

Registered Number: 2768807 (England and Wales)

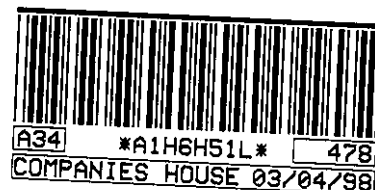
Report of the Directors and Financial Statement for

the Year Ended 31 December 1997

for

Hackney Employment Link Project Ltd
(A Charity Company Limited by Guarantee)

Registered Charity Number 1021469



Hackney Employment Link Project (HELP) Limited
(A Charity Company Limited by Guarantee)

Index to the Financial Statements
for the Year Ended 31 December 1997

	Page
Company Information	1
Report of the Directors/Trustees	2
Report of the Auditors	3
Statement of Financial Activities incorporating Income and Expenditure Account	4
Balance Sheet	5
Notes to the Financial Statements	6 - 11

Hackney Employment Link Project (HELP) Limited
(A Charity Company Limited by Guarantee)

Company Information
for the Year Ended 31 December 1997

DIRECTORS/TRUSTEES: R P E Purkiss
M F G Woods
R Jones
K Dixon
M A Olayokun
A Grant

The directors of the
company are the
Charity's Trustees
[s97(1) Charities Act
1993].

SECRETARY: P Whitnall

REGISTERED OFFICE: 277 Mare Street
Hackney
London
E8 1HB

REGISTERED NUMBER: 2768807
CHARITY NUMBER: 1021469

AUDITORS: Armstrong & Co
Chartered Accountants
and Registered Auditors
Walker House
6-8 Boundary Street
London E2 7JE

Hackney Employment Link Project (HELP) Limited
(A Charity Company Limited by Guarantee)

Report of the Directors/Trustees
for the Year Ended 31 December 1997

The directors/trustees present their report with the financial statements of the company for the year ended 31 December 1997.

PRINCIPAL ACTIVITY

The principal activity of the company in the year under review was that of the provision of training and assistance to unemployed persons.

DIRECTORS/TRUSTEES

The directors/trustees during the year under review were:

R P E Purkiss

M F G Woods

R Jones

K Dixon

M A Olayokun

D Stewart

appointed 25/2/97; resigned 8/11/97

A Grant

appointed 25/2/97

TRUSTEES REPORT

The trustees report is attached and further information is contained in the charity's annual report which is available from the office at 277 Mare Street, Hackney, London E8 1HB (tel: 0181 533 3303).

The trustees draw your attention to note 2 (page 6) regarding the ability of the charity to continue to operate.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

Charity law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that period. In preparing those financial statements, the trustees are required to

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

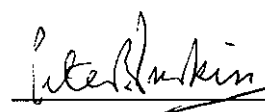
The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

AUDITORS

The auditors, Armstrong & Co., have indicated their willingness to be proposed for re-appointment in accordance with Section 385 of the Companies Act 1985.

In preparing this report, the directors have taken advantage of special exemptions applicable to small companies conferred by Part II of Schedule 8 to the Companies Act 1985.

ON BEHALF OF THE BOARD:



Rev P E Purkiss - Director/Trustee

Dated: 24 February 1998

**Report of the Auditors to the Members of
Hackney Employment Link Project (HELP) Limited
(A Charity Company Limited by Guarantee)**

We have audited the financial statements on pages four to eleven which have been prepared under the historical cost convention and the accounting policies set out on page six, as amended by the asset realisation basis as explained in note 2 (page 6).

Respective responsibilities of trustees and auditors

As described on page two the charity's trustees are responsible for the preparation of financial statements. It is our responsibility to form an independent opinion, based on our audit, on those statements and to report our opinion to you.

Basis of opinion

We conducted our audit in accordance with Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion the financial statements give a true and fair view of the state of the charity's affairs as at 31 December 1997 and of its incoming resources and application of resources, including income and expenditure, in the year then ended and have been properly prepared in accordance with the Companies Act 1985.

Armstrong & Co
Chartered Accountants
and Registered Auditors



Walker House
6-8 Boundary Street
London
E2 7JE

Dated: 24 / 2 1998

Hackney Employment Link Project (HELP) Limited
(A Charity Company Limited by Guarantee)

Statement of Financial Activities
incorporating Income and Expenditure Account
for the Year Ended 31 December 1997

			1997	1996		
			Restricted Funds £	Unrestricted Funds £	Total Funds £	Total Funds £
	Notes					
INCOME AND EXPENDITURE ACCOUNT						
INCOMING RESOURCES						
Service income, grants, donations & other income received			194,401	4,694	199,095	228,739
Add: accrued income			9,740	-	9,740	76,784
Less: deferred income			(12,000)	-	(12,000)	(15,653)
Service income, grants, donations & other income receivable	6		192,141	4,694	196,835	289,870
Interest receivable	7		45	-	45	468
Total incoming resources			192,186	4,694	196,880	290,338
RESOURCES EXPENDED						
Direct charitable expenditure	8		251,269	-	251,269	247,051
Other expenditure						
Fundraising and publicity	9		6,758	-	6,758	6,377
Management and administration	10		49,991	-	49,991	25,214
Reduction in costs on CVA	11		(42,443)	-	(42,443)	-
Total resources expended			265,575	-	265,575	278,642
INCREASE/(DECREASE) IN FUNDS FOR THE YEAR			(73,389)	4,694	(68,695)	11,696
Transfer of unrestricted fund to restricted funds			16,146	(16,146)	-	-
NET INCREASE/(DECREASE) IN FUNDS FOR THE YEAR			(57,243)	(11,452)	(68,695)	11,696
Funds at 1 January 1997			29,598	11,452	41,050	29,354
Funds at 31 December 1997			£(27,645)	-	£(27,645)	£41,050

CONTINUING OPERATIONS

None of the company's activities were acquired or discontinued during the current and previous years.

TOTAL RECOGNISED GAINS AND LOSSES

The company has no recognised gains or losses other than the deficit for the current year and surplus for the previous year.

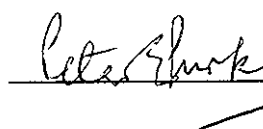
Hackney Employment Link Project (HELP) Limited
(A Charity Company Limited by Guarantee)

Balance Sheet
31 December 1997

		1997		1996	
	Notes	£	£	£	£
FIXED ASSETS:					
Tangible assets	12		2,000		13,682
CURRENT ASSETS:					
Debtors	13	39,181		77,344	
Cash at bank and in hand		773		13,982	
		39,954		91,326	
CREDITORS: Amounts falling due within one year	14	69,599		63,958	
NET CURRENT (LIABILITIES)/ASSETS:			(29,645)		27,368
TOTAL ASSETS LESS CURRENT LIABILITIES:			<u>£(27,645)</u>		<u>£41,050</u>
FUNDS:					
Unrestricted funds			-		11,452
Restricted funds			(27,645)		29,598
	15		<u>£(27,645)</u>		<u>£41,050</u>

These financial statements have been prepared in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small companies.

ON BEHALF OF THE BOARD:

 Peter E Purkiss - Director/Trustee

 K Dixon - Director/Trustee

Approved by the Board on 24 February 1998

The notes form part of these financial statements

Hackney Employment Link Project (HELP) Limited
(A Charity Company Limited by Guarantee)

Notes to the Financial Statements
for the Year Ended 31 December 1997

1. ACCOUNTING POLICIES

Accounting convention

The financial statements have been prepared under the historical cost convention and are in accordance with applicable accounting standards and follow the recommendations in Statement of Recommended Practice: Accounting by Charities. See note 2. below.

Financial Reporting Standard Number 1

Exemption has been taken from preparing a cash flow statement on the grounds that the company qualifies as a small company.

Incoming resources

Incoming resources is the amount derived from the provision of charitable services, the receipt of gifts, subscriptions and grants falling within the company's ordinary activities.

Voluntary income

Voluntary income received by way of donations and gifts is included in full when received.

Revenue grants

Revenue grants are credited to incoming resources on the earlier of when they are received or when they are due. If they relate to a specified future period they are deferred.

Restricted funds

Restricted funds are to be used for purposes specified by the donor. Expenditure incurred for the specified purpose are charged to the fund together with a fair allocation of overhead and support costs.

Unrestricted funds

Unrestricted funds are incoming resources received or generated for the purposes of the charity over which the directors have unfettered control.

Allocation of costs

Costs are allocated between direct charitable costs and other costs on a transaction by transaction basis. Allocation between restricted and unrestricted funds is on a transactional basis where the transaction is specific to a fund. Where it is not, and subject to funders terms and criteria, costs are allocated to restricted funds in preference to unrestricted funds.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment	- 33 % on reducing balance
Fixtures and fittings	- 25 % on reducing balance

2. BASIS OF PREPARING THE FINANCIAL STATEMENTS

The company's future at the date of signing these accounts is uncertain. Since the balance sheet date the company has incurred further liabilities that it may not be able to meet. Cashflow projections indicate that the company will not be able to continue to operate unless significant additional funding becomes available in the near future.

Because of the uncertainty the accounts have not been prepared on a going concern basis. Assets have been written down to net realisable value and liabilities shown in full.

Hackney Employment Link Project (HELP) Limited
(A Charity Company Limited by Guarantee)

Notes to the Financial Statements
for the Year Ended 31 December 1997

3. INCOMING RESOURCES

The incoming resources and surplus before taxation are attributable to the one principal activity of the company.

4. OPERATING INCOME

The operating surplus is stated after charging:

	1997 £	1996 £
Directors/trustees' emoluments	-	-
Depreciation - owned assets	7,344	5,977
Loss on disposal of fixed assets	-	100
Write-down of assets to net realisable value	13,913	-
Auditors' remuneration	2,350	2,756
	<u> </u>	<u> </u>

5. TAXATION

No liability to UK Corporation tax arose on ordinary activities for the year ended 31 December 1997 nor for the year ended 31 December 1996.

The company is a charity and no taxation is expected to arise on any of its activities in the year

6. SERVICE INCOME, GRANTS & DONATIONS

	1997		1996	
	Restricted Funds £	Unrestricted Funds £	Total Funds £	Total Funds £
European Social Fund	23,244	-	23,244	123,223
Hackney Task Force	20,000	-	20,000	22,498
CILNTEC	12,500	-	12,500	6,000
FOCUS	9,000	-	9,000	-
London Borough of Hackney	15,000	-	15,000	-
Comprehensive Estates Initiative	-	-	-	5,000
Heart of Hackney	59,000	-	59,000	44,418
City Fringe Partnership	13,076	-	13,076	-
Gifts - Businesses	2,880	-	2,880	29,750
Gifts - Trusts & Charities	37,441	-	37,441	56,000
Gifts - Church Bodies	-	-	-	765
Gifts - Individuals	-	2,627	2,627	1,246
Gifts - Church & Membership	-	2,067	2,067	970
	<u>192,141</u>	<u>4,694</u>	<u>196,835</u>	<u>289,870</u>

7. FINANCE INCOME

Deposit account interest	<u>45</u>	<u>-</u>	<u>45</u>	<u>468</u>
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Hackney Employment Link Project (HELP) Limited
(A Charity Company Limited by Guarantee)

Notes to the Statement of Financial Activities
for the Year Ended 31 December 1997

			1997	1996
	Restricted Funds	Unrestricted Funds	Total Funds	Total Funds
	£	£	£	£
8. DIRECT CHARITABLE EXPENSES and SUPPORT COSTS				
Staff wages	155,573	-	155,573	221,110
Support wages	61,013	-	61,013	-
Course materials	3,572	-	3,572	1,123
Travel expenses	1,274	-	1,274	372
Client welfare	761	-	761	630
Crèche expenses	4,645	-	4,645	-
Premises, rent & services	10,470	-	10,470	7,282
Telephone	2,874	-	2,874	2,133
Postage	1,083	-	1,083	1,708
Stationery & consumables	3,524	-	3,524	2,578
Photocopying costs	1,422	-	1,422	629
Books & periodicals	749	-	749	-
Computer expenses	-	-	-	220
Volunteers expenses	-	-	-	60
Staff training	1,865	-	1,865	1,974
Staff welfare	469	-	469	779
Travel & transport	516	-	516	198
Sundry expenses	1,459	-	1,459	412
Other Hoxton expenses	-	-	-	5,843
	<u>251,269</u>	<u>-</u>	<u>251,269</u>	<u>247,051</u>
9. FUNDRAISING AND PUBLICITY				
Course promotion	4,544	-	4,544	-
Consultancy & commission	491	-	491	2,778
Advertising & promotion	566	-	566	1,005
Annual report	-	-	-	761
Printing & design	1,128	-	1,128	960
Travel & transport	-	-	-	42
AGM costs	-	-	-	319
Cybercafe costs	29	-	29	-
Sundry expenses	-	-	-	512
	<u>6,758</u>	<u>-</u>	<u>6,758</u>	<u>6,377</u>

Hackney Employment Link Project (HELP) Limited
(A Charity Company Limited by Guarantee)

Notes to the Statement of Financial Activities
for the Year Ended 31 December 1997

			1997	1996
	Restricted Funds £	Unrestricted Funds £	Total Funds £	Total Funds £
10. MANAGEMENT & ADMINISTRATIVE				
Premises expenses	11,580	-	11,580	8,833
Light & heat	741	-	741	742
Management & administration	811	-	811	743
Staff recruitment	687	-	687	-
Staff welfare	94	-	94	196
Subscriptions	598	-	598	211
Insurance	-	-	-	610
Computer costs	625	-	625	-
Auditors fees	2,350	-	2,350	2,756
Accountancy fees	2,711	-	2,711	2,998
Legal & professional fees	894	-	894	713
Redundancy costs	5,267	-	5,267	-
Bank charges	384	-	384	709
Interest on late tax	-	-	-	111
Bank interest	1,992	-	1,992	516
Depreciation:				
Fixtures & fittings	1,628	-	1,628	1,277
Computer equipment	5,716	-	5,716	4,699
Loss on disposal of fixed assets				
Computer equipment	-	-	-	100
Reduction of fixed assets to net realisable value				
Fixtures & fittings	3,307	-	3,307	-
Computer equipment	10,606	-	10,606	-
	<u>49,991</u>	<u>-</u>	<u>49,991</u>	<u>25,214</u>

11. COMPANY VOLUNTARY ARRANGEMENT

On 23rd September 1997 the company entered into a Company Voluntary Arrangement under the supervision of Levy Gee, Chartered Accountants and Licensed Insolvency Practitioners.

Creditors owed a total of £82,443 agreed to the implementation of a scheme whereby funds of not less than £40,000 are to be paid into the scheme for the benefit of creditors. The remainder of £42,443 has been recorded as a reduction of expenses in the Statement of Financial Activities (page 4).

Hackney Employment Link Project (HELP) Limited
(A Charity Company Limited by Guarantee)

Notes to the Financial Statements
for the Year Ended 31 December 1997

12. TANGIBLE FIXED ASSETS

	Fixtures & fittings £	Computer equipment £	Totals £
	<u> </u>	<u> </u>	<u> </u>
COST:			
At 1 January 1997	8,521	16,457	24,978
Additions	2,243	8,785	11,028
Disposals	(1,891)	-	(1,891)
	<u> </u>	<u> </u>	<u> </u>
At 31 December 1997	8,873	25,242	34,115
	<u> </u>	<u> </u>	<u> </u>
DEPRECIATION:			
At 1 January 1997	3,376	7,920	11,296
Charge for year	1,628	5,716	7,344
Eliminated on disposals	(438)	-	(438)
Revaluation to net realisable value (see below)	3,307	10,606	13,913
	<u> </u>	<u> </u>	<u> </u>
At 31 December 1997	7,873	24,242	32,115
	<u> </u>	<u> </u>	<u> </u>
NET BOOK VALUE:			
At 31 December 1997	1,000	1,000	2,000
	<u> </u>	<u> </u>	<u> </u>
At 31 December 1996	5,145	8,537	13,682
	<u> </u>	<u> </u>	<u> </u>

Additional depreciation has been provided to reduce the fixed assets to net realisable value (see note 2).

**13. DEBTORS: AMOUNTS FALLING
DUE WITHIN ONE YEAR**

	1997 £	1996 £
Grant debtors	25,687	-
Other debtors	460	560
Accrued income	9,740	76,784
Staff loans	785	-
Prepayments	450	-
Help at Hoxton	1,029	-
Headstart	1,030	-
	<u> </u>	<u> </u>
	39,181	77,344
	<u> </u>	<u> </u>

Hackney Employment Link Project (HELP) Limited
(A Charity Company Limited by Guarantee)

Notes to the Financial Statements
for the Year Ended 31 December 1997

**14. CREDITORS: AMOUNTS FALLING
DUE WITHIN ONE YEAR**

	1997 £	1996 £
Bank overdraft	-	2,198
Trade creditors	392	365
Social security & other taxes	5,147	38,052
Grants repayable	-	2,582
Deferred income	12,000	15,653
Accrued expenses	4,060	5,108
Other loans	8,000	-
CVA creditor	40,000	-
	<u>69,599</u>	<u>63,958</u>

15. NET ASSETS/(LIABILITIES) ATTRIBUTABLE TO FUNDS

	Restricted Funds £	Unrestricted Funds £	Total Funds £
Tangible fixed assets	2,000	-	2,000
Current assets	39,181	-	39,181
Cash at bank and in hand	773	-	773
Current liabilities	(69,599)	-	(69,599)
Net liabilities represented by funds	<u>(27,645)</u>	<u>-</u>	<u>(27,645)</u>

Trustees' Report for the 1997 annual accounts

*** We started the year with high hopes**

Our Chief Executive, Paul Whitnall, who feels deeply for socially disadvantaged people outlined a new range of training programmes each tailored to meet a particular need, which gave the staff new direction and fresh inspiration.

*** We operated at full steam ahead for the first quarter**

We set a target of 500 clients for the year, the aim being to double the previous year's performance. The staff as a team determined to work even harder to realise this goal. We offered training programmes and person-centred guidance for the most excluded and this led to the introduction of 'Learn2Earn' and 'LEAP'.

*** We again made bids for European money**

A total of 6 bids for European Social Fund monies were submitted in line with the programme's time table in February 1997. On the strength of funding in previous years and because of confidence in our track record of quality provision and cost effective programmes, we anticipated a positive response and therefore funding of almost £200,000.

*** April saw 'Sprint' in action**

A new team member, Sam Egembah, was appointed to oversee the Resource Room generously funded in 1996. His role was to enable clients to target work more effectively, to improve CVs and to present their strengths in a clear format. Sam relates one of many success stories:

Alan secures a Clerk of Works job!

" Alan McAllister came to use the SPRINT resources in October 1997 soon after having become unemployed. His chosen field was Building Surveying although he lacked work experience and did not have a CV.

We addressed the CV issue to equip him with this vital document in the job market. Through our follow-up process I was able to monitor his progress after leaving the office.

His well-produced CV enabled him to access opportunities and gain regular interviews but unfortunately none of these proved fruitful.

At the beginning of 1998 he contacted me again requesting help in preparing for a particular interview. I scheduled a date for him to come to the Resource Room for a mock interview. Through this I was able to assess his presentational skills and guide him in understanding what employers are looking for. Also I suggested questions for him to ask for he had not realised the importance of this aspect of the interview.

It is my great pleasure to say that Alan secured himself a job as Clerk of Works for SERCO, Uxbridge. He is on a 3-year contract earning £19.5k per year. He was ecstatic about his success! He commented that he felt confident in the interview and knew how to present his case for the job. While the questions I had asked him never came up(!), he said when he asked them specific questions they seemed impressed with his understanding.

Alan is one of several clients who have found that SPRINT and HELP are a useful resource in the community"
(Sam Egembah - Client Support Officer)

*** LEAP takes off**

After a successful ESF bid in late 1996, preparation for this core skills training went ahead. Proscovia tells the encouraging story of

'Andy's Giant Leap'

"Although he could write some words on the first day, his written work revealed a number of problems such as:

- * a lack of appropriate spacing between words*
- * spelling errors*
- * lack of punctuation*

By the end of the first session, his writing had greatly improved and he was able to rewrite the passage with correct word spacing.

He attended 80% of the sessions working steadily throughout each and learning to fill in forms and write letters. He put his newly acquired skills to good use when he wrote to the Employment Liaison Project (ELP) requesting registration forms. He completed the forms and returned them. He has since been interviewed and registered for ELP support.

The LEAP course gave him access to ELP, a project that supports people with learning difficulties. He applied the reading and writing skills he had gained to be registered with them. ELP will notify him of suitable vacancies, will assist him to apply for work and support him during interviews. This small step was a giant leap for Andy! It opened a door that had previously been closed." (Dr Proscovia Astill - Trainer)

*** Learn2Earn provides for the most excluded clients**

We work with clients who have a 'vision' for self-employment by equipping them with 'know how' and start-up support. Ian relates another success story -

'Jamal and the toys'

"Enterprising Jamal Malcolm spotted a gap in the market and launched his own toy stall. Instead of spending Saturday playing football with his mates Jamal, who lives in the De Beauvoir area, is putting into practice skills he acquired on a Learn2Earn course which teaches young people how to buy well, sell well, serve well and keep good records.

After the first five weeks each course member gets a £100 loan from the NatWest Bank to help them try out their business ideas - 'we were especially impressed by Jamal who has shown a real skill for trading, identifying what toys sell well and making a respectable profit . . . he has been given £50 to add to his capital.'" (Ian Richardson - Trainer)

*** By the end of June we had HELP'd 288 unemployed people, or 58% of our target for the year.**

*** 'City Target' bull's eye**

This accelerated work preparation programme built on the fact that very close to Hackney is a massive potential for employment - the City. Local people have shied away from seeking work there, where they have experienced intimidation and a sense of alienation. However after 8 days of intensive confidence building including a visit to firms in the City at HELP's expense, many have been able to secure jobs as Sonia relates:

'Lorraine scores a bull's eye!'

"Lorraine Davies attended our City Target course 29th Oct-6th Nov 97. There were many obstacles in her way and the odds were against her. She had completely lost confidence through 3 years of unemployment and the prospect of facing an Industrial Tribunal hearing.

Day by day on the course I noticed changes in her attitude. On 13th December she wrote us a letter to thank us for restoring her confidence; she believed this won her a job at a higher managerial position than she had before. Lorraine believes, in her own words, that 'the course gave me a turnaround - the encouragement, positive support and just being there inspired me.'" (Sonia Miles McCauley - Trainer)

*** 'Headstart' initiative happened in July**

As members of the steering group for the first Hackney Employment and Training Fair, we shared in enabling doors to be opened to a range of training providers and employers.

This innovative, interactive one-day outdoor job fair, attracted a wide variety of job seekers. Its main impact was that it raised young people's awareness of the diverse options open to them.

*** Funding delays and redundancies**

We have come to expect delays in ESF funding (for example, funds for 1996 were not received until 13th December for that same year and 20% of money we earned then has still not been paid). However it was still a totally unexpected and painful blow to learn we were to receive only 10% of our £200,000 application for 1997. Anticipating these monies, we had overspent our budget and incurred other expenses.

Paul Whitnall battled for compensatory funding and other ways of keeping the project on an even keel. We pay tribute to his intensive and demanding efforts in this connection and to the whole staff team whose commitment can be measured by their willingness to forego a month's salary in August.

The Trustees sincerely offer their thanks to our magnificent staff. We would that their endeavours had been successful but regrettably redundancy notices had to be issued and on 19th September a Company Voluntary Arrangement (CVA) was agreed. This meant that as a viable and worthwhile company we could continue operations under the protective oversight of Paul Shipperlee of the accountants Levy Gee.

*** Positive outcomes?**

In terms of statistics by the end of September we had trained 405 people or 81% of our goal for the year. And even with all the distress and discouragement experienced by the staff we eventually topped our target for 1997 with a total of 505 trained people!

In terms of people each of whom is 'special' to the God we serve and also to us, who can calculate the intangible gains in the personal life of each individual we have HELP'd? Even those who have not yet found a job have been equipped with skills which will continue to work for them.

And what about our staff? It was with dismay that all our remaining staff except for Paul were issued with redundancy notices which ultimately came into operation on 28th February. Our hope is that there will be a positive outcome for each member of staff either with 'new HELP' if that proves possible or in some other useful Kingdom work.

What is left to say? We have confidence in the living God whom we serve that HELP may experience 'resurrection' and may soon be continuing to demonstrate God's care and concern for excluded, unemployed people.

27th February 1998