



MARCH 2026

# Hubbub Trustee Candidate Pack

# Letter from our Chair

Thank you very much for your interest in becoming a Trustee at Hubbub. This is an important time to join our board of trustees as we are rolling out our new strategy – Making Sustainability Second Nature.

The need for Hubbub is greater than ever. The political consensus on the environment has broken down, reducing pressure to act, whilst the climate and nature crises are increasingly evident. Hubbub has a large role to play in finding ways to activate popular support for climate action, shifting the narrative and driving momentum for change.

We hope to find Trustees willing to help us challenge these headwinds in a positive, practical and creative way. We work better as a Board if our Trustees leverage their varied viewpoints and experiences as we take our message to larger audiences looking for what works.

This is an opportunity to shape our future, working with a highly motivated and engaged team. If you share our commitment to change, and believe you have the experience and qualities we are looking for, we look forward to hearing from you.

**Richard Lackmann**  
Chair

A young woman with dark hair in braids, wearing a patterned headscarf, clear glasses, and a black jacket, is smiling warmly. She is holding a large orange pumpkin. The background is a lush garden with various plants, including purple flowers and green foliage, with a blue fence and trees in the distance.

**Hello,  
we're Hubbub**

**We're an environmental  
charity making sustainability  
second nature.**



# About Hubbub

The climate and nature crises are increasingly evident across the UK, but we're still not tackling them at the scale and speed needed.

We catalyse environmental action. We're proving that environmental action is politically possible, publicly supported and rooted in communities across the UK.

We run real-world projects that show environmental action can be positive, practical and rewarding. And then we share that evidence with business and government, to give them the confidence to make bolder choices. [Check out our Theory of Change here.](#)

## Our impact

In 2025 we inspired **3.5 million actions for the environment**, from people switching to plant milk and saving energy at home, to transforming local green spaces and sharing surplus food.

You can read our 2025 impact report [here](#).

# Our culture

We're committed to creating a culture that promotes diversity, equal opportunities and openness.

We know that it's our people that make all the difference to the work we do, and we're firm believers that there's always something new to learn, and it's best learnt from lived experience.

Hubbub participates in the RACE (Racial Action for the Climate Emergency) report, to support greater transparency and improve diversity and inclusion within the environmental sector. Hubbub's RACE card is [here](#).

Much of our work is in communities, many of which are disproportionately impacted by climate injustice. It's important that we're drawing from diverse candidate pools to not only bring diversity in internal perspectives, but to also further reflect the communities that we serve.

# Our values

## Give a damn about the environment

Action on climate change is at the heart of everything we do. We care about the difference we make and are honest about the impact.

## Curious

We're interested in people, places, trends, politics, and the world we live in. We ask questions, gather knowledge and seek opportunities to engage wider communities meaningfully.

## Entrepreneurial

We lead the way. We take risks and trust instincts, experimenting without fear to discover new ways to make a difference.

## Playful

Positive and playful to connect people, catch imaginations and make people smile, because the world is serious enough.

## Creative

We re-imagine everything. Follow intuition and bring magic to the everyday. Help people see things differently and challenge the status-quo.

## For everyone

Creating ways to include everyone in climate action, breaking down barriers and making it worthwhile too. It's built into who we are and everything we do.

# Our approach

Hubbub has a track record of designing collaborative, award-winning behaviour change campaigns built on insight.

Here's how we approach collaborations:

## 1 Scope

Let's shape the brief. What's the challenge we're looking to tackle together? What impact do we need to have.

## 2 Discover

This is where we explore. We listen, observe, and ask questions to gain insight. Always building ideas based on solid evidence, environmental knowledge, and behaviour change theory.

## 3 Create

The heart of our approach. Here we bring campaigns to life with simple messaging and compelling design. We meet people where they're at, using positive language and highlighting co-benefits.

## 4 Experiment

We experiment, measure, and adapt what we do, to find out what has the biggest impact. We share what we discover so we can learn along the way.

## 5 Scale

When we find something that works, we can explore opportunities to scale and replicate, expanding the impact we can have together.

**We work with organisations who know they can't afford to stand still on sustainability, and believe in the potential for creative ideas to make a difference.**



National Trust



Unilever



Esmée Fairbairn FOUNDATION



COMMUNITY FUND



**STARBUCKS®**

**DIAGEO**

# Our work in action



# Community Fridge Network

Supporting community groups to bring people together to tackle food waste

1/3 of all food goes to waste costing pockets and the planet (WRAP). At the same time, businesses have surplus food, while rocketing food prices and widespread loneliness affect health and wellbeing.

Since the first fridge set up in 2016 it's flourished into a national movement. Fridges are open to anyone and aim to bring people together to share food, meet up, learn new skills and prevent fresh food from going to waste.

## Impact

There are **over 450 fridges** set up and counting. In 2022 alone:

- Fridges provided a welcoming space for over **300,000 people**.
- **50 food hubs** were created offering food skills and more.

- Each fridge can redistribute between **1-4 tonnes of surplus food** per month.
- In 2022 the network saved **over 7,000 tonnes of food** from waste, sharing **16.9 million meals** worth of food.

Winner  
Better Society Awards

Winner  
Business Green Leaders  
Awards

Read  
the impact  
report



### Read the report

With 12 policy recommendations to help households go further and key communication principles to get the public on board.



# Home Advantage

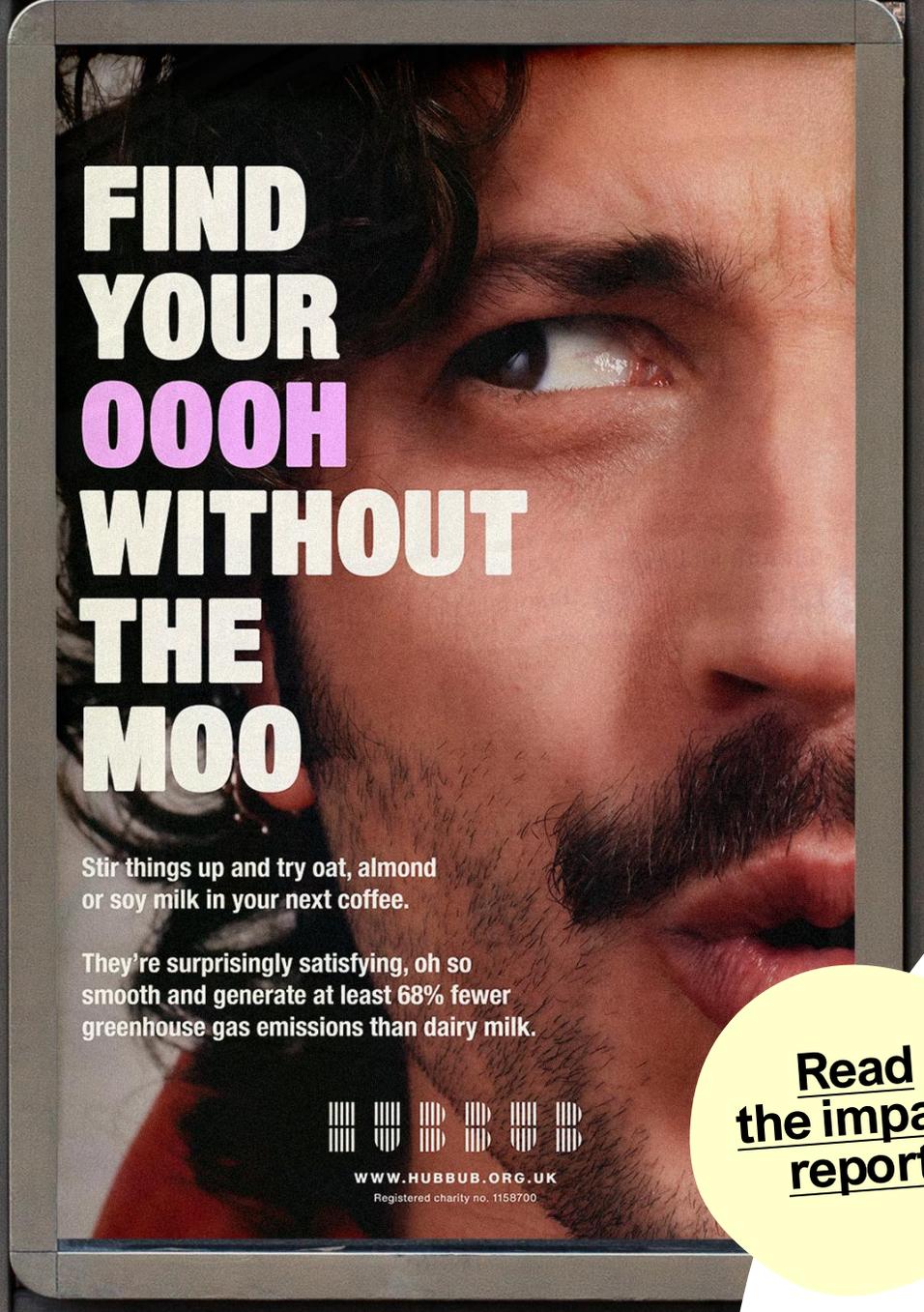
Uncovering what households really think about sustainable living

We brought together a cohort of 175 households to help understand how best we can support UK households to create the net zero homes of the future.

It gave rich insights on topics from home energy to food waste, sustainable diets and our clothing, homeware and electronics, including that households.

## Learnings

- People are more willing to make incremental steps than huge changes e.g. **reducing meat & dairy by 20%** (less their Sunday roast!) or getting 'heat pump ready'.
- They **trust those they know most**, including their plumber who's built first-hand experience over time and popular 'experts' seen not to have an agenda like Martin Lewis.
- People are more likely to buy a refurbished phone if **framed** as 'like new'.



# FIND YOUR OOOH WITHOUT THE MOO

Stir things up and try oat, almond or soy milk in your next coffee.

They're surprisingly satisfying, oh so smooth and generate at least 68% fewer greenhouse gas emissions than dairy milk.



WWW.HUBBUB.ORG.UK

Registered charity no. 1158700

Read  
**the impact**  
report

**STARBUCKS®**

# Find Your Oooh Without the Moo

Nudging a simple swap to plant milk

Oat, almond or soy generate at least 68% fewer planet warming emissions than dairy milk. 25–34s are the most open to reducing dairy but still drink it daily. Find Your Oooh, Without The Moo targeted their habitual hot drink moments with a playful nudge toward plant milk.

Activations included romantic supermarket stickers, gym and transport ads, podcast host reads, comedy influencers, workplace challenges and a Valentine's twist: '1 in 3 Brits find plant milk drinkers more attractive.'

## Impact

Out of the 2.8 million 25 to 34-year-olds who saw the campaign:

- **7 in 10** now drink more plant milk
- **63%** were nudged to drink less dairy
- **88%** are making more effort to eat sustainably
- On average, they **doubled** plant milk days (2 to 4)

# Our partners are proud of the change they see

**STARBUCKS®**

## Building stronger, greener Communities

- Reducing the environmental impact of single-use cups and incentivising uptake of reuse.
- Improving access and connecting to nature, and reducing food waste.
- Over £2.5 million awarded in grant funding to support innovative projects and grass roots community groups.



## Supporting communities with easier access to food

- Community Fridge Network prevented 24.2 million meals worth of food from going to waste in 2024 alone, across 700 UK locations.
- Boosted brand reputation among Co-Op members, with 274m opportunities to see work in the media.
- CFN was the focus of Co-op's first live Christmas TV brand ad with Dermot O'Leary and Big Zuu.



## Catalysing circular, connected communities

- Giving unused tech a second life.
- 26,000 people connected to data using refurbished devices via Community Calling.
- £1m in grant funding awarded via 'Time After Time' to tackle electronic waste and support digital inclusion.

# ...and so are we



**Behaviour Change  
Campaign of the Year**



**Best Environmental  
Cause Campaign**



**Most inclusive at  
heart workplace**



**Best engagement of  
an internal audience**



**Behaviour Change  
Campaign**



**Charity of the year**  
Winner, 2020 and 2023



**Best use of Instagram**

# Our Board and leadership team

# Who we are

Hubbub is led by CEO, Alex Robinson, alongside a leadership team of two Directors. The leadership team are supported by a volunteer Board of eight Trustees who help us ask challenging questions and push innovations to keep us on track with our charitable purpose.



**Alex Robinson**  
CEO



**Heather Poore**  
Creative Director &  
Co-Founder



**Gavin Ellis**  
Director & Co-Founder

**Board of Trustees:** Richard Lackmann (Chair), (Trustees) Ryan Kohn, Stephanie Lambert, Deborah Luffman, Dan Smith, Beth Thompson, Louisa Ziane, Sam McCarthy.

# Board structure

The board also has four committees. Each provides topical expertise and guidance to the wider board:

- **Finance and Risk Committee:** meets quarterly to ensure there's appropriate financial and performance reporting to the Board and that any risks to Hubbub are identified and mitigated.
- **People and Organisational Development Committee:** meets biannually to provide oversight of the culture and people-related strategies of Hubbub; to review and make recommendations to the Board on remuneration and performance practices; to work with the Chair on Board and Senior Management succession, recruitment and development; and to provide Board input on the equity, diversity and inclusion work of Hubbub.
- **Income and Fundraising Committee:** meets biannually to support the charity by helping to identify, assess and maximise income-generating opportunities; developing fundraising plans that align with Hubbub's strategy and purpose; supporting trustees to contribute to income generation; and to review ongoing business development performance, providing input and support to ensure the charity meets its targets.
- **Contingency Committee:** meets when necessary to provide timely advice and support in time of a crisis. A crisis would be an unexpected event that puts the charity at serious financial, operational or reputational risk.

# The role

# Role description

We're in search of two or three dynamic Trustees with a passion for the environment. You'll ideally come with a strong network which can be leveraged to help advance Hubbub's charitable purpose. You'll be a supportive team player, who isn't afraid to challenge us and offer constructive criticism.

## Trustee responsibilities

- Ideating on Hubbub's strategic direction and income/impact plans.
- Approving Hubbub's strategic plan and supporting the Hubbub team to deliver on it.
- Overseeing team performance, financial resilience and risk.
- Advocating for the mission and work of Hubbub, building our overall network and footprint.
- Bringing an inclusive mindset and an aptitude for engagement with varied stakeholders.
- Actively contributing around the Board table and as part of at least one sub-committee.

## Commitment

- Term length: Trustee terms are three years and can be renewed twice.
- Time Commitment: Approximately one day per month.
- Board Meetings:
  - Frequency: Quarterly in March, June, September, and December.
  - Location: Typically in person near (or sometimes at) Hubbub's Somerset House office in central London.
  - Time: Usually 4 pm to 6 pm.
  - Scheduling: Meetings are scheduled 6-9 months in advance.
- Social Events: Optional social events are held after meetings.
- Strategy Events: At least one full or half-day strategy event per year.

## Additional Involvement

Trustees may choose to:

- Provide advice on specific projects.
- Offer ad hoc support to team members.
- Attend sessions to learn more about Hubbub's work.
- Engage in opportunities to represent Hubbub externally.

# Person description

- Passionate about the environment and empowering people to take positive action.
- Expert or deeply curious about how to shift cultural norms through communications and behaviour change, and the application of creativity to environmental and social issues.
- Empathetic and values-led. Comfortable providing challenge.
- Committed to advancing Equity, Diversity and inclusion with a good understanding of the barriers to change organisations like Hubbub face.
- A team player, sharing success and solving issues and challenges collaboratively and pragmatically.
- Ambitious to make an impact, and support the next phase in Hubbub's growth.
- Enthusiasm for our approach and values and a commitment to contribute your time and skills in the best interests of the organisation.
- Ability to think creatively and strategically, exercise good independent judgement and work effectively as a board member.
- Effective communication skills and willingness to participate actively in discussion.
- Willingness to dedicate time to board meetings, committee work, and other trustee responsibilities.

In addition to the above, we've identified a need for candidates with lived experience and/or expertise in one or more of the following areas:

- Charitable fundraising (with a growth-orientated mindset).
- Urban greening / access to nature.
- Engaging marginalised, underrepresented and / or underserved communities.
- The corporate sustainability agenda in the UK, especially among B2C businesses.
- Communication / Press / Media - how to expand our reach and influence.
- Global Majority background and/or experience of financial hardship.

**If your background doesn't perfectly match the criteria for these roles, but you believe you can bring value to Hubbub, we want to hear from you!**

# Equality statement

Hubbub is committed to providing equality of opportunity both across its employees and trustees, and access to our programmes, events and activities. This means that:

- For all roles, applicants, employees and trustees will receive equal treatment regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- The above equally applies to access to development and training opportunities.
- All programmes will be designed to be actively inclusive and accessible to all people.

We welcome applications from people of all backgrounds, and would particularly like to encourage applications from the following groups who are currently underrepresented in the environmental sector and our team:

- people who are working class or from a working-class background.
- people from a Global Majority background.

# How to apply

For a conversation about the role please contact Tanya Stevens at All Leaders: [tanya.stevens@alldr.org.uk](mailto:tanya.stevens@alldr.org.uk).

To apply please email [tanya.stevens@alldr.org.uk](mailto:tanya.stevens@alldr.org.uk) your CV and a supporting statement (maximum two pages) outlining your interest in and the skills you would bring to a trustee role.

**The closing date for applications is 12noon on 3rd April 2026.**

Shortlisted candidates will be invited for an online 1:1 with CEO Alex Robinson w/c 20th April, followed by an in-person interview with the board search committee at Somerset House in late April / early May.

Appointments will be subject to clean references.

# Let's make sustainability second nature

[hello@hubbub.org.uk](mailto:hello@hubbub.org.uk)



Registered charity no. 1158700

