



Executive Director

Marmalade Trust

Candidate Pack

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01. Welcome Letter

I am delighted to introduce Marmalade Trust and set out an exciting opportunity to join our team.

15 years ago, whilst working as a health professional, my interest in loneliness and social isolation started to develop into a passion. The implications of chronic loneliness can be significant, and I saw this daily with my work and with volunteering. I also reflected on the effect of loneliness on my own personal wellbeing. What struck me the most was that this is 'fixable' and yet not something people would openly talk about. As a society we have the opportunity to understand and address loneliness and have a real tangible positive impact on people's lives and communities.

Marmalade Trust was named after the connection with Paddington Bear. The happy, positive, and friendly bear was embraced by the community, and everyone was happier for it. I strongly believe we will all experience loneliness at some point in our lives, and for many (like myself) it will first appear in childhood. My teddy bear was my comfort when I changed schools at the age of eight, and I created Marmalade Trust as a friendly place to understand loneliness, its impact on yourself and your community.

Our vision is a society that recognises loneliness and supports people to develop opportunities for connection. The passion and values behind this are to be inclusive, welcoming and supporting, what can quite often be, momentous change for our members (service users).

The dedication over these 11 years – from our small but mighty team, over 1,000 committed volunteers, Trustees and myself, has enabled us to achieve a huge amount. We have actively changed thousands of lives through our member events and projects, raised over £1 million from fundraising and national partners, created the world's first Loneliness Awareness Week (LAW) and helped spread that globally – and worked with government and other stakeholders to keep awareness of loneliness front and centre.

Delivery of this vision and core values is governed by a strategy I have developed over the years, that has so far involved working with all demographics and communities. Our unique approach has led to significant change in awareness and understanding of loneliness. But there is more to come.

As we move on to the next phase of sustainability and financial growth, we have an exciting opportunity to expand the senior leadership team. Working closely with myself, you will continue the mission to increase impact and drive change. We welcome applicants who want to join our mission.



Amy Perrin OBE



02. Executive Summary

Marmalade Trust is an award-winning charity dedicated to raising awareness of loneliness and empowering people to make connections.

A leading loneliness charity for all ages and one of only a handful of charities in the world dedicated to raising awareness of loneliness. Marmalade Trust is a small charity with a big mission – and the momentum is growing. Sadly, similar organisations working in this space have closed their doors in recent years, and this creates a real opportunity for Marmalade to influence at the national level.

They take a two-fold approach to loneliness.

Number one: through their projects they identify the people most at risk from experiencing loneliness in society, signpost them to the right support and resources and help empower them to make new friendships and connections.

Number two: through their national and international campaigns they raise awareness about loneliness across all sections of society. On both a micro and macro level they are committed to bringing about positive and lasting change. And making new friends while doing it!

Marmalade Trust are seeking a dynamic and commercial leader to take accountability for the operational expansion and positioning of the organisation and continue driving the fantastic growth that has been achieved to date.

The new Executive Director will be a key face of Marmalade Trust, executing and evolving the strategy and engaging in public networking, whilst also improving and professionalising internal working practices and systems, as well as growing and diversifying charitable income.

Marmalade Trust is being assisted in this appointment process by the executive search firm Society. Applications should consist of a CV and a covering letter. These can be uploaded via Society website [here](#). The deadline for receipt of applications is 12pm midday (GMT) on Monday, 18 November 2024.



03. About Marmalade Trust

The mission is clear and simple: *'To create a society where we recognise that loneliness exists and support each other to find new social connections'*.

Marmalade Trust was started in 2013 by healthcare professional Amy Perrin. Through the nature of her work, Amy was always aware of loneliness, and she wanted to do something to change the stigma around it and help to build a more connected society. Since launching, they have directly helped thousands of people and have reached millions more. Loneliness is no longer seen as something that only older people experience and Marmalade Trust is now raising awareness of loneliness across all demographics in society.

Their longest-running project is the annual 'Christmas Cheer' lunch in the Bristol, South Gloucestershire and the North Somerset area for the 'Marmalade members', supporting chronically lonely individuals who would otherwise be by themselves on Christmas Day.

In 2017, Marmalade Trust launched Loneliness Awareness Week (LAW), which is now a global campaign.

Loneliness Awareness Week is all about creating supportive communities by having conversations with family, friends or colleagues about loneliness. Loneliness is a natural human emotion – we are hardwired to need social connections. By talking about it, we can support ourselves and others. Thousands of events have been hosted across the country and Marmalade Trust has reached hundreds of millions of people globally with their campaign messages.

Most recently, during the pandemic, they launched the Winter Companions project to provide companionship and support to people during the cold and dark winter months. Marmalade Trust also run various supportive schemes, initially starting with a buddy scheme and then moving to winter companions during the pandemic, based on the enabling/empowering social prescribing model. Trained volunteers make weekly calls to members, focusing on their specific needs and interests.



Loneliness

In 2023, the World Health Organisation declared loneliness a 'global public health concern', having a serious impact on physical and mental health, quality of life, and longevity. The effect of social isolation and loneliness on mortality is comparable to that of other well-established risk factors such as smoking, obesity, and physical inactivity. Loneliness is defined as a perceived mismatch between the quality or quantity of social connections that a person has and what they would like to have. Everyone's experience of loneliness is different. It's subjective and personal to each of us.

Human beings evolved to feel safest in groups, and as a result, we experience stress when we're disconnected or isolated. Imagine if you lived in a tribe and while you were out hunting, you found yourself alone. You'd be under serious threat without the protection of your group – your levels of the stress hormone, cortisol, would rocket up, and would stay raised until you're back with your tribe.

Researchers believe that this stress and alertness in response to isolation became embedded in our nervous system to produce the anxiety we associate with loneliness. Fast forward to modern times, our biological need for connection remains, but our society has never been more disconnected. More of us live alone than ever before, our sense of belonging to neighbourhoods has fallen and 36% of people in the UK feel lonelier now than before the pandemic.¹

As a health professional and volunteer, Amy Perrin knew how tough loneliness and social isolation can be. Amy met three older people spending Christmas Day alone and, seeing the shortage of Christmas events in Bristol, she took them out herself. Amy was approached by GPs and even a local bank clerk asking if she could include more people, and soon three became 18! After Christmas, with a doormat piled high with thank you cards, Amy realised the importance of what had been achieved and Marmalade Trust was born.

Board of Trustees



Hatty Goodwin – Chair



Leah Cleaver – Treasurer



Matt Lovat – Trustee



Kate Lewis – Trustee



Olly Reid – Trustee



Richard Hughes – Trustee

¹ <https://www.thecaresfamily.org.uk/our-social-disconnection-crisis-the-evidence#>

03. About Marmalade Trust Continued

Marmalade Trust currently has four employees, a network of contractors, and over 200 volunteers who support in programme delivery. Its annual turnover is circa £300,000.

2023 was a big year for Marmalade Trust!

Firstly, their brilliant Founder, Amy Perrin, was awarded an OBE in The King's New Years Honours List. Amy received the honour for her services to older people. Secondly, Marmalade Trust volunteers received The King's Award for Voluntary Service. Equivalent to an **MBE**, it is the highest award a local voluntary group can receive in the UK and fantastic recognition of such incredible volunteers, whose hard work and dedication are at the heart of all they do.

Last, but certainly not least, Marmalade Trust announced their partnership with Heineken UK.

For LAW 2023, face-to-face connection events returned with over 1,500 events organised across the country and around the world. In 2024, LAW achieved an incredible total of more than 3,000 events taking place. 80% of participants reported feeling happier and more connected following the campaign. Their hashtag trended on X (formally Twitter), and they partnered with leading national charities to release a call to action to the government on loneliness. This then went global! Partners from loneliness organisations across the world joined the campaign, including an event at Capitol Hill. Marmalade Trust hosted a joyous garden party with 45 guests.

Heineken has spearheaded a research piece looking into the power of connections and the role of pubs as the focal points of communities in bringing people together. From a nationally representative survey, they found that 55% of people feel happier and less lonely after making small talk with a stranger and that people yearn for more random acts of connection in their lives.

The research highlighted the role of the pub, a community hub, as where people are most likely to talk to strangers and forge new connections and 54% of Britons said those small moments of connection they experience in pubs makes them feel less lonely.

Between the above, and WHO making loneliness a focal point for public health organisations around the world, they find themselves faced with a platform and potential impact like never before.

In 2017 Marmalade Trust developed the 'Let's talk loneliness' campaign with loneliness awareness week. Since then, they have continued to work closely with the Dept for Culture Media and Sport (UK Government) who have now formed a 'Let's talk loneliness' team.

Marmalade Trust have received global attention for their loneliness awareness raising efforts, including featuring on Japan HNK network (equivalent to Newsnight); CNN; Bloomberg news and BBC etc. Their unique approach of raising awareness of loneliness has been led by the founder Amy Perrin, who was invited to give an opening pre-recorded speech at a global loneliness awareness week event in Capitol Hill this year.

04. Role Description

Marmalade Trust is looking for an Executive Director to build on the work to date in close collaboration and partnership with the Founder, forming a senior leadership team to drive the charity forwards. We are looking for someone who will work with the Founder and Board to expand the charity in the future.

Key responsibilities will include:

Strategy and Growth

- working with the Board and Founder to implement, evolve, and monitor progress against Marmalade Trust's mission and strategic plan;
- improving the position of the organisation by augmenting its capacity, outreach, networking, visibility, impact, and activities;
- working with the Founder and liaising with the Board in relation to the evolution of the charity's strategic vision and taking responsibility for leading operational implementation;
- identifying and assessing strategic risks, issues and opportunities and taking responsibility for initiating and leading associated changes;
- working towards the achievement of long-term sustainability, developing the business model and maximising income;
- ensuring alignment of organisational resources with the strategic plan.

Founder Collaboration

- working with the Founder in seeking out, developing, and nurturing beneficial partnerships with supporters, donors, other charities and all relevant authorities/organisations, including maintaining good working relations with pre-existing partnerships;
- deputising as required in representing the charity in press/media interviews;
- working with the Founder as required in driving policy improvements, and implementing an advocacy plan;
- partnering with the Founder in building a senior leadership team to drive the charity forwards.



Leadership

- inspiring and empowering the small but dedicated team, fostering a culture of collaboration, innovation, and excellence;
- developing best-practice for the management, development, and engagement of staff and volunteers;
- instilling processes for staff to work to, whilst also creating space for them to deliver autonomously;
- setting working objectives and KPIs for staff and providing regular supervision, support, guidance, and conflict resolution as required;
- directly managing the team and being prepared to step in and fill gaps in operations when required;
- identifying roles to be recruited on a permanent basis, with a view to moving away from a reliance on contractors;
- ensuring that the organisation has the infrastructure needed to support and develop staff and volunteers;
- ensuring that all staff members have a personal development plan, that training needs are identified, and relevant training received;
- consistently promoting and exemplifying the ethos and values of Marmalade Trust.

Operational / Organisational Management / Finance

- taking executive responsibility for the financial leadership of the charity, including forecasting and strategic budget leadership;
- ensuring full and accurate reporting including the preparation of an annual report and financial statements to the Charities Commission;
- monitoring the financial situation of the organisation and ensuring financial viability, taking prompt, corrective action where required;
- developing, implementing, and managing effective communication, administrative and financial systems for monitoring and improving the effectiveness, efficiency, quality and impact of Marmalade Trust's activities;
- liaising with the Board to develop and lead on the implementation of the charity's financial plans, including setting budgets, formulating income generation strategies and overseeing all fundraising activities.

Governance and Compliance

- liaising with the Board to ensure that the charity's overall governance structure, policies and procedures are appropriate and effective, taking remedial measures and proposing changes as necessary;
- attending all Board meetings (held six times a year, plus ad hoc meetings for business-critical decisions) and preparing a written report in advance of each meeting;
- detailing matters of interest and concern regarding the charity's activities during the previous period; ensuring that the Board is made aware in a timely fashion of any matters requiring its attention;
- developing and maintaining effective operational policies and processes in all the charity's functions. Reviewing and updating scope and content to meet legal, regulatory and best practice needs.

Applicants should recognise flexibility required when working for a small organisation and be happy to carry out other duties that may be required.



05. Person Specification

The Executive Director will be commercially minded, an outstanding communicator, and an adaptable leader with the ability to enthuse beneficiaries, funders, colleagues, contractors, and partners about the values of Marmalade Trust.

The ideal candidate may not have director-level experience in the charity sector specifically, but will have experience of reporting to Boards, and managing people, projects, and budgets. They will also be expected to demonstrate evidence of the following skills, capabilities and experience:

- Strong commercial acumen, evidenced by a successful track record in setting and delivering strategic growth for an organisation;
- background in financial planning and budget management;
- experience of developing strong external public relationships promoting and representing an organisation;
- good understanding of the principles of charity governance and establishing effective Board relationships;
- demonstrable experience instilling 'change readiness' within teams and organisations;
- a track record in establishing, maintaining, and growing corporate partnerships;
- a strategic thinker with the ability to evolve and articulate a clear vision;
- a dynamic and engaging leadership style, which encourages, motivates, inspires and develops staff and volunteers;
- excellent communicator (both orally and in writing) with effective listening, influencing and negotiation skills;
- highly effective decision-making skills with excellent analytical, organisational, and problem-solving abilities;
- a background in charity leadership would be advantageous but is not a pre-requisite.



06. Appointment Details and How to Apply

Marmalade Trust is being assisted in this appointment process by the executive search firm Society (www.society-search.com).

Please reach out to Alyce Brogan alyce.brogan@society-search.com or Usma Collins usma.collins@society-search.com, to have a confidential discussion about this key role at Marmalade Trust

Applications should consist of:

1. a concise covering letter (ideally no longer than two pages), addressing the criteria in the Person Specification;
2. an up to date curriculum vitae;
3. names and contact details of three referees (although referees will only be approached at the final stage of the process, and only with your express permission).

General advice on how to write a **[strong CV](#)** and **[strong covering letter](#)** can be found on our website.

To upload your documents via Society's website, click [here](#).

The deadline for receipt of applications is midday on Monday, 18 November 2024.

Shortlisted candidates will be invited to interview with the Trustees of Marmalade Trust in late November or early December. As part of the process, you will be able to have a 1:1 meeting with the Founder, Amy Perrin, and to meet members of the wider Marmalade Trust staff team. You may also be asked to complete some form of psychometric assessment.

An appointment will be made subject to receipt of satisfactory references. The appointed candidate will be offered a salary that is commensurate with their experience and the seniority of their new role.

We are committed to ensuring that anyone can access our application processes. This includes people with hearing, sight, mobility, and cognitive impairments. Should you require access to this document in an alternative format, wish to apply in a different format, or need any other reasonable adjustments made for you (including at interview), please contact us at inclusion@society-search.com. We also welcome suggestions or comments about any more general access improvements we should consider.





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Society is a global executive search firm and a certified B Corporation. 10% of our profits go to charitable causes through The Society Foundation. With colleagues in the United Kingdom, the United States, and New Zealand, we solve senior hiring challenges for responsible businesses and purpose-driven organisations around the world.

We believe that the right candidate, placed in the right organisation at the right time, can initiate a chain reaction of transformative change that will help to deliver a more inclusive and sustainable future.

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