

# Your Role and Expectations

## The Role

Field	Detail
<b>Your Title</b>	Fractional CFO
<b>You Report To</b>	Grant Merwitz (Managing Director)
<b>Contract Period</b>	9 February 2026 - 9 June 2026
<b>Hours</b>	40 hours per week

Your full Statement of Work is available separately, but here's a plain-language summary of what we need from you and what the boundaries are.

## What We Need From You

In simple terms: **keep the financial engine running** while we figure out the long-term structure.

You are responsible for:

### Day-to-Day Operations

- Xero bookkeeping for 2 SA entities (Saint Raphael, Dr James La Porta Inc) and 1 UK entity (Sanctura Limited)
- Bank reconciliation across all SA accounts (weekly)
- Supplier invoice management (receive, log, reconcile, approve, prepare payment schedules)
- Cash flow monitoring - flag issues to Grant and James early
- Debtors reconciliation (weekly)
- Debt collection - initial contact with patients who owe money

### Reporting

- Weekly KPIs to Grant
- Monthly management accounts - by the **7th working day** at the latest, goal is as soon as possible after month-end
- Cash flow reporting
- Annual forecast (Ricardo reviews)

### Compliance

- Maintain a compliance calendar for all entities with 2-week advance warnings to Grant
- Coordinate with Inaura (SA accounting), Kinari/Capricorn Capital Services (UK accounting), and Imperium (annual returns)
- BHF and HPCSA registration (annual)
- Workman's Compensation (annual, June)
- Insurance renewal coordination with Grant

### Invoicing

- You don't create invoices - nurses and reception do that at point of service
- Your role is **audit and quality control** - review invoices weekly for accuracy and completeness

### Payroll

- Prepare and provide payroll data to Inaura (SA) and Capricorn Capital Services / Kinari (UK) monthly

### Service Provider Transition

- Facilitate the transition from Inaura and current providers to Bokelman or equivalent
- This is a Phase 2-3 deliverable (March onwards), not Day 1

## What You Cannot Do

There are some important access limitations:

Limitation	Workaround
<b>No Investec banking access</b>	You prepare payment schedules, Grant loads them into the banking platform
<b>No payment release authority</b>	Grant or Yaseen release non-SARS payments; James releases SARS payments
<b>No direct external provider contact</b> without Grant's approval	Review documentation first, propose an engagement plan to Grant, then he'll authorise contact

These limitations are interim arrangements. We'll find better solutions as you settle in, but for now this is how it works.

## The Three Phases of Your Contract

### Phase 1: Handover & Diagnosis (Feb - Weeks 1-4)

- Absorb everything from Alida
- Support the invoicing rollout
- Take over operational control of bookkeeping and reconciliations
- Review documentation on service providers (don't contact them yet)
- Start documenting processes

### Phase 2: Stabilisation & Optimisation (Mar-Apr)

- Build a 13-week rolling cash flow forecast
- Set up the compliance calendar properly
- Start delivering monthly management accounts
- Begin evaluating Bokelman as replacement for Inaura
- Embed the weekly invoicing audit cycle

### Phase 3: Transition Planning (May-Jun)

- Complete process documentation (operations manual)
- Write a recommendation on the long-term finance structure
- Progress or complete the Inaura-to-Bokelman transition
- Ensure orderly handover to whatever comes next

## How We'll Work Together

Rhythm	Detail
<b>Weekly check-in</b>	Every Friday - progress, blockers, priorities

<b>Month 1 review</b>	~10 March - how's the handover gone?
<b>Mid-contract review</b>	~10 April - are we on track? Do we extend?
<b>End-of-contract review</b>	~1 June - transition readiness

I prefer direct, honest communication. If something is broken, tell me. If you need something, ask. If you disagree with an approach, say so - that's part of why you're here.

## What Good Looks Like

By the time your contract ends, I want to be confident that:

1. Financial operations run reliably without heroics
2. We have a compliance calendar that gives us advance warning
3. Monthly accounts arrive early in the month, not late
4. The service provider landscape is cleaner (fewer, better providers)
5. There's a clear path forward - whether that's a permanent hire, your extension, or something else
6. Everything is documented so the next person (or future you) can pick it up