



**Norfolk
Rivers Trust**

Restoring, protecting and enhancing Norfolk's water environments for all

**Trustee recruitment
pack 2025**



Contents



- 01** Foreword
- 02** About Norfolk Rivers Trust
- 05** Our outstanding team
- 08** Why Norfolk needs its Rivers Trust
- 09** Role of Trustee for Norfolk Rivers Trust
- 12** Recruitment process
- 13** Trustee role description
- 14** Board of Trustees Terms of Reference



Foreword

We are innovative, resourceful and passionate about our water environment.

It has been the privilege of my life to be a Trustee since 2014, during which the organisation has grown to become one of the leading Rivers Trusts in the UK. Now in my third year as Chair, we have continued strong and sustained growth, with the next 5 years being particularly exciting – and important – for both the Trust and the water environments of Norfolk.

You will undoubtedly be aware that water is constantly in the public eye; pollution, drought and flooding all cause major economic, social and health impacts, and the cycle continues. Norfolk Rivers Trust is successfully delivering a range of projects that: protect rivers from harmful pollution across multiple sources; improve water efficiency on farms to help mitigate drought; and use nature-based solutions to slow water flow through catchments, such as "re-wiggling" rivers. We restore naturally functioning freshwater systems to enhance fisheries and biodiversity, while also providing sustainable water treatment solutions through the creation of Integrated Constructed Wetlands (ICWs).



We are looking to appoint up to 3 new Trustees who are passionate about our environment. We seek individuals who can contribute expertise from a variety of vocational and professional backgrounds, help increase the diversity of our Board, provide guidance to our organisation, and support our fantastic team in their rewarding yet challenging work. We would particularly welcome early and mid-career applicants who are seeking their first Board role.

This document sets out why 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 its vision: to restore, protect and enhance the many water environments of our beautiful county of Norfolk.

**Dr Geoff Brighty, Chair,
Norfolk Rivers Trust**



About Norfolk Rivers Trust

As Chief Executive Officer for Norfolk Rivers Trust, it is my pleasure to share with you my thoughts on this fantastic organisation, and why I hope you are considering becoming one of our Trustees.

Since joining the Trust in 2016 and taking on the role of Chief Executive Officer in 2023, I have had the delight of witnessing first-hand the remarkable work our team has accomplished. From restoring and protecting our rare chalk streams to providing expert farm and land management advice, we have made important strides in protecting Norfolk's water environments. We're engaging with a wide range of communities and stakeholders, innovating with constructed wetlands and beaver reintroductions, and communicating our vision to a broader audience who can continue to inspire and support us in our journey.

Our people are at the heart of the charity's success, and NRT is fortunate to have such dedicated, passionate and driven employees leading the way in delivering tangible, on-the-ground change. Over the last few years, the Trust has experienced considerable growth and now employs over 30 staff members. As a result, our team has developed a huge array of skills and expertise across all the areas that NRT focuses on.

Working in partnership and adopting a catchment-based approach to engage a wide range of stakeholders is crucial to our work. The team's ability to collaborate and deliver innovative solutions has enabled us to work on large-scale, exemplary projects. These include the North Norfolk Landscape Recovery pilot, Wendling Beck Exemplar, designing and building integrated constructed wetlands within the River Ingol, Mun and Stiffkey catchments, and working on species initiatives to safeguard the white-clawed crayfish and release Eurasian beavers into our headwater catchments. The Trust takes pride in making data-driven decisions and leveraging citizen scientists and technology to deepen our understanding of local river catchments.



Having the support, guidance and expertise of a diverse and knowledgeable Board of Trustees is vital to our on-going success. I look forward to hearing from you if you are interested in supporting NRT in its mission to continue making a positive difference.



Our vision

Norfolk Rivers Trust (NRT) is an environmental charity dedicated to restoring, protecting and enhancing Norfolk's water environments for all.

Our goal is to create and maintain healthy, diverse river and wetland ecosystems that are abundant in biodiversity and resilient to a changing climate. These environments play a crucial role in ensuring food security, providing drinking water, mitigating floods and droughts, and offering opportunities for recreation and well-being.

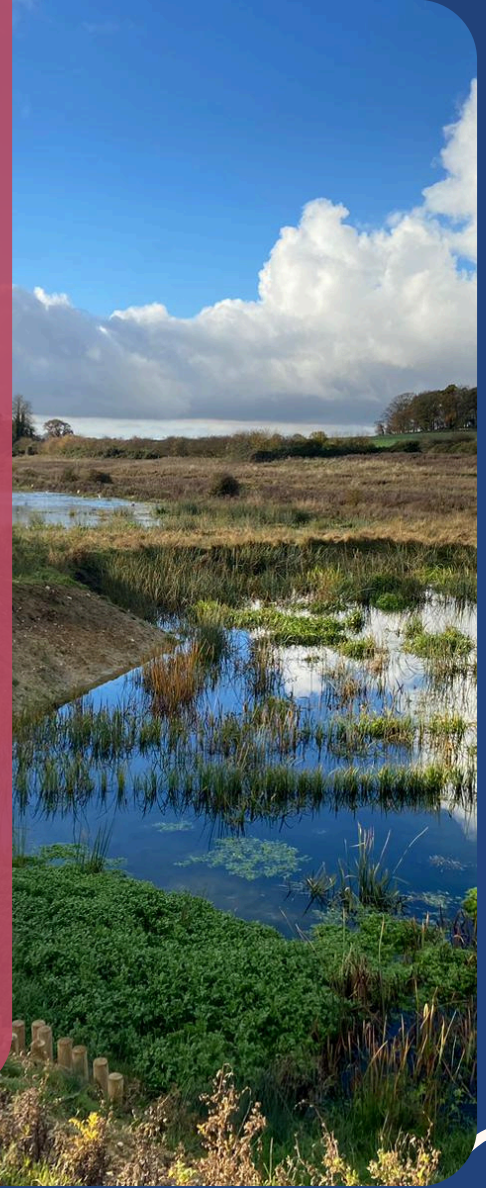


Our approach

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.

From its standing start, the Trust has formed a highly capable team of ecologists and advisers with matching ambition. We effect change across entire river catchments and the watercourses that flow through them, delivering 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:

- Rivers & Wetlands
- Species Conservation
- Education & Engagement
- Farming & Land Management
- Data & Evidence

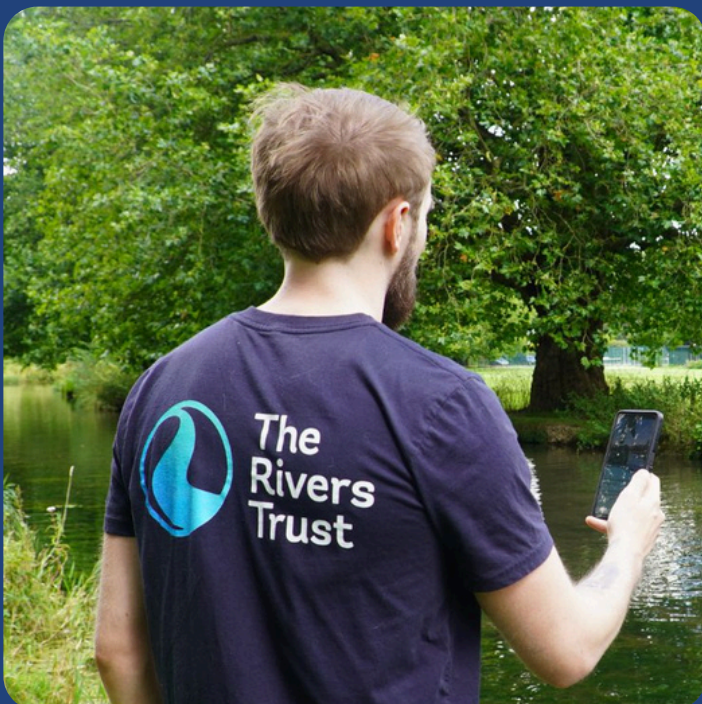


Working across Norfolk and parts of the Cam and Ely Ouse (CamEO) catchments, we believe that strong partnerships are fundamental to achieving our goal of delivering impactful restoration and creation projects that benefit people, wildlife and the environment. This includes communities, farmers and landowners, water companies, statutory organisations, educational institutions and eNGOs.

Our funders include government bodies (both local and national), private corporations, charities and independent donors.

Scientific evidence, innovation and learning are at the core of the Trust's work. We collaborate with universities such as the University of East Anglia, Warwick and Southampton to identify emerging threats and develop innovative solutions for an ever-changing environment. This benefits many of our stakeholders, including Defra, the Environment Agency and Natural England, as they look to develop evidence-based policies and regulations that support nature.

- **Statutory organisations:**
Environment Agency; Natural England; Internal Drainage Boards; local authorities; Broads Authority; Highways England; and Rural Payments Agency.
- **Regulated industry:**
Water Companies – Anglian Water.
- **Universities:**
University of East Anglia; University of Warwick; University of Southampton; and University College London.
- **Partnership organisations:**
Water Resources East; Norfolk Coast Partnership; and catchment partnerships.
- **Commercial enterprises:**
Developers; land managers and estates; and housing associations.
- **Civil society:**
Anglers; farmers and landowners (including NFU, CLA and farm cluster groups); local communities; schools; and conservation groups.
- **NGOs:**
Rivers Trusts (both national and local); National Trust; Norfolk Wildlife Trust; Angling Trust; RSPB; Norfolk FWAG; Hawk and Owl Trust; Beaver Trust; and WWF.



Our outstanding team

Our reputation has been built on the quality of our people and the delivery of sound ecologically-beneficial projects and advice.

Farming and Land Management

At a time when Agriculture is undergoing significant structural changes in subsidy payments and emphasis, we support local farmers and land managers in adapting to the challenges of a changing climate and the biodiversity crisis. Our trusted farm advisers help farmers adopt water-sensitive farming measures that improve soil health, water quality and quantity, biodiversity and enhance business resilience.

Rivers and Wetlands

Our team apply their experience and expertise to innovation and project delivery. They design and create on-ground projects that provide multiple benefits for habitat and biodiversity, natural flood management, climate change resilience and freshwater supply.

Data & Evidence

Everything we do is grounded in evidence and scientific principles. We collect, analyse, and communicate high-quality data to support evidence-based decision-making, enhance project outcomes, and ensure accessible, actionable insights for landscape-scale improvements.



Education and Engagement

We recognise the importance of connecting people with their local water environment. Our 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.



Species Conservation

To establish and maintain healthy, diverse river and wetland ecosystems that are abundant in biodiversity and resilient to a changing climate, it is important that we safeguard and enhance native species populations through reintroductions, breeding and release programmes, as well as habitat improvement work.



Rivers Ecology Ltd.

Our ‘for profit entity’, Rivers Ecology Ltd., operates a commercial model that can provide long-term income streams for the main Trust, whilst delivering services to commercial clients such as housing associations.





Building on our success over the past 13 years, we must now strengthen these foundations while maintaining and recruiting high-quality individuals. It is important to continuously review our operations, remaining nimble in the evolving landscape of natural environment 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 forward, we look to improve water quality and quantity in the water environment through exemplary delivery and world class science. We aim to maintain our status as a trusted partner in the water environment sector and grow our organisation sustainably over the long-term.

Ed Bramham-Jones, CEO of Norfolk Rivers Trust

Income 2024/2025

In 2023/4, the Trust has had an annual turnover of approximately £1.6m. Our trading arm, Rivers Ecology Ltd., has gift aided £108,000 to the Trust.

Income for 2024/5 is projected to be £2,200,000. The sources of funding is presented in the chart below. Broadly, the Trust's income is blended grants and commercial funding from a range of main funders.

The Trust has recently embarked on creating an endowment Fund to support the long-term financial sustainability of the organisation and grow unrestricted income.

Our 2022/3 Accounts are available upon request, with the 2023/4 accounts to be made be available in January 2025.

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 is 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 that 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, the last 4 years are 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 from compacted fields, and flushing sewage into our rivers. The winter of 2023/4 was amongst the wettest on record.

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 watercourses.

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 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 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.

The Trust currently has 7 Trustees, drawn from farming, accountancy, legal, regulatory, business consultancy and academic backgrounds. We are seeking Trustees who bring a range of skills and knowledge to help the Trust be strategic, resilient, efficient and effective. The skills and knowledge areas are presented in the section below under 'Experience'.

We are proud to be a diverse organisation and welcome applicants who represent our society in Norfolk irrespective of background, ethnicity, age, gender or sexual preference. We also encourage applications from those interested in taking up their first board role, particularly those in the early to mid stages of their careers.

Main duties

We have set out a detailed role profile in Annex 1. The Trust refreshed its Charitable Trust Deed in 2023, which is available upon request.

As a registered charity, we follow the guidance as set out by the Charities Commission. The relevant page can be found here: [Charities Commission guidance](#). Under this 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'. These are:

(1) To conserve, protect, rehabilitate and improve the rivers, streams, watercourses and water impoundments of the catchments comprising the rivers of Norfolk, including adjacent estuarine and coastal areas, for the advancement of environmental protection or improvement 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 or 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 to the charity. For example, the Trustee Act 2000 says that Trustees must "exercise such care and skill as is reasonable in the circumstances".
- Providing 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 are:

- Dr Geoff Brighty – Chair (Environmental regulation, sustainability and business management)
- Rob Cooke – (Environmental regulation, nature and biodiversity)
- Richard Cooper (Academic environmental research and education)
- Tom Deards – (Legal and corporate governance, operations, assets and waterways)
- Kerry Foster – (Consultant, organisational management and people development)
- Nigel Savory – (Accountancy and finance, board-level leadership and farming and agriculture)
- Ben Steward (Commercial and land agency)

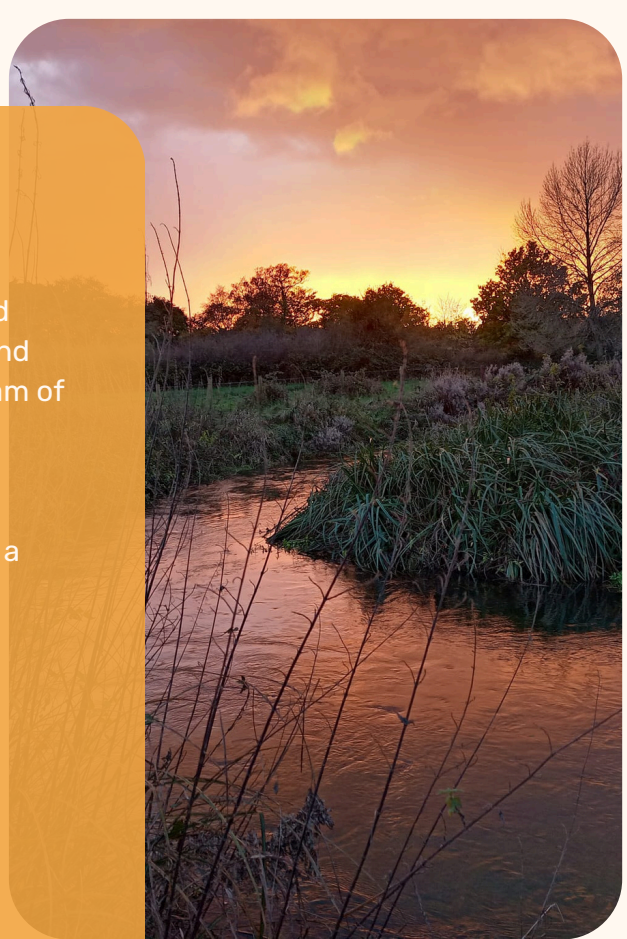
Looking ahead



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:

- Finance and accountancy
- Education and learning
- Media and communications
- Stakeholder engagement, diversity, equality and inclusion
- Human Resources and organisational development
- Engineering, particularly environmental
- Natural capital and associated finance
- Farming, land management, and food and agriculture



Expectations

If you have read this far into the prospectus, it is likely that you are already interested in Norfolk's water environments and want to do something to protect and improve them. You may enjoy walking, swimming, kayaking, boating, fishing, or watching wildlife – whether on rivers, the Broads, or the 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, we firmly believe this will be a learning and development opportunity that provides knowledge and experience, opening minds and opportunities to a more sustainable future. Through this 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, with additional meetings for sub-committee and project work to ensure efficiency and effectiveness of Trust operations. Meetings are held at the Trust's offices at Bayfield Brecks, near Holt, with Trustees being able to join online if necessary for working balance. 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 have a diverse team of Trustees, comprising 8-10 members, by the end of first quarter of 2025. One of the current Trustees has announced their intention to resign within the next six months. We are therefore seeking to appoint up to three new Trustees.

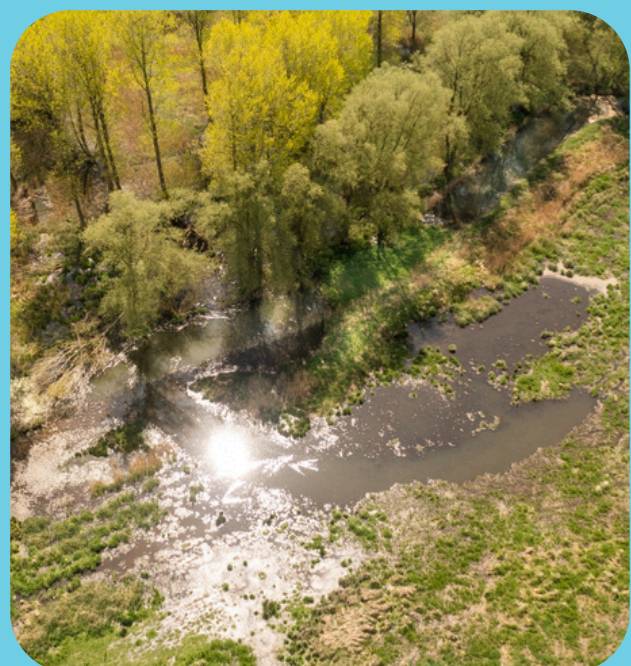
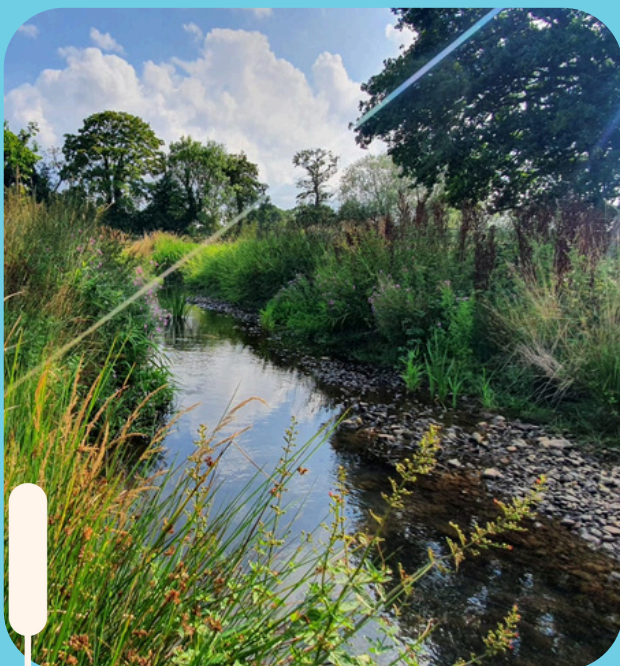
The term of office will be for 4 years, with the option of re-election for a further term. We operate in an open and transparent manner and will seek written applications by letter of introduction, and a current CV if available, sent by email to chairperson@norfolkrivertrust.org

Following receipt, the process will be:

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

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 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



Trustee role description

Annex 1

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 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 Norfolk Rivers Trust.
- To determine the overall direction and development of Norfolk Rivers Trust through good governance and clear strategic planning.

Trustee Duties

- Ensuring that 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 Norfolk Rivers Trust, beneficiaries and future beneficiaries at all times.
- Promoting and developing Norfolk Rivers Trust in order for it to grow and maintain its relevance to society.
- Maintaining sound financial management of 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 the effective and efficient administration of 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 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 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.





**Norfolk
Rivers Trust**

January 2025

Registered Charity Number - 1145854

**NRT is a member of The Rivers Trust movement,
comprising 65 member Rivers Trusts across Britain,
Northern Ireland and Ireland. For more information,
visit <https://theriverstrust.org>**