Malvern Hills Trust

Finance, Administration and Resources Committee

Thursday 11 December 2025 at 6.00 pm

Park View Community Room
Malvern Town Council
Victoria Park Road
Malvern Link
WR14 2JY

Malvern Hills Trust

Meeting of the Finance, Administration and Resources Committee

Park View Community Room, Malvern Town Council, Victoria Park Road, Malvern Link WR14 2JY

Thursday 11 December at 6:00 pm

Members: Simon Baggaley, Robert Berry, David Core, Allan Cottam, David Fellows, Richard Fowler, Lucy Hodgson, Andrew Myatt, John Raine, Frances Victory, Malcolm Victory, Andrew Willmott.

Meeting attendees are encouraged to wear Christmas jumpers to mark Christmas Jumper Day 2025. A collection will be taken in aid of Save the Children.

Agenda

1. Election of Chair
2. Election of Vice-Chair
3. Apologies for Absence
4. Chair's Communications
5. Declarations of Interest
6. Public comments
7. Minutes of the meeting held on 25 September 2025 and Matters Arising
   - 7.1 Communications
8. Management Accounts for the 6 months ending 30 September 2025 — Paper A
9. **Budget 2026-2027** — Paper B
10. Business Plan project progress and developing key performance indicators — Paper C
11. Policies
    - 11.1 Privacy Policy and data retention periods — Paper D
12. Reports for information
    - 12.1 Investments *(confidential attachment)* — Paper E
    - 12.2 Pension fund triennial review *(confidential attachment)* — Paper F
    - 12.3 GDPR - Review of data breach log
    - 12.4 Risk Management red flag items (verbal)
13. Urgent business
14. Date of next meeting – Thursday 4 June 2026

Malvern Hills Trust

Nomination Form: Chair of Finance Administration and Resources Committee

To be completed by nominator and seconder

We, the undersigned, wish to nominate........LUCY HODGSON..........as Chair of Finance Administration and Resources Committee for the year 2025/26. If the nominee is not elected as Chair, we wish/~~do not wish~~* to nominate ~~him~~/her* as Vice-Chair.

	SIGNATURE	PRINT NAME
NOMINATED BY	D Core	David Core
SECONDED BY	Malcolm Victory	Malcolm Victory

TO BE COMPLETED BY NOMINEE

I agree to be nominated for the role of Chair of Finance Administration and Resources Committee. I have read the role description. I understand the responsibilities of the role and have attached a statement in support of my nomination. If I am not elected as Chair, I agree/~~do not agree~~* to stand for election as Vice-Chair.

	SIGNATURE	PRINT NAME
NOMINEE	L Hodgson	**LUCY HODGSON**

Please return completed forms by 12 noon on Monday 1 December 2025

**Please delete as appropriate*

Statement in support of nomination to the role of Chair of Finance Administration and Resources Committee

Name: Lucy Hodgson

I have been the Chairman of FAR committee for the past two years, and a trustee for about 6 years, I would like to continue to be chairman. I am a fair Chairman and everyone on the committee get a change to ask questions, but I can be firm if needed. As the chairman I have a good understanding of the FAR agenda and the work that this committee undertakes including financial, communication and risk and the problems and hurdles that it can face. I am good at looking at details and asked questions.

I am very much aware that not all trustees are supporters of the Private Bill process. I have always been a supporter of modernising the trust governance and I believe in the current private Parliamentary Bill process. We also must not forget all the work the trust does day to day to manage the Hills and Commons for future generations.

Malvern Hills Trust

Nomination form: Vice-Chair of Finance Administration and Resources Committee

To be completed by nominator and seconder

We, the undersigned, wish to nominate.......DAVID CORE....................................as Vice-Chair of Finance Administration and Resources Committee for the year 2025/26.

	SIGNATURE	PRINT NAME
NOMINATED BY		Malcolm Victory
SECONDED BY		Fran Victory

TO BE COMPLETED BY NOMINEE

I agree to be nominated for the role of Vice-Chair of Finance Administration and Resources Committee. I have read the role description. I understand the responsibilities of the role and have attached a statement in support of my nomination.

	SIGNATURE	PRINT NAME
NOMINEE		David Core

Please return completed forms by 12 noon on Monday 1 December 2025

**Please delete as appropriate*

info@malvernhills.org.uk I www.malvernhills.org.uk I 01684 892002
Malvern Hills Trust, Manor House, Grange Road, Malvern, Worcestershire WR14 3EY

Statement in support of nomination to the role of Vice-Chair of Finance Administration and Resources Committee

Name: David Core

I have been a member of FAR since I joined the Board in 2019 and have previously served as vice chair of the committee. In that time I have built a depth of knowledge of the Trust's finances that I believe would help me support the Committee Chair.

During my career I have been responsible for creating and managing departmental, programme, and organisational budgets of similar and greater size and complexity to that of the Trust. I also have relevant knowledge of investments and pensions from my career in financial services.

Paper A
For information

Finance, Administration & Resources Committee
Management accounts to 30th September 2025 (Q2)
11th December 2025

The management accounts for the first 6 months (Q2) of the financial year are presented for Trustees' information.

Please note that this paper was produced for the 13th November 2025 Board meeting, but time constraints did not allow us to go through this in detail. It is important, actual 6 monthly information so is considered again here.

As was adopted last year, a reserves review will be carried out quarterly and this is the end of the second quarter.

Reserves review

	ACTUAL - Q2 including audit adjs y/e 31.03.25		
Policy	> £ 350,000		
	30/09/2025		
General Fund Total	448,045		
Remove NBV of assets (vehicles and equipment + office equipment) rounding	189,177		
General Fund excluding NBV of assets	258,868		
All designated Funds:	**Free**	**Not free**	**Total**
Unrestricted Gift fund	415,314		415,314
HLS		78,895	78,895
Countryside Stewardship	1,331	473,018	474,349
Tree disease fund		33,570	33,570
Ash dieback		47,020	47,020
Modernisation of Acts:			
Other costs		45,525	45,525
Promotion & preparation of the bill		-32,006	-32,006
Election expenses		17,000	17,000
Dog Campaign *1	0		0
Boundary commission advice	12,276		12,276
Track & Tree bad weather		0	0
Marketing comms Board approved 25/26 spend		9,947	9,947
Designated fixed assets		9,353	9,353
	687,789		
	196.51%		

Memo:

Actual reserves are being and will continue to be reviewed quarterly.

Other matters:

A reminder that as agreed in May 29th Special Board meeting, approval was granted for 2025/26 additional funding of the bill as follows.

On the proposal of Richard Bartholomew, seconded by Malcolm Victory, it was RESOLVED unanimously (by those eligible to vote) that, if and when the Charity Commission agree to increase the cap, the additional costs for 2025-26 will be funded as follows:

- **Postpone the installation of the meters at Old Hills;**
- **Transfer £30,983 from the RPA reserve;**
- **Transfer c£7k from the 'Other Costs' designated fund;**
- **Transfer c£49k from general reserves arising from the 2024-25 year end position, subject to confirmation of the final position; and**
- **Transfer the remainder c£20k from the unrestricted gift fund.**

Approval has recently (mid October 2025) been granted by the Charity Commission, so in the Q3 results the following transfers will be made:

- £7,252 transfer from "Other Costs" to "Promotion and Preparation of the bill"
  - Based on the budget this allows £63k for 25/26 spend and to date in 25/26 to 30.09.25 the spend is £24,727
- The actual general reserve position at 31.03.25 was £53,172 better that budget. As can be seen above the expectation was c. £49k. As such £50k will be transferred to Promotion and Preparation of the Bill

These actions on transfers are sufficient at this time and will bring the funds into credit.

(1) The installation of meters is on hold as agreed but the financial impact against budget is not yet determined.
(2) The BPS £30,983 has already been actioned (NOTE incorrect labelling as RPA in MAY25 meeting and minutes now corrected, it is BPS as alerted already).
(5) The unrestricted gift fund transfer was a residual transfer and so no action has been taken on this as yet, it will be reassessed based on actual spends as the year progresses but the £20k approved transfer is still available.

Upcoming in NOV25 the Trust is likely to sell 2 tractors (now only 1 and addressed in the 26/27 budget, not 25/26), with the intention of reinvesting the funds into the new purchase which will follow when a decision has been made on the best new asset or assets to acquire. The Operations Manager is currently looking at trialling certain replacement kit.
The decision on the new purchase will not be rushed and the proposal is to hold any profits from the sale in a designated fund for use against the purchase of the new kit.

Nicky Gutteridge FCA
Finance and Admin Manager
28th October 2025 – some modifications made for FAR meeting 1st December 2025

Malvern Hills Trust

Balance Sheet as at 30th September 2025

	£	£	NOTES
Fixed Assets			
Heritage assets	1,369,095		
Other land and buildings	206,816		
Improvements to capital assets	64,269		
LM vehicles & eq't	183,196		
Office equipment	5,981		
Investments	1,408,929		B1
		3,238,285	
Current Assets			
Livestock	31,452		
Investments	266,187		B2
Debtors & accrued income	316,626		B3
Deposits and Cash	925,910		B4
VAT Asset	0		
		1,540,175	
Current Liabilities			
Creditors : Short Term	174,559		
Payroll Taxation	17,104		
Wages/Pension	6,405		
VAT Liability	4,251		
		(202,319)	
Current Assets less Current Liabilities:		1,337,855	
Total Assets less Current Liabilities:		4,576,141	
Long Term Liabilities			
FRS 102 pension liability		(130,000)	B5
Total Assets less Total Liabilities:		**4,446,141**	
Capital & Reserves			
General fund	448,045		
Designated funds	1,111,243		
Restricted funds	3,016,852		
FRS 102 pension	(130,000)		
		4,446,141	

Malvern Hills Trust

General fund income and expenditure versus budget for the 6 months ended 30th September 2025

	Actual 6 mnths £	Budget 6 mnths £	Variance £	*Budget Annual £*	NOTES
Income					
Levy	369,552	369,552	0	*739,100*	G1
Grants	14,175	16,175	(2,000)	*18,175*	G2
Car park takings	275,997	281,291	(5,294)	*484,986*	G3
Donations	9,458	4,000	5,458	*8,000*	
Rents and licences	26,702	9,310	17,392	*18,620*	G4
Ice cream concessions	1,350	1,400	(50)	*2,800*	
Wayleaves	255	3,000	(2,745)	*6,000*	
AONB contribtions	3,498	3,250	247	*6,500*	
Sundry income	6,298	3,300	2,998	*6,600*	G5
Investment income	13,270	10,500	2,770	*21,000*	G6
Profit on disposal of fixed assets	6,675	2,500	4,175	*5,000*	G7
Total income	**727,230**	**704,278**	**22,952**	***1,316,781***	
Land management expenses					
Contract labour	3,092	5,750	2,658	*11,500*	
Drainage	667	781	114	*1,562*	
Vehicle and equipment expenses	8,733	16,068	7,335	*32,136*	
Hire of plant and equipment	170	1,500	1,330	*3,000*	
Waste Management	9,843	4,680	(5,163)	*9,360*	G8
Tree work	3,410	15,470	12,060	*30,940*	G9
Grass cutting	3,450	2,766	(684)	*5,533*	
Purchase of materials and tools	5,194	4,750	(444)	*9,500*	
Protective clothing	1,611	1,350	(261)	*2,700*	
Field consultancies	510	3,188	2,678	*6,376*	
Conservation volunteers	44	598	554	*1,196*	
Water testing	0	302	302	*603*	
Gardening	1,665	1,976	311	*3,952*	
Management plan	0	375	375	*750*	
Tracks and paths	7,070	5,750	(1,320)	*11,500*	
LM miscellaneous	515	3,260	2,745	*6,520*	
Total land management expenses	**45,975**	**68,564**	**22,589**	***137,128***	
Visitor services expenses					
Car park meter expenses	13,235	14,275	1,040	*28,550*	
Car park passes	1,330	1,733	402	*3,465*	
Car park repairs	0	2,500	2,500	*5,000*	
Rangers' vehicle expenses	6,831	5,472	(1,359)	*10,944*	
Rangers' uniform and tools	2,482	1,865	(617)	*3,730*	
Rangers' phones	547	396	(151)	*792*	
Total visitor services expenses	**24,425**	**26,240**	**1,815**	***52,481***	
Communications and public engagement expenses					
Leaflets	285	1,225	940	*2,450*	
Annual report	0	425	425	*850*	
Newsletters	0	100	100	*200*	
Campaigns	0	500	500	*1,000*	
Signs, display and information boards	322	1,000	678	*2,000*	
Events programme	0	750	750	*1,500*	
Exhibitions	0	750	750	*1,500*	
Other PR expenses	0	750	750	*1,500*	
Fundraising expenses	118	125	7	*250*	
Communications support and engagement	0	5,000	5,000	*10,000*	G10
Total communications and public engagement expenses	**725**	**10,625**	**9,900**	***21,250***	
Administration and governance expenses					
Rates	4,380	4,510	130	*9,020*	
Buildings maintenance	4,223	5,000	777	*10,000*	
Electricity and gas	3,632	6,800	3,168	*13,600*	
Telephones	2,405	2,750	345	*5,500*	
Depreciation	23,721	22,125	(1,596)	*44,250*	
Insurance	18,241	18,500	259	*37,000*	
Office equipment	2,152	2,750	598	*5,500*	
IT	7,619	10,550	2,931	*21,100*	
Website	586	500	(86)	*1,000*	

Malvern Hills Trust

General fund income and expenditure versus budget for the 6 months ended 30th September 2025

	Actual 6 mnths £	Budget 6 mnths £	Variance £	*Budget Annual £*	NOTES
Legal and professional fees incl H&S	32,905	29,250	(3,655)	*58,500*	G11
Governance costs	1,369	3,000	1,631	*6,000*	
Subscriptions	2,325	2,500	175	*5,000*	
Bank and investment charges	2,686	2,200	(486)	*4,400*	
Postage	1,612	1,750	138	*3,500*	
Stationery, printing and recycling	2,092	2,350	258	*4,700*	
Cleaning	2,602	2,750	148	*5,500*	
Travelling expenses	131	500	369	*1,000*	
Miscellaneous exps	350	1,625	1,275	*3,250*	
Newpaper ads	479	550	71	*1,100*	
Total administration and governance expenses	**113,509**	**119,960**	**6,451**	***239,920***	
Staff costs					
Basic salaries	335,947	341,350	5,403	*682,700*	G12
Employer's NI	32,225	34,800	2,575	*69,600*	G12
Pension contributions	81,154	86,700	5,546	*173,400*	G12
Group life assurance	2,160	2,000	(160)	*4,000*	
Training - staff	6,595	4,250	(2,345)	*8,500*	G13
Recruitment	773	1,750	977	*3,500*	G14
Total staff costs	**458,853**	**470,850**	**11,997**	***941,700***	
Surplus for the period before transfers	**83,742**	**8,039**	**75,703**	***(75,698)***	
Transfers from other funds	6,994	0	6,994		G16
Transfers to other funds	(14,652)	0	(14,652)		G15
Surplus for the period after transfers	**76,084**	**8,039**	**68,045**		G17
General fund brought forward	371,961	318,789	53,172		
General fund carried forward	**448,045**	**326,828**	**121,217**		

Malvern Hills Trust - Designated Funds Income and Expenditure for the 6 months ended 30th September 2025

NOTES		D1A	D1B	D6	D8				D2	D2			D5	D4	D7	D3		
Codes	Unrestricted Gifts £	Modernisation of Acts other costs £	Preparation & Promotion of Private Bill £	Dog campaign des fund £	Election exps des fund £	Tree disease des fund £	Ash Dieback fund £	Boundary Comm advice fund £	CS Southern £	CS North & Central £	HLS Chase End £	HLS Old Hills £	Grazing reserve £	Designated Fixed Assets £	Track & Tree bad weather £	Marketing & Comms Board approved £25k £	Basic Payment Scheme £	Total £
4020 - Stewardship annual grants	0	0	0	0	0	0	0	0	24,736	104,607	1,769	2,010	0	0	0	0	0	133,121
4030 - Stewardship other grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,331	1,331
4200 - Donations	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	30
4250 - Legacies	10,416	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10,416
4310 - Land rentals	0	0	0	0	0	0	0	0	375	2,879	0	0	0	0	0	0	0	3,254
4370 - Sales of books, leaflets and maps	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
01 - Income Total	**10,446**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**25,111**	**107,486**	**1,769**	**2,010**	**0**	**0**	**0**	**0**	**1,331**	**148,151**
5000 - Contract labour	0	0	0	0	0	0	0	0	0	(1,966)	0	0	0	0	0	0	0	(1,966)
5035 - Treework	0	0	0	0	0	0	(14,495)	0	0	0	0	0	0	0	(14,000)	0	0	(28,495)
5040 - Grass cutting	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5050 - Protective clothing	(2,034)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(2,034)
5100 - Graziers	0	0	0	0	0	0	0	0	(7,250)	(31,200)	(1,264)	(2,700)	0	0	0	0	0	(42,414)
02 - Land management expenses total	(2,034)	0	0	0	0	0	(14,495)	0	(7,250)	(33,166)	(1,264)	(2,700)	0	0	(14,000)	0	0	**(74,910)**
5240 - Car park repairs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5400 - Leaflets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(321)	0	(321)
5455 - Other PR expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5510 - Communications support & engagement	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(14,732)	0	(14,732)
03 - Car parks, wardens and PR total	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**(15,053)**	**0 0**	**(15,053)**
6075 - Legal fees	0	(5,941)	(48,294)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(54,234)
6100 - Other professional fees	0	(1,500)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(1,500)
6210 - Room hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6040 - Postage	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6125 - Stationery	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6140 - Travelling expenses	0	(115)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(115)
6145 - Miscellaneous expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6120 - Newspaper ads	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 - Adminstration costs Total	**0**	**(7,555)**	**(48,294)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**(55,849)**
7010 - Basic salaries - office based staff	0	(11,192)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(11,192)
7030 - Employer's NI - office based staff	0	(2,258)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(2,258)
7050 - Pension contributions - office based staff	0	(3,722)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(3,722)
10 - Salaries Total	**0**	**(17,171)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**(17,171)**
Surplus/(deficit) for the period before transfers	**8,411**	**(24,727)**	**(48,294)**	**0**	**0**	**0**	**(14,495)**	**0**	**17,861**	**74,319**	**504**	**(690)**	**0**	**0**	**(14,000)**	**(15,053)**	**1,331**	**(14,832)**
4600 - Transfers from other funds	0	0	0	0	12,000	0	0	0	0	0	0	0	0	0	0	0	0	12,000
8100 - Transfers to other funds	0	0	0	(3,501)	0	0	0	0	0	0	0	0	0	(1,058)	0	0	0	(4,559)
Surplus/(deficit) for the period after transfers	**8,411**	**(24,727)**	**(48,294)**	**(3,501)**	**12,000**	**0**	**(14,495)**	**0**	**17,861**	**74,319**	**504**	**(690)**	**0**	**(1,058)**	**(14,000)**	**(15,053)**	**1,331**	**(7,391)**
Designated funds brought forward	406,903	70,252	16,287	3,501	5,000	33,570	61,515	12,276	316,206	64,632	2,571	16,450	60,060	10,411	14,000	25,000	0	1,118,634
Designated funds carried forward	**415,314**	**45,525**	**(32,006)**	**1**	**17,000**	**33,570**	**47,020**	**12,276**	**334,067**	**138,951**	**3,075**	**15,760**	**60,060**	**9,353**	**0**	**9,947**	**1,331**	**1,111,243**

Malvern Hills Trust - Restricted Funds Income and Expenditure for the 6 months ended 30th September 2025

NOTES	R1			R2											
Codes	Capital Outlay d'chgd £	Parliamentary fund £	Lands Maintenance fund £	Land Purchase (1992) fund £	Land Purchase 2 fund £	Restricted Gift fund £	Picnic bench donations £	NIM book £	Tree donation scheme £	Boost4biodiversity £	Foothill Grasslands CSMT £	Urban Tree Challenge fund £	Access for All £	Handgate (DEFRA) £	Total £
4015 - Other grants	0	0	0	0	0	0	0	0	0	0	0	4,631	0	0	4,631
4020 - Stewardship annual grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4200 - Donations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4350 - Easements and application fees	0	700	0	0	0	0	0	0	0	0	0	0	0	0	700
4500 - Income from investment portfolio	0	7,599	2,979	5,563	3,301	0	0	0	0	0	0	0	0	0	19,442
4510 - Bank interest receivable	0	0	0	3,057	0	0	0	0	0	0	0	0	0	0	3,057
01 - Income Total	**0**	**8,299**	**2,979**	**8,619**	**3,301**	**0**	**0**	**0**	**0**	**0**	**0**	**4,631**	**0**	**0**	**27,829**
5000 - Contract labour	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5045 - Purchase of materials	0	0	0	0	0	0	(1,445)	0	0	0	0	0	0	0	(1,445)
2 - Land management total	**0**	**0**	**0**	**0**	**0**	**0**	**(1,445)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**(1,445)**
6066 - IT other costs	0	0	0	0	0	0	(40)	0	0	0	0	0	0	0	(40)
6115 - Investment manager's charges	0	(741)	(288)	(33)	(340)	0	0	0	0	0	0	0	0	0	(1,402)
6116 - Flagstone Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8000 - Depreciation - other land and buildings	(1,388)	0	0	0	0	0	0	0	0	0	0	0	0	0	(1,388)
8005 - Depreciation - impt's to land and buildings	(11,544)	0	0	0	0	0	0	0	0	0	0	0	0	0	(11,544)
04 - Adminstration costs Total	**(12,932)**	**(741)**	**(288)**	**(33)**	**(340)**	**0**	**(40)**	**0**	**0**	**0**	**0**	**0**	**0**	**0 0**	**(14,374)**
Surplus/(deficit) for the period before transfers and investment gains	**(12,932)**	**7,559**	**2,691**	**8,586**	**2,961**	**0**	**(1,485)**	**0**	**0**	**0**	**0**	**4,631**	**0**	**0**	**12,010**
8110 - Investment gains or losses	0	31,629	12,300	31,199	14,909	0	0	0	0	0	0	0	0	0	90,037
4600 - Transfers from other funds	37,410	0	0	2,652	0	0	0	0	0	0	0	0	0	0	40,062
8100 - Transfers to other funds	0	(37,410)	0	(2,435)	0	0	0	0	0	0	0	0	0	0	(39,846)
Surplus/(deficit) for the period after transfers	**24,478**	**1,778**	**14,991**	**40,002**	**17,870**	**0**	**(1,485)**	**0**	**0**	**0**	**0**	**4,631**	**0**	**0**	**102,264**
Restricted funds brought forward	1,615,701	520,207	192,800	336,577	222,589	5,800	6,025	2,901	684	1,389	1,465	5,992	1,911	547	2,914,588
Restricted funds carried forward	**1,640,179**	**521,984**	**207,791**	**376,578**	**240,460**	**5,800**	**4,540**	**2,901**	**684**	**1,389**	**1,465**	**10,623**	**1,911**	**547**	**3,016,852**

Malvern Hills Trust - Notes to the Management Accounts 6 months APR25-SEP25

Audit adjustments have now been processed in line with the year end 31st March 2025 accounts due for sign off on 13th November 2025.

General Funds

G 1 SEP25 year to date levy amount per management accounts is 6/12ths of the total for 2025/26.

To summarise:	£
General Fund Income year to date	727,230
Designated Fund Income year to date	148,151
Restricted Fund Income year to date	27,829
Total Income year to date	903,210
6/12 Annual levy (prorata actual total)	369,552
Levy % as a proportion of total income year to date	**41%**

Statutory accounts information:

	24/25	23/24	22/23	21/22	20/21	19/20	18/19
Total Levy	697,070	663,800	595,300	566,950	534,850	519,250	499,250
Total all income	1,636,872	1,441,202	1,273,061	1,395,317	991,187	1,415,335	1,226,396
Levy % as total of GF, DF, and RF (all funds)	**42.59%**	**46.06%**	**46.76%**	**40.63%**	**53.96%**	**36.69%**	**40.71%**
			Average over 7 years 18/19-24/25				**43.91%**

** GF = general funds DF = designated funds RF = restricted funds*

G 2 Grant Income comprises: £
25/26 WCC Countryside Conbtribution 14,175
14,175

G 3 Q1&Q2 are on budget for car park income, partly thanks to the Earnslaw Quarry contractor income which came to an end in early JUL25, otherwise we would be down. Annual and resident pass sales at the end of Q2 are both around £3k each down on budget.

G 4 Excellent boost to budget through Q1 due to unexpected and unbudgeted Severn Trent works income and a separate project, car park use by contractors, both now ended but has generated over £16k additional general fund income in Q1.

G 5 Boost to sundry income in Q2, the bulk of this total is postal income and some filming small projects.

G 6 This is all Flagstone interest and Brewin Dolphin investment income earned on Funds invested whereby the earnings are general fund. This is now all being dealt with on a monthly basis for Flagstone and quarterly for Brewin.

G 7 A series of assets were sold at auction mostly at fully written down value so the result was a profit on sale.

G 8 A new split of waste management to better keep track of these costs - we are over budget but it has been heavily documented and it is as a result of changed skip facilities for health and safety reasons. The whole bin project is under review. We also had a one off waste removal cost at lower shed.

G 9 Under budget as budget is prorata but the work often comes in the winter months.

Malvern Hills Trust - Notes to the Management Accounts 6 months APR25-SEP25

G 10 Communications are being costed initially against the designated fund set aside for this as agreed by Board. Costs will appear against general fund if the set aside amount is fully used in the year.

G 11 Legal and professional fees comprises:

	£
GDPR & Information requests	450
HR & staff related	1,912
Governance & general Charity matters	29,497
Land and property based	1,021
Health & Safety general	25
	32,905

G 12 We are still under budget at the end of Q2. The primary reason is that we haven't recruited in line with our budget as quickly as we had planned, this has been for operational reasons.
The revised pay was agreed in AUG25 and backdated amounts appear in that month.
Other payroll costs mirror gross pay and so these are under budget too at the moment.

G 13 To date this covers numerous and extensive training, around 74% being land based and 26% office based staff training.

G 14 Audit adjustments now processed so the total is just 2025/26 costs, being Ranger post advertisements.

G 15 Transfers comprise:

	£
Annual first repayment of loan interest and capital to Land Purchase fund (which falls due each April) that is partly financing the Private Bill.	(2,652)
Transfer to election expenses as approved by board.	(12,000)
	(14,652)

G 16

Q1 Q2 designated asset depreciation charge	1,058
Board approved release of dog fund	3,501
Transfer interest earned on non restricted investment amounts to GF Q1 & Q2	2,435
	6,994

G 17 For numerous reasons, some of which will catch up throughout the year, and the main reasons oulined above, we are comfortably above budgeted net surplus at the end of Q2.

Designated Funds

D 1 These are the designated pots set aside regarding the work towards the Private Bill. From 1st April 2024, 2 separate designated funds ran, one for the specific legal costs permitted by a consent under s74 Charities Act which could not exceed £306K. We received confirmation from the Charity Commission in October 2025 confirming that we can increase this budget per the Special Meeting on 29th May 2025 to £471,972. This fund is named "Preparation & Promotion of the Private Bill" (D1B). A formal process is required to draw down the loan to help cover these costs. That commenced on 31.12.24 with a £100k loan followed by a second tranche on 31.3.25 of £90k. The second fund named "Modernisation of Acts other costs" captures all other costs associated with the bill preparation (D1A). There was a proposal to increase the budget on this fund too as agreed in the same Board meeting on the 29th May 2025 from £104,000 to £140,377. This decision was passed by the Board and no Charity Commission approval is needed for this decision.

D 1A

OTHER COSTS this year	£
Staff costs	17,171
Legal other costs - Withers	1,500
Legal other costs - Sharpe Pritchard	5,941
Travel costs	115
	24,727

Malvern Hills Trust - Notes to the Management Accounts 6 months APR25-SEP25

			£
		OTHER COSTS OF BILL 2023/24	3,413
		OTHER COSTS OF BILL 2024/25	73,964
		OTHER COSTS OF BILL - TOTAL COSTS TO DATE	102,104
		Remaining budget	*38,273*
D	1B	PROMOTION & PREPARATION OF BILL this year	£
		Sharpe Pritchard	47,023
		VWV legal fees	1,271
			48,294
			£
		PROMOTION & PREPARATION OF BILL 2023/24	14,342
		PROMOTION & PREPARATION OF BILL 2024/25	190,354
		PROMOTION & PREPARATION OF BILL - TOTAL COSTS TO DATE	252,989
		Remaining budget	*218,983*

D 2 We received over 92 % of the 2024 stewardship monies and over 96 % of the 2023 stewardship monies. 2025 stewardship is not yet due and 6/12 has been accrued representing APR25-SEP25. I am investigating the shortfalls to ascertain if they are recoverable. It is not uncommon for them to be late.

D 3 The board approved in JAN25 a £25k designation for 12 months PR spend for communications output. Costs are being charged to this fund from MAY25 onwards.

D 4 The designated fixed asset fund represents the book value on designated asset purchases which remain designated until fully written down. This is reviewed quarterly.

D 5 The grazing reserve represents c. 1 year grazing costs and was established to ensure that vital grazing projects can continue should there be an issues with stewardship schemes or funding. This will allow time to seek alternative funding sources or review the strategy.

D 6 The dog campaign fund £3501 was released to general fund as approved at the 11th September Board meeting.

D 7 The works at British Camp were carried out in JUL25 which uses all of this fund.

D 8 Per the 11th September Board paper £12,000 was designated to help cover the cost of the 2 elected seats. At present we await for the final costing which will go against this fund when the information is known. Any shortfall will be made up by general fund and the overall budget for 26/27 will be considered in light of this information.

Restricted Funds

R 1 The Capital Outlay Discharged fund is represented by the cost of land and the net book value of improvements to land and buildings, the original cost of which was funded from the Lands Maintenance or Parliamentary Funds. These assets can only be sold in very limited circumstances and any proceeds must be used for the purchase of land.

R 2 The Land Purchase Fund has been recompensed with the first (of 25 years payable each April) annual interest and capital repayment of the loan, as well as compensation payments on drawdown accordingly. The loan balance currently sits at £188,492 (which is within the promotion & preparation of the bill fund balance).

Malvern Hills Trust - Notes to the Management Accounts 6 months APR25-SEP25

Balance Sheet

B	1	Quarterly investment portfolio update carried out at 30.09.25. This covers all movements (including market value revaluation). In between months will just include cash transactions eg management fees or banked investment income.
B	2	Represents the Flagstone investments with > 3 months to maturity from balance sheet date.
B	3	Throughout 2025/26 the levy is being recognised month my month prorata to make the monthly results easier to analyse and to avoid 'spiky' results, this is in line with the budget and was explained in the JAN25 Board meeting. Any accrued levy income due is included here (in debtors) or if deferred levy income needs to be recognised it is included here (in creditors). Also included here is the income we are due to be paid from Northern & Central and Southern Countryside Stewardships. As already explained we are now in a much better cash position regarding this and so the accrued amount is much lower.
B	4	Includes all bank and cash inclusing Flagstone amounts < 3 months to maturity from balance sheet date.
B	5	This is revised and updated annually and the balance is the 31.03.25 liability. The triennial valuation of the pension fund is carried out at 31.03.25 but the report is not yet available. I am told OCT25 but this has not been received at time of writing this (20.10.25).

Finance, Administration & Resources Committee
Budget and levy 2026/27

11th December 2025

The draft general fund budget for the year ended 31st March 2027 is presented to the FAR Committee for review. The budget has been based on on-going core activities and programmed work elements within the land management plan and the business plan where appropriate.

It is important to note that there are significant land and property budgeted projects in 26/27, as taken to the LM meeting on 4th December 2025. We are also in the middle of the Bill process and should be very careful in ensuring that we have sufficient funds to deal with any unexpected costs if, for example amendments are made by the select committee, as we approach the final stages of the Bill process.

General fund 25/26 budget Outlook

The outlook for the general fund in 25/26 is shown in the left-hand column of the 26/27 General budget figures. OUTLOOK considers all actual results from APR25 – SEP25 (6 months) and revised estimates for the remainder of the year.
Also included is the full 25/26 budget, reworked with OUTLOOK for all funds and cash, for your reference.

The outlook after transfers is better than the original budget for 25/26 (original budget deficit £101,048 revised deficit 59,265).

Actual results explanations have been dealt with in the management accounts up to SEP25 (explained in the management accounts each month)
Broadly speaking, the primary factors are:

- Car park takings and rents/licences has been boosted by contractor income for the use of our land during the year. This has been offset somewhat by lower than budget pass sales and takings from car parks.
- Donations and other voluntary income look likely to exceed budget. This is difficult to budget for
- Investment income is expected to end up greater than budgeted.
- Profit on sale of assets has exceeded expectations slightly.
- LM spend overall will probably be slightly under budget.
- Staff costs will likely be slightly under budget, mostly due to the timing of recruitment and also the agreed NJD pay award was lower than budgeted.
- Communications will probably be under budget within General Fund, partly due to the designated £25k budget that was granted board approval.

Please note that the amount of work done to estimate OCT25-MAR26 activity is not extensive as it is time consuming and the main purpose is to ascertain the opening position for the new budget. Whilst that is important it does not warrant huge amounts of time, especially as there is quite a lot of estimation and assumptions required. We will aim to rework outlook before JAN26 Board for a little more certainty.

General fund budget 26/27

The draft general budget for 2026/27 shows a deficit after transfers of £66,558 (25/26 deficit £101,048).
It is not uncommon for us to budget for a general fund deficit after transfers:

For information:
22/23 – budgeted deficit £5,292
23/24 – budgeted deficit £26,954
24/25 – budgeted deficit £168,827 (largely due to a £104k designated fund transfer ref the Bill)
25/26 – budgeted deficit £101,048

Detailed notes are contained in the Appendix for each area of income and expenditure within the general fund budget.

It is important to be reminded that budgeting for a deficit is not recommended but can be reasonable if there are clear explanations, it is closely monitored and has a finite timescale.

MHT have identified that our general reserves levels have in the past been higher than they need to be and an active decision was made (24/25 and 25/26 budgets at least) to deplete these reserves. This has happened through both operational actual general spend and to fund the private Bill.
We have also recruited a new Land & Property Manager and a replacement Operations Manager which results in greater capital spend being budgeted for 26/27.

The Bill costs have been financed from both general fund reserves over the last 2 years via fund transfer and via an internal loan from the Land Purchase Fund. The loan repayment to the Land Purchase Fund will continue until 2049 (unless it is possible to make early repayment, as was the case with the 1995 Act).
Any costs not covered by the loan ultimately comes from the general fund.

In reality, the actual deficit in 24/25 was less than the budgeted deficit but regardless of this, we will not be able to continue to budget again for a general fund deficit after transfers. This must be made clear to all Trustees. The reserves review highlights that the level of general fund reserves looks to be near the limit by April 2027.

Designated and restricted funds budgets 26/27

These are shown on pages 5 and 6 of the 26/27 budget figures.

Detailed notes are contained in the Appendix for each area of these funds where further explanation is required.

Reserves

An estimate of the free reserves at 31st March 2027 is shown in the table below.

As can be clearly seen. our free reserves level is reducing quite rapidly and the headroom is almost extinguished.

Any investment in general fund fixed assets is not deemed to be free – since free reserves need to be in cash or assets readily converted to cash so this is excluded when looking at free reserves.

We are planning sizeable capital asset investment this year as we have not done that for a few years and we are now in a stronger position with the new Land & Property and Operations Managers to take these projects forward.

The budgeted 26/27 reserves position is still above our policy level of £350k BUT we are getting much closer to this number and there has been discussion on possibly lifting the reserves requirement next year.

Paper B
For decision

Policy

	> 350,000 ACTUAL			> 350,000 ESTIMATE			> 350,000 ESTIMATE		
	31/03/2025			31/03/2026			31/03/2027		
General Fund Total	371,961			312,696			246,138		
Remove NBV of assets (vehicles and equipment + office equipment)	161,649			188,702			254,587		
rounding									
General Fund excluding NBV of assets	**210,312**			123,994			-8,449		
All designated Funds:	**Free**	**Not free**	**Total**	**Free**	**Not free**	**Total**	**Free**	**Not free**	**Total**
Gift fund	406,903		406,903	390,305		390,305	384,295		384,295
HLS		79,081	79,081		75,662	75,662		75,440	75,440
Countryside Stewardshep		380,838	380,838		550,748	550,748		670,658	670,658
Tree disease fund			0		28,570	28,570		8,570	8,570
Ash dieback		33,570	33,570		14,320	14,320		0	0
Fundraising		61,515	61,515	0		0		0	0
Modernisation of Acts - other costs	7,252	63,000	70,252		22,070	22,070		0	0
Modernisation of Acts - Prep/promotion of bill		16,287	16,287		232	232	-5,268		-5,268
Election expenses		5,000	5,000		15,135	15,135		25,135	25,135
Dog Campaign	3,501		3,501	1		1	0		0
Boundary commission advice		12,276	12,276		0	0			0
Track & Tree bad weather		14,000	14,000		0	0		0	0
Marketing comms Board approved 25/26 spend		25,000	25,000		0	0		0	0
Designated fixed assets		10,411	10,411		8305	8,305		51,199	51,199
	627,968			514,300			370,578		
	179.42%			146.94%			105.88%		

Cashflow budget 26/27

A summary of cash flow for all funds and a month-by-month estimate for the General Fund is shown below.
Please note that the cash investment as noted on the balance sheet is incorporated into the cash flow workings below as this cash whilst held in a variety of drawdown funds is sufficiently liquid to be deemed as cash. The presentational aspect of this was an auditor requirement.

Malvern Hills Trust
Cash flow movement by fund group 2026/27

	General fund	Designated funds	Restricted funds	Total
	£	£	£	£
Cash balances brought forward	(125,689)	776,793	176,651	827,754
Net cash inflow/(outflow)	(131,558)	61,788	(105,935)	(175,706)
Cash balances carried forward	(257,247)	838,581	70,715	652,049

	General fund	*Designated funds*	*Restricted funds*	*Total*
	£	*£*	*£*	*£*
Cash balances B/F (incl Flagstone)	*214,099*	*776,793*	*176,651*	*1,167,542*
Net cash inflow/(outflow)	*(131,558)*	*61,788*	*(105,935)*	*(175,706)*
Cash balances C/F (incl Flagstone)	*82,541*	*838,581*	*70,715*	*991,837*

Ensure GF cash remains > NIL

General fund monthly cash flow

	April	May	June	July	August	September	October	November	December	January	February	March
	£	£	£	£	£	£	£	£	£	£	£	£
Surplus/(deficit) for the period	(5,016)	18,684	8,237	(3,133)	16,907	(16,413)	(8,873)	(24,749)	(11,673)	(6,994)	(23,152)	(10,385)
Add back depreciation	5,917	5,917	5,917	5,917	5,917	5,917	5,917	5,917	5,917	5,917	5,917	5,917
Less capital expenditure	(76,000)	0	(50,000)	(2,000)	0	0	(1,000)	0	0	(2,000)	0	(5,000)
(Increase)/decrease in debtors	0	0	0	0	0	0	0	0	0	0	0	0
Increase/(decrease) in creditors	0	0	0	0	0	0	0	0	0	0	0	0
Net cash inflow/(outflow)	(75,099)	24,601	(35,847)	783	22,824	(10,496)	(3,956)	(18,832)	(5,756)	(3,077)	(17,235)	(9,468)
Cash balance brought forward	(125,689)	(200,788)	(176,188)	(212,034)	(211,251)	(188,427)	(198,923)	(202,879)	(221,711)	(227,467)	(230,544)	(247,779)
Cash balance carried forward	(200,788)	(176,188)	(212,034)	(211,251)	(188,427)	(198,923)	(202,879)	(221,711)	(227,467)	(230,544)	(247,779)	(257,247)
Flagstone CAI - but accessible	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*
	139,000	*163,600*	*127,754*	*128,537*	*151,361*	*140,865*	*136,909*	*118,077*	*112,321*	*109,244*	*92,009*	*82,541*

Malvern Hills Trust
Forecast Balance Sheet as at 31st March 2027

	OUTLOOK opening balance sheet 1.4.26 £	Closing balance sheet 31.3.27 £
Fixed assets		
Tangible assets	1,982,360	2,262,999
Investments	1,140,620	932,100
	3,122,980	3,195,099
Current assets		
Livestock	31,452	31,452
Debtors, prepayments and accrued income	245,167	245,167
Cash investments	339,788	339,788
Cash at bank	827,754	652,049
	1,444,161	1,268,456
Creditors: Amounts falling due within one year	240,290	240,290
Net current assets	1,203,871	1,028,166
Pension FRS 102 liability	(130,000)	(130,000)
Net assets	4,196,851	4,093,264
Represented by funds:		
Unrestricted - General Fund	312,696	246,138
Unrestricted - Designated funds	1,105,347	1,210,029
Unrestricted - Pension FRS 102 liability	(130,000)	(130,000)
Restricted funds	2,908,808	2,767,097
	4,196,851	4,093,264

Malvern Hills Trust
General fund budget 2026/27

Outlook 2025/26 at SEP25 £		Budget 2026/27 £	Prior year APPROVED budget £
	Income		
	4000 - Levy MHDC	728,900	668,700
	4005 - Levy Hereford Council	76,800	70,400
	4010 - WCC annual grant	15,075	14,175
	4015 - Other grants	8,000	4,000
	4100 - Car park meter takings	439,000	401,361
	4110 - Residents' passes	33,000	35,000
	4120 - Annual passes	47,749	44,625
	4125 - Parking fines	4,200	4,000
	4200 - Donations	12,000	8,000
	4300 - Property rentals	11,100	11,100
	4310 - Land rentals	7,400	7,400
	4320 - Sundry rentals	120	120
	4330 - Fairs and circuses	0	0
	4340 - Ice Cream concessions	2,800	2,800
	4350 - Easements	0	0
	4360 - Wayleaves	6,000	6,000
	4380 - AONB contribution	6,245	6,500
	4370 - Sales of books, leaflets and maps	0	0
	4400 - Administration charges levied	0	0
	4410 - Compensation for work on land	0	0
	4420 - Sundry income	8,000	6,500
	4425 - Fishing permits	120	100
	4510 - Bank interest receivable	24,000	21,000
	4700 - Profit on disposal of fixed assets	8,000	5,000
1,339,736	Total income	1,438,509	1,316,781
	Land management purchases		
	5000 - Contract labour	11,900	11,500
	5001 - Tracks and paths	11,500	11,500
	5005 - Drainage works	1,000	1,562
	5010 - Vehicle and equipment expenses	11,000	17,836
	5015 - Field staff vehicles fuel	11,000	14,300
	5020 - LM equipment purchases less than £500	0	0
	5025 - Hire of plant and equipment	1,000	3,000
	5030 - Waste management	24,200	9,360
	5035 - Treework	33,000	30,940
	5040 - Grass cutting	4,400	5,533
	5045 - Purchase of materials	7,500	8,000
	5046 - Purchase of tools under £500	1,000	1,500
	5050 - Protective clothing	3,500	2,700
	5055 - Field survey/research	1,500	1,904
	5060 - Tree safety survey	4,500	4,472
	5065 - Conservation volunteers	1,200	1,196
	5070 - Evendine Spring	500	603
	5080 - Gardening	4,000	3,952
	5081 - LM miscellaneous	6,550	6,520
	5085 - Management plan	1,500	750
126,539	Total land management purchases	140,750	137,128
	Visitor services expenses		
	5200 - Parking meters maintenance and repairs	6,000	7,800
	5210 - Parking meters IT costs and transaction charges	21,000	20,500
	5220 - Parking meters - tickets	700	250
	5230 - Parking passes printing costs	3,000	3,465
	5240 - Car park repairs	1,000	5,000
	5250 - Other car park expenses	0	0
	5300 - Rangers' vehicles fuel	6,500	6,500
	5310 - Rangers' vehicle maintenance	7,000	4,444
	5320 - Rangers' uniform and PPE	2,000	1,200

Malvern Hills Trust
General fund budget 2026/27 - cont'd

Outlook 2025/26 at SEP25 £		Budget 2026/27 £	Prior year APPROVED budget £
	5330 - Rangers' tools and equipment	2,500	2,530
	5340 - Rangers' mobile phones	800	792
	5350 - Rangers other expenses	0	0
50,666	Total visitor services expenses	50,500	52,481
	Communications and public engagement expenses		
	5400 - Leaflets	2,000	2,450
	5405 - Council tax payers leaflet	0	0
	5410 - Annual report	600	850
	5415 - Newsletters	1,200	200
	5420 - Campaigns	1,000	1,000
	5425 - Signs	2,000	2,000
	5440 - Events programme	750	1,500
	5445 - Exhibitions	1,000	1,500
	5446 - Membership scheme	0	0
	5455 - Other PR expenses	200	1,500
	5456 - Staff development	500	0
	5457 - Malvern RHS shows	0	0
	5500 - Fundraising expenses	250	250
	5510 - Communications support and engagement	25,000	10,000
16,350	Total communications and public engagement expenses	34,500	21,250
	Administration and governance expenses		
	6000 - General rates	5,400	3,000
	6001 - Rates British Camp car park (will not use)	0	1,700
	6005 - Water rates	4,500	4,320
	6010 - Buildings maintenance	11,000	10,000
	6015 - Electricity	5,600	7,500
	6016 - Pay & Display meters electricity	2,500	2,600
	6020 - Gas	2,500	3,500
	6025 - Telephones - landlines	2,600	2,500
	6030 - Mobile phones (exc Rangers)	3,200	3,000
	8010 - Depreciation - car park improvements	0	0
	8015 - Depreciation - land managment equipment	67,000	40,750
	8020 - Depreciation - office equipment	4,000	3,500
	6045 - Insurance	39,000	37,000
	6050 - Office equipment maintenance	1,000	1,600
	6055 - Office equipment purchases under £500	1,000	1,400
	6060 - Photocopier	4,000	2,500
	6065 - IT support costs	5,000	6,000
	6066 - IT other costs	13,500	15,100
	6070 - Website	6,500	1,000
	6075 - Legal fees GOVERNANCE	52,000	30,000
	6085 - Legal fees LAND BASED	15,000	1,000
	6085 - Audit fee	15,000	14,000
	6095 - Legal fees STAFF BASED	4,700	3,000
	6100 - Other professional fees	5,000	6,500
	6101 - H&S	7,000	4,000
	6210 - Room hire	2,800	3,000
	6215 - Training - Board	3,500	3,000
	6105 - Subscriptions	5,300	5,000
	6110 - Bank charges	4,200	2,600
	6116 - Flagstone Charges	0	1,800
	6040 - Postage	4,000	3,500
	6125 - Stationery	4,000	4,000
	6135 - Recycling	720	700
	6035 - Cleaning	6,000	5,500
	6140 - Travelling expenses	800	1,000
	6141 - Visits to other sites	0	0
	6142 - Board social events	0	250

Malvern Hills Trust
General fund budget 2026/27 - cont'd

Outlook 2025/26 at SEP25 £		Budget 2026/27 £		Prior year APPROVED budget £
	6145 - Miscellaneous expenses	1,000		3,000
	9998 - Suspense Account	0		0
	6120 - Newspaper ads	1,000		1,100
233,469	Total administration and governance expenses	310,320		239,920
	Staff costs			
	7000 - Basic salaries - Field Staff	198,700		198,400
	7005 - Basic salaries - Rangers	145,200		136,500
	7010 - Basic salaries - office based staff	225,650		*211,850*
	70xx - Basic salaries - Conservation, Land & Property	147,150		*135,950*
	7015 - Basic salaries - casual staff	0		0
	7021 - Employer's NI - Field Staff	19,900		19,800
	7025 - Employer's NI - Rangers	13,400		13,200
	7030 - Employer's NI - office based staff	24,400		20,300
	70xx - Employer's NI - Conservation, Land & Property	15,800		16,300
	7040 - Pension Contributions - Field Staff	33,900		26,300
	7045 - Pension Contributions - Rangers	37,900		17,200
	7050 - Pension contributions - office based staff	43,050		25,650
	70xx - Pension contributions - Conservation, Land & Property	40,050		23,050
	7055 - LGPS lump sum deficit contributions	0		81,200
	FRS 102 compensated absences provision	0		0
	7060 - Group life assurance	4,800		4,000
	7070 - Training - staff	12,000		8,500
	7075 - Recruitment	2,000		3,500
929,703	Total staff costs	963,900		941,700
(16,992)	Surplus/(Deficit) for the year before transfers	(61,461)		(75,698)
(87,705)	Transfers to Other funds	(32,713)		(63,500)
45,432	Transfers from Other funds	27,616		38,150
(59,265)	Surplus/(deficit) for the year after transfers	(66,558)		(101,048)
371,961	General fund brought forward	312,696	**	318,789
312,696	General fund carried forward	246,138		217,741

Capital items from the General fund	£
IT, printers and website	7,000
Motor manual	4,000
trade in WX17GNP and purchase reform tractor	75,000
replace VA16DLE with Isuzu elec(?) pickup	50,000
	136,000

*** B/F when 25/26 budget was approved*

Malvern Hills Trust
Designated funds budget for the year ended 31st March 2027

N/C	Unrestricted Gifts	Modernisation of Acts other costs	Prom & Prep "£306k"	Marketing & Comms Board approved £25k 25-26	Dog campaign des fund	Election exps des fund	Tree disease des fund	Ash dieback fund	CS North & Central	CS Southern Hills	HLS Chase End	HLS Old Hills	Grazing reserve	Basic Payment Scheme	Bad weather	DF assets	Total
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
4015 - Other grants	0	0	0	0	0	0	0	0	0	0	0	0	0	1,000	0	0	1,000
4020 - Stewardship annual grants	0	0	0	0	0	0	0	0	209,000	49,000	3,537	4,020	0	0	0	0	265,557
4025 - Stewardship capital grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4200 - Donations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4250 - Legacies	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4300 - Property rentals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4310 - Land rentals	0	0	0	0	0	0	0	0	2,279	0	0	0	0	0	0	0	2,279
4320 - Sundry rentals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4325 - Licences	0	0	0	0	0	0	0	0	5,500	750	0	0	0	0	0	0	6,250
4420 - Sundry income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4700 - Profit on disposal of fixed assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total income	0	0	0	0	0	0	0	0	216,779	49,750	3,537	4,020	0	1,000	0	0	275,086
5000 - Contract labour	6,000	0	0	0	1	0	20,000	14,320	9,000	5,000	750	1,000	0	0	0	0	56,071
5045 - Purchase of materials	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5100 - Graziers	0	0	0	0	0	0	0	0	62,400	15,000	0	2,500	0	0	0	0	79,900
5110 - Stewardship schemes direct costs	0	0	0	0	0	0	0	0	3,000	2,219	2,529	500	0	0	0	0	8,248
5035 - Treework	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5510 - Communications support and engagement	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6075 - Legal fees	0	0	105,500	0	0	0	0	0	0	0	0	0	0	0	0	0	105,500
6100 - Other professional fees	0	6,000	16,000	0	0	0	0	0	0	0	0	0	0	0	0	0	22,000
7015 - Casual staff inc on costs	0	25,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	25,000
8015 - Depreciation - land management equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total expenditure	6,000	31,000	121,500	0	1	0	20,000	14,320	74,400	22,219	3,279	4,000	0	0	0	0	296,719
Surplus/(deficit) for the period before transfers	(6,000)	(31,000)	(121,500)	0	(1)	0	(20,000)	(14,320)	142,379	27,531	258	20	0	1,000	0	0	(21,633)
4600 - Transfers from other funds	0	8,930	0	0	0	10,000	0	0	0	0	0	0	0	0	0	50,010	68,940
4600 - Transfers from other funds	0		116,000	0	0	0	0	0	0	0	0	0	0	0	0	0	116,000
8100 - Transfers to other funds	(10)	0	0	0	0	0	0	0	(50,000)	0	0	0	(1,500)	0	0	(7,116)	(58,626)
Surplus/(deficit) for the period after transfers	(6,010)	(22,070)	(5,500)	0	(1)	10,000	(20,000)	(14,320)	92,379	27,531	258	20	(1,500)	1,000	0	42,894	104,682
Funds brought forward	390,305	22,070	232	0	1	15,135	28,570	14,320	458,585	92,163	2,882	16,470	56,310	0	0	8,305	1,105,347
Funds carried forward	384,295	(0)	(5,268)	0	0	25,135	8,570	0	550,964	119,694	3,140	16,490	54,810	1,000	0	51,199	1,210,029

Capital items purchased from Designated Funds	£	
#1	10	URGF
Robocutter (CS Scheme)	50,000	CS N&C
#3		
	50,010	

Cash movement	£
Surplus/(deficit) as above	104,682
(Increase)/decrease in debtors	0
Add back DF assets movement (not cash)	(42,894)
Increase/(decrease) in creditors	0
Net increase/(decrease) in cash	61,788
Cash brought forward	776,793
Cash carried forward	838,581

Malvern Hills Trust
Restricted funds budget for the year ended 31st March 2027

N/C	Parliamentary fund	Capital Outlay d'chgd	Lands Purchase fund 1	Lands Purchase fund 2	Lands Maintenance fund	Restricted Gift fund	Picnic bench donations	NIM book	Boost4biodiversity	Handgate (DEFRA)	Foothill Grasslands CSMT	Access for all	Tree donation scheme	Urban Tree Challenge fund	Total
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
4015 - Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4200 - Donations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4350 - Easements	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4360 - Wayleaves	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4500 - Investment income @ 3%	13,000	0	6,500	5,500	6,000	0	0	0	0	0	0	0	0	0	31,000
4510 - Bank interest receivable	0	0	4,982	0	0	0	0	0	0	0	0	0	0	0	4,982
4600 - Transfers from other funds	0	220,520	13,783	0	0	0	0	0	0	0	0	0	0	0	234,303
Total income	13,000	220,520	25,265	5,500	6,000	0	0	0	0	0	0	0	0	0	270,285
5000 - Contract labour	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5036 - Tree planting	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6075 - Legal fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6115 - Investment manager's charges	3,000	0	2,300	1,200	2,000	0	0	0	0	0	0	0	0	0	8,500
6116 - Flagstone Charges	0	0	200	0	0	0	0	0	0	0	0	0	0	0	200
6145 - Miscellaneous expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8015/8020 - Depreciation	0	47,775	0	0	0	0	0	0	0	0	0	0	0	0	47,775
8100 - Transfers to Other funds	13,000	0	116,000	0	6,000	0	0	0	0	0	0	0	0	0	135,000
8100 - Transfers to Other funds	220,500	0	20	0	0	0	0	0	0	0	0	0	0	0	220,520
Total expenditure	236,500	47,775	118,520	1,200	8,000	0	0	0	0	0	0	0	0	0	411,995
Surplus/(deficit) for the period	(223,500)	172,745	(93,255)	4,300	(2,000)	0	0	0	0	0	0	0	0	0	(141,710)
Funds brought forward	448,682	1,781,538	230,176	226,908	191,604	5,800	4,580	2,901	1,389	547	1,465	1,911	684	10,623	2,908,808
Funds carried forward	225,182	1,954,283	136,921	231,208	189,604	5,800	4,580	2,901	1,389	547	1,465	1,911	684	10,623	2,767,097

Capital items purchased from Restricted Funds	£	
Manor House building & access improvements	10,500	PM
Manor House decorating	2,000	PM
Manor House H&S capital in nature	4,500	PM
SAW toilet block	95,000	PM
SAW redecoration	3,000	PM
Top Shed Storage proposals	88,000	PM
Top Shed Welfare facilities	7,500	PM
Top Shed EV power supply	10,000	PM
Land purchase#2	10	LP
Land purchase #1	10	LP
	220,520	

Analysis

LP	20
PM	220,500
	220,520
	0

Cash movement	£
Surplus/(deficit) as above	(141,710)
Add back COD movement (not cash)	(172,745)
Add back funds transferred from investment portfolio to cover expenditure	220,520
less LP investment income retained in portfolio	(12,000)
Net increase/(decrease) in cash	(105,935)
Cash brought forward	176,651
Cash carried forward	70,715

Malvern Hills Trust
Cash flow movement by fund group 2026/27

	General fund	Designated funds	Restricted funds	Total
	£	£	£	£
Cash balances brought forward	(125,689)	776,793	176,651	827,754
Net cash inflow/(outflow)	(131,558)	61,788	(105,935)	(175,706)
Cash balances carried forward	(257,247)	838,581	70,715	652,049

	General fund	*Designated funds*	*Restricted funds*	*Total*
	£	*£*	*£*	*£*
Cash balances B/F (incl Flagstone)	*214,099*	*776,793*	*176,651*	*1,167,542*
Net cash inflow/(outflow)	*(131,558)*	*61,788*	*(105,935)*	*(175,706)*
Cash balances C/F (incl Flagstone)	*82,541*	*838,581*	*70,715*	*991,837*

Ensure GF cash remains > NIL

General fund monthly cash flow

	April	May	June	July	August	September	October	November	December	January	February	March
	£	£	£	£	£	£	£	£	£	£	£	£
Surplus/(deficit) for the period	(5,016)	18,684	8,237	(3,133)	16,907	(16,413)	(8,873)	(24,749)	(11,673)	(6,994)	(23,152)	(10,385)
Add back depreciation	5,917	5,917	5,917	5,917	5,917	5,917	5,917	5,917	5,917	5,917	5,917	5,917
Less capital expenditure	(76,000)	0	(50,000)	(2,000)	0	0	(1,000)	0	0	(2,000)	0	(5,000)
(Increase)/decrease in debtors	0	0	0	0	0	0	0	0	0	0	0	0
Increase/(decrease) in creditors	0	0	0	0	0	0	0	0	0	0	0	0
Net cash inflow/(outflow)	(75,099)	24,601	(35,847)	783	22,824	(10,496)	(3,956)	(18,832)	(5,756)	(3,077)	(17,235)	(9,468)
Cash balance brought forward	(125,689)	(200,788)	(176,188)	(212,034)	(211,251)	(188,427)	(198,923)	(202,879)	(221,711)	(227,467)	(230,544)	(247,779)
Cash balance carried forward	(200,788)	(176,188)	(212,034)	(211,251)	(188,427)	(198,923)	(202,879)	(221,711)	(227,467)	(230,544)	(247,779)	(257,247)
Flagstone CAI - but accessible	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*
	139,000	*163,600*	*127,754*	*128,537*	*151,361*	*140,865*	*136,909*	*118,077*	*112,321*	*109,244*	*92,009*	*82,541*

Paper B
For Decision

Finance, Administration & Resources Committee
Budget and levy 2026/27

11th December 2025

The draft general fund budget for the year ended 31st March 2027 is presented to the FAR Committee for review. The budget has been based on on-going core activities and programmed work elements within the land management plan and the business plan where appropriate.

It is important to note that there are significant land and property budgeted projects in 26/27, as taken to the Land Management meeting on 4th December 2025. We are also in the middle of the Bill process and should be very careful in ensuring that we have sufficient funds to deal with any unexpected costs if, for example amendments are made by the select committee, as we approach the final stages of the Bill process.

General fund 25/26 budget Outlook

The outlook for the general fund in 25/26 is shown in the left-hand column of the 26/27 General budget figures. OUTLOOK considers all actual results from APR25 – SEP25 (6 months) and revised estimates for the remainder of the year.
We have not included the full 25/26 OUTLOOK budget but this can be made available on request.

The outlook after transfers is better than the original budget for 25/26 (original budget deficit £101,048 revised deficit £59,265).

Actual results explanations have been dealt with in the management accounts up to SEP25 (explained in the management accounts each month)
Broadly speaking, the primary factors are:

- Car park takings and rents/licences has been boosted by contractor income for the use of our land during the year. This has been offset somewhat by lower than budget pass sales and takings from car parks.
- Donations and other voluntary income look likely to exceed budget. This is difficult to budget for.
- Investment income is expected to end up greater than budgeted.
- Profit on sale of assets has exceeded expectations slightly.
- Land management spend overall will probably be slightly under budget.
- Staff costs will likely be slightly under budget, mostly due to the timing of recruitment and also the agreed NJC pay award was lower than budgeted.
- Communications will probably be under budget within General Fund, partly due to the designated £25k budget that was granted board approval.

Please note that the amount of work done to estimate OCT25-MAR26 activity is not extensive as it is time consuming and the main purpose is to ascertain the opening position for the new budget. Whilst that is important it does not warrant huge amounts of time, especially as there is quite a lot of estimation and assumptions required. We will aim to rework outlook before JAN26 Board for a little more certainty.

General fund budget 26/27

The draft general budget for 2026/27 shows a deficit after transfers of £66,558 (25/26 deficit £101,048).
It is not uncommon for us to budget for a general fund deficit after transfers:

For information:
22/23 – budgeted deficit £5,292
23/24 – budgeted deficit £26,954
24/25 – budgeted deficit £168,827 (largely due to a £104k designated fund transfer ref the Bill)
25/26 – budgeted deficit £101,048

Detailed notes are contained in the Appendix for each area of income and expenditure within the general fund budget.

It is important to be reminded that budgeting for a deficit is not recommended but can be reasonable if there are clear explanations, it is closely monitored and has a finite timescale.

MHT have identified that our general reserves levels have in the past been higher than they need to be and an active decision was made (24/25 and 25/26 budgets at least) to deplete these reserves. This has happened through both operational actual general spend and to fund the private Bill.
We have also recruited a new Land & Property Manager and a replacement Operations Manager which results in greater capital spend being budgeted for 26/27.

The Bill costs have been financed from both general fund reserves over the last 2 years via fund transfer and via an internal loan from the Land Purchase Fund. The loan repayment to the Land Purchase Fund will continue until 2049 (unless it is possible to make early repayment, as was the case with the 1995 Act).
Any costs not covered by the loan ultimately comes from the general fund.

In reality, the actual deficit in 24/25 was less than the budgeted deficit but regardless of this, we will not be able to continue to budget again for a general fund deficit after transfers. This must be made clear to all Trustees. The reserves review highlights that the level of general fund reserves looks to be near the limit by April 2027.

Designated and restricted funds budgets 26/27

These are shown on pages 5 and 6 of the 26/27 budget figures.

Detailed notes are contained in the Appendix for each area of these funds where further explanation is required.

Reserves

An estimate of the free reserves at 31st March 2027 is shown in the table below.

As can be clearly seen, our free reserves level is reducing quite rapidly and the headroom is almost extinguished.

Any investment in general fund fixed assets is not deemed to be free – since free reserves need to be in cash or assets readily converted to cash so this is excluded when looking at free reserves.

We are planning sizeable capital asset investment this year as we have not done that for a few years and we are now in a stronger position with the new Land & Property and Operations Managers to take these projects forward.

The budgeted 26/27 reserves position is still above our policy level of £350k BUT we are getting much closer to this number and there has been discussion on possibly lifting the reserves requirement next year.

Paper B
For Decision

Policy

	> 350,000 ACTUAL			> 350,000 ESTIMATE			> 350,000 ESTIMATE		
	31/03/2025			31/03/2026			31/03/2027		
General Fund Total	371,961			312,696			246,138		
Remove NBV of assets (vehicles and equipment + office equipment) rounding	161,649			188,702			254,587		
General Fund excluding NBV of assets	**210,312**			123,994			-8,449		
All designated Funds:	**Free**	**Not free**	**Total**	***Free***	***Not free***	***Total***	***Free***	***Not free***	***Total***
Gift fund	406,903		406,903	390,305		390,305	384,295		384,295
HLS		79,081	79,081		75,662	75,662		75,440	75,440
Countryside Stewardshep		380,838	380,838		550,748	550,748		670,658	670,658
Tree disease fund			0		28,570	28,570		8,570	8,570
Ash dieback		33,570	33,570		14,320	14,320		0	0
Fundraising		61,515	61,515	0		0		0	0
Modernisation of Acts - other costs	7,252	63,000	70,252		22,070	22,070		0	0
Modernisation of Acts - Prep/promotion of bill		16,287	16,287		232	232	-5,268		-5,268
Election expenses		5,000	5,000		15,135	15,135		25,135	25,135
Dog Campaign	3,501		3,501	1		1	0		0
Boundary commission advice		12,276	12,276		0	0			0
Track & Tree bad weather		14,000	14,000		0	0		0	0
Marketing comms Board approved 25/26 spend		25,000	25,000		0	0		0	0
Designated fixed assets		10,411	10,411		8305	8,305		51,199	51,199
	627,968			514,300			370,578		
	179.42%			146.94%			105.88%		

Cashflow budget 26/27

A summary of cash flow for all funds and a month-by-month estimate for the General Fund is shown below.
Please note that the cash investment as noted on the balance sheet is incorporated into the cash flow workings below as this cash whilst held in a variety of drawdown funds is sufficiently liquid to be deemed as cash. The presentational aspect of this was an auditor requirement.

Malvern Hills Trust
Cash flow movement by fund group 2026/27

	General fund	Designated funds	Restricted funds	Total
	£	£	£	£
Cash balances brought forward	(125,689)	776,793	176,651	827,754
Net cash inflow/(outflow)	(131,558)	61,788	(105,935)	(175,706)
Cash balances carried forward	(257,247)	838,581	70,715	652,049

	General fund	*Designated funds*	*Restricted funds*	*Total*
	£	*£*	*£*	*£*
Cash balances B/F (incl Flagstone)	*214,099*	*776,793*	*176,651*	*1,167,542*
Net cash inflow/(outflow)	*(131,558)*	*61,788*	*(105,935)*	*(175,706)*
Cash balances C/F (incl Flagstone)	*82,541*	*838,581*	*70,715*	*991,837*

Ensure GF cash remains > NIL

General fund monthly cash flow

	April	May	June	July	August	September	October	November	December	January	February	March
	£	£	£	£	£	£	£	£	£	£	£	£
Surplus/(deficit) for the period	(5,016)	18,684	8,237	(3,133)	16,907	(16,413)	(8,873)	(24,749)	(11,673)	(6,994)	(23,152)	(10,385)
Add back depreciation	5,917	5,917	5,917	5,917	5,917	5,917	5,917	5,917	5,917	5,917	5,917	5,917
Less capital expenditure	(76,000)	0	(50,000)	(2,000)	0	0	(1,000)	0	0	(2,000)	0	(5,000)
(Increase)/decrease in debtors	0	0	0	0	0	0	0	0	0	0	0	0
Increase/(decrease) in creditors	0	0	0	0	0	0	0	0	0	0	0	0
Net cash inflow/(outflow)	(75,099)	24,601	(35,847)	783	22,824	(10,496)	(3,956)	(18,832)	(5,756)	(3,077)	(17,235)	(9,468)
Cash balance brought forward	(125,689)	(200,788)	(176,188)	(212,034)	(211,251)	(188,427)	(198,923)	(202,879)	(221,711)	(227,467)	(230,544)	(247,779)
Cash balance carried forward	(200,788)	(176,188)	(212,034)	(211,251)	(188,427)	(198,923)	(202,879)	(221,711)	(227,467)	(230,544)	(247,779)	(257,247)
Flagstone CAI - but accessible	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*	*339,788*
	139,000	*163,600*	*127,754*	*128,537*	*151,361*	*140,865*	*136,909*	*118,077*	*112,321*	*109,244*	*92,009*	*82,541*

Paper B
For decision

Decisions required
The FAR Committee needs to review the FULL budget and make a recommendation to the Board to approve the budget and the levy to be set for 2026/27. The Charity Commission guide 'The Essential Trustee' (CC3) gives the following advice on budget setting:

You and your co-trustees need to work out what funds and other resources your charity will need and where the charity will get these from. A charity can only succeed in meeting its aims if it manages its money and other resources properly. You will need to plan and monitor its income and outgoings so that it can meet its short, medium and long term goals.

Recommendations

1. The Committee recommends to the Board that the levy for 2026/27 is set at £805,700 which is a 9% increase on the prior year and represents a 7.39% increase to an average Band D levy. This is based on estimated tax base numbers which have been provided by MHDC which will hopefully be quite accurate. Final numbers will not be known until early JAN26.

   Memo - If the MHDC tax base Band D number changes significantly (+ or - 1%) a new sensitivity analysis and discussion should be had during the January Board meeting and a final decision made then.

2. The Committee recommends to the Board that
   a. Day time car park meter prices at main car parks be increased to £6.50 (from 25/26 £6.00) per day from 1st April 2026.
   b. Evening rate parking charges be increased to £4.00 (from 25/26 £3.75) from 1st April 2026.
3. The Committee recommends to the Board that:
   a. Residents' passes remain FIXED at a cost of £8.00 (25/26 £8.00) per annum from 1st June 2026.

      This ensures that the levy payer is not experiencing both the levy rise and the parking pass rise.
   b. Annual pass prices be increased to £59.00 (from 25/26 £55.00) per annum, plus £30.00 (from 25/26 £28.00) per annum for a second car at the same address, from 1st April 2026.
4. The committee reminds the Board that previous decisions to CANCEL adding 2x new parking meters at Old Hills remains for 26/27. Additional parking meters will not be considered again until 27/28 budget.

5. The Committee recommends to the Board that the WCC Grant claim is requested at £15,075, a 6.35% rise on last year (subject to the debate had – possibly 9% if levy is approved at that level).

6. That the Committee approves and recommends to the Board the General fund budget subject to the points discussed in this report.

7. That the Committee approves and recommends to the Board the designated funds budget subject to the points discussed in this report.

8. That the Committee approves and recommends to the Board the restricted funds budget subject to the points discussed in this report.

Appendix – detailed notes

General fund

The detailed budgeted general fund income and expenditure is shown on pages 1-3 of the 26/27 budget figures.

Income

1. **Levy**

- The figures assume an increase of 9 % applied to the total levy, making a 26/27 total levy of £805,700.
- The tax base data is correct for 26/27 for Mathon and Colwall but only provisional for Malvern.
  The green highlighted boxes show that provisional position which we anticipate is the closest to actual and what is budgeted at the moment.
- Average band D levy to increase from £50.25 to £53.96 (a £3.71 increase which is 7.39 %). To be clear this is based on the 2026/27 ESTIMATED tax base and will be updated once the final figures are available. The effects of various % changes to the total levy and the tax base numbers is provided below to aid debate.

Increase on 25.26	Band D MHDC tax base same	Band D MHDC tax base	Total income	Extra	25.26 Band D	26.27 Band D	rise
6.00 %	13,351.08	as draft provided	783,600.00		£50.25	£53.15	5.76 %
7.50 %	13,351.08	as draft provided	794,700.00		£50.25	£53.90	7.26 %
8.50 %	13,351.08	as draft provided	802,100.00		£50.25	£54.40	8.26 %
9.00 %	13,351.08	as draft provided	805,700.00		£50.25	£54.64	8.75 %
10.00 %	13,351.08	as draft provided	813,200.00		£50.25	£55.15	9.76 %
11.00 %	13,351.08	as draft provided	820,600.00		£50.25	£55.66	10.76 %
12.00 %	13,351.08	as draft provided	827,900.00		£50.25	£56.15	11.74 %
	5% up						
6.00 %	14,018.63	5% up	783,600.00		£50.25	£50.84	1.18 %
7.50 %	14,018.63	5% up	794,700.00		£50.25	£51.56	2.62 %
8.50 %	14,018.63	5% up	802,100.00		£50.25	£52.04	3.57 %
9.00 %	14,018.63	5% up	805,700.00		£50.25	£52.28	4.04 %
10.00 %	14,018.63	5% up	813,200.00		£50.25	£52.76	5.00 %
11.00 %	14,018.63	5% up	820,600.00		£50.25	£53.24	5.96 %
12.00 %	14,018.63	5% up	827,900.00		£50.25	£53.72	6.90 %
	1.398% up						
6.00 %	13,537.67	1.398% up	783,600.00		£50.25	£52.48	4.44 %
7.50 %	13,537.67	1.398% up	794,700.00		£50.25	£53.23	5.92 %
8.50 %	13,537.67	1.398% up	802,100.00		£50.25	£53.72	6.91 %
9.00 %	13,537.67	1.398% up	805,700.00		£50.25	£53.96	7.39%
10.00 %	13,537.67	1.398% up	813,200.00		£50.25	£54.46	8.39 %
11.00 %	13,537.67	1.398% up	820,600.00		£50.25	£54.96	9.37 %
12.00 %	13,537.67	1.398% up	827,900.00		£50.25	£55.45	10.35 %
	1% down						
6.00 %	13,217.57	1% down	783,600.00		£50.25	£53.63	6.73 %
7.50 %	13,217.57	1% down	794,700.00		£50.25	£54.39	8.24 %
8.50 %	13,217.57	1% down	802,100.00		£50.25	£54.90	9.25 %
9.00 %	13,217.57	1% down	805,700.00		£50.25	£55.14	9.74 %
10.00 %	13,217.57	1% down	813,200.00		£50.25	£55.66	10.76 %
11.00 %	13,217.57	1% down	820,600.00		£50.25	£56.16	11.77 %
12.00 %	13,217.57	1% down	827,900.00		£50.25	£56.66	12.76 %

- The maximum levy chargeable for 26/27 would be £864,396 (25/26 £827,147). All suggested sensitivity calculations are well within this figure.
- Note - each 1 % change to 25/26 total levy amount changes total general fund income, and therefore total general fund surplus/deficit by c.£7,400.
- Note also that the headroom on the reserves policy; with no changes to costs but a levy at SAY £827,900 (12 % uplift per above) would add a further £22,200 to free reserves making it £393k at MAR27. This is just for information and consideration.

2. Car park takings

Proposed charges from 1st April 2026:

- Meters in the main car parks £6.50 per day (from £6.00) and an evening rate of £3.75 (from £3.50).
- Meter sales budget assumes ticket sales LEVELS remain the same as 2025/26. It is of course difficult to predict how sales volume will change with a small change in price.
- Annual passes £59.00 for first car, £30.00 for the second (from £55.00 & £28.00).

And from 1st June 2026:

- Residents' passes remain FIXED at £8.00 per year (25/26 budget £8.00).

The combined above measures should generate a budgeted additional c. £39k general fund income. Of course, this income stream is not guaranteed.

3. Grants

- WCC grant increased by 6.35 % to £15,075 :

Year	Grant	% Increase
2020/21	£10,700	2.88 %
2021/22	£11,100	3.74 %
2022/23	£11,655	5.00 %
2023/24	£12,820	10.00 %
2024/25	£13,500	5.30 %
2025/26	£14,175	5.00 %
2026/27	£15,075	6.35 %

Can we consider a lift > 6.35 %. This is often in proportion to the levy rise and so a counter suggestion would be 9 % (if this recommendation is accepted) meaning £15,450.
To discuss.

- Other grants includes our share of the Castlemorton stewardship income as grant income, I have not calculated the value yet. A prudent £8k is budgeted for all other grants including this, with the anticipation that additional general grants will be secured.

4. Rentals

- The budgets for property and land rentals have been based on the agreements already in place.

- One off contractor licence income is proving to be a welcome boost to unbudgeted income in 25/26. We have prudently not budgeted for this unknown but anticipate that we may generate similar extras in 26/27 that will help improve the general fund position.
- Concessions and wayleaves are estimated based on a combination of prior budgets and actual results to date.
- No capital receipts from easements are included in the budget. It is very intermittent and is restricted fund income if we do receive it.
- The AONB contribution decreased slightly last year and remains lower as we gained some office space back in 25/26 which has been valuable.

5. Other income

- Budgets for sundry income items are estimates based on a combination of factors; previous years' levels, previous years' budgets and inflation if applicable.
- The budget for profit on disposal of fixed assets is based on the estimated trade-in values of that machinery due for replacement and includes any initial quotes where available.
- Budgets and actuals for bank interest receivable look high but this is because they now reflect the general fund interest earned on the Flagstone account that is relatively new. The Flagstone investment activity only commenced in FEB23 so Flagstone costs and income has historically not been a standalone budget line.

Expenditure

1. Land management

The land management budget will be reviewed and approved by the Land Management committee when it meets on 4th December 2025. A breakdown of the budget and commentary on the budget is provided with the papers for that meeting. No further discussion intended in this paper but we will provide a verbal update on the outcome of that meeting at FAR (FAR papers are distributed before 4th December meeting)

2. Visitor services expenses

- The budget for meter charges is based on the last 3 years actual information, with particular focus on the 25/26 year to date.
- An allowance of £1,000 has been made for car park repairs. Any significant work would likely be met by Parliamentary Fund though no plans are afoot for 26/27. A small budget remains to improve the markings in the main office carpark.
- Ranger vehicle costs have been high and we know that this will fall when the vans are replaced which is the intention, 2 vehicles are due to be disposed in 26/27 (1 is field team, the other is Ranger team). As the exact timing of this is unknown the budget remains for 26/27 with the aim to reduce the actual and budget amounts in 27/28 or sooner.

3. Communications and public engagement

- During 25/26 an additional £25k budget was designated for communications support. For 26/27 this has been brought back into the general fund budget and so on first look it appears to indicate a far higher budget but, in fact it is actually £10k lower than last year.

- Broadly speaking we imagine similar hard costs as in previous year for campaigns, newsletters events etc. but there may be a slightly different output strategy, with the help and support of Alder Media Services and Aran Parker.
- Staff development is a new title and includes a budget of £500 for staff development which may include events. This was historically in miscellaneous expenses. We believe this is a valuable budget line addition to compliment the improvements to staff relations and sits well in communications.

4. Administration and governance

- This header covers many overhead costs that the Trust faces.
- All budget lines have been considered carefully alongside:
    - historical budget information for the last 3 years.
    - actual data for the last 3 complete years.
    - actual data for 25/26 year to date (6 months actuals).
    - consideration where applicable of the 5 year business plan where this is still in line with actual expectations.
    - Inflation where applicable.
- Points of particular note as follows:
    a. Utility costs budget is down on last year, we will be in a fixed contract throughout 26/27 and the budget has been prepared considering actual costs since that renewal.
    b. As the exact purchase dates on capital items are unknown the budget for depreciation does not assume a full year of charge for all budgeted additions, it is best guess. Depreciation is considerably higher as there are some sizable asset purchases planned, whereby the things they replace had been fully depreciated some time ago.
    c. IT costs were uplifted in 25/26 knowing that we were losing 2 members of staff that brought good IT skills alongside their main role. 26/27 has considered actual spends last year as well as known upcoming challenges which may require additional support. The Windows 11 project in 25/26 was completed successfully and under the budget set aside.
    d. Legal costs are somewhat dependant on the events of the year and management accounts provide detail on the nature of the actual historic spend. In 26/27 the legal costs budget has been broken down to separately capture costs that are governance, land or staff based. All headers have been notably increased because actual spend has warranted this. It is a very difficult thing to budget for. The land based header includes some known upcoming projects that tie in with lease and tenancy renewals.
    e. Health and Safety continues to be one of our greatest priorities and the budget line uplift reflect this. It is important to also note that many other health and safety linked costs are also being carried out that do not sit under this header, for example training, bin replacement project and capital improvements on access. In short, this is not all that we spend on health and safety.
    f. Board training is incredibly important and has been slightly uplifted on account of new Trustee appointments (following resignations) in recent times. We have also provided for specialist training.
    g. Flagstone charges are built into the return rate, this was new in 25/26 so the budget line has been removed.
    h. We have reached out to our insurer for further information regarding policy renewal in 26/27, in light of recent events but it is too early to even get an indication of premiums. The budget reflects a greater than inflation, moderate uplift.

i. The CEO proposed last year, and this has carried through to 26/27, that professional fees pertinent to the key roles in the business are introduced as MHT subscription costs. This helps to attract and retain high quality staff with support from their professional bodies. Examples are RICS, ICAEW, CAAV, The Association of Chief Executives of Voluntary Organisations.

5. Staff costs

- Allowance has been made for a 3.4% pay increment at 1st April 2026. This will be determined by NJC pay scales and we have no control over this, but last year the agreed percentage was 3.2%. We are unlikely to know the amount until Autumn 2026 and it will be backdated to 1st April 2026 when it is agreed.
- All known changes as a result of the OCT25 budget have been factored in, the budget was largely static in this area. There is due to be a very small rise in the lower earnings threshold, but the employment allowance and rates should remain the same. These both saw big change in the OCT24 national budget that was carried into the MHT budget for 25/26.
- The CEO continues to review operational effectiveness and a number of minor adjustments to staff working patterns are being made to meet operational needs. These changes are included in the budget for General Fund.
- The long service award to be continued, the introduction of this last year cost was c.£2k in APR25. In 26/27 this cost will be minimal.
- We have recently received the actuarial valuation and LGPS employer's contributions are budgeted at 22.7% (25/26 22.4%) and the deficit contribution is now also to be paid via payroll at a further 39.3% (25/26 £81,200 lump sum paid), this method will be less costly for 26/27 but that of course is also because the pension deficit is reducing all the time. To be clear, in 25/26 budget and actual results a lump sum was paid but in 26/27 the extra will be collected via payroll and is budgeted within each staff category accordingly.
- The implemented change last year splitting staff into;
    - Office
    - Conservation, Land & Property
    - Rangers
    - Field team

  Will be the same in 26/27.

6. Capital expenditure

A list of budgeted capital expenditure from the general fund is on page 3 of the budget figures. These are mostly operational (field team). Office equipment upgrades will be lower in 26/27 having gone through a series of upgrades in 25/26 to meet Windows 11 needs. The narrative on the land based capital upgrades is covered in the Land Management meeting on 4th December 2025.
We are expecting to have to spend in the region of £10k on website migration. The exact details and timing are still unknown but currently £5k is included as a capital asset and £5k is in website costs. In reality, whether this will be revenue or capital spend will be determined when the project is clearer.

Designated funds

The designated funds budgets are shown on page 4 of the 26/27 budget figures.

- The stewardship budgets are based on the extant agreements. As explained in the Land Management Paper it is important to be clear that although the balances are high, the cash flow is slow on these funds but much improved on earlier years. We received on 1st December 2025 the first payment for the 2025 year. There is some work to do on a few queries raised but we are comfortable and confident that the rest will follow.
- As mentioned already, the 25/26 marketing and comms budget will become general fund spend in 26/27 and this designated fund has now gone.
- As described in the Land Management paper, the unrestricted gift fund will be used for 2 small projects (walkers shelter and fishing platforms) in 26/27. There may be others as time goes on that are a good use of this fund.
- In light of high election costs experienced in 25/26 that were unexpected, the fund for election expenses has been uplifted to prepare for future election costs more completely. At the end of 26/27 the fund will have c. £25k set aside which has come from general fund. This assumes no more by-elections. If this happens we will need to consider further designation.
- The tree disease fund and ash die back fund combined are acceptable for 26/27 expected spend after consultation with the Conservation Manager. We are likely to need to review the ongoing expectation of costs in this regard and consider a new designation for future years.

<u>The Private Bill</u>

This has been extensively documented, reported on and budgeted over the last year. Management accounts clearly outline the position on the 2 designated funds and detailed additional cost analysis is done monthly and reported to members on the website as well as in papers.

The revised bill budget as submitted to the Charity Commission was approved in October 2025 and the actual costs are mapped to that budget month on month.

The 26/27 budget in respect of these 2 funds is produced from that budget as presented and passed on 29th May 2025.

In due course we may need to look again as each hurdle in the process is reached.

It is important that Trustees fully appreciate that the private bill, at this point in time is of the utmost priority and funds to ensure successful completion must be made available.

Restricted funds

The restricted funds budget is shown on page 5 of the figures.

- The Parliamentary, Lands Maintenance and Lands Purchase funds are held in the investment portfolio with Brewin Dolphin as well as some Land Purchase monies invested with Flagstone.
- During 26/27 the extensive plans on capital projects will deplete the Land Purchase and Parliamentary funds but they were established for that purpose.
- The Land Purchase fund is budgeted to provide additional loan amounts of £116k to pay for the promotion and preparation of the Bill, and repayment of the loans which

commenced in APR25 will continue with the next repayment amounts in APR26. The budget reflects capital and interest repayments from general fund.
- Investment gains and losses are not budgeted for as is always the case.
- Income from the Parliamentary and Lands Maintenance fund is recognised on a quarterly basis in restricted funds but transferred to general fund at the year end in line with the rules attached to those 2 funds. The budgeted amounts for interest earned were estimated using fund balance levels and actual interest rates achieved last year to determine an estimated value for 26/27.
- There are a number of small restricted fund balances which do see actual change but budgeting for these movements is not practical. Managers are aware of the balances and restrictions and make every effort to use them when appropriate.

Transfers

In line with the detailed narrative on transfers in the stat accounts. It is made equally clear and transparent in the budgeting too so below illustrates the transfers between funds budgeted in 26/27.

Key
DF/GF/RF = designated/general/restricted funds
PM = Parliamentary Fund
LM = Lands maintenance fund
COD = Capital outlay discharged
CS = countryside Stewardship

Transfers	General Fund
Balance to clear Bill "Other costs" to NIL	(8,930)
Election budget uplift	(10,000)
DF fixed assets dep'n	2,116
Move DF asset dep'n to DF	1,500
Investment income PM and LM transferred	13,000
Investment income PM and LM transferred	6,000
Dep'n on new robocutter tfr to DF	5,000
Interest on loan #1#2	(5,934)
Capital repayment of loan #1#2	(7,848)
	(5,097)
Transfers FROM other funds	*(32,713)*
Transfers TO other funds	*27,616*
Total	*(5,097)*

Paper B
For decision

RESTRICTED FUNDS	Parliamentary fund	COD	Land maintenance	Lands Purchase fund 1
Transfers				
Investment income PM	(13,000)			
Investment income LM			(6,000)	
Loan drawdown 30.04.26				(50,000)
Loan drawdown 31.01.27				(66,000)
Transfer cost of PM assets to COD	(220,500)	220,500		
Transfer cost of LP assets to COD	(20)	20		
Interest on loan #1#2				5,934
Capital repayment of loan #1#2				7,848
	(233,520)	220,520	(6,000)	(102,217)
Transfers FROM other funds	*0*	*220,520*	*0*	*13,783*
Transfers TO other funds	*(233,520)*	*0*	*(6,000)*	*(116,000)*
Total	*(233,520)*	*220,520*	*(6,000)*	*(102,217)*

	Designated Funds						
DESIGNATED FUNDS	Modernisation of Acts other costs	Promotion & Prep od Bill	Election exps DF	CS North & Central	Unrestricted gifts	DF assets	Grazing reserve
Transfers							
Balance to clear Bill "Other costs" to NIL	8,930						
Election budget uplift			10,000				
Unrestricted gift fund assets memo					(10)	10	
DF fixed assets dep'n						(2,116)	
Move quad bike dep'n to DF							(1,500)
Loan drawdown 30.04.26		50,000					
Loan drawdown 31.01.27		66,000					
Dep'n on robocutter tfr to DF						(5,000)	
Robocutter CS scheme purchase				(50,000)		50,000	
	8,930	116,000	10,000	(50,000)	(10)	42,894	(1,500)
Transfers FROM other funds	*8,930*	*116,000*	*10,000*	*0*	*0*	*50,010*	*0*
Transfers TO other funds	*0*	*0*	*0*	*(50,000)*	*(10)*	*(7,116)*	*(1,500)*
Total	*8,930*	*116,000*	*10,000*	*(50,000)*	*(10)*	*42,894*	*(1,500)*

Nicky Gutteridge FCA
Finance and Administration Manager
1st December 2025

Finance, Administration & Resources Committee
Business Plan project progress and developing key performance indicators
15th December 2025

Background papers: Malvern Hills Trust Business Plan 2022-2027 Adopted March 2022 and specifically Annex 1: Five year costed work plan at https://www.malvernhills.org.uk/looking-after/business-plan/

Background and context
On 8 May 2025, the Board resolved to remove the need for an interim Business Plan review in 2025 and agreed to the following revised timetable for review steps:

1. To continue annual reports on Land Management Plan delivery to LMP.
2. To report on other project progress from the next FAR onwards.
3. A full review of targets with a view to replacement with a reduced number of KPIs, including potential value for money measures, for monitoring over the remainder of the 2022-27 Plan.
4. A transitional plan is put in place for the introduction of new governance arrangements once the Act is in place, which would propose an appropriate time for creation of the new Business Plan.

This report captures progress on projects other than ones related to Land Management Plan delivery or that are contingent on a new Act.

It begins the process to replace over 80 targets by 2027 in the Business Plan with a more manageable suite of key performance indicators (KPIs).

Other project progress
On review, the CEO found few projects and/or tasks that are not land management-related and that are not already being monitored actively in some way, via the monthly management accounts, recommendations to the Board from committees, or included as control measures in the corporate risk strategy.

By way of example, the three tasks that FAR owns in the Business Plan are as follows:

- Update the defined reserves policy if required.
- Review pension provision and deficit provision.
- Monitor performance of investments.

All of these are part of the annual Board cycle and are scheduled to take place from 2022/27. In the case of the pension provision, there is coordination with triennial actuarial review of the Worcestershire Pension Fund.

Another observation is that many projects and tasks in the Business Plan were due for completion in early years of the Plan and were either completed or overtaken by other needs.

Nevertheless, having undertaken the exercise, there are some outstanding projects and tasks for the Committee to consider in terms of priorities from now until the point of a transitional plan, pending the outcome of the governance change proposals.

In particular, the Business Plan has contained plans on land-based capital upgrades that did not come to fruition previously due to lack of staffing and expertise to deliver them.

At time of writing this report, the annual budget for 2026/27 was being compiled for the Board's consideration. This included extensive costed equipment and building proposals for funding from Restricted Funds in 2026/27.

By delivering all of them, the Land Purchase and Parliamentary funds would be depleted but the funds were established for that purpose.

The list below reflects tasks in the Business Plan (Appendix 1, 2.4. Buildings). An example is 2.41 Manor House, for which a task was to plan and specify refurbishment work required and implement works in 2022/24. The proposals as tabled for consideration at Land Management Committee reflect medium-term operational needs.

It is worth FAR considering its priorities from a financial perspective from the following to inform budget setting:

- Manor House building & access improvements
- Manor House decorating
- Manor House health and safety (capital in nature)
- St Ann's Well toilet block improvements
- St Ann's Well redecoration
- Top Shed storage proposals
- Top Shed welfare facilities
- Top Shed electric vehicle power supply (for future Trust fleet vehicles).

In addition, it is proposed to use the unrestricted gifts fund for two small projects: the walkers shelter at The Wyche and fishing platforms in 2026/27.

The kick starting of the above projects reflects the appointment of a new Land and Property Manager able to deliver building projects. The project definition will be considered at Land Management Committee.

Other outstanding not land management-related projects in the Business Plan that might benefit from fresh attention might include:

- To develop a fundraising and income generation strategy for which trustees' expertise and input would be welcome.
- Update the Business Continuity Plan, which is an operational task.
- A project to review the byelaws, which was originally proposed for 2023/24.
- A project to digitise the Trust's paper records.
- To maintain and review the system for complaints, comments and tracking progress.
- To complete the archiving project, which would benefit from volunteer support.

Under 4.3 Monitoring and controls however, it is worth noting that environmental performance is not under active review and there is no budget proposed for these activities. FAR is therefore invited to consider whether the following tasks should be de-prioritised in the Business Plan:

- Carry out a carbon audit for the whole organisation.
- Undertake internal review of environmental performance.
- Feed results of review into plans for refurbishment of buildings etc.

These tasks were scheduled to take place from 2021/23 onwards. In reality, land-based capital upgrades and vehicle purchases would naturally take account of opportunities to improve environmental performance.

Developing a suite of Key Performance Indicators
The Board has resolved to replace the tracking of over 80 targets in the Business Plan with a manageable suite of key performance indicators (KPIs).

To be meaningful, FAR is invited to consider suitable comparators to the Trust that we might benchmark against. For example, according to the AI assistant on Google:

- Worcestershire Wildlife Trust monitors its performance using KPIs that are aligned with its 2030 strategy, which aims for 30 % of land in recovery for nature and for one in four people to be taking action for nature. Financial performance is measured through investment portfolio benchmarks like the WMA Balanced, FTSE 100, FTSE All World, and the ARC Charity Benchmark, as well as monitoring income, net profit, and portfolio value.
- Epping Forest conservators use KPIs that include financial performance (like external income as a percentage of total income), visitor engagement (number of visits, call responses), and conservation measures such as ancient tree management, and accreditations like the Green Flag Award and Green Heritage Accreditation. They also monitor activities like football and golf play and employee volunteering, often in line with their Management Strategy and Corporate Plan.

If felt suitable, these examples and others could be researched further.

To stimulate thinking, the Trust's indicators might usefully include land management, financial, human resources and communications KPIs and a few ideas follow.

Land management
The refresh of the Land Management Plan presents a logical opportunity to develop suitable land management indicators.

In preparation for this, it may be worth trustees considering holistic measures that demonstrate systematic performance. An example is the Green Flag Award Scheme, which is a national standard for green spaces. Networks such as Green Flag Award judges (of which the CEO is a long-standing one), groupings such as the West Midlands Parks Forum, and other conservator-type organisations may have experiences to share.

Financial
These KPIs might usefully cover the following sections:

- Income
- Expenditure
- Cash management
- Reserves.

Previous discussions have highlighted a desire to compare metrics such as cost of management per hectare.

Human resources
Headline metrics might usefully include the following:

i. Employee turnover rate, which measures the percentage of staff leaving the organisation within a specific period. This is a signal of employee satisfaction, workplace culture, and the effectiveness of retention strategies.

ii. Absenteeism rate, which tracks the rate at which staff are absent from work due to illness, personal reasons, or other factors. High absenteeism can indicate underlying issues such as staff burnout, workplace stress, or lack of work-life balance.

iii. Employee engagement, which may be measured through surveys and gauges staff satisfaction, motivation, and commitment to the organisation. High engagement is linked to increased productivity and lower turnover.

Supplementary metrics might usefully include some of the following:

iv. Time to hire, which tracks the average time it takes to fill a vacant position, from job posting to offer acceptance. It's a key indicator of recruitment efficiency and can highlight areas for improvement in the hiring process.

v. Cost per hire, which calculates the total cost associated with recruiting and onboarding a new staff member. Tracking this helps organisations optimise their recruitment spending and identify cost-effective strategies.

vi. Training effectiveness, which measures the impact of training programmes on staff performance and skills development. It helps ensure that training investments are delivering the desired outcomes and contributing to staff growth.

Communications
Metrics being measured as of 2025/26 include the following and one or more of them might be echoed in the new suite of KPIs with the intention of seeking year of year improvements:

- Media coverage sentiment for mentions of “Malvern Hills Trust”.
- Total number of people directly engaged with at events the Trust created or spoke at.
- Website traffic, social media performance, and audience engagement.

It may also be beneficial to monitor qualitative feedback e.g. following events and activities.

Recommendations:

1. To consider priorities for proposed land-based capital projects from a financial perspective.
2. To consider priorities for outstanding projects/ tasks that are not land management-related.
3. To hold a workshop to develop a suite of KPIs and define a fundraising and income-generation strategy.

Deborah Fox, CEO

2 December 2025

Paper D
For Decision

Finance, Administration & Resources Committee

General Data Protection Regulation (GDPR) update

11th December 2025

Background papers and information

Malvern Hills Trust Privacy Policy 2023 provided at Annex 1
Malvern Hills Trust Summary of retention periods for personal data 2021 provided at Annex 2
General Data Protection Regulations Article 6(1)(c) https://gdpr-info.eu/art-6-gdpr/

1. An email relating to retaining data on the Malvern Hills Bill was received by the CEO on 2 October. If it was a legitimate request of this nature, it would be covered by the General Data Protection Regulations (GDPR). When a request is made, the Trust would retain the information as requested under Article 6(1)(c).

   The Trust retains the services of an external Data Protection Officer who would support the Trust in the instance of a subject access request or attempt at litigation that involved a Record Preservation Request (RPR).

   If this email had contained a legitimate RPR, it would have been appropriate for the CEO to raise this at the time of discussing the corporate risk register at the Annual Meeting on 13 November. However, on this occasion, advice received from the DPO and the Trust's legal advisors was that the request was not in a recognised format to be processed as such. The request itself didn't contain anything granular enough e.g. when legal action might be expected. Therefore, the CEO did not consider it significant enough to raise it with the Board.

   The CEO responded to the author of the email, that it is in the Trust's interest to retain data on the Parliamentary Bill. In accordance with the Trust's Privacy Policy and data retention periods (attached), these records are being preserved.

   From undertaking the process to generate the latest 2025 Data Protection Report with Ametros Group as DPO, the CEO understands that organisations must provide fair processing information about the collection and use of personal data, typically done though a privacy policy. It should contain such information as the purposes you intend to use their data for, how long you will keep it, and who you intend to share it with.

   To align with good practice, the Trust has a data retention schedule to identify when information will be removed from our systems, which is titled a Summary of retention periods for personal data and last updated in 2021.

   As a result of the 2025 exercise, Ametros Group has advised the Trust to additionally have a Data Record Keeping Policy. This document would serve as a guide to all members of staff on the individual responsibility to accurately and appropriately maintain records. Its purpose is to ensure that business records, staff and customer alike, are properly created, accessed, made available, and disposed of.

   To make sure that we have good robust polices on this issue, the Trust's Privacy Policy (dated 2023) and aforementioned Summary of retention periods for personal data (dated 2021) are provided for review.

The Committee is invited to consider the granularity of data we want to retain along with its characteristics and then put in suitable controls. The Trust needs a clear and lawful basis or a business reason to retain data and 'just in case' of RPR is not a lawful reason. For example, the data we store on the Parliamentary Bill would need to be material to the Bill passing.

2. The Information Commissioners Office (ICO) wrote to inform the Trust on 24 November that a case worker had been allocated to investigate a complaint it had received for apparent non-provision of information under the Environmental Information Regulations (EIR).

   The CEO has sourced and provided the withheld information as requested for review by the case worker within the time constraint imposed. The reason we believe the information concerned is not environmental information is that it is related to the professional discipline of marketing and communications and is generally considered business information.

3. The ICO wrote to the Trust on 13 November, asserting that the Trust had breached Freedom of Information regulations in not providing a response to a question raised by a member of the public who subsequently complained to the ICO.

   The Trust asserts that it is not a public body for the purpose of section 3 FOIA. However, on this occasion, the absence of a response to the member of the public with the information requested was purely an oversight and the Trust was content to respond to the complainant with a
   reply voluntarily.

Annexes 1 and 2 follow over the page.

Recommendation:

1. To review and make proposals to amend the Privacy Policy and data retention periods; and for the CEO to consult with the external Data Protection Officer on the proposed changes and on production of a Data Record Keeping Policy.

Deborah Fox, CEO
1 December 2025

Malvern Hills Trust privacy policy – members of the public and third parties

Malvern Hills Trust (MHT) treats the privacy of members of the public and website users very seriously and takes appropriate security measures to safeguard their privacy. This Policy explains how MHT protects and manages any personal information (data)* shared with it and that it holds, including how MHT processes and protects that data.

** Personal information (data) means any information that may be used to identify an individual, including, but not limited to, a first and last name, a home or other physical address, email address or other contact information.*

Who is the Data Controller?

MHT is the Data Controller. MHT is a registered as a charity in England and Wales, with the legal name Malvern Hills Conservators, number 515804.

The registered address is: Manor House, Grange Road, Malvern WR14 3EY.

What kinds of personal data does Malvern Hills Trust process?

MHT collects personal data for specific purposes. The following table gives a list of some of the types of personal data that MHT may collect, either directly from yourself or from other sources, in order to achieve those purposes.

If you are a:	**We may process these types of personal data:**
Job applicant/ temporary staff/Volunteer	Name, address, telephone number, email, bank details, medical history, work and education history
Customer (pass holder)	Name, address, email, vehicle registration
Neighbouring land owner	Name, address, telephone number, email, property details
Trustee and candidate trustees	Name, address, telephone number, email, date of birth, nationality
Sub-contractor	Name, address, telephone number, email, bank details

What are the purposes Malvern Hills Trust collects personal data for?

Malvern Hills Trust uses personal data firstly to fulfil any contractual obligations that exist between MHT and yourself; where MHT requests personal data be provided to enter into, or meet the terms of any such contract, you will be required to provide the relevant personal data or MHT will not be able to deliver the goods or services you want. In such cases the lawful basis of MHT processing the personal data is that it is necessary for the performance of a contract.

MHT is required by law to process personal data for purposes relating to its legal obligations, these include:

- Providing for the organisation's financial commitments, or to relevant financial authorities,
- Complying with regulatory requirements and any self-regulatory schemes,
- Cooperating with relevant authorities for reporting criminal activity, or to detect and prevent fraud,
- Investigating any insurance claims, claims of unfair dismissal, claims of any kind of harassment or of discrimination, or any other claim whereby the organisation may have to defend itself.

Where MHT has received your consent to do so, MHT will use your personal data for the following purposes:

1. To provide newsletters available through online signup to the general public,
2. To send stockwatch updates available through online sign up to the general public,
3. To sell you a car park pass.

You may withdraw your consent for MHT to process your personal data for purposes 1 to 3 above at any time. After a withdrawal of consent request is received, MHT may have to contact you to verify the request.

Withdrawing your consent for MHT to process your personal data will not affect the lawfulness of the processing beforehand.

MHT will also process personal data to achieve its various legitimate charitable interests; these are purposes that have been defined by MHT where we have balanced the necessity on our part to process the data for each purpose against your own expectations, interests and legal rights.

MHT's legitimate interests for processing personal data are:

- To provide goods and services where they have been requested,
- To send notification on subjects to individuals who have asked to be kept informed (i.e. subscribers),
- To invite people to participate in research and surveys in fields and disciplines they are interested in,
- To send notifications of any changes to the goods and/or services provided that may affect people,
- To provide reference information to third party organisations where requested, or where necessary.

MHT may process personal data where it is necessary to protect your own, or another person's, vital interests, or where it is necessary for the performance of tasks which are carried out in the public interest.

Where does Malvern Hills Trust obtain personal data from?

MHT will collect personal data directly from you in various ways. This could include when you complete an online form, or if you provide the data directly to a representative of MHT.

Who will Malvern Hills Trust share your personal data with?

In order to achieve the above stated purposes for which MHT processes your personal data, MHT may have to share your personal data with some specific third-party organisations.

MHT will make all reasonable efforts to ensure that any third-party it shares your personal data with is also compliant with data protection law.

The third parties MHT may share your personal data with include:

- Third party organisation acting as either data processers or data controllers where it is necessary to provide goods or services that have been requested, or to achieve our charitable purposes,
- Third party data processers or data controllers necessary to setup various resources.

The specific types of third-party MHT my share your personal data with include:

- Lawyers,
- Land agents.

Malvern Hills Trust is not responsible for the data protection compliance of any of these third parties.

Where will Malvern Hills Trust store your personal data?

MHT will not transfer your personal data to any country outside the European Union (EU) other than those that have been granted an adequacy decision under the General Data Protection Regulation.

How long will Malvern Hills Trust keep your personal data for?

MHT will keep your personal data only for as long as required in order to achieve the purposes for which it was collected, in line with this privacy notice.

The following criteria apply that determine the period for which MHT will store your personal data:

- Until MHT is no longer required to do so in order to comply with any regulatory requirements or financial obligations that we are subject to.
- Until MHT is no longer required to do so by any law it is subject to.
- Until all purposes for which the data was originally gathered have become irrelevant or obsolete.

Where the lawful basis of MHT's processing is based on protection of vital interests and insofar any relevant health and safety obligations apply, MHT may retain your personal data for up to 40 years.

Complaints or queries under the GDPR

MHT tries to meet the highest standards when collecting and using personal information. For this reason, MHT takes any complaints received about this very seriously. MHT encourages people to bring it to their attention if they think that MHT's collection or use of information is unfair, misleading or inappropriate.

This privacy notice was drafted with brevity and clarity in mind. It does not provide exhaustive detail of all aspects of MHT's collection and use of personal information. However, MHT is happy to provide any additional information or explanation needed. Any requests for this should be sent to the address below.

If a member of the public wishes to make a complaint about the way MHT has processed their personal information, they can contact the ICO as the statutory body which oversees data protection law.

www.ICO.org.uk/concerns.

Access to personal information

MHT tries to be as open as it can be in terms of giving people access to their personal information. Individuals can find out if MHT holds any personal information by making a 'subject access request' under the GDPR. If MHT does hold information about an individual MHT will:

- give the individual a description of it;
- tell the individual why MHT is holding it;
- tell the individual who it could be disclosed to; and
- let the individual have a copy of the information in an intelligible form.

To make a request to MHT for any personal information please put the request in writing to MHT at the address provided below.

If the individual agrees, MHT will try to deal with their request informally, for example by providing them with the specific information requested over the telephone.

If MHT does hold information about and individual, they can ask MHT to correct any mistakes by contacting the MHT address below.

Links to other websites

This privacy notice does not cover the links within this site linking to other websites. MHT encourages members of the public to read the privacy statements on the other websites visited and for users of social media, those of Facebook and X.

Changes to this privacy policy

MHT keeps its privacy policy under regular review. This privacy policy was last updated on 19 October 2023.

How to contact MHT

To request information about MHT's privacy policy or to request access to personal information email info@malvernhills.org.uk or write to:

Malvern Hills Trust
Manor House
Grange Road
Malvern WR14 3EY

Who is MHT's Data Protection Officer (DPO)?

The Trust has appointed an external DPO, Ametros Group Ltd. The CEO of the Trust is the primary liaison between the Trust and the DPO and in the absence of an external DPO, the CEO will act in that role.

Ametros Group Ltd
Lakeside Offices
Thorn Business Park
Rotherwas Industrial Estate
Hereford
HR2 6JT

Tel 0330 223 2246

Email dpo@ametrosgroup.com

www.ametrosgroup.com

Appendix - Reasons why members of the public may contact MHT

Members of the public contact MHT for many reasons, including:

1. Visitors to MHT's website,
2. E newsletter recipients,
3. People who contact MHT via social media,
4. People who email MHT,
5. People who make a complaint to MHT,
6. People buying car park passes,
7. Easement applicants,
8. People applying for fishing permits,
9. People attending events,
10. People submitting tenders,
11. Breaches of byelaws,
12. People who commit parking offences,
13. Members of other organisations working with MHT,
14. Neighbours making enquiries relating to land and property.

1. Visitors to MHT's website

Two cookies are in use on the site www.malvernhills.org.uk

One is for Google Analytics which stores the user's activity but nothing unique about the user themselves on the site. This data is transmitted via the Secure Socket Layer (SSL) technology and stored with Google.

The second cookie only affects those who log in to the administration section of the website (the website editors themselves). This cookie stores some information on the machine to tell the website that the user is authorised to log in to the backoffice. No personal data is kept in this cookie apart from the username of the user logged in.

2. E-newsletter

MHT uses a third party provider Design in the Shires to deliver e-newsletters. The email addresses of all subscribers to the newsletter are kept secure via MD5 hashing within a database. For people wishing to unsubscribe their information can easily be removed, on request.

3. People who contact MHT via social media

MHT manages its social media interactions in house, using Facebook and X.

Private or direct messages received via social media will be securely stored by MHT for three months. They will not be shared with any other organisations.

4. People who email MHT

Emails are passed through a secure spam filtering system at eSterling and are held on MHT's secure server. MHT does not share personal email addresses with any marketing company or organisation outside MHT without the specific consent of the sender of the email. MHT may share personal data with third party service providers acting as either data processers or data controllers where it is necessary for them to provide goods or services to MHT

MHT will monitor any emails sent to it, including file attachments, for viruses or malicious software. Please be aware that members of the public have a responsibility to ensure that any email sent to MHT is within the bounds of the law.

5. People who make a complaint to MHT

When MHT receives a complaint from a person it makes a written record of the details of the complaint, including the name, address and contact details of the complainant. MHT only uses the information supplied to it to deal with the complaint. The records are stored in a locked facility on MHT's premises.

MHT keeps personal information contained in complaint files in line with its retention policy. This means that information relating to a complaint is retained for two years from closure. It is retained in a locked facility and access to it is restricted to MHT staff and trustees only according to the 'need to know' principle.

6. People buying car park passes

The following details are collected when people apply for a car parking pass:

- Name
- Address
- Vehicle registration number
- Email address (annual passes only)
- Pass number

These details are stored on an in-house database, access to which is password controlled. The details are kept for one year following the expiry of the pass, after which they are deleted. The details are not shared with anybody else.

The email addresses are used to send out reminders to renew annual passes only.

7. Easement applicants

People applying for an easement are required to complete an application form and submit it to the office. The details are securely stored in paper form and digitally.

The information on the form will be shared with MHT's legal advisors, land agents or other professional advisors if the application is successful, in order to process the application.

8. People applying for fishing permit

People applying for a fishing permit are required to complete a form and bring it into MHT's office. The completed forms are stored in a locked facility. Details of permits issued are stored on a database and retained for one year after the permit expires.

The personal data from the form would only be shared with law enforcement authorities in the event of a breach of MHT's byelaws or the law.

9. People attending events

MHT runs a number of free to attend events each year. The details (name and contact number) of people booking a place on an event are recorded on a written sheet and kept in a file in a secure cabinet on MHT premises. They will be destroyed within 3 months of the event.

10. People submitting tenders

MHT has tendering guidelines in place for contracts with a value in excess of £10,000. Details of all the tenders submitted are held on file in a locked facility until the completion of the audit for the financial year in which the tendering exercise took place.

11. Breaches of byelaws

When a person is in breach of MHT's byelaws, they will receive written notification of the breach and details of MHT's actions in connection with the breach. Personal details and information on the breach may need to be shared with law enforcement agencies and MHT's lawyers.

Information on all breaches is securely stored in perpetuity.

12. Parking offences

People parking in breach of MHT's byelaws are issued with a parking charge notice. The vehicle registration number will be sent to the DVLA to trace the owner of the vehicle. The details obtained will be used to contact the owner of the vehicle to obtain payment of the parking charge. MHT is required to comply with the DVLA's regulations and is subject to regular inspections from the DVLA. Information received from the DVLA must be deleted after 2 years.

MHT may share the information received from the DVLA with legal advisors or debt collection agencies in the event of non-payment of the charges.

13. Members of other organisations

MHT works with a number of local organisations. Personal details of representatives from those organisations will be held in order to communicate, share information and set up meetings. These details will not be shared with anyone else and will be deleted when the individual and/or organisation is no longer involved with MHT.

14. Neighbours making enquiries relating to their land or property

With 3,000 acres of land under its custody, MHT receives many queries from neighbours such as easement and boundary queries. MHT stores all correspondence relating to neighbouring properties in a locked facility on MHT's premises. Correspondence is kept in perpetuity, to provide a permanent record of decisions reached and agreements made.

Malvern Hills Trust
Summary of retention periods for personal data

Accounting and payroll records		
Document	Retention period	Reason for retention period
Accounting records	Six years from the end of the financial year in which the transaction was made	Charities Act
Payroll documents	Six years plus current year	HMRC regulations
Staff and volunteer records		
Document	Retention period	Reason for retention period
Accident book	Three years after the last entry (or end of investigation if later)	RIDDOR 1995
Personnel files and training records	Maximum 6 years after the employment ceased	Limitations Act 1980, best practice
Wages and salary records, including overtime and expenses	Six years plus current year	HMRC regulations
Redundancy details	Six years after the employment has ceased	Best practice
Life assurance expression of wish forms	Six years after the employment has ceased (or death)	Best practice
Records relating to working time	Two years from the date on which they are made	Working Time Regulations
Application forms and interview notes (unsuccessful candidates)	Six months	Equality Act 2010
SMP records	Three years after the end of the tax year in which maternity peroid ends	Statutory Maternity Pay Regulations
SSP records	Three years after the end of the pay reference period following the one that the records cover	Stautory Sick pay regulations
Next of kin/expression of wish form	Six years after date of death	Best practice
Volunteer records	Three years following departure	Limitations Acts 1980 (personal accident claims)
Health & safety records	Three years for general records. Permanently for records relating to hazardous substances	Limitations Acts 1980 (personal accident claims)
Buildings and land		
Document	Retention period	Reason for retention period
Deeds of title	Permanently (or until the property is disposed of)	Limitations Act 1980
Leases	12 years after the lease and liabilities under it have terminated	Limitations Act 1980

Insurance		
Document	Retention period	Reason for retention period
Employer's liability insurance certificate	40 years	Employer's Liability (Compulsory Insurace) Regulations 1998
Claims correspondence	Three years after settlement	Best practice
Policies	Three years after lapse	Best practice
Accident reports and relevant correspondence	Three years after settlement	Best practice
Board		
Document	Retention period	Reason for retention period
Minutes of meetings	Permanently	Commercial/reference
Board member personal details	Three years following departure	Limitations Acts 1980
Consent forms	Three years following departure	Limitations Acts 1981
Annual accounts and annual review	Permanently	Commercial/reference
Major agreements of historical significance	Permanently	Charities Act/commercial
Other		
Document	Retention period	Reason for retention period
Contracts with customers, suppliers or agents (including graziers)	Six years after expiry or termination of the contract	Limitations Act 1980
Licensing agreements, indemnities, guarantees and other agreeements	Six years after expiry or termination of the contract. If the contract is executed as a deed the period increases to 12 years asfter expiry/termination	Limitations Act 1980
Emails	To follow guidance for specific areas above. General emails 2 years	Best practice
Car park passes		
Document	Retention period	Reason for retention period
Application forms for postal or online passes	6 months after the pass has been sent out	Best practice
Car park pass databases	One year after expiry of the pass	Best practice
Pass sales records sheet	Destroy after entry to database	Best practice