conversations enabling participants to assess the impact of drug use, explore strategies for reducing potential harm and build up confidence to access services at the Drop-in, or via Outreach at events including music festivals.
- Training and capacity building to increase knowledge and understanding of drugs, emerging drug trends and effective strategies to engage.

Step 2: Advise and Care

- Harm reduction advice and one-to-one brief support sessions in the Drop-in shop
- Welfare provision and crisis support at music festivals, events and club nights
- Telephone support
- 'Check It Out' self-assessment tool and app

Step 3: Provide Therapy and Support

- Person-centred, goal-oriented counselling for people using stimulant drugs and people closely affected by another's drug taking. We work with people to reduce, stabilise or stop their use according to their own priorities.

Step 4: Support Recovery

- Complimentary therapies which can relieve stress, anxiety, build coping and recovery strategies and promote better sleep.

Following our 2016 strategic review, priorities to achieve our mission 2017-20 are:

- **Fundraising** – innovating and identifying new sources of income to sustain and develop Crew's services
- **Staffing** – maintaining existing posts and developing and funding the roles of volunteer co-ordinator and fundraiser
- **Communications and digital** – maintaining and improving our online resources and developing a strong social media presence
- **Knowledge** – keeping staff and volunteers up-to-date with trends, evidence and best practice and also generating our own evidence through grassroots intelligence
- **Inclusiveness** – widening access to our services and the diversity of our staff and volunteer team, and including people more who access Crew services in service development

Key Partners:

- Drug and Alcohol Partnerships
- Edinburgh Psychological Therapies Alliance
- European Nightlife Empowerment and Wellbeing Network (NEWNet)
- GSK IMPACT Award Winners Alumni Network and Cascading Leadership Programme Steering Group (facilitated by the King's Fund)
- Lothian Death and Harm Reduction Oversight Group
- Young Peoples' Substance Use Service Edinburgh and Mentor Scotland
- Peer Education in Nightlife Settings (PINS) European Peer Educators' Network
- Public Health England NPS Clinical Network
- Scottish Drug Policy Conversation
- Scottish Government Drugs and Psychoactive Substances Forensic Centre for Excellence Working Group
- Scottish Government Substance Misuse Unit
- Public Health England NPS Clinical Network
- Substance Use Network Edinburgh

Achievements and performance
Step 1- Inform and Educate:

Drop-in:
Our Drop-in shop in Edinburgh city centre provides information, advice and support on drugs and sexual health for young people aged 12-25.

- 4,769 people visited the Drop-in, either at the Cockburn St. shop or at a Drop-in 'outreach' event (72% of those visiting the shop were 12-25 years old)
- 1,671 young people engaged with 48 different Drop-in events including education sessions, stalls and 'pop-up' Drop-in sessions
- A study/'smart' drug research project was developed and run in partnership with Dr Angus Bancroft of University of Edinburgh resulting in a new harm reduction information resource
- Our volunteer film project, 'Crew since' 92:The Power of Peer Support' was successfully completed and the film was launched at our AGM 2019
- We provided training for 137 frontline staff (with informal inputs for a further 87)
- We welcomed our first Youth Advisor, Nuala MacArthur, who will be guiding us with our new Youth Advisors project, further increasing young people's input into decision-making at Crew, and who has created some stunning window displays

Young people we connected with at education sessions and events said:

'Now I know services like this exist'

'I like the truthfulness of the talk'

Teachers and staff told us:

'It went really well and everyone will have found it really useful. More and more students are presenting with drug and alcohol related issues' (Napier University Student Welfare Team)

'A MASSIVE thank you for your support at our HWB fair yesterday! Feedback from staff and pupils has been excellent!'(Boroughmuir High School teacher)

Of 306 young people aged 12-25 who responded to our survey:

- 85% of young people felt safer and more comfortable to make more informed choices around drugs including alcohol
- 77% of young people felt more confident to support friends
- 79% of young people felt more confident to access services like Crew

In addition, 90% of staff reported increase knowledge of drug risks.

Training
38 training sessions were delivered, to 624 professionals, across 14 local authority areas.

Feedback collected from participants has consistently rated the courses as **relevant and useful (85%);** that their **knowledge has improved (85%);** and that **their confidence has improved (80%).**

With significant input from the team, volunteers and Information Sub Committee, the Emerging Trends and Training Coordinator and Crew CEO launched the new Crew website in September. Since the launch in September, until March 31st 2019, there were more than **12,000 unique visitors** to the www.crew.scot website.

People spent the most time on our drugs information pages and the most visited pages are 'ecstasy pill', 'MDMA', 'etizolam' and 'ketamine', which reflects observable drug trends.

We have continued our work with the Substance Misuse Unit to review information on Know the Score.

Training on Naloxone, autism and sexual health was arranged for Crew staff and volunteers to improve their confidence and knowledge across these areas of work.

A new opportunity for income generation has been created through the delivery of the NHS accredited Mental Health First Aid course. This is delivered as part of a 3-day training programme covering the co-morbidity of mental illness and problematic drug use. Feedback has been positive and the programme is ready to deliver nationally. The course covers drug trends; tools and support strategies for people working with people who take drugs; signposting; attitudes to mental health and drugs; and stigma.

Expert Witness
In line with our organisational aims and objectives, the Expert Witness team provides unbiased and inclusive independent reports and testimony in drugs cases for the Scottish Court system.

In this way, we reduce harm to individuals and society by providing information for Sheriffs and juries to be able to make informed decisions on cases relating to drugs offences, and assists lawyers to confer with clients and make sensible pleas when we have agreed with the charges. This project is self-funded.

In 2018-19, Crew's Expert Witness Service provided 36 court reports and our experts were cited to appear at court 13 times (this figure includes 2 trial adjournments). All cases were Scottish Legal Aid Board funded.

Charges included possession, supply, online supply, production and importation. The drugs listed on the indictments were:

Cannabis	22
Cannabis resin	7
Butane honey oil	1
Diamorphine	10
Buprenorphine	1
Tramadol	1
Diazepam	3
Alprazolam	3
Etizolam	1
Cocaine	10
Amphetamine	5
Khat	2
3,4-methylenedioxymethamphetamine (MDMA)	3
Ketamine	1
Methoxetamine	1
25I-NBOMe (2C family)	1

Gross unrestricted income from this service in 2018-19 was **£13,134** compared to **£11,430** in 2017-18.

Step 2 – Advise and Care

Outreach
We developed a new partnership programme, 'Thrive', working with the Green Team and St Andrew's High School in Coatbridge. We approached a group of young people who were not attending school and facing multiple challenges and they engaged in an 11-week environmental, risk, health and wellbeing education programme in Muiravonside Country Park, learning conservation and risk management skills. We thank the Walter Scott Giving Group for their generous support to continue to develop this work.

A 15-year-old student on the 'Thrive' programme who had almost no engagement in school completed 100% attendance on the programme. During these 11 weeks they expressed their desire to become literate. This information was fed back to the learning support team and they supported the student to reengage with school. The student is now attending a further education course to fulfil their dream of becoming a mechanic.

> *'It gave me more confidence and my ability to work as a team increased. We got to sit in the woods and chill, you don't need your phone to sit by the fire and chillax and have a team to talk to...'* (Student aged 15)

> *'It's been such a great project. It's just been so magical. It's the seeds that have been sown for these pupils for later on that is important. When they are in a bad place they will sit and remember that they can go for a walk in the woods. And that's enormous. This project has made such a difference... I'm feeling emotional as today is the first day that J and C have spoken, and I have worked with them for years. And J smiled. I have never seen him smile'* (Annie Penn, School Partnership Officer from the Thrive programme)

Crew volunteers have been regularly providing harm reduction information and support with 'Get2gether' a charity running club nights for younger adults living with disabilities.

Two volunteers have excelled in outreach 2018-19, taking part in 'training for trainers', delivering workshops at 2-day conference training youth workers in Elgin, and developing inputs to Edinburgh College. One volunteer completed a professional development award in youth work and another represented Crew at the Harm Reduction International Conference 2019.

- 87.5% of 658 people accessing Outreach services reported that felt safer and more confident to make informed choices around drugs and alcohol sexual health
- 70% of 117 young people accessing Outreach services reported making positive changes in their practice around drugs, drinking alcohol and sexual activity
- 87.5% of 26 students attending sessions run in schools said they knew more about harm reduction strategies, where to go for information and help and who they could speak to within their school
- 100% of the 10 staff involved in sessions run in schools felt they increased their knowledge and confidence around supporting their students with issues around drugs, alcohol and sexual health

Outreach (continued)
Tobacco prevention and harm reduction work in partnership with NHS Lothian has seen increased demand for volunteer peer educator-led open sessions at all Edinburgh College campuses.Of the 341 students who attended these sessions:

- 95% felt their knowledge has increased after the sessions
- 95% felt they have better refusal skills in regards to remaining a non-smoker
- 100% of the 341 students felt they were more likely to remain a non-smoker after the workshops.
- 85% of the young people who were smokers at the time of the workshop said they were more likely to quit after the sessions.
- 100% said they felt more aware of the harms of cigarettes in relation to other substances

Of the 66 staff who attended these sessions:

- 100% said they felt more informed about where they could direct students for support around smoking services
- 100% said they felt they understood the smoking policy
- 100% said they felt more confident in implementing the smoking policy so long as they are getting support from the management team
- 100% said they felt more confident in speaking to students about where the designated smoking places are around campus

Volunteers

- 37 new volunteers trained
- 3,877 volunteer hours contributed to Crew's work in promoting harm reduction
- Renewal of Crew's Investing in Volunteers status
- Training for Trainers initiative piloted
- Crew since '92: The Power of Peer Support, a short film about volunteering at Crew, completed

2018-19 has been another busy year for volunteer development at Crew, with staff and volunteers continuing to review, improve and celebrate volunteering. The majority of Crew's work would not be possible without the continued contribution of our volunteers and we would once more like to thank them for their hard work and dedication.

In total, **3,877** hours of work were contributed by Crew's volunteers in 2018-19, an increase of a little more than **9%** on the previous year. A total of **36** volunteers were trained to deliver brief interventions in 2018 – 2019, a significant increase on the preceding year. **37** volunteers took part in continuing professional development, all reporting that this helped them develop skills and build their confidence. Volunteering has helped individual volunteers to build their confidence and self-belief, to develop skills that help them succeed in employment and education, and to develop the self-worth that comes from making a positive contribution to their local community.

2018 saw the renewal of Crew's *Investing in Volunteers* status, with Crew praised for its commitment to volunteering. The Volunteer Development Worker and two 'Directors Elected by Volunteers' will work closely to follow up specific action points and ensure that feedback from volunteers continues to be sought, valued and followed up on. The past year also saw the delivery of a filmmaking project about volunteering at Crew over the last 25 years, in partnership with Media Education. Volunteers past and present came together to conceive and shoot a film highlighting the impact of their work at Crew. The film was premiered at our AGM in February 2019 and will be used to encourage more people to get involved in volunteering at Crew or to know where to access information about harm reduction.

Crew since '92: The Power of Peer Support, can be seen here:https://www.youtube.com/watch?v=TqtNGA4AHmg

> *'I feel involved because it gave me a chance to briefly tell my story and hear the other volunteers and staff tell their story. I've also learned a lot about the projects Crew does'*
>
> *'A positive present group experience that reminded me who I am and where I belong'*

2018-19 also saw the pilot of a new initiative where a small group of volunteers were supported to plan, deliver and evaluate training for young people and front-line workers, and then to share their learning through a two-day *Training for Trainers* volunteers' training event. This has helped to provide a boost to the ability and confidence of volunteers, but also helped develop Crew's capacity to promote harm reduction across Scotland. Feedback around the volunteers' input was consistently positive, with one volunteer going on to study a PDA in Youth Work.

The *Investing in Volunteers* award gives recognition of the good practice demonstrated by Crew, but moving forward we hope to go beyond this and to develop new and innovative approaches to peer education with volunteers contributing to, informing and developing Crew's work. We are committed to working with volunteers to develop services and ensure that our peer education model is fit for the challenges of 2020 and beyond.

Steps 3 and 4 –Therapy and Recovery Support

Crew Counselling: 'Talking things through with someone you can trust'

- We made improvements to the physical environment to encourage a more relaxing therapeutic experience
- We met our 100% HEAT target of seeing clients for a first contact within 21 days
- 105 referrals to Crew Counselling - 4 of those were from people affected by another's drug taking
- 101 attended assessment, 72 were accepted on to the caseload
- 25 achieved a planned exit (32%) and of these, 7 people achieved planned discharge having stopped their drug use completely, while another 12 had reduced their use of drugs
- 16 (64%) reported improved wellbeing, physical and mental health after counselling and 16 (64%) reported reduced chaos in daily living

Client Feedback:

'I think Crew are doing a great job and I would recommend them to anyone struggling with issues'

'I have a much better understanding of my root problems and how these impact my addictions'

'A good relationship with the counsellor has helped me to trust. Always felt welcome by my counsellor. When things have come up I have felt able to speak'

'I have learned to talk about how I feel and understand my emotions better. I feel moreable to deal with my anxiety than before'

'I have felt listened to 100%. It is the first time I have been to counselling and it has been wonderful to speak honestly and openly. I feel it has helped me to deal with my issues really well. My counsellor is amazing!'

During counselling: of a sample of 15 clients surveyed, 100% were 'very much' satisfied with the service from Crew Counselling.

End of Counselling: feedback from clients on completion of their therapy, of a sample of 11 clients:

- 10 said their counselling was 'extremely helpful'
- 1 found it 'moderately helpful'
- 9 said they were 'very satisfied'
- 2 said they were 'satisfied' with the service
- All 11 clients said they would recommend the service to a friend on the basis of their own experience

Counselling (continued)
Three-month follow-up: of the 5 clients who participated in a follow-up session 3 months after their counselling ended:

- 60% had reduced or stopped drug use, 20% continued to be abstinent and 20% feel they have more control over drug use
- 80% reported improvement in their mental health and 60% reported improvement in their physical health
- 100% said they feel better about themselves
- 100% said they have experienced better relationships with others
- 60% said they have attended recovery groups

Client feedback:

> *'Counselling has helped me be who I am. It has had a gradual and permanent effect on my life – for the better'*

Acupuncture and Mindfulness
64 people attended Ear Acupuncture sessions and 67 people attended Mindfulness sessions.

Of a sample of 19 people, 88% said their substance misuse had stabilised or stopped and 69% said they can manage their cravings more effectively.

Impact and Value

We are witnessing an increase in the number of people we support who use drugs such as cocaine, MDMA, Xanax, ketamine and LSD. This is consistent with wider trends across Europe. There has been an increasing number of MDMA or 'ecstasy'- and cocaine-related deaths in Scotland for the last three years and, according to the United Nations (2018) Scotland has the second highest prevalence rate for cocaine use in the world.

Scotland's rate of drug related death is 2.5 times higher than in other UK countries. Current drug treatment services in Scotland are primarily focused on people who use opiate or depressant drugs such as heroin and alcohol. We are the only specialist stimulant drug treatment service funded by a local authority Alcohol and Drug Partnership.

Our strategy is to use our resources where they are needed most to ensure we make a difference:

- None of our work would be possible without our volunteers, a diverse group of people bringing deep knowledge, extensive experience and strong skills to enhance and develop our services to people in need
- We encourage staff to continuously develop their skills and knowledge and we pay above the living wage to ensure we recruit and retain high calibre people
- We work collaboratively with individuals and key partner organisations to ensure we are open to challenge and development to improve

Volunteers provided 3,877 hours of work 2018-19. Based on the Office of National Statistics average weekly pay for Edinburgh of £591.1, this equates to **£65,477** of cash value alone.

Our Values

Accepting: 'non-judgmental, unconditional positive regard'
Genuine: 'being genuine and real with each other'
Empathic: 'walking in someone else's shoes as if they were your own'

We strive to put these values into practice with everyone who accesses Crew services, everyone we work with and everyone within the volunteer and staff team:

- We seek to empower people to make positive choices about their own lives. We neither condemn nor condone drug use, but we know harm and stigma can be reduced.
- We value the involvement of people in the decision-making structures of the organisation. Crew will ensure that any person who wants to have their say in the work of the organisation will have the opportunity, support and training required to do so.
- We value the chance to reflect upon our work and to make improvements for the future.

- We value human dignity and are committed to recognising, accepting and seeking to understand the emotions, troubles and concerns of others to support people to accept themselves and find their own way forward.
- We value everyone who works for Crew and are committed to supporting their professional needs and development.
- We value being genuine and real with each other and seek to address concerns or differences we experience with another person by challenging the behaviour not the person.

Crew's Long-Term Outcomes:

1. Health inequalities associated with drug use and sexual health are reduced
2. Harm to individuals and society associated with drug use is reduced

Financial review

For the year ended 31 March 2019, Crew achieved a total income of £429,468 against a budgeted £413,010. The charity recorded a surplus for the year of £26,318 (2018 - £45,034). As at 31 March 2019 the charity held unrestricted reserves of £165,079 (2018 - £145,465) and restricted reserves of £13,260 (2018 - £6,556).

Our Fundraising Strategy 2017-20 identifies the following recommendations and priorities for action:

- In the future it will be of critical importance to continue to reflect real costs and pursue full cost recovery rather than being tempted to collude with a 'race to the bottom' by seeking to undercut competitors and compromise on service quality.
- Maintaining positive, open relationships with funders and potential partners is key to sustaining existing support in this context.
- The case for seeking unrestricted income is stronger than ever and we need to identify more sources with medium to high growth potential

Priorities 2017-20:

- Optimise fundraising restricted income
- Maximise income-generating potential of existing and new websites, Twitter, regular bulletins and Annual Report
- Maximise unrestricted income generation

Funding sources

Our principal funders for 2018-19 were:

- City of Edinburgh Council: Edinburgh Alcohol and Drug Partnership (ADP) and NHS Lothian Health Promotion Service (£181,195 or 42% of total income)
- Scottish Government: Drugs Policy Unit (£87,502 or 20% of total income)
- Grant funding (£85,519 or 20% of total income)

City of Edinburgh Council funding supports Edinburgh-based outreach, advice and support for young people from our Cockburn Street Drop-in shop, and our in-depth counselling service. NHS Lothian funded a Tobacco Prevention project at Edinburgh College. Scottish Government funding supported national emerging trends work and our core operation which manages all grant funded projects and partnership work. Grant funded projects included the Robertson Trust (£16,000) for Outreach; Tudor Trust (£15,000) supported our work with volunteers; Corra Foundation (£48,029) funded our Drop-in outcomes; and Big Lottery Fund Awards for All Scotland (£6,490) funded the making of a film where volunteers past and present shared their experiences of volunteering at Crew over the past 25 years.

Other income includes:	2018-19	2017-18
Expert Witness	£13,134	£11,430
Training, presentations and consultancy	£11,349	£12,808
Training materials and information production	£1,753	£722
Welfare	£4,320	£6,060
Room hire	£2,244	£2,660
Fundraising, donations and gifts	£4,399	£61,258
Small Trust donations	£37,950	nil
Film location fees	nil	£1,000
Bank interest	£103	£44
Total	**£75,252**	**£95,982**

We thank Rowan Sol and Thomas Chaney for leading social media fundraising events for Crew 2018-19; Julie Christie; our anonymous donors; the Murdoch Forrest Charitable Trust; the Walter Scott Giving Group; the Robert Haldane Smith Charitable Foundation; the Irving Memorial Trust; the Souter Charitable Trust; the Three Monkeys Trust; the JTH Charitable Trust; the Pleasance Trust; Miss I F Harvey's Charitable Trust; the Isabella Memorial Trust; the James Sim Trust; the James Inglis Testamentary Trust; the Harpan Trust; the James M McNab Charitable Trust; the Walker Family Trust; the JK Young Endowment Fund; the James Wood Bequest Fund; the Thirkelby Trust; the RKT Harris Charitable Trust; the AMW Charitable Trust; Miss Eliza C Pederson's Trust; the Culra Charitable Trust; the Thistledown Trust; and Dentons Charitable Trust.

Reserves
Crew revised its reserves policy during 2018-19 to retain at least 3 months (rather than 2 months previously) of annual expenses in reserve so as to strengthen our resilience as a charity and to maintain financial sustainability. Our reserve level will enable us to manage project and facility wind-up costs and any unexpected loss of income sources. We have secured sufficient unrestricted income in reserves to cover 5 months running costs in order to fully manage any unexpected change or uncertainty and to allow vital project work to continue in 2019-20.

Banking
Crew requires two institutions at all times to avoid breaching the £85K Financial Services Compensation Scheme protection ceiling on funds. Bank of Scotland is our main account due to improvements such as the provision of online dual authority processes in line with Crew policy. Reserves are held by an ethical and fit for purpose savings account at Unity Trust and a Santander current account is used for monthly payment runs.

Future plans
We'll continue to evaluate, reflect and learn in order to improve the quality and impact of our services, informed by the lived experience and expertise of people using our services, volunteers and partners. Priorities for development include:

- Research into the lived experiences of young people who don't attend school in relation to drugs, including alcohol, and contributing to the development of national guidance on early intervention and prevention of harm, including peer education
- Continuing to develop the 'Thrive' interactive environmental, wellbeing and skills building programme in partnership with the Green Team
- Continuing to develop the input of Crew Youth Advisors to Crew decision-making
- Implementing our new digital communications strategy
- Contributing to discussions on the development of a safer night time economy and drug testing in Scotland
- Contributing to the development of a Scottish Drugs and Psychoactive Substances Forensic Centre for Excellence
- Continuing to contribute to European, national and local drug trend monitoring groups and the Police Scotland Statement of Opinion (STOP) drug trends bulletin, sharing early warnings and appropriate harm reduction on the new Crew website
- Involving volunteers in hosting the NEWNet Annual General Meeting 2020. NEW Net is a European network of community-based NGOs acting in the fields of health promotion and nightlife, of nightlife professionals, local and regional authorities and agencies, treatment professionals and scientific researchers.

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 from 1 April 2018 to the date of this report were:

Elizabeth Brodie	
Malcolm Bruce	
Emma Doyle	
Kevin Craik	
Sarah Horgan	(Resigned 4 April 2018)
Richard Armstrong Muir	
Sylvia Day	(Resigned 4 February 2019 and re-appointed 26 March 2019)
William Tanton	(Appointed 20 April 2018 and resigned 4 February 2019)
Gemma Smith	(Appointed 26 March 2019)

The directors of the company are also charity trustees for the purposes of charity legislation and are also 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. Two of our Board members are always elected annually as Crew "Directors Elected by Volunteers" for one year with full director/trustee responsibility, ensuring accountability to the larger group of volunteers who are also stakeholders in Crew. The policy for appointment of non-volunteer directors is that candidates are nominated for the position and then subject to approval by an ordinary resolution at the Annual General Meeting.

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 2019 the Board had 7 members (7 in March 2018) including the 2 Crew volunteer directors.

The Crew Board meets every 2 months (6 meetings in 2018-19) and is responsible for strategic direction and policy. There are sub-committees for Human Resources and Finance which are supported by the Chief Executive.

The Board's skills and diversity are audited internally periodically. Trustees receive online links to information, internal training arranged by Crew, e.g. Child and Adult Protection, internal volunteer fundraising opportunities and external training and networking opportunities.

The Board conducts a regular review of the major risks to which the charity is exposed and the risk register was last reviewed in March 2019. No risks identified this year were deemed to have both 'high likelihood' and 'high impact'. No financial risks were identified as 'highly likely', and those with 'high impact' had good mitigation. Directors are currently reviewing our Fundraising Strategy 2017-20 to ensure the organisation continues to develop resilience in a changing financial environment. Internal control risks are minimised by the use of HR, legal and financial authorisation procedures and expert advice from Glasgow Council for Voluntary Service's Employers' Advice Service. These procedures are periodically reviewed by the Finance and Human Resources sub committees to ensure they remain fit for purpose and policy compliant.

Auditor

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

Disclosure of information to auditor

Each of the directors have 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 auditor is aware of such information.

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

The directors' report was approved by the Board of Directors.

.....
Malcolm Bruce
Director
Dated: 3/9/19

CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF DIRECTORS' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2019

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

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

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

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP (FRS 102);

- 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 financial statements; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITOR'S REPORT
TO THE TRUSTEES AND MEMBERS OF CREW 2000 (SCOTLAND)

Opinion
We have audited the financial statements of Crew 2000 (Scotland) (the 'charitable company') for the year ended 31 March 2019 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, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2019 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 requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

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

Conclusions relating to going concern
We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 require us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the statement of directors' responsibilities set out on page 14, the directors (who are also the trustees of the charitable company for the purposes of charity law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

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

Chartered Accountants
Statutory Auditor

Clifton House
Craigard Road
CRIEFF
PH7 4BN

McLachlan Tiffin is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

CREW 2000 (SCOTLAND)
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2019

	Notes	Unrestricted funds £	Restricted funds £	Total 2019 £	Total 2018 £
Income from:					
Donations and legacies	3	42,349	-	42,349	61,258
Charitable activities	4	28,010	359,006	387,016	374,080
Investments	5	103	-	103	44
Total income		70,462	359,006	429,468	435,382
Expenditure on:					
Charitable activities	6	29,056	374,094	403,150	390,348
Net income/(expenditure)		41,406	(15,088)	26,318	45,034
Transfers between funds		(21,792)	21,792	-	-
Net movement in funds		19,614	6,704	26,318	45,034
Reconciliation of Funds					
Fund balances at 1 April 2018		145,465	6,556	152,021	106,987
Fund balances at 31 March 2019		165,079	13,260	178,339	152,021

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 2019

	Notes	2019 £	2019 £	2018 £	2018 £
Fixed assets					
Tangible assets	10		4,092		5,095
Current assets					
Debtors	12	37,306		32,235	
Cash at bank and in hand		182,856		151,044	
		220,162		183,279	
Creditors: amounts falling due within one year	13	(45,915)		(36,353)	
Net current assets			174,247		146,926
Total assets less current liabilities			178,339		152,021
The funds of the charity:					
Restricted funds	16		13,260		6,556
Unrestricted funds			165,079		145,465
			178,339		152,021

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

The financial statements were approved by the Directors on 03 September 2019

Kevin Craik
Finance Director

Company Registration No. SC176635

1 Accounting policies

Company information

Crew 2000 (Scotland) is a private company limited by guarantee incorporated in Scotland. The company is also a charity registered in Scotland with OSCR. The registered office is 32 Cockburn Street, Edinburgh, EH1 1PB.

1.1 Accounting convention

These financial statements have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102"), including the provisions of section 1A applicable to Small Entities and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The charity is a Public Benefit Entity as defined by FRS 102.

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

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the directors have a reasonable expectation that the charity has adequate resources to continue in operational existence for at least the next 12 months. Thus the directors continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the directors in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Donations and grants, including government grants, are usually recognised when receivable, unless performance conditions satisfy early recognition or deferral of the income.

Income from charitable activities is recognised as it becomes receivable and represents amounts receivable for services provided by the charity.

Investment income is usually recognised when receivable.

1 Accounting policies **(Continued)**

1.5 Expenditure

All expenditure is included on an accruals basis and is recognised when there is a legal or constructive obligation to pay for expenditure. The charity is not registered for VAT and accordingly expenditure is shown inclusive of irrecoverable VAT.

All expenditure has been classified under headings that aggregate all costs related to the category. Expenditure on charitable activities are those costs incurred directly in the objects of the charitable company. Support costs, which form part of the expenditure on charitable activities, comprises all costs incurred in running the charity which cannot be directly allocated to the charity's projects or to fund raising. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

Expenditure on charitable activities relates to the provision of services to prevent the misuse of drugs and alcohol.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost of assets less their residual values over their useful lives on the following bases:

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

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss.

1.7 Cash and cash equivalents

Cash and cash equivalents include cash in hand and deposits held at call with banks.

1.8 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are measured at transaction price including transaction costs. Financial assets classified as receivable within one year are not amortised.

Impairment of financial assets

Financial assets are assessed for indicators of impairment at each reporting end date.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled.

1 Accounting policies **(Continued)**

Basic financial liabilities

Basic financial liabilities, including creditors, are initially recognised at transaction price and are subsequently measured at amortised cost, using the effective interest method. Financial liabilities classified as payable within one year are not amortised.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.9 Employee benefits

Employee benefits are recognised in the period the employee's services are delivered.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

1.10 Retirement benefits

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.

1.11 Leases

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessees. All other leases are classified as operating leases.

Rentals payable under operating leases, including any lease incentives received, are charged to the SOFA on a straight line basis over the term of the relevant lease.

2 Critical accounting estimates and judgements

The directors' consider there to be no critical judgements or key sources of estimation uncertainty.

3 Donations and legacies

	2019	2018
	£	£
Donations and gifts	42,349	39,656
BP Foundation match funding	-	21,602
	42,349	61,258

All amounts in the current and prior financial period relate to unrestricted funds.

4 Charitable activities

	2019	2018
	£	£
Charitable activities	32,800	34,681
Grants receivable	354,216	339,399
	387,016	374,080
Analysis by fund		
Unrestricted funds	28,010	25,052
Restricted funds	359,006	349,028
	387,016	374,080

Charitable income

Included within income from charitable activities is £354,216 (2018 - £339,399) of grant funding received from the following sources:

	2019	2018
	£	£
Edinburgh Alcohol & Drugs Partnership Counselling Service Consortium	130,173	130,173
Scottish Government Drugs Policy Unit	87,502	43,750
Edinburgh Alcohol & Drugs Partnership SLA	41,063	41,063
Scottish Government Section 10 Core	-	34,431
NHS Lothian	9,959	12,000
Corra Foundation (formally Lloyds TSB Foundation for Scotland)	48,029	46,982
The Robertson Trust	16,000	16,000
Big Lottery Fund	6,490	-
The Tudor Trust	15,000	15,000
	354,216	339,399

5 Investments

	Unrestricted funds	Total 2019	Total 2018
	£	£	£
Interest receivable	103	103	44

6 Charitable activities

	2019	2018
	£	£
Staff costs (note 8)	274,530	269,734
Depreciation and impairment	2,112	2,521
Direct service costs	37,837	44,263
	314,479	316,518
Support Costs	82,927	67,690
Governance Costs	5,744	6,140
	403,150	390,348
Analysis by fund		
Unrestricted funds	29,056	26,431
Restricted funds	374,094	363,917
	403,150	390,348

Support costs comprise:

	2019	2018
	£	£
Project costs	35,083	31,228
Information production	-	-
Occupancy costs	19,659	19,020
Energy	4,281	3,885
Maintenance	23,904	13,507
Bad debt write-off	-	50
	82,927	67,690

Governance costs comprise:

	2019	2018
	£	£
Audit fees	1,100	1,172
Accountancy fees	2,820	3,720
Other expenses	1,824	1,248
	5,744	6,140

7 Directors

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

Three of the directors also volunteer for charity projects and were reimbursed for travel costs incurred in relation to this during the year. The total aggregate amount reimbursed for the year did not exceed £500.

8 Employees

Number of employees

The average monthly number of employees during the year was:

	2019 Number	2018 Number
Project	10	10
Administration	1	1
Management	1	1
	12	12

Employment costs	2019 £	2018 £
Wages and salaries	244,287	242,373
Social security costs	16,150	15,410
Employer's contribution to defined contribution pension schemes	14,093	11,951
	274,530	269,734

Included within employment costs is £12,015 (2018 - £13,487) in relation to sessional workers.

There were no employees whose annual remuneration (which includes gross salary, employers national insurance contributions and employers pension contributions) was £44,000 or more.

9 Taxation

The company is a registered charity and is recognised as such by HMRC for taxation purposes. As a result there is no liability to corporation tax on its charitable income.

10 Tangible fixed assets

	Leasehold Improvements	Computer Equipment	Fixtures, Fittings & Equipment	Total
	£	£	£	£
Cost				
At 1 April 2018	29,260	24,405	7,449	61,114
Additions	-	1,109	-	1,109
At 31 March 2019	29,260	25,514	7,449	62,223
Depreciation and impairment				
At 1 April 2018	29,260	22,137	4,622	56,019
Depreciation charged in the year	-	1,587	525	2,112
At 31 March 2019	29,260	23,724	5,147	58,131
Carrying amount				
At 31 March 2019	-	1,790	2,302	4,092
At 31 March 2018	-	2,268	2,827	5,095

11 Financial instruments

	2019	2018
	£	£
Carrying amount of financial assets		
Measured at amortised cost	213,845	178,727
Carrying amount of financial liabilities		
Measured at amortised cost	22,236	20,528

12 Debtors

	2019	2018
Amounts falling due within one year:	£	£
Trade debtors	30,739	17,529
Other debtors	250	10,154
Prepayments and accrued income	6,317	4,552
	37,306	32,235

13 Creditors: amounts falling due within one year

	Notes	2019 £	2018 £
Other taxation and social security		4,895	4,150
Deferred income	14	18,784	11,675
Trade creditors		3,479	6,580
Other creditors		2,135	2,966
Accruals and deferred income		16,622	10,982
		45,915	36,353

14 Deferred income

	2019 £	2018 £
Opening balance	11,675	-
Received in year	18,784	11,675
Released in year	(11,675)	-
Closing balance	18,784	11,675

Deferred income relates to funding received in the 2018/19 financial year for which entitlement falls in the 2019/20 financial year.

15 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to statement of financial activities in respect of defined contribution schemes was £14,093 (2018 - £11,951).

16 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:

		Movement in funds			
	Balance at 1 April 2018	Income	Expenditure	Transfers	Balance at 31 March 2019
	£	£	£	£	£
Crew Core	-	42,752	(55,030)	12,278	-
Crew Support Services	-	130,173	(125,950)	-	4,223
Outreach	-	32,449	(39,274)	6,825	-
Info. Advice & Support	2,718	110,582	(115,075)	2,689	914
ET & NPS	3,838	43,050	(38,765)	-	8,123
	6,556	359,006	(374,094)	21,792	13,260

The Crew Core fund represents funding received to part cover salary costs for the CEO and the Services & Finance Officer, as well as other Core costs.

The Crew Support Services fund relates to funding received to provide the Crew Counselling service.

The Outreach fund is for the provision of funded outreach, crisis intervention and welfare services.

The Info, Advice and Support Fund relates to funding received to cover the delivery costs of the Drop-in service.

The ET & NPS fund relates to income received for the provision of the Emerging Trends and Training service.

Transfers into restricted funds relate to contributions from unrestricted reserves towards the costs of restricted fund projects.

17 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total
	£	£	£
Fund balances at 31 March 2019 are represented by:			
Tangible assets	4,092	-	4,092
Current assets/(liabilities)	160,987	13,260	174,247
	165,079	13,260	178,339

18 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2019	2018
	£	£
Within one year	17,520	17,520

19 Control

The charity is controlled by its trustees.

20 Related party transactions

Remuneration of key management personnel

The total remuneration paid to two members of key management personnel is as follows.

	2019	2018
	£	£
Aggregate compensation (includes gross salary and employers national insurance and pension contributions)	47,717	42,803

No guarantees have been given or received.