



COVID-19 and recovery from a charity's perspective

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COVID-19 and recovery from a charity's perspective

Mark Shadrack
Chief Operating Officer



hope and homes
for children


My Journey







Hope and Homes for Children: Why we exist



OVER
100
YEARS
OF SCIENTIFIC RESEARCH
SHOWS HOW
ORPHANAGES
DAMAGE
CHILDREN



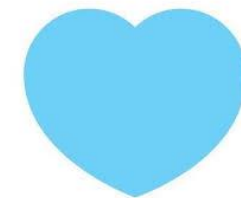
AN ESTIMATED
8 MILLION
CHILDREN
LIVE IN ORPHANAGES
ACROSS THE WORLD

80%




OF CHILDREN
IN ORPHANAGES

HAVE A
LIVING
PARENT
BUT ARE
ABANDONED
BECAUSE OF POVERTY,
DISABILITIES OR
DISCRIMINATION



Hope and Homes for Children: What we do

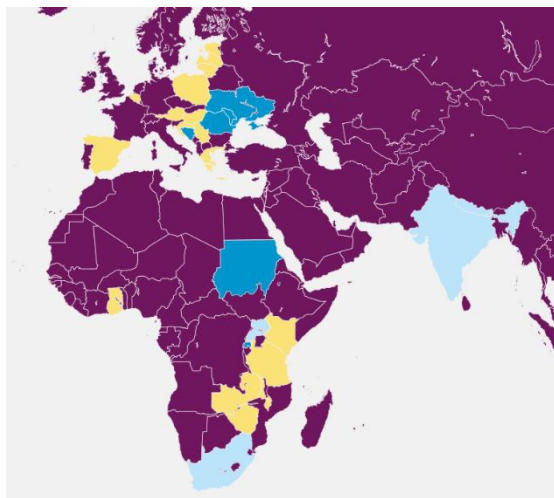


Mission



**To be the catalyst for the
global elimination of the
institutional care of
children**

Operational Scope



**Countries of operation
Countries of influence
Global advocacy**

Our Work

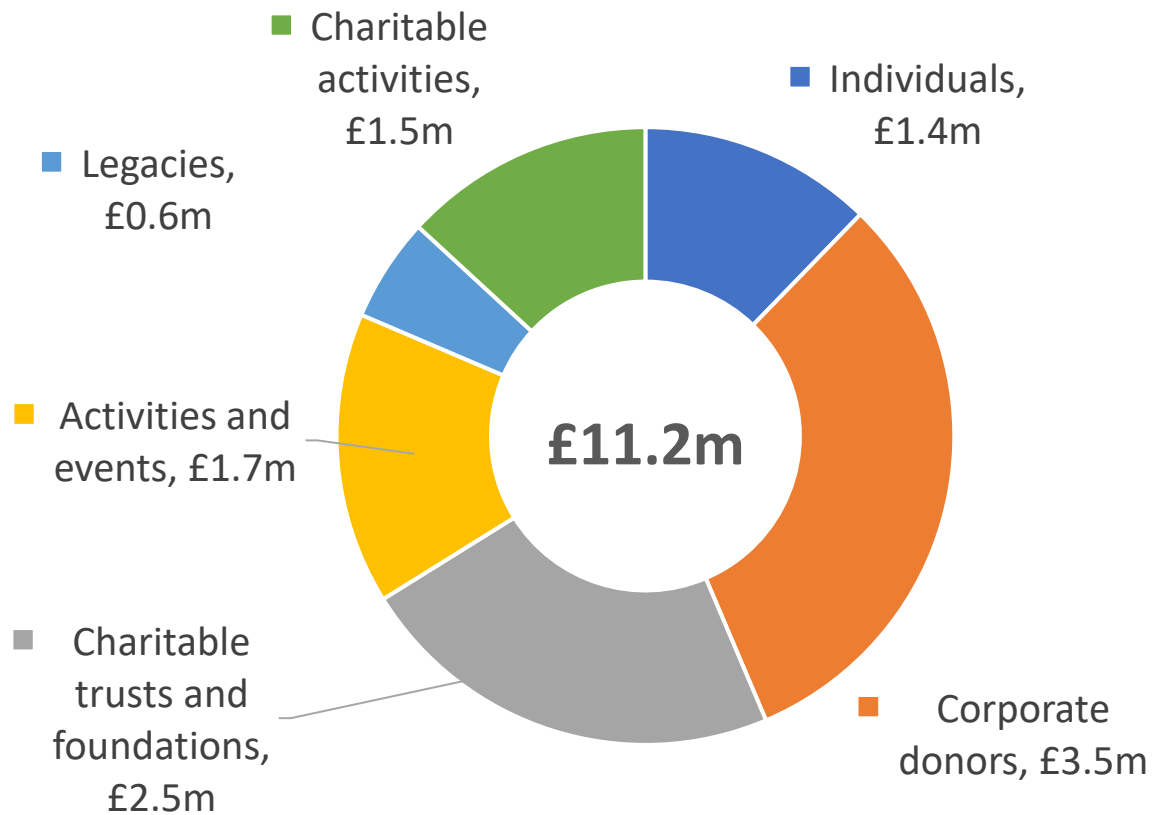


**Keep families together
Reunite families
Build new families**

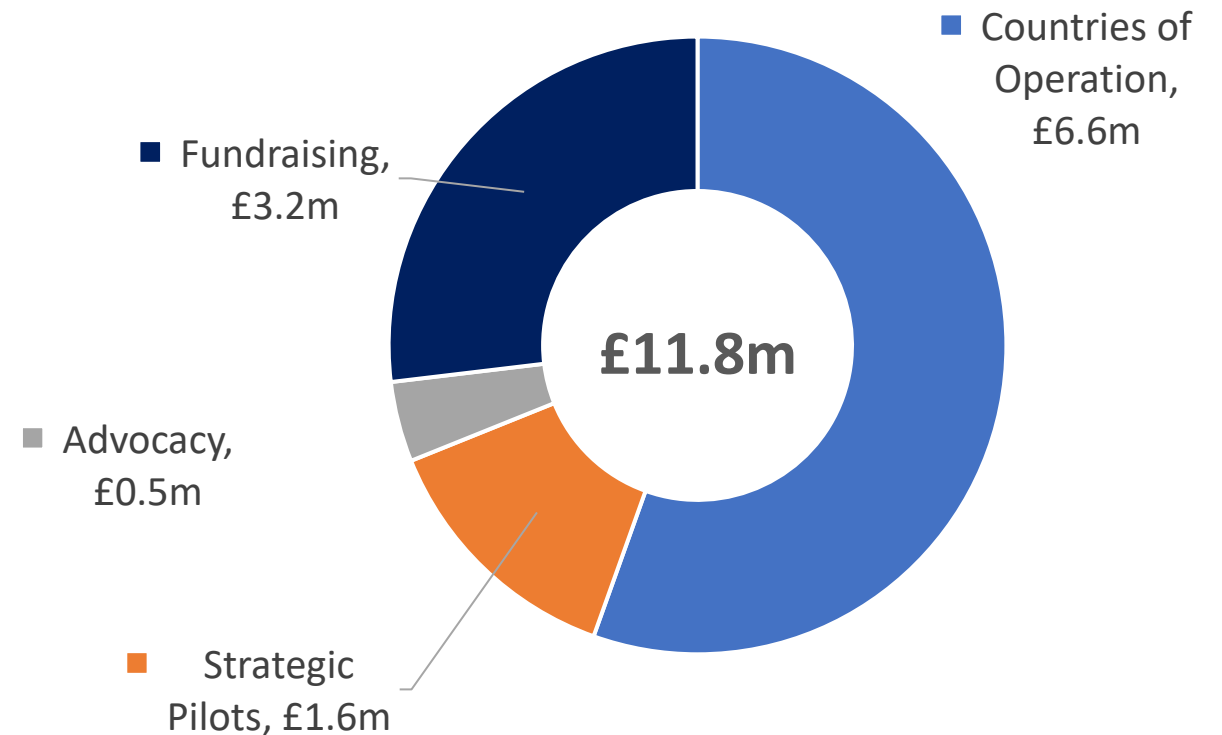
Finances 2019



Income: 100% Voluntary



Expenditure: Long-term commitments

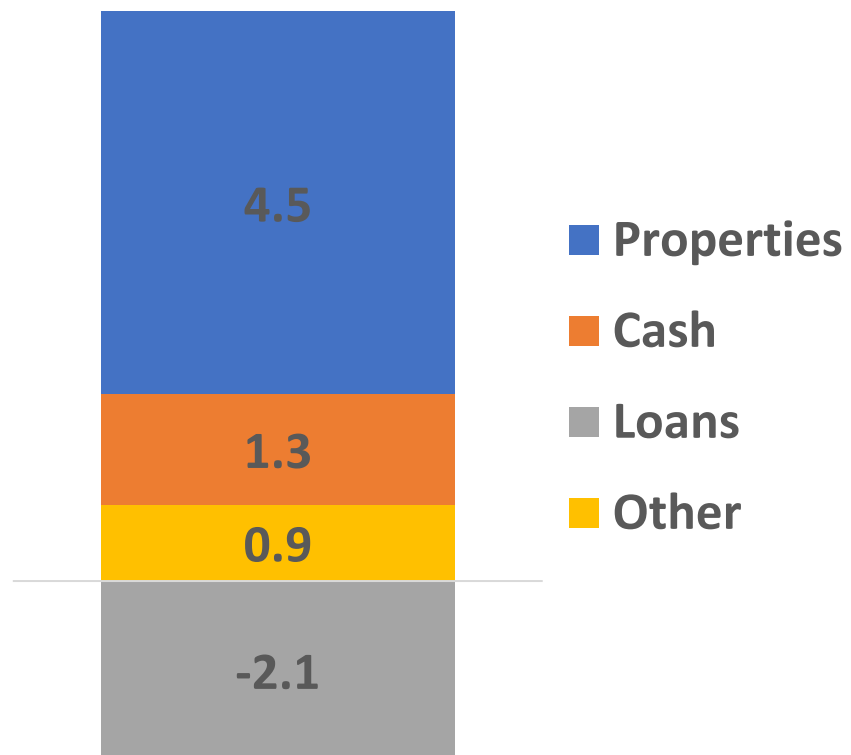


Note: Expenditure includes Support Costs of £0.8m allocated between the categories above

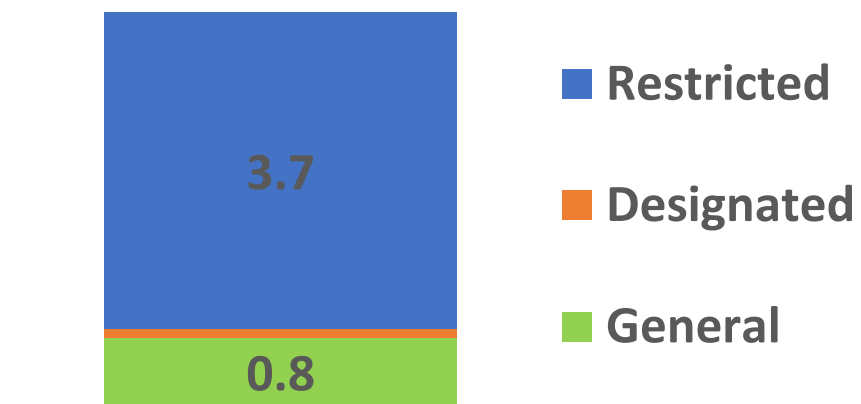
Balance Sheet 31st December 2019



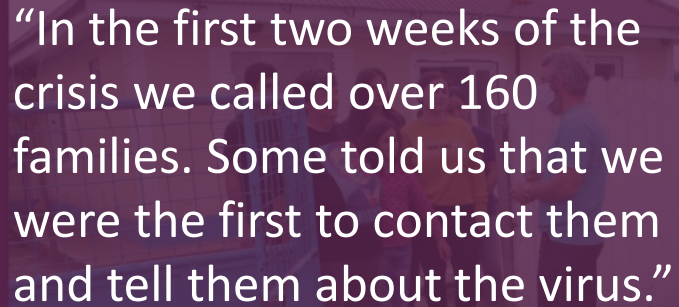
Net Assets £4.6m



Funds £4.6m

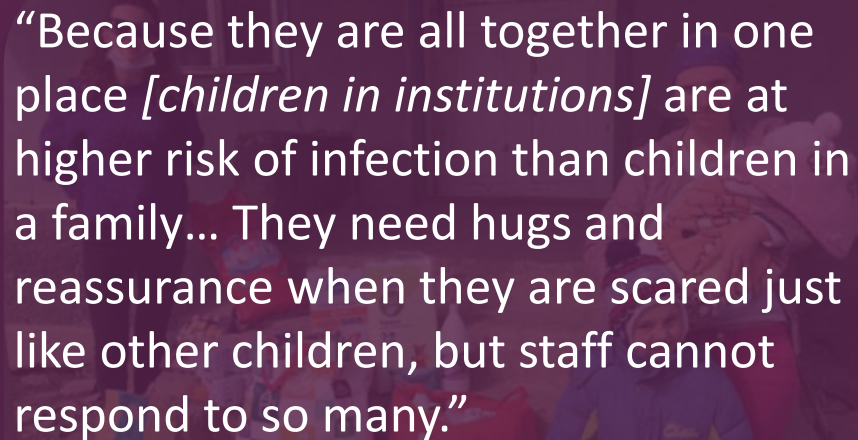


Covid-19: A Humanitarian Crisis



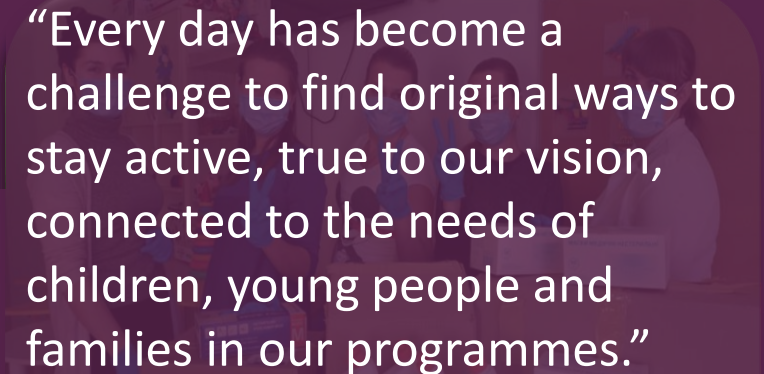
"In the first two weeks of the crisis we called over 160 families. Some told us that we were the first to contact them and tell them about the virus."

- Moldova



"Because they are all together in one place [*children in institutions*] are at higher risk of infection than children in a family... They need hugs and reassurance when they are scared just like other children, but staff cannot respond to so many."

- Bosnia



"Every day has become a challenge to find original ways to stay active, true to our vision, connected to the needs of children, young people and families in our programmes."

- Romania

COVID-19: Financial Impact

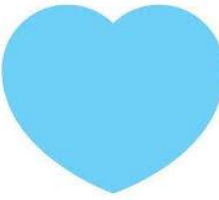


£1.5m Income hit



- Third party & organised events cancelled
- Corporate partners significantly impacted

Actions



Short-term cash



Expenditure Controls

Monthly cash forecasts
to Finance Committee

Leverage Donor Relationships



Relevant, compelling
narrative

Innovate & Collaborate



New Opportunities

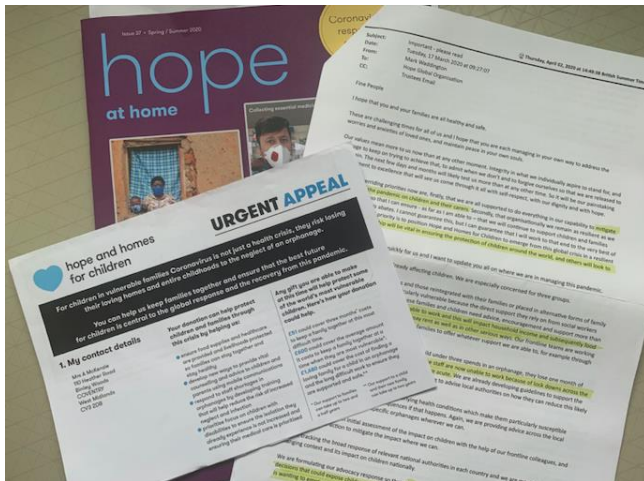
Recovery Plan: Securing the short-term



Emergency
appeal

Secure, pull forward,
extend and de-restrict
existing commitments

Restructure
debt



ALLEN & OVERY



Department
for International
Development



RELX

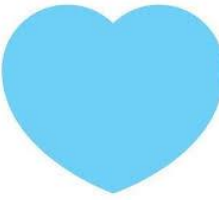


ST. JAMES'S PLACE
WEALTH MANAGEMENT

Spot the Difference



Outcome



**Income £1.5m
ahead of plan**



**Stronger
Balance Sheet**

- Debt reduced to £1.4m, repayable over 10 years
- Cash forecast to be > £2m at year end

**Going Concern
Review**

- 18-month cash flow scenarios & contingencies
- Board & auditor review

But it's not over...



Second wave



Recession



Individual & Corporate giving

Institutional funding



...and it's a long haul



Wellbeing





Looking Forward: Financial Sustainability

**A more focused
portfolio**



**A compelling
proposition**

**Families are the
foundation**

The global recovery from
COVID-19 must be built on
the foundations of strong,
supported families.

**Funding pipeline &
visibility**





Reflections

- Crisis reframed as a catalyst for action
- Donor relationships a vital intangible asset
- Importance of forecasting quality & scenarios
- Communicate, communicate, communicate
- Maintaining wellbeing

Thank
You!



hope and homes
for children

If you have further questions, please visit:

- ICAEW Global recovery: www.icaew.com/insights/covid-19-global-recovery
- ICAEW Coronavirus Hub: www.icaew.com/coronavirus
- Direct enquiries: www.icaew.com/contact-us/helplines-and-support
- Feedback / Insights: <https://r1.dotmailer-surveys.com/bb41f58a-124mcd1d>
- CABA: www.caba.org.uk



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