



**Morecambe
Bay**
Partnership



Trustee Prospectus 2024

Registered Charity 1173489





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1. Welcome from the Chair



Thank you for your interest in becoming a trustee.

We are looking for new trustees to join the Board of Morecambe Bay Partnership; people who can help us think strategically and help us plan in the short and long term.

You will join us mid-way through delivery of our 3-year business plan which sets out how we can be impactful in the face of a raft of challenges.

Morecambe Bay Partnership is a dynamic charity with a broad multi-sector view working for people, nature and heritage around the Bay.

The Board wants to welcome new people who would like to be part of a group of dedicated individuals who will motivate, support and challenge each other.

We are looking for people of any age or background who are:

- Passionate about the Morecambe Bay area, its people, nature, heritage and culture
- Have the personal presence, influence and connections to drive our ambitions forward and build support for Morecambe Bay Partnership as a charity.

This prospectus will help you to find out more about the opportunity of joining us as a Trustee.

If you share our enthusiasm to make a difference and give something back to the Bay's communities, then we'd love to hear from you.

Kerry McLoughlin

Chairperson

2. Welcome from the Chief Executive

It's a great time to become a trustee for MBP!

With our business plan, case for support, brand and a raft of materials to help us diversify our income streams, we are well set to embrace whatever the future may hold.

Fundraising is of paramount importance to ensure the sustainability of the charity and the team and I are focused on testing new ways to garner support for the work we do. With the trustees, I have recently agreed our strategic fundraising priorities for the next 12 months which sit within our Business Plan and exploring and engaging with audiences who benefit from our work is something we are concentrating on.



With one of our larger grants coming to an end soon, we are looking at innovative ways to develop the best and most impactful work including the 'Ways Around the Bay' brand, programmes and interactive website.

We continue to work in partnership and several exciting new opportunities for joint projects and associated funding bids are on the horizon.

Now is an exciting time to join us. If you would like to share your skills as a Trustee and help to keep Morecambe Bay special, we'd be delighted to hear from you.

Sarah Mason

Chief Executive



3. Overview

Trustees bring a mix of professional skills and backgrounds, from within and outside the charity sector. Many live in or near the area of Morecambe Bay and, as such, bring insight into the unique opportunities and challenges we navigate. Some come from further afield and provide a regional Lancashire/Cumbria or national perspective, and sometimes a specialist background.

Our trustees are non-executive volunteers who have a direct say in how we are run as an organisation. They meet regularly to set our charity's vision; make decisions about our plans, budgets and policies; and evaluate how Morecambe Bay Partnership is meeting its objectives. Trustees make decisions collectively, in close partnership with the CEO and team of staff.

This is an exciting time to join us in our ambition and objectives. With clearly defined outcomes for what we want to achieve, more clarity of purpose, and a stronger identity for the charity we look forward to building on our work in the Bay and reaching more of the Bay's communities.

The area of Morecambe Bay is due to attract significant interest nationally and internationally. Looking ahead to economic development in the area and an anticipated increase in visitor numbers, we will continue working for the people, nature & heritage of Morecambe Bay and to keep Morecambe Bay special.

4. About Us

Our charity exists to entwine people and place and to keep Morecambe Bay special

Our charity's vision is for Morecambe Bay to be an exceptional place to live & an outstanding place to visit. A place where the local economy provides healthy, happy, low carbon living for everyone. Nature is more abundant, heritage is understood, protected & celebrated, and our culture is thriving.

We are unique. We are the only charity solely dedicated to championing Morecambe Bay in this holistic way, connecting people with the nature, heritage & culture of this special place.

We work by identifying needs, seizing opportunities, and galvanising partnerships. We work with partners and the community to achieve the best for the Bay. Together we strive to protect the unique Morecambe Bay area and bring benefits for everyone.

We believe the natural & historic environment of the Bay is under threat from climate change, unsustainable development & disturbance. We believe that equality, inclusivity, diversity & respect are vital in a fair society. We believe that people benefit from the intrinsic value of the nature, heritage & culture of Morecambe Bay & they can make a positive contribution to its protection.

We are a Charity working for People, Nature & Heritage in Morecambe Bay

The outcomes we want to see:

- ✓ Morecambe Bay is an outstanding destination for responsible tourism.
- ✓ People who live in and visit Morecambe Bay are respectful of nature, because they can access and enjoy nature responsibly and contribute to caring for it for mutual health and wellbeing.
- ✓ People who live around Morecambe Bay are well-supported to understand the effects of climate change and how they can adapt.
- ✓ Archaeology, heritage & our shared culture, are safeguarded to provide inspiration for all.
- ✓ Younger people are empowered to connect to their place.

5. Why Morecambe Bay?

Morecambe Bay is a truly outstanding landscape of spectacular scale and grandeur. Full of heart-stopping land and seascapes, shining sands, dramatic headlands, and ever-changing light. It's the largest intertidal area in the UK.



Morecambe Bay from Hampsfell, Photo credit: Robin Zahler



Silverdale coast at sunset, Photo credit: Nigel Hunter

The Bay supports an outstanding diversity of wildlife. It is one of the UK's most important biodiversity hotspots. The extraordinary diversity of habitats mean the Bay is home to internationally significant populations of birds, flora, and invertebrates.

Morecambe Bay also has an ancient and rich heritage. The coast is dotted with nationally significant World War features, impressive archaeology, and a rich fishing history. The Bay hosts important industrial and maritime towns and a city - Barrow-in-Furness, Fleetwood, Ulverston, Morecambe, Lancaster; graceful seaside heritage - Arnside, Grange-over-Sands, Heysham; and wild and beautiful rural villages. Farming and fishing, industry and creativity, culture, and tourism are vital to the area.

The Bay is home to diverse communities too, who look out to one another across the vast sands. Around 419,000 people live in the area - that's the same as the population of the cities of Bristol or Cardiff.

Our charity raises funds to help protect the nature, heritage, and natural environment of this special place, engaging people with the landscape to support health and wellbeing for everyone.

6. Working in Partnership

Located just south of the Lake District, Morecambe Bay spans the counties of Cumbria and Lancashire. Its considerable geographic area encompasses a vast range of users, interest groups, organisations, public bodies, local authorities, community groups and the private sector.

Morecambe Bay Partnership has been working for the good of the Bay since 1996. From its earliest days as an ‘arms-length’ strategic organisation within Cumbria County Council, core funded by local authorities, to our present status as an independent registered Charitable Incorporated Organisation (2017), we have always fostered a clear sense of place and community identity.

Our strength lies in our partnership and community-based approach. We coordinate action. We collaborate to find solutions to Morecambe Bay’s challenges. We favour a joined-up and holistic outlook, working proactively, flexibly, irrespective of county or political boundaries, or institutional limitations, and across a large area.

We are uniquely placed to deliver coordinated support and aspirational programmes that bring multiple benefits for people and place.

This method of working enables us to forge strong partnerships with a wide range of networks to unlock multiple benefits in a way that no other organisation does. We know the area very well and have proved that our holistic and creative nature, heritage, environmental and responsible tourism programmes can be a powerful and inspiring catalyst for change.

Over the last 5 years our key programmes have begun to put Morecambe Bay on the map, with high profile responsible tourism initiatives being delivered alongside wide-ranging community programmes which develop a greater understanding and enjoyment of the Bay area’s natural, cultural, and historic assets, and fostering greater care and better management of them.

Through these programmes we have made a significant contribution to the management of the cultural and natural heritage of the Bay, the health and wellbeing of local people, and have improved the skills of hundreds of volunteers.

Recent partnerships include:

- South Lakeland District Council, a £2.3m Coastal Communities Fund Round 5, ‘Ways Around the Bay’ programme

- University of Cumbria, a £1.05m National Lottery Heritage Fund 'BOOM Back on our map' South Cumbria species restoration programme (pictured below)



BOOM Photo Collage, Photo credit: MBP and University of Cumbria

7. Our impact

Over the last 10 years we have:

- Engaged over 81,000 people in 1,640 participation events & activities offering as many people as possible the chance to connect and care for the Bay
- Delivered 150 community training days & trained 57 teachers
- Worked with over 2,170 volunteers contributing 3,952 volunteer days (equivalent to over 10 years full time working!)
- Connected 1,197 school children and 47 schools with Morecambe Bay so they understand it and might care about it in future, developing a sense of pride in their place.
- Created 130km of cycle routes with the Bay Cycleway.
- Shared 14 inspirational art installations/projects to bring high quality arts opportunities to our communities
- Removed 3 sites from the Heritage at Risk Register & undertaken 55 vital surveys of heritage and nature & 1 archaeological dig
- Led major campaigns to protect roosting and nesting shore birds
- Removed 85 tonnes of litter from the bay's beaches, footpaths and trails
- Provided 5 all-terrain mobility scooters and 8 accessible routes so everyone can enjoy getting outdoors and can gain the health and wellbeing benefits.

- Led 5 major community-based environmental campaigns to help protect clean beaches and bathing waters including distributing over 4,000 eco-period products to girls and women in deprived areas.
- Forged partnerships with dozens of organisations and community groups to protect Morecambe Bay and support its communities



8. Objectives for 2023 to 2026

Our vision is for a Morecambe Bay that is:

an outstanding destination for responsible tourism.

We want to help make it easier for people to explore the Bay on foot, bike or assisted mobility transport, bringing joy to people's lives.

We will support safe active travel routes, aiming to make more of the Bay Cycle Way traffic-free and championing the building of a trail linking Arnside and Grange-over-Sands over the Kent estuary viaduct.

respectful of nature; where more people can access and enjoy nature responsibly and contribute to caring for it for mutual health and wellbeing.

We want to grow our network of paid and voluntary Natural Ambassadors, who protect and promote the Bay's precious birdlife & continue to lead the charge against litter and plastic pollution.

home to people who are well-supported to understand the effects of climate change and how they can adapt.

We will continue to develop solutions to flooding and coastal resilience with communities and partners, so we can become more resilient to the effects of climate change

safeguarding archaeology, heritage & our shared culture, to provide inspiration for all.

We want to run more heritage skills, volunteering and celebratory programmes which combat loneliness, connect people, and encourage learning.

a place where young people are empowered to connect to their place.

We want to help school-age children from deprived communities, visit the coast and benefit from new experiences otherwise unavailable to them.

We want to grow our youth engagement programmes so that young people of working age can train and develop viable careers in the care of Morecambe Bay.

9. Financial goals and fundraising

Our Fundraising Strategy sets out our detailed approach to income generation. In short, we want to secure up to £100k of unrestricted income per annum over the next 3 years to grow our impact and fund our small delivery team.

We are seeking funding from a range of sources to deliver our ambitions including trusts and foundations, corporate bodies, individuals, potential for earned income and from legacies.

Our 3-year Business Plan & budget underpins our Case for Support and Fundraising Strategy to ensure consistent, relevant, and engaging fundraising and programmes.

10. Our people - governance, leadership, staff and volunteers

Morecambe Bay Partnership is a Charitable Incorporated Organisation (CIO), registered with the Charity Commission (Registered Charity Number 1173489). It was incorporated on 20 June 2017, having previously operated as an unincorporated organisation since November 2001 (Registered Charity Number 1089559) hosted by Cumbria County Council.

Our award-winning work reflects the dedication and commitment of the team. Governed by a Board of skilled and knowledgeable Trustees, the Chief Executive sets the direction for the organisation and works with the wider staff team to achieve the charity's goals.

Together we form a highly skilled, experienced, passionate and professional team.

The charity is governed by a board of Trustees. Our current trustees are:

- Kerry McLoughlin (Chair)
- Mark Holroyd (Vice chair)
- Harrison Stewart
- Helen Kemp
- Rosie Saxton
- Emma Parsons
- Georgina Young
- Tom Burditt
- Amanda Finan

The trustees delegate the day to day running of the charity to the Chief Executive and staff team who are employed by the charity directly on fixed term or permanent contracts. We have a team of 9 staff currently: 2 full time, and 7 part time.



11. Trustees Role

The role of trustees in a Charitable Incorporated Organisation is:

- Strategic – providing leadership and agreeing direction
- Supportive – being ambassadors for the Charity and a sounding board for staff
- To challenge – to ensure we operate with accountability and within Charity Commission rules

The Charity Commission Document, '[The Essential Trustee](#),' describes and explains the key duties of Trustees, and what Trustees need to do to carry these out. These duties include:

- Ensure your charity is carrying out its purposes for the public benefit
- Comply with your charity's governing document and the law
- Act in your charity's best interests
- Manage your charity's resources responsibly
- Act with reasonable care and skill
- Ensure your charity is accountable

12. Liability

As a Charitable Incorporated Organisation, Morecambe Bay Partnership is recognised as a legal entity with liability resting with the charity rather than trustees.

13. What does being a Trustee entail?

Trustees come from all walks of life, and we welcome anyone with an interest in the Bay and the relevant skills needed to be an effective trustee. The charity believes in equality and diversity and welcomes those who might not usually be represented including younger people. The Board of Trustees meet roughly four times per year. This includes 'in person' and online meetings, during the day and in the evening. We aim to hold two 'in person' meetings each year which allow the Board to meet and discuss business face to face and meet the wider team of staff.

Trustees are expected to:

- be ambassadors for the charity
- promote and champion our work, its ambition, vision and objectives to stakeholders, local communities and relevant organisations
- play a full and active part in Board meetings, contribute knowledge, expertise and experience

- attend trustee Board meetings whenever possible. Or, if no longer able to attend meetings on a regular basis, to step down from the Board
- support the charity and its development at a strategic level
- agree business plans, budgets, and allocation of resources
- exercise balance, good judgement and respect
- ensure that we fulfil all legal requirements
- encourage best practice, and strive for high quality, and excellence
- seek a sustainable legacy and long-term benefits from the work of the charity
- identify and support links with other relevant organisations and promote the work of the Partnership in your networks
- promote the identity and value of Morecambe Bay and Morecambe Bay Partnership
- disclose any conflicts of interest and always maintain high professional standards and integrity.

In practice this includes:

- attending Board meetings four times a year (usually x 1 online and x 3 'in person')
- preparing for meetings by reading and considering Board papers
- taking an active interest in the business of the meetings
- engaging, by asking questions and challenging if necessary
- Joining task and finish groups as needed, on items requiring more in-depth attention.

Meeting venues and travelling around the Bay

We ask Trustees to uphold our values and aims. Meeting venues around the Bay are chosen with good public transport links in mind so that attendees can travel sustainably - by train, bus, bike, foot. Reducing our carbon footprint and encouraging sustainable travel around the Bay is one of our key goals and we ask the Board to lead by example and support the charity's aim as far as practicable.

Working Groups

From time to time, with the agreement of the Board, the Charity may need extra support from working groups addressing a particular need - such as a Finance Committee. In this instance, if you were appointed to a working group, you would be asked to offer the Charity a few hours of extra time.

Occasionally we seek volunteers from among trustees to:

- support charity events
- represent the charity at events
- represent the charity on other programme Boards
- sit on interview panels, support the team with advice and/or in other practical ways



- take part in ad-hoc tasks

14. Knowledge, skills, experience

We aim to have a diverse board who together can demonstrate the range of skills and experiences outlined below, and welcome applications from individuals who can demonstrate some of these. As a Board we would like to see additional expertise in the areas of fundraising, finance, law and archaeology and would be keen to hear from individuals who might be interested in Chairing the Charity in the future when the Chair's term ends. Mostly we are seeking individuals with passion, drive and commitment to this special place who are keen to lend their support.

Skills

- Leadership
- Strategic planning
- Business management
- Governance
- Fundraising
- Legal
- Financial management
- Communications/advocacy/PR
- Networking/partnership working
- Chairing meetings.

Experience

- Heritage and history
- Archaeology
- Nature/environment/wildlife
- Inclusivity/diversity
- Landscape
- Place-making
- Access/rights of way
- Cycling/active travel
- Access for all
- Health and wellbeing
- Environment and sustainability
- Arts and culture
- Visitor economy/tourism
- Volunteering
- Food/farming/forestry
- Community engagement
- Development/learning
- Skills/employment training
- Public and private sector
- Social enterprise and third sector
- Business/business engagement
- Corporate sponsorship

Personal qualities

- Balanced and independent judgement
- Good communication, willingness to listen to other views and perspectives.
- Creative problem solving
- Able to analyse information and challenge constructively.
- Balancing multiple priorities and values of a wide range of stakeholders

- Diplomacy and a respectful balance of tact with candour
- Understand the difference between executive and governance roles.

The Nolan Committee identified seven principles of public life that should guide public figures all of which are relevant to this role:

- | | |
|-----------------|-------------------|
| 1. selflessness | 5. objectivity |
| 2. openness | 6. leadership |
| 3. integrity | 7. accountability |
| 4. honesty | |

15. Valuing inclusion

We are keen to achieve a more diverse board of trustees and welcome applications from all sections of the community. A diverse board will deliver a wider range of views and perspectives to benefit the people and places of Morecambe Bay.

We recognise that people with different backgrounds, skills, attitudes and experiences bring fresh ideas and perceptions, and we wish to encourage and harness these differences to make our programmes and work more relevant and accessible.

As part of your application, we include a diversity monitoring form.

16. Why we'd like to recruit young trustees

Research shows that charity boards have an average age of 60 and that 18-24-year-olds only account for less than 0.5% of all charity trustees. Diversity on a board allows for more robust decision making, and a diversity of experience is key to this.

In our last recruitment round we were successful in recruiting 2 trustees from this age range and we are hoping to recruit more young people as they can bring energy, commitment and fresh perspectives to direct a charity. Diversity of insight and perspective ultimately leads to better governance and new ideas and perspectives on trustee boards can challenge long standing beliefs and systems.

Some beneficiaries of our charity include young people, so young trustees can provide useful insight and perspectives on beneficiary needs and experience. We don't expect you to represent young people - instead we value your experience as a young person to bring a much-needed diversity of perspective.

We can offer you the opportunity to build skills and experience which in turn puts you in a better place to be leaders of charities in the future. We are recruiting for potential and learning in the role is expected.

You must be at least 18 years old to be a charity trustee and travel expenses will be covered.

Rosie Saxton, who was recruited to the Board in 2023, said: “being on the trustee board at MBP is a very enjoyable experience. The welcoming and supportive team has meant that I have learnt a lot through joining the board. I have gained an invaluable understanding of how charity governance operates, which was what I wanted to get out of this experience as a young person with no prior governance knowledge. Additionally, I greatly value being able to contribute to a cause that is close to my heart. While studying at university in Lancaster the outdoor environment of the Morecambe Bay area was what made my time there special and MBP’s mission to protect this space as well as provide access to it for everyone, I believe is of the utmost importance.”

17. Terms of appointment

Trustees hold office for three years and can stand for 3 terms and the time commitment for the role is around six days per year.

We are a charity, so these positions are unsalaried. Agreed travel expenses can be paid in line with HMRC rates on receipt of a claim.

The existing trustees make appointments. Board meetings are held online and in person at suitable meeting locations around the Bay. Previous meeting locations have included Leighton Moss RSPB Nature Reserve in Silverdale, The Storey in Lancaster and Victoria Hall in Grange over Sands.

18. What can you expect of the charity?

- Re-imbusement of any travel costs associated with the role.
- An appropriate induction and briefing on joining the Board to understand the charity, its plans plus current and likely future issues, and opportunities.
- Papers for Board meetings are available online via SharePoint; we’ll set you up with access to the system.
- Board meetings are inclusive, friendly, and participative – contributions from all are welcomed and encouraged.
- Opportunities to discuss matters with the Chair and Chief Executive outside of meeting in relation to trustee or charity matters.

- Opportunities to become involved in a range of internal and external activities, events, and training.
- A commitment to best practise and excellence
- Staff and trustee socials twice a year.
- A friendly, professional team of staff and volunteers passionate about Morecambe Bay

19. Essential reading & useful resources

We will supply you with a copy of the charity constitution.

We ask you to read our [latest annual report](#) and [The Essential Trustee](#) produced by the Charity Commission

You can also find out more about our work and activities via our social media channels.

Instagram: mb_partnership

Facebook: www.facebook.com/MorecambeBayPartnership

LinkedIn: @morecambebaypartnership

20. Finding out more

To find out more please check out our website www.morecambebay.org.uk or contact CEO, Sarah Mason sarah.mason@morecambebay.org.uk or Chairperson, Kerry McLoughlin (via Sarah's email).

How to Apply, Deadline and Interviews

If you wish to become a Trustee, please apply by email with:

Your CV or outline of your experience relevant to the role and a supporting statement setting out:

- Why you would like to be a Trustee.
- What you will bring to the Board
- What you would hope to get from being a trustee
- What we can give back to you, and
- Your contact details (email, home address and phone)

Please also:

- Confirm you understand the role and are eligible to be a trustee.

www.morecambebay.org.uk

Registered Charity No. 1173489



- Say if you have any conflicts of interest e.g. are related to any staff or other Trustee
- Provide contacts for two referees, these can be personal or professional.

Your application should be sent by email to Sarah Mason, Chief Executive, sarah.mason@morecambebay.org.uk and will be acknowledged.

Applications should be made by **Monday 9th December at 12 noon**. If you would like to apply, but can't meet this deadline, please contact Sarah.

We will hold interviews for the positions we have available & we will offer exact days and times depending on applications and availability. Interviews could be face to face or online, depending on your circumstances and availability of trustees. We will be in touch with more details should you be selected.