



mary's  
meals

a simple solution  
to world hunger

**Recruitment pack:**  
**Director of Finance  
and Operations**

**Remote working from  
anywhere in the UK**

**Mary's Meals UK  
September 2023**



**happy to  
talk flexible  
working**

mary's  
meals

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# Welcome from our Executive Director

Thank you so much for your interest in joining the Mary's Meals family. As you consider making an application for the role of Director of Finance and Operations with Mary's Meals UK, I hope you find this pack helpful, encouraging and exciting.

In joining Mary's Meals UK, you would become part of a global movement of people who will simply not accept that any child should go hungry in this world of plenty. We are passionately driven by our simple belief that every child in the world deserves an education – and enough to eat.

From small beginnings feeding just 200 Malawian children in 2002, we are now reaching 2,429,182 children across 18 programme countries (including Malawi, Liberia, Zambia, Haiti, South Sudan, and Syria) with a nutritious daily meal in school.

This meal not only meets the immediate needs of the hungry child, but it attracts children to the classroom, where they can gain an all-important education. And we firmly believe that the children who are receiving Mary's Meals today can grow up – better nourished and better educated – to become the men and women who will lift their communities out of poverty and end their reliance on aid.



None of this would be possible without the incredible generosity of our supporters all over the world, who give freely of their time, money, skills, and prayer. In Malawi alone, we have 80,000 volunteers who rise early each day to serve Mary's Meals to children in their community.

And, across Mary's Meals' 15 national affiliate countries, in which we raise awareness and funds for our work (including the UK, USA, Austria, Germany, Ireland, Croatia and Canada), thousands of people amaze and inspire us every day with their 'little acts of love', spreading the word about Mary's Meals in their local communities and raising money to feed more children.

The UK, where we received the first-ever donations for our work, is the largest of the national affiliates. And Mary's Meals UK, the organisation I am privileged to lead is responsible for continuing to tell our story across Scotland, England, Northern Ireland and Wales; engaging and inspiring more and more UK volunteers and donors; and driving forward the unrelenting growth of the Mary's Meals movement on these shores.

We do this while working very closely and collaboratively with our colleagues at Mary's Meals International, the organisation which co-ordinates the global movement and directly manages our school feeding programmes.

The Director of Finance and Operations role – a vitally important position which will oversee and propel onwards the work of two Heads of Department (Finance and Operations) and their teams – is absolutely crucial in providing strategic leadership, vision and operational excellence to Mary's Meals UK, as we seek to deliver continued income growth in this country for the benefit of many more hungry children in some of the world's poorest communities.

With more than 67 million children out of school around the world and a further 73 million attending school so hungry, they're unable to concentrate and learn, our work is only just beginning. Will you play a crucial part in shaping the future of Mary's Meals UK and, with it, the lives of so many people who both contribute to and benefit from this incredible work of love, joy, and hope?

I look forward to hearing *your* story.



**Alan Brown**  
**Interim Executive Director, Mary's Meals UK**

- **Our vision** is that every child receives one daily meal in their place of education and that all those who have more than they need, share with those who lack even the most basic things.
- **Our mission** is to enable people to offer their money, goods, skills, time, or prayer, and through this involvement, provide the most effective help to those suffering the effects of extreme poverty in the world's poorest communities.







- We have confidence in the innate goodness of people.
- We respect the dignity of every human being and family life.
- We believe in good stewardship of the resources entrusted to us.

View Mary's Meals' full statement of values here: [Statement of Values](#)

Mary's Meals is a global movement that sets up school feeding projects in some of the world's poorest communities, where poverty and hunger prevent children from gaining an education.

Our idea is a simple one that works. We provide one daily meal in a place of learning in order to attract chronically poor children into the classroom, where they receive an education that can, in the future, be their ladder out of poverty.

The Mary's Meals campaign was born in 2002 when Magnus MacFarlane-Barrow, from Dalmally in Argyll, visited Malawi during a famine and met a mother dying from AIDS. When Magnus asked her eldest son Edward what his dreams were in life, he replied simply: "I want to have enough food to eat and to go to school one day."

That moment was a key part of the inspiration which led to the founding of Mary's Meals, which began by feeding just 200 children in Malawi in 2002. Today, 20 years later, we feed over 2.4 million hungry children every school day across four continents.

Where Mary's Meals is provided, there is a rise in school enrolment, attainment and attendance. Wherever possible, Mary's Meals uses locally grown food to support the local economy and help smallholder farmers.

We work extremely hard to keep our running costs low and to ensure that at least 93% of donations goes directly on our charitable activities. This is only possible because most of our work is done by an army of dedicated volunteers all over the world, who carry out lots of little acts of love on behalf of Mary's Meals.

Having been inspired, in part, by our founder's Catholic faith, this work is named in honour of Mary, the mother of Jesus, who brought up her own child in poverty. We consist of, respect and reach out to people of all faiths and none.

Counting on support from around the globe, Mary's Meals has 15 registered national affiliate organisations, which raise awareness of our work, in 18 countries around the world. Funds raised by affiliates, including from Mary's Meals UK, are passed to Mary's Meals International, the organisation which co-ordinates our movement and directly manages the delivery of our school feeding programmes.





## Mary's Meals Network

### National Affiliates

 <b>Australia</b> Independent Affiliate	 <b>Austria</b> Independent Affiliate	 <b>Bosnia-Herzegovina</b> Branch of MMI	 <b>Canada</b> Independent Affiliate	 <b>Croatia</b> Independent Affiliate
 <b>Czech Republic</b> Independent Affiliate	 <b>France</b> Independent Affiliate	 <b>Germany</b> Independent Affiliate	 <b>Ireland</b> Independent Affiliate	 <b>Italy</b> Independent Affiliate
 <b>Poland</b> Independent Affiliate	 <b>Spain</b> Independent Affiliate	 <b>Switzerland</b> Independent Affiliate	 <b>United Kingdom</b> Independent Affiliate	 <b>United States</b> Independent Affiliate



**Mary's Meals International (MMI)**












### Programme Affiliates

 <b>Kenya</b> Branch of MMI	 <b>Liberia</b> Branch of MMI
 <b>Malawi</b> Subsidiary of MMI	 <b>Zambia</b> Subsidiary of MMI

### Fundraising Groups

 <b>Belgium</b> International Fundraising Group	 <b>Slovakia</b> International Fundraising Group
 <b>Hong Kong</b> International Fundraising Group	 <b>Slovenia</b> International Fundraising Group
 <b>Netherlands</b> International Fundraising Group	
 <b>Portugal</b> International Fundraising Group	

### Programme Partners

 <b>Benin</b> Soeurs de Marie de la Médaille Miraculeuse	 <b>Ecuador</b> Fundación Cristo Misionero Orante	 <b>Ethiopia</b>	 <b>Haiti</b> BND, Caritas Hinche, Summits Education	 <b>India</b> BREAD
 <b>Kenya</b> Caritas Lodwar	 <b>Lebanon</b> Dorcas	 <b>Madagascar</b> Grande Dignement, Feedback Madagascar, Money For Madagascar	 <b>Malawi</b> Missionary Community of Saint Paul the Apostle	 <b>Myanmar</b> Episcopal Commission for Education
 <b>Niger</b> Grandir Dignement	 <b>South Sudan</b> Diocese of Rumbek, Mary Help Association	 <b>Syria</b> Dorcas	 <b>Thailand</b> Living Water Foundation	 <b>Yemen</b> Yemen Aid
 <b>Zimbabwe</b> Mavambo Orphan Care, ORAP				

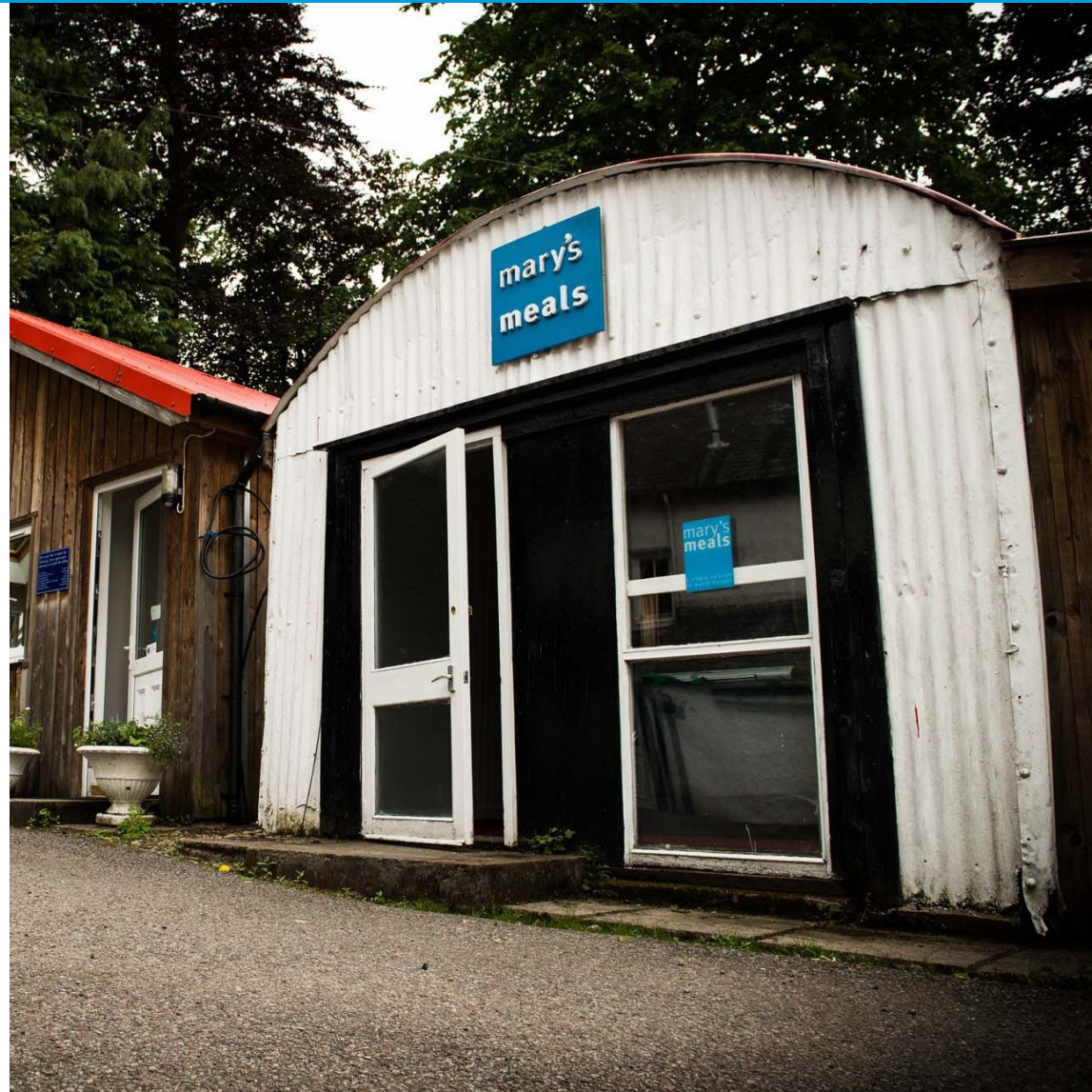


Mary's Meals UK (or 'MMUK'), a charity registered in Scotland, is the oldest entity in the Mary's Meals family – the original organisation established as Scottish International Relief in the early 1990s, when our founder and global CEO, Magnus MacFarlane-Barrow, first became involved in international aid during the Bosnian Conflict.

Back then, Magnus was a simple salmon farmer who, along with his family, decided to do something to help those who were suffering because of the war.

They relied heavily on the generosity of local people in their village of Dalmally in Argyll, who relentlessly donated food, blankets and other items of aid, which were then stored in the family shed, before being driven out by Magnus to Bosnia-Herzegovina.

Though our largest office is now in Glasgow, that same shed – which continues to be filled, metaphorically at least, with the generosity of our supporters – still serves as the headquarters of Mary's Meals UK to this day.



# About Mary's Meals UK

In January 2015, to recognise the incredible growth of the Mary's Meals movement around the world and to facilitate future growth in new countries, another entity – Mary's Meals International (or 'MMI') – was formed.

This new organisation assumed responsibility for directly delivering our programmes and for coordinating the growing number of Mary's Meals organisations around the world, aimed at either awareness-raising or programme delivery.

This structural change saw Mary's Meals UK become the global movement's largest fundraising organisation and enabled it to focus even more passionately on its mission to tell our story across Scotland, England, Northern Ireland and Wales, and empower more people to help us reach the next hungry child by offering their money, goods, skills, time or prayer.

Today, Mary's Meals UK raises awareness and funds under the direction of the Executive Director, and through the passion, commitment and dedication of our volunteers and staff, led by the Director of Communications, Director of Supporter Engagement and Income, and the Director of Finance and Operations. The organisation currently has offices in Glasgow and London and offers staff a flexible working model.



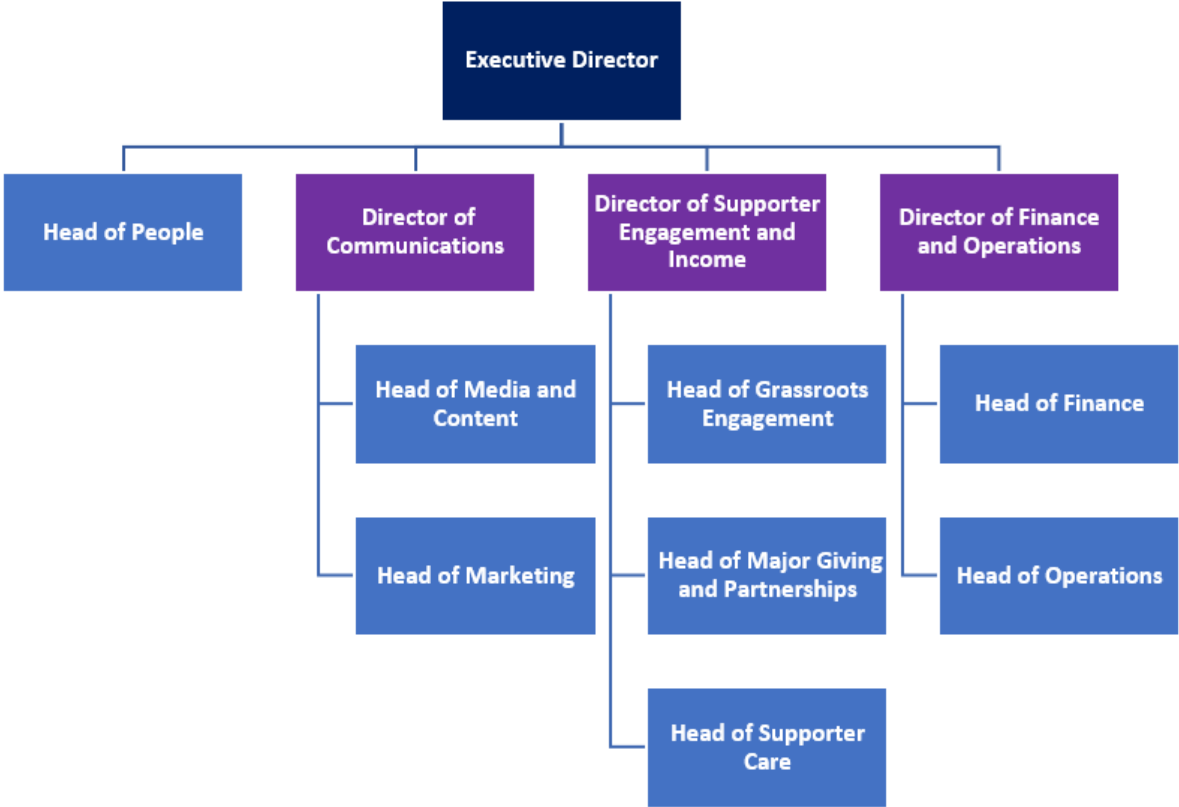


<b>Reports to:</b>	Executive Director
<b>Location:</b>	Home working from anywhere in the UK
<b>Salary:</b>	c. £58,209 - £65,073 per annum
<b>Benefits:</b>	<ul style="list-style-type: none"><li>• Flexible working</li><li>• 34 days' annual leave (including public holidays)</li><li>• Non-contributory pension with employer contributions of 8%.</li><li>• Volunteer and development days</li><li>• Enhanced maternity and paternity leave</li><li>• Employee Assistance programme</li><li>• Life Assurance</li><li>• Wellbeing support</li></ul>
<b>Key relationships</b>	<p><b><u>MMUK:</u></b> Senior Leadership team, Extended Leadership team, managers, staff, volunteers, board of trustees</p> <p><b><u>MMI:</u></b> Chief Services Officer</p> <p><b><u>External:</u></b> Auditor, Legal Counsel, Institutional funders, OSCR, ICO</p>



# Leadership team structure

- = Senior Leadership team
- = Extended Leadership team





Reporting to the Executive Director and serving as an integral member of the Mary's Meals UK Senior Leadership team, the Director of Finance and Operations contributes significantly to the organisation's overall strategic direction and is a source of inspiration, direction, and encouragement for staff and volunteers – both within the Finance and Operations directorate and the wider Mary's Meals UK team.

The Director of Finance and Operations has a particular responsibility for strategic and day-to-day oversight of all financial and operational aspects of the organisation's work – safeguarding financial stability, security and probity; sustaining and increasing standards of operational excellence and project management; developing a culture of high performance; increasing staff knowledge, skills and collaboration; and maintaining high levels of trust among our supporters.

The key teams within the directorate are:

- Finance (c. 7 staff)
- Operations and IT (c.4 staff)
- Data Insights (c. 3 staff)



## Qualifications

- A degree in a relevant subject and / or ten years' relevant work experience.
- Candidates who are Qualified Accountants are desirable, but not essential.

## Experience

- Working at senior management level, including leading a finance and / or operations function.
- Negotiating and influencing at a strategic level and building high-level relationships and partnerships.
- Working with and providing reports to senior executives and boards.
- Managing relationships with external service providers, including auditors and advisors.
- Leading, building and developing the capabilities of driven, bright, diverse and high-performing teams.
- Consistently making good decisions through a combination of analysis, wisdom and judgement.

## Skills

- Well-developed leadership, management and coaching skills (on both a team and individual basis).
- Warm and engaging personality, with excellent written and verbal communication skills.
- Strong relationship-building skills, with a demonstrable ability to persuade, convince and effectively interact with others.
- Resilient, flexible and self-motivated.
- Proven track record of implementing and overseeing robust processes, procedures and project management.
- Demonstrable analytical and conceptual skills to plan budgets, timetable agreed activities and oversee operations.
- Ability to provide inspiring leadership and manage continuity, change and transition.
- Good computer skills, including familiarity with financial software packages and the Microsoft Office suite.



- Make a significant contribution to the organisation's overall strategic direction and growth, as part of the senior leadership team, and safeguard financial stability, security and probity.
- Continually protect, demonstrate and promote Mary's Meals' values both within the organisation and with external stakeholders, and maintain a positive, healthy and safe working environment for all our people.
- Drive forward strategy in the areas of Finance, Operations, Facilities; IT Systems and Data Insight – and maintain robust oversight of key systems, processes, controls and day-to-day operations.
- Ensure the organisation is always in compliance with relevant legislation and regulations – including company law, charity law, employment law and data protection – and uphold best practice in all key areas.
- Establish and maintain strong relationships with colleagues, volunteers, donors and partners, and represent the organisation externally as required.
- Maintain robust accounting processes and financial controls which deliver accurate income and expenditure recording, and safeguard good stewardship of the funds entrusted to us.
- Oversee production of quality monthly management information, analysis and forecasting; produce the statutory accounts; facilitate the successful completion of the annual external audit process; and prepare robust budgets.
- Ensure the appropriateness of the key assumptions included in the charity's medium-term financial plan and annual budget proposals – and provide clear advice to the Executive Director and other senior colleagues on such matters.
- Contribute to and co-ordinate the preparation of the charity's strategic plan and the monitoring and reporting of progress against organisational goals and objectives
- Ensure compliance with the requirements of regulatory bodies, particularly the Office of the Scottish Charity Regulator (OSCR) and operate in accordance with the Charities Statement of Recommended Practice (SORP) and the United Kingdom Generally Accepted Accounting Practice (UK GAAP).
- Develop, enhance and maintain the operational and strategic risk registers, and support the Executive Director and trustees in good organisational governance and effective risk management.
- In collaboration with Supporter Engagement and MMI, ensure regular reconciliation between financial systems and our CRM system and enhance intersystem processes.

- Work with Mary's Meals International to strengthen IT security; and manage, maintain and enhance Mary's Meals UK's maximisation of key business systems.
- Ensure supporters' information is always kept safe and secure, maintaining Mary's Meals UK's compliance with relevant data protection legislation, particularly the General Data Protection Regulation (GDPR) and Privacy and Electronic Communications Regulations (PECR).
- Underpin Mary's Meals UK's growth strategy with the efficient and consistent production of high-quality management information, data analysis and supporter insight statistics.





**Managers at Mary's Meals approach their role in line with our 7S competency model:**

## 1. Self

- I build and demonstrate resilience
- I lead by example
- I'm authentic and true to Mary's Meals values
- I develop myself and set stretching goals

## 2. Service

- I have a vocational attitude to my work
- I inspire hope in others
- I build belief that even difficult challenges can be solved
- I am committed to serving and enabling all who want to be part of the global movement
- I work to ensure our future will be even better than our past

## 3. Simplicity

- I communicate effectively
- I follow clear decision-making criteria
- I create plans that are easy to follow and contribute to organisational goals
- I embrace inclusivity and diversity
- I focus on delivering results

## 4. Stewardship

- I pay attention to the things that matter most; (a) our physical resources; (b) our people
- I nurture, develop and respect our relationships with external stakeholders
- I deliver on my promises
- I am happy to be held accountable and to hold others to account

## 5. Strategy

- I have a point of view about the future
- I know our stakeholders and see our priorities clearly
- I help others to work in ways that have the greatest impact
- I develop strategy and translate it into action

## 6. Strengthen

- I create a positive work environment
- I increase the capabilities of my team
- I help people manage their careers
- I find and develop next-generation talent

## 7. Success

- I ensure my team is technically competent and developing
- I build high performing teams
- I ensure accountability
- I am a catalyst for change



## How to apply for this role:

To apply for the role of Director of Finance and Operations at Mary's Meals UK, please send a tailored CV and covering letter to: [jobs@marysmeals.org](mailto:jobs@marysmeals.org)

Your covering letter should make a compelling case for why you feel motivated to apply for this role within Mary's Meals UK, as well as giving a concise overview of your most relevant skills and experience and should fill no more than two pages of A4.

## Recruitment timescales:

Closing date for applications: Thursday 5<sup>th</sup> October 2023



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**Mary's Meals UK**  
Charity No. SC022140  
Company No. SC265941  
Tel: 0141 336 7094

**Dalmally office**  
Craig Lodge  
Dalmally, Argyll  
PA33 1AR

**Glasgow office**  
Unit 6 Claremont Centre  
39 Durham Street, Glasgow  
G41 1BS

**London office**  
13 Hippodrome Place  
Notting Hill, London  
W11 4SF



**“Together, let’s set out on this journey; one step at a time, one meal at a time, one child at a time.”**

**– Magnus MacFarlane-Barrow, Mary’s Meals founder**