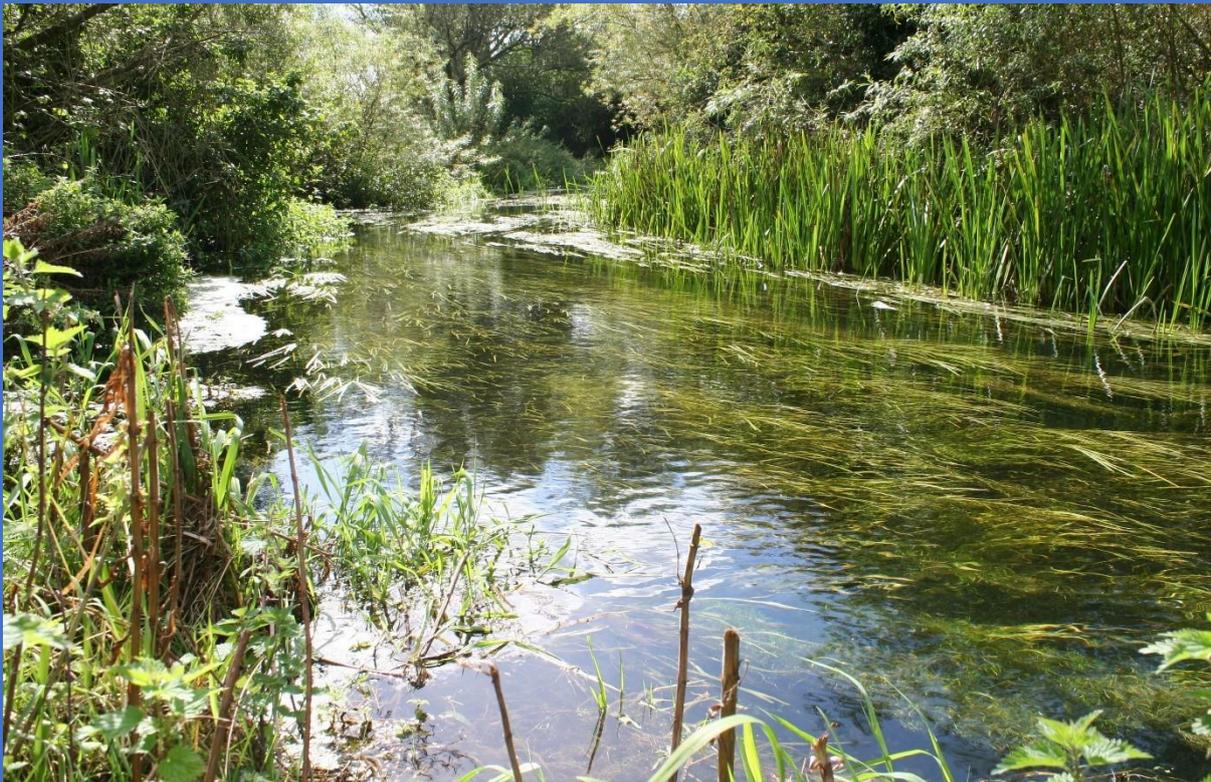




Restoring, protecting and enhancing the water environments of Norfolk



Registered Charity Number 1145854
NORFOLK RIVERS TRUST October 2022

Foreword



We are innovative, resourceful and passionate about our water environment

Formed in 2011, Norfolk Rivers Trust was established in response to a shared ambition: to restore Norfolk's degraded rivers by undertaking a range of projects and interventions that prevent pollution and damage, improve habitat and establish 'new nature'. Starting from humble but ambitious beginnings, initial funding enabled us to understand the state of our rivers and wetlands. Fast forward to today, and we are building on over a decade of experience and delivery, expanding our team considerably and increasingly working at a landscape and catchment-scale.

Everything we do is informed by the best available science and our work is driven by an 'ecosystems approach,' which considers the function of the entire catchment, not just the rivers that flow within them. Having a dedicated team of farm advisors means that local farmers are supported to become more efficient in terms of resource-use and costs, whilst making better use of their land and inputs. We reinstate naturally-functioning freshwater systems to improve fisheries and enhance biodiversity, and deliver sustainable solutions to water treatment with the creation of Integrated Constructed Wetlands.

Following a Governance review and period of growth, we are looking to re-shape our Board of Trustees over the coming months. We are seeking to appoint people with a passion for our environment, who can contribute expertise from across a range of professional areas, increase our diversity, guide our organisation and support our fantastic team in their rewarding but challenging work. Personally, it has been a real privilege to have been a Trustee since 2014, during which the organisation has grown to become one of the leading Rivers Trusts in the UK.

This document sets out why the Norfolk Rivers Trust is so important to the water environments of Norfolk, and indeed the rest of the UK (and further afield!). You can be a part of this innovative and important work, joining a new team of highly-capable people as Trustees who share your enthusiasm for our natural living world. With your skills and experience, you can help the Trust continue to achieve its vision: to restore, protect and enhance the many water environments of our beautiful county.

Dr Geoff Brighty, Chair, Norfolk Rivers Trust

About Norfolk Rivers Trust

Our vision

Norfolk Rivers Trust (NRT) is an environmental charity dedicated to restoring, protecting and enhancing the water environments of Norfolk to benefit people and wildlife. We are members of the national Rivers Trust and part of the rivers trust movement - comprised of over 60 local trusts.

Our core values are central to all we strive to achieve, bringing positive energy, trusted relationships and high standards, accompanied by a “hands-on” approach. It is this reputation that has enabled our organisation to secure the resources required to fulfil our ambition.

Our approach

The Trust has operated from a standing start, forming a highly capable team of ecologists and advisors with matching ambition. We work at a river catchment-scale to deliver a range of environment-improving programmes, centred on comprehensive ecological and scientific principles that aim to provide cost-effective and long-term solutions. Our key work areas include:

- Aquatic habitat creation
- Conservation & restoration
- Education & engagement
- Land management & farm advice



Working across Norfolk and the Cam and Ely Ouse (CamEO) catchments, we believe that partnership working is fundamental to achieving our goal of delivering impactful restoration and creation projects that benefit people, wildlife and the environment. This includes communities, landowners, farmers and land managers, water companies, statutory organisations and eNGOs.

Our Partners

Statutory organisations:

Environment Agency; Natural England; Internal Drainage Boards; local authorities; Broads Authority; Highways England; Rural Payments Agency

Regulated industry:

Water Companies – Anglian Water

Universities:

University of East Anglia; University of Warwick; University College London

Partnership organisations:

Water Resources East; Norfolk AONB; Catchment Partnerships

Commercial enterprises:

Developers; land managers and estates; housing associations

Civil society:

The Fishing community

The Farming community – NFU; CLA; Farm Cluster Groups

Landowners; local communities; schools; and groups including the Glaven and Lark Conservation Groups

NGOs:

Rivers Trusts – national and local

WWF

National Trust

Norfolk Wildlife Trust

Angling Trust

AONB North Norfolk

RSPB

Norfolk FWAG

Hawk and Owl Trust

Beavers Trust

Our funders include government bodies (local and national), private corporations (inc. Aviva, Botanica by Airwick, Courtauld 2030, Finish, Tesco and The Coca-Cola Foundation), charities and independent donors.

Achievements

Between 2011 and 2021, the charity [delivered](#):

- 38 kms of river restoration
- Improved fish passage at 11 sites
- Advised and supported over 300 farmers
- Completed over 100 [water quality improvement projects](#)
- Installed 2 Integrated Constructed Wetlands (ICWs) to treat wastewater - firsts for the UK!
- Improved farm land management across 3,200 ha
- Restored 45 ponds
- Worked with over 1500 children and volunteers through programmes such as “Eels in the classroom” and “Fishing for Youngsters”
- [Reintroduced beavers](#) to North Norfolk - having been missing for over 400 years - as a pilot project to assess the impacts on water quality, flow and [biodiversity](#)
- Relocated at-risk native white-clawed crayfish
- Replenished 2.86 billion litres of water to the environment – equivalent to over 917 olympic-sized pools
- Restored habitats for otters and water vole, which can now be found on every river in Norfolk

By working in partnership the Trust has:

- Produced written plans for 80% of the Norfolk’s river catchments
- Committed to 6 working catchment partnerships
- Researched the reintroduction of the burbot and beaver
- Conducted several hundred [surveys](#), including the status of sea trout at Blakeney Harbour
- Set up a white-clawed crayfish hatchery, in partnership with the Zoological Society of East Anglia (ZSEA)
- Established a trading arm called Rivers Ecology (RE) that contributes financially to NRT on an annual basis



An outstanding team

Our reputation has been built on the quality of our people and the delivery of sound ecologically-beneficial projects and advice. Our staff members are structured as follows:

- *Farming Team*

With agriculture being the main land use in East Anglia, the farming team support local farmers and land managers to rise to the challenge of a changing climate and a biodiversity crisis. This comes at a time when agriculture is undergoing significant structural change in terms of subsidy payments and emphasis, with the natural capital of a landscape becoming a key driver. Our trusted farm advisors support a switch to regenerative agriculture; the installation of nature-based solutions; and the improvement of on-farm efficiency and freshwater habitat restoration.

- *Restoration Team*

The restoration team apply their experience and scientific expertise to innovation and project delivery. They design and build nature-based solutions - such as wetlands - that deliver many improvements to water quality and biodiversity. Furthermore, they restore rivers and freshwater habitats to improve climate resilience including drought and flood alleviation.

- *Education and Engagement Team*

We recognise the importance of connecting people with their local water environment. The education and engagement team celebrate the value of our rivers with people of all ages and backgrounds by hosting river walks and talks, attending community events and providing “hands-on” practical sessions. In addition, the team share the Trust’s achievements to inspire further action and share knowledge.

- *Rivers Ecology Ltd.*

Our ‘for profit entity’, [Rivers Ecology](#), operates a commercial model that can be nurtured and grown to form the essential, long-term income streams for the main Trust, whilst delivering services to commercial clients such as housing associations.



Financial Overview

The Trust’s annual turnover for 2022 is approximately £1.6m. Our trading arm, Rivers Ecology Ltd., has generated an income in the region of £40,000 to the Trust.

“Based on our last 11 years of success, we must now build on these foundations whilst maintaining and recruiting high quality individuals. We must be constantly reviewing operations, remaining nimble in the ever-changing world of environmental finance and delivery. We must adapt to the valuation of natural capital and the opportunities of long-term funding from this developing sector. Trustees play an essential role in guiding the organisation to be ever-more impactful and sustainable.”

Moving forwards, we look to improve water quality and quantity in the water environment by exemplary delivery and world class science; maintain the status of being a trusted partner in the water environment sector; and grow our organisation sustainably over the long-term.”

David Diggins, CEO of Norfolk Rivers Trust

Why Norfolk needs its Rivers Trust

Our purpose has never been so clearly defined. Norfolk is admired for its breathtaking countryside and biodiversity. It's why we love to live, work and play here with our families and friends. In the face of increasing pressures, we will need to deliver even more for our environment – for us and future generations.

It's clear that our environment, and how we lead our lives, is changing. At the heart of this is a climate in crisis. We are expecting hotter, drier summers and warmer, wetter winters. This is already having a profound impact on our water environment, particularly here in Norfolk. Our county is blessed with internationally-rare chalk streams which draw cool, calcium-rich water from vast underwater reservoirs called aquifers. The springs that feed these streams and rivers provide a unique water habitat for our most valued and vulnerable species. They truly are our Amazon rainforests, with only around 220 found worldwide.

The aquifers that provide water for our rivers are also used by farmers for crop irrigation, as well as water companies for our drinking water and household consumption. Drier springs and summers coincide with peak demand, causing supply issues and deterioration of water quality. Rivers and lakes face nutrient pollution – eutrophication – which can cause algae to grow rapidly, and overcome the native ecology, reduce oxygen levels and in extreme cases, kill all fish and other wildlife. Sewage pollution remains a constant threat across the county.

In many ways, 2022 is being seen as a 'watershed' moment for our environment. Unprecedented historic summer temperatures of over 40°C; wildfires that caused considerable impacts to communities and our environment; and a drought that followed one of the driest springs on record. We experienced dried up rivers, lakes and ponds, toxic blue-green algal blooms, followed by flash flooding and subsequent surface run-off and flushing of sewage into our rivers.

With population growth and an increasing demand for UK-produced food, an understandable tension emerges over how water is shared, and how impacts are managed. Whilst there are regulations that aim to maintain a balance of needs, we increasingly find ourselves having to build-back resilience into a degraded environment.

But there is another way. Our focus is working with all interested parties to find not just a balance, but to ensure that the balance is sustainable for the future. With such significant challenges, increasingly we need to work at a large scale – moving from individual river reaches to whole catchments. We have pioneered solutions that draw from nature: from wetlands that treat sewage effluent and return the highest quality of water to rivers, to silt traps that prevent contaminated run-off from fields and roads entering water courses.

We are influential, both in the setting of UK policy towards water management, and in helping regulators find simple and effective - *sustainable* - solutions to seemingly intractable environmental problems. What works here in Norfolk through our pioneering approach is being delivered in other places – we create lasting impact.



Role of Trustee for the Norfolk Rivers Trust

Overall purpose

From the very beginning, Norfolk Rivers Trust has been fortunate to have had very committed Trustees that helped to nurture the organisation from its early beginnings to a nationally-leading Rivers Trust.

Working with our passionate team of experts, Trustees provide the professional and personal support to help engage our partners, ensure we are managing risks effectively, and connect with supporters to champion our important work.

Main duties

We have set out a detailed role profile in Annex 1. As with all registered charities, we follow guidance that has been set out by the Charities Commission, which can be viewed [here](#). Under the guidance, the role of the Trustee is set out as:

- ‘**must**’ means something is a legal or regulatory **requirement** or **duty** that trustees must comply with.
- ‘**should**’ means something is good practice that the Commission **expects** trustees to follow and apply to their charity.

The key duties we see as particularly important to Norfolk Rivers Trust are:

- To ensure the Charity works to deliver its ‘Objects’ as follows:
 1. To conserve, protect, restore and improve the rivers, streams, watercourses and water impoundments of Norfolk’s river catchments - including adjacent estuarine and coastal areas – for the advancement of environmental protection and for the benefit of the public.
 2. To advance the education of the public, or any association, institution, voluntary organisation, company, local authority, administrative or governmental agency, public body or representative body in:
 - a. The understanding of rivers, river corridors and river catchments, including their fauna, flora, biodiversity, economic or social activity, and river catchment management.
 - b. The need for, and benefits of, conservation, protection, rehabilitation and improvement of aquatic environments.
- Using your skills and experience to inform decision making and benefit the charity. For example, the Trustee Act 2000 says that trustees must “*exercise such care and skill as is reasonable in the circumstances*”.
- Ensuring good governance and financial probity – to be sustainable for the long-term.
- Providing strategic direction in a rapidly changing world.
- Growing our network of partners and supporters to connect and communicate and be relevant to their quality of life.

Experience

Trustees have been drawn from a range of backgrounds including the environmental, developmental, agricultural and creative sectors, with skills such as finance and accountancy, business development and management, human resources, and legal.

Our Current Trustees:

- Dr Geoff Brighty – Chair (Environmental regulation, sustainability, business management)
- Sir William Goodenough (senior executive and chair, multinational brand management)
- Nigel Savory (accountancy and finance, board-level leadership, agriculture)
- David de Stacpoole (past chair)
- Ben Steward (commercial, land agency)
- Sophie Tremolet (natural capital and investment)

Looking ahead

To drive the Trust forward as a resilient, commercially-minded environmental organisation that operates across charitable and business sectors, we require a collaborative and proactive team of Trustees who have a strong desire to sustain our water environment.

We are seeking Trustees who have professional experience in a range of areas, including but not limited to:

- Legal
- Finance and accountancy
- Education and learning
- Media and communications
- Farming, land management and agency
- Stakeholder engagement, diversity, equality and inclusion
- Academic (research and development)
- Environmental and water management (chemistry and biology)

Expectations

If you have read this far into the prospectus, it is likely that you are already interested in Norfolk's environment and want to do something to protect and improve it. You may enjoy walking, swimming, kayaking and boating, fishing, or watching wildlife – whether on rivers, the Broads or coast. Whatever connects you to the environment, you can bring that interest and perspective to the Trustee role. However, Trustees do not need to have environmental experience, or even deep awareness. This will be part of the learning that the Trust team will provide to you – through project walkovers, reports and media coverage.

With such a strong focus on the environment, following on from COP26 and programmes such as Blue Planet 2, we firmly believe this will be a learning and development opportunity and provide knowledge and experience that will open minds and opportunities to a more sustainable future. Through that learning process, we know that you will become a passionate supporter of the Trust's work and bring your skills and knowledge to the fore.

Trustees currently meet four times a year, but they have agreed for this to increase to six meetings, including one that is field-based, for efficiency and effectiveness of Trust operations. Meetings are mostly held at the Trust's offices at Bayfield Brecks, near Holt in Norfolk, but there is an option to join these virtually. This provides the opportunity to meet with the team and discuss their work. Management team staff may also take part in Trustee discussions and present their work for the previous reporting period.

We ask Trustees to engage with the organisation in-between formal meetings, for example to receive information on grants secured. When the team encounters a particular challenge, Trustees may be asked for advice and guidance to help ensure the team make progress. This is very much dependent on the working life and available time that a Trustee might be able to give.

Recruitment Process

We are aiming to form a diverse team of Trustees (comprising 7-9 members) by the end of quarter 1 in 2023. Two of the current Trustees have announced their intention to resign within the next six months, so we are therefore seeking to appoint up to 5 new Trustees.

The term of office will be for 4 years, with the option of re-election for a further term.

We operate in an open and transparent manner and will seek written applications by letter of introduction, and a current CV if available, sent by email to chairperson@norfolkrivertrust.org

Following receipt, the process will be:

- Initial call with the Chair
- Informal meeting with the Chair and CEO, onsite
- Review of all applicants
- Recommendation will then be made to the Board of Trustees
- Induction

If applicable, you will be welcomed as a full Trustee at the next Board Meeting. Depending on the meeting rotation, it may be possible to have prospective Trustees to attend as observers. Induction takes place at a mutually agreed time and will include:

- Registration with the Charity Commission and Companies House
- DBS checks
- Meet and greet of staff and visit to projects
- Where requested, to be partnered with a longer-standing Trustee to act as a mentor



Thank you for reading

Annex 1 Trustee Role Description

Overall Purpose

The Board of Trustees are responsible for the overall governance and strategic direction of the Norfolk Rivers Trust; developing the Trust's aims, objectives and goals in accordance with the governing document, legal and regulatory guidelines.

Trustee Responsibilities

- To ensure that the Norfolk Rivers Trust and its representatives' function within the legal and regulatory framework of the sector and in line with the Trust's governing documents, continually striving for best practice in governance.
- To uphold the fiduciary duty invested in the position, undertaking such duties in a way that adds to public confidence and trust in the Norfolk Rivers Trust.
- To determine the overall direction and development of the Norfolk Rivers Trust through good governance and clear strategic planning.

Trustee Duties

- Ensuring the Norfolk Rivers Trust complies with legislative and regulatory requirements, acting within the confines of its governing document, and in furtherance to organisational activities contained therein.
- Acting in the best interest of the Norfolk Rivers Trust, beneficiaries and future beneficiaries at all times.
- Promoting and developing the Norfolk Rivers Trust in order for it to grow and maintain its relevance to society.
- Maintaining sound financial management of the Norfolk Rivers Trust's resources, ensuring expenditure is in line with the Trust's objectives, and investment activities meet accepted standards and policies.
- Interviewing, appointing and monitoring the work and activities of the senior paid staff.
- Ensuring effective and efficient administration of the Norfolk Rivers Trust and its resources, striving for best practice in good governance.
- Acting as a counter-signatory on cheques and any applications for funds, if appropriate.
- To maintain absolute confidentiality about all sensitive and confidential information received over the course of the Trustee's responsibilities to the Norfolk Rivers Trust.

Board of Trustees Terms of Reference

Board Accountability

- 1) The Trustees constitute the Board
- 2) As the Board are responsible and liable for the governance and functioning of the charity, they are accountable in varying degrees to a variety of stakeholders, including (but not limited to) service users, funders, the Charity Commission and Companies House.
- 3) The Board shall comprise of at least three and not more than twenty individuals, all of whom must be members.
- 4) The Board must hold at least four meetings each year at regular intervals.
- 5) The conduct of the meetings and business will be as stated in the Memorandum and Articles of Association.
- 6) The Board will be responsible for ensuring that the Charity's objectives are maintained and that the Charity operates within the powers prescribed in the Memorandum and Articles of Association.

- 7) The Board must comply with the requirements of the Charities Act 2011 in relation to keeping financial records, auditing of accounts and the preparation and transmission to the Registrar of Companies and the Charities Commission of:
 - a. Annual Reports
 - b. Annual Returns
 - c. Statement of Financial Activities
- 8) It is the duty of the Board of the Norfolk Rivers Trust to take control and to safeguard all funds to which the Charity becomes entitled.
- 9) The Board will have the power to delegate any of their functions to committees consisting of two or more individuals appointed by them (but at least two members of every committee must be a Norfolk Rivers Trust Trustee and all proceedings of committees must be reported promptly to the full Board).

Additional Information

Disclosure and Barring Service

Trustees will need to provide two written references and complete a satisfactory Disclosure and Barring Service; costs for this will be met by the charity

Out of pocket expenses

Where requested, volunteers will be reimbursed for reasonable and receipted out of pocket expenses (mileage, parking, public transport etc.)

The Charity is committed to achieving equality of opportunity in both services to the community and the employment of people, and expects all employees to understand and promote its policies in its work. As with all positions, this role outline will be kept under review and may develop to meet the changing needs of the service.

