

# Business Plan 2023-2026

(Revised March 2025)





## Contents

Contents.....	2
Purpose of this 3-year plan .....	2
We are Morecambe Bay Partnership .....	2
The Outcomes we want to see. ....	3
Strategic Objectives.....	3
Key Programmes (2025-2026 & beyond, subject to funding) .....	4
Key Performance Indicators (2023-2026).....	5
Financing the Operation .....	5
High level financial risks *full risk register to be appended.....	7

## Purpose of this 3-year plan

This plan underpins our case for support and fundraising strategy. It sets out the strategic and operational objectives of the charity, including how we will deliver the outcomes we want to see, how much our delivery will cost and how we will resource it. Our fundraising strategy sets out our detailed approach to income generation alongside a 3-year indicative budget.

## We are Morecambe Bay Partnership

### A charity working for people, nature, and heritage in this special place.

**Our charity works in partnership** to help everyone appreciate, access & nurture the nature, landscapes & communities of this special place.

**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 have been working for Morecambe Bay for over 30 years in various guises and since 2017 we have been the only charity solely dedicated to championing Morecambe Bay in this holistic way.

**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.

## The Outcomes we want to see.

All our work is aimed at achieving the charity's vision and the outcomes we want to see in achieving our vision are as follows:

- 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.

## Strategic Objectives

Our strategic objectives over the next 3 years which deliver the charity's vision are as follows:

- We will 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.
- We will grow a 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.
- We will develop solutions to flooding and coastal resilience with communities and partners, so we can become more resilient to the effects of climate change.
- We will enable more heritage skills, volunteering and celebratory programmes which combat loneliness, connect people, and encourage learning.

- We will help school-age children from deprived & rurally isolated communities, visit the coast and benefit from new experiences otherwise unavailable to them.
- We will grow youth engagement programmes so that young people of working age can train and develop viable careers in the care of Morecambe Bay.
- Morecambe Bay Partnership will be a secure and sustainable charity, effectively financed, and resourced to bring about the best possible opportunities and outputs for Morecambe Bay.

### **How we work to meet the objectives (from March 2025):**

We work in partnership with others to make good things happen for Morecambe Bay. From protecting nature & improving access to the countryside & coast to increasing understanding of the Bay's heritage, our work aims to make the area a better place to live, work, study & visit.

- ❖ *We raise funds to protect nature & heritage, to improve skills, & the health and wellbeing of local people.*
- ❖ *We share our messages, skills & expertise with others to improve the profile & understanding of Morecambe Bay, so everyone can understand and appreciate it.*
- ❖ *We identify & prioritise new opportunities to deliver impact, bringing organisations together to deliver shared goals. We co-ordinate & manage partnerships & projects with & on behalf of others*
- ❖ *We invest in research & data, ensuring that information about Morecambe Bay is up to date & relevant*

*Through our leadership we help everyone value, respect and protect Morecambe Bay*

**We also need to grow the charity's resilience so it can be stronger and better able to deliver for the people and places of Morecambe Bay.**

The charity is currently focused on enhancing unrestricted fundraising to increase resilience and sustainability. We continue to test & refine multiple fundraising methods to boost unrestricted income, including events, appeals, merchandising, and corporate support alongside applications to charitable trusts which support core/unrestricted costs.

## **Key Programmes (2025-2026 & beyond, subject to funding)**

- ❖ *Bird Aware Morecambe Bay; act as a strategic coordinator for this Bay-wide multi-authority project in 2-stages (1. data gathering & 2. mitigation & implementation). Stage 1 is funded by the 3 authorities & supported by Natural England to help LAs devise and update their local plans.*
- ❖ *Landscape Connections Arnsdale & Silverdale; bid writing and lead partner to deliver a 2-year development phase & 5-year (delivery phase) facilitation, communications & engagement project in partnership with ASNLP. Applying to National Lottery Heritage Fund in February 2026.*

- ❖ *Morecambe Bay Curriculum; participate as a delivery partner in their project to create the next generation of climate leaders (subject to Climate Action (Lottery) Funding).*
- ❖ *Turning Tides Partnership; bringing our brand, profile & strategic experience to this group of organisations tackling water quality & involving the public in solutions.*
- ❖ *Our Future Coast; developing our role in climate change adaptation communication and community action until March 2027*
- ❖ *Ways Around the Bay; capitalise on the investment made in this brand through continued promotion, development & commercialisation (if possible); operating Grange Hub and championing of the Arnside to Grange Trail.*

## Key Performance Indicators (2023-2026)

- ❖ *Create 5000 opportunities for disadvantaged & rurally isolated school-age children to interact with their local nature & heritage.*
- ❖ *Help 2000 people access the outdoors through the Morecambe Bay e-bike & Tramper Networks.*
- ❖ *Recruit a team of 100 paid & voluntary Natural Ambassadors, focussing on training young people of working age.*
- ❖ *Run 100 inspiring events & activities which celebrate all that is special about the Bay's heritage & culture.*
- ❖ *Promote the Ways Around the Bay brand as a Bay-wide initiative to develop Morecambe Bay as a responsible tourism destination, creating active travel hubs linking with the public transport network.*
- ❖ *Promote the Birds of the Bay brand as a Bay-wide initiative to assist with bird conservation.*
- ❖ *Champion the next stage of feasibility into the Arnside to Grange Trail.*
- ❖ *Secure a physical space for face-to-face engagement, close to the Bay.*
- ❖ *Support 5 local communities to understand the impacts of climate change on their area.*
- ❖ *We will aim to deliver a balanced budget which doesn't draw on unrestricted reserves, each year.*
- ❖ *Meet unrestricted income targets*
- ❖ *A staff absence rate of 1.5% (#days absent/total number of working days = absence rate).*
- ❖ *An annual decrease of 10% of staff travelling by car & onto public transport/active travel.*

## Financing the Operation

The model we have adopted for the charity is where we define the annual core costs & fund as much of these through unrestricted, adding restricted projects which deliver our charitable objectives where funding permits.

The primary objective for 2025-26 is to capitalise on the opportunities highlighted in the "Key Programmes" section above, whilst increasing unrestricted income to support the running costs of the

charity. It is recognised that income can be raised through restricted projects to support a proportion of these costs through full cost recovery and through core staff delivering restricted projects.

### **Running costs include:**

- A proportion of staff costs including salaries, pension, NI, travel, training for CEO, Fundraising Lead, Supporter Engagement/Corporate Funding Officer, Operations Officer, Finance Officer.
- Professional fees including, HR, legal, IT support, licenses, software, financial systems.
- Premises costs
- Administration costs including telephone & internet, bank charges & office equipment.
- Governance costs including audit, statutory accounts, insurance & trustee meetings.

Running costs of the charity to be funded through unrestricted (income & general reserve usage) in 2025-26 = £69,558

### **How we plan to raise funds in 2025-2026.**

#### **Individual & Corporate:**

- ✓ Promote individual, legacy & corporate giving via the website

#### **Events**

- ✓ Run a Morecambe Bay Day (fundraiser & awareness raising).
- ✓ Run a 10<sup>th</sup> anniversary Bay Cycle Way Challenge (fundraiser)

#### **Earned Income:**

- ✓ Continue selling Seldom Seen maps
- ✓ Continue merchandising via Teemill

#### **Trusts and Foundations (unrestricted):**

- ✓ Continue to develop & apply to our pipeline of funders.

#### **Trusts and Foundations (restricted):**

- ✓ Develop concept notes for projects and full cost recovery budgets as opportunities arise.
- ✓ Develop personalised approaches and expressions of interest to larger organisations & sponsors.
- ✓ Deliver the key programmes as outlined on page 5

## Costs and how to fund them to achieve a balanced budget.

Costs are based on keeping the staffing at similar levels, where possible & realistic. A 10% inflationary increase across expenditure, & a 2-3% pay award for staff is included each year.

The versatility of our core staff team allows them to deliver elements of restricted projects. It is anticipated that we will build this approach, balancing with the need for specialist project staff funded through a pipeline of restricted project applications.

Year	Total cost of financing the charity	Secured income	Secured restricted reserve funds (received in previous years.)	Overall Income needed	Submitted funding applications (awaiting a decision)	Remaining fundraising target	Unrestricted income target	Restricted income target (projects in development)
25.26	£536,636	£354,370	£93,477	<b>£88,789</b>	£32,064	<b>£56,725</b>	£27,900	£28,825

At the start of the year (April 1<sup>st</sup> 2025), our estimated general reserves will be £104,958.

## High level financial risks

No.	Risk	Likelihood 1-5 Low-high	Severity 1-5 Low-high	Mitigation
1	Unable to raise target unrestricted income in year 1	3	5	Increase any methods which do work to compensate. Stop using those which don't work.  Revise targets for years 2 & 3 accordingly

				<p>Invest in additional support/re-purpose current staff, to increase activity.</p> <p>Backfill with additional applications to restricted funders.</p>
2	Unable to raise target restricted income in year 1 (if more than 50% of applications to restricted funders made in year 1 for delivery in years 2 & 3 are unsuccessful)	3	5	<p>Reforecast budget for years 2 &amp; 3</p> <p>Make staff redundancies/cut hours &amp; make budget cuts to reduce costs.</p> <p>Rationalise activity whilst further funding bids are submitted.</p>
3	Competition in delivery & for funds from other similar charities	4	3	<p>Promote our USP clearly.</p> <p>Work in partnership where funds are shared equitably rather than tokenistically.</p>