



**Morecambe
Bay**
Partnership



Trustee Prospectus 2026

Registered Charity 1173489





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1. Welcome from the Chairperson



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 at an exciting time as we launch our new strategic 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.

Mark Hawker

Chairperson

2. Welcome from the Chief Executive

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

We have just produced our new strategic plan, which explains who we are, what we do and most importantly, why. For the first time, our charity has the clarity it needs to embrace whatever the future may hold.

Fundraising is always of paramount importance to ensure the sustainability of the charity. We've just been awarded a National Lottery Heritage Fund grant for a 2-year project to work with partners in the Arnside & Silverdale National Landscape. The grant will develop & test ways of engaging people in nature recovery in a responsible and sustainable way & could lead to an 8-year follow-up project, subject to funding.

Now is an exciting time to join us. If you would like to share your skills as a Trustee and bring people together to care for Morecambe Bay, 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

We are Morecambe Bay Partnership

We exist to care for the Bay as a whole; its nature, its heritage and its people.

Our **charity's vision** is of a Bay where wildlife is recovering and thriving; where we are all better prepared for more frequent and intense weather; where cultural heritage is respected and celebrated; and where people of all ages and abilities can access, enjoy and care for this place responsibly.

We are the **only charity focused** on the Bay at this scale. We raise funds so that community-led nature, learning and heritage programmes can happen, bringing together individuals and organisations to turn local passion into collective action.

We **listen carefully** to what's needed, spot opportunities for change, and help build partnerships and raise the funds that make lasting impact possible.

We are guided by our core beliefs that:

- the natural and historic environment of Morecambe Bay is precious and vulnerable;
- fairness, inclusion and respect matter;
- when people feel connected to nature and heritage, they are more likely to look after it.

Our mission is simple:

To bring people together to care for the Bay's future

5. Why Morecambe Bay?

Morecambe Bay is a remarkable place, rich in wildlife, history and culture, and deeply important to the people who live around it.

But the Bay is under growing pressure and facing closely connected challenges:

- Nature is in decline. Internationally important bird populations are falling as habitats are lost, disturbance increases and severe weather becomes more regular and intense.
- Communities are struggling to deal with more frequent severe weather events causing flooding and erosion which are already reshaping lives and places, often with uncertainty about what comes next.
- Many young people are growing up disconnected from nature. This affects wellbeing today and limits opportunities to develop skills and futures connected to the natural world.
- Access to the countryside and coast is not inclusive. Too often, people are excluded by barriers linked to health, disability, poverty or poor transport links.
- The Bay's heritage is at risk. Archaeology, coastal history and shared cultural stories are being lost, quietly and steadily, without enough care or attention.

Without coordinated action, Morecambe Bay will lose wildlife, heritage, and the quality of life for the 350,000 people who call the area home.



Silverdale coast at sunset, Photo credit: Nigel Hunter

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



7. Our impact

Over the last 10 years we worked with others to:

- Raise over £6 million for projects around the Bay
- Engage over 100,000 people in events & activities offering as many people as possible the chance to connect and care for the Bay
- Deliver 160 community training days & trained over 60 teachers
- Support over 2,500 volunteers
- Connect over 3,000 school children with Morecambe Bay
- Create the 130km Bay Cycleway.
- Share 14 inspirational art installations/projects to bring high quality arts opportunities to our communities
- Remove 3 sites from the Heritage at Risk Register & undertaken 55 vital surveys of heritage and nature & 1 archaeological dig
- Run major campaigns to protect roosting and nesting shore birds
- Remove 85 tonnes of litter from the bay's beaches, footpaths and trails
- Provide 11 mobility scooters for free hire.
- Create the 3 Nature Reserves Accessible Trail.

8. The change we want to see

We want people and nature to thrive together.

We aim to support four key changes, and these are our strategic objectives:

- Nature is cared for and restored
- Everyone can address environmental impacts
- Heritage is protected and shared
- Access to nature is fairer



9. Financial goals and fundraising

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.

10. Governance

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.

Our current trustees are:

- Mark Hawker (Chair)
- Mark Holroyd (Vice chair)
- Alistair Eagles
- Paul Salveson
- Helen Kemp
- 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: 3 full time, and 6 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 marketing. Mostly we are seeking individuals with passion, drive and commitment to this special place who are keen to lend their support.

Skills

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

Experience

- | | |
|----------------------------------|--------------------------------------|
| - Heritage and history | - Arts and culture |
| - Archaeology | - Visitor economy/tourism |
| - Nature/environment/wildlife | - Volunteering |
| - Inclusivity/diversity | - Food/farming/forestry |
| - Landscape | - Community engagement |
| - Place-making | - Development/learning |
| - Access/rights of way | - Skills/employment training |
| - Cycling/active travel | - Public and private sector |
| - Access for all | - Social enterprise and third sector |
| - Health and wellbeing | - Business/business engagement |
| - Environment and sustainability | - 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 a previous recruitment round we were successful in welcoming 2 trustees from this age range. These young people have now moved on and away from the area and we are hoping to recruit to this age range again. Younger people 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 was 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-imbursement 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](#), [strategic plan](#) 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, Mark Hawker (via Sarah's email).

21. 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.
- 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 must be made by **Monday 27th July at 5pm**. If you would like to apply, but can't meet this deadline, please contact CEO, Sarah Mason.

We will hold interviews on **Tuesday 18th and Tuesday 25th August**. 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.

Thank you for your interest in our charity