Malvern Hills Trust

Ordinary Meeting of the Board

Thursday 12 March 2026 at 7.00 pm

Hampton Suite
Colwall Park Hotel
Colwall
Malvern, WR13 6QG

Malvern Hills Trust
Ordinary Meeting of the Board
Hampton Suite, Colwall Park Hotel, Colwall, Malvern WR13 6QG
Thursday 12 March 2026 at 7 pm

Agenda

Introduction

1. Apologies for absence
2. Chair's Announcements
3. Declarations of Interest
4. Public Comments

Confirmation of Previous Board Meeting

5. To confirm the Minutes of the Ordinary Board meeting held on 15 January 2026, the Special Board meeting held on 26 January 2026 and the continuation of the Annual Meeting held on 24 February 2026.
   Pages 4-20
   Confidential pages 2-8
6. Matters arising from the previous Board meetings not otherwise on the agenda
   6.1. Appointment of auditors

Items for Decision

7. Malvern Hills Bill Update
   7.1. Delegates operating in practice
8. Finance Business
   8.1. Accounting Policies and Procedures Manual update **Paper A** Page 21
   8.2. Annual Investment Review February 2026 (verbal)
   8.3. Cost saving proposals to reduce the budgeted deficit for 2026-27
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   8.4. Sale of assets **Paper C** Page 31
9. Land and Property Matters
   9.1. St Ann's Well toilet block **Paper D** Pages 32-34
   9.2. Front entrance to Manor House **Paper E** Pages 35-38
10. Urgent Business

Other Committee Business for Decision

11. **Staffing Committee**
   11.1. Board to adopt the minutes of the meeting held on 29 January 2026
   Pages 39-44
   11.2. Chair of Committee – updates and questions
   11.3. Resolutions recommended to Board (not otherwise on the agenda)
   11.3.1. That a policy is required on Staff Conduct
   11.3.2. To adopt minor changes to three policies in the Staff Handbook and to approve the Equality, Diversity and Inclusion Policy unchanged for a further year.

12. **Governance Committee**

12.1. Board to adopt the minutes of the meeting held on 12 February 2026

Pages 45-50

12.2. Chair of Committee - updates and questions

12.3. Board to receive redrafts of Reporting of Serious Incidents Policy, Trustee Expenses Policy and Disciplinary Procedures for Trustees

Pages 51-61

12.4. Resolutions recommended to Board (not otherwise on the agenda

12.4.1. That the Trust should cease publishing election candidate statement on its web site and sharing them with the local press, in line with local council policy

12.4.2. That an officer of the Trust should have defined responsibilities to deal with election governance issues and to advise on these

12.4.3. To approve the new Reporting of Serious Incidents Policy

12.4.4. To approve the new Trustee Expenses Policy

12.4.5. To approve the revised Disciplinary Procedure for Trustees

Items for Information

13. Red flags on the Risk Register (verbal)
14. Management accounts to the end of December 2025 (Q3) and reserves review

    Paper F Pages 62-71
15. Date of next meeting

    Thursday 14 May 2026 at 7 pm at Colwall Park Hotel

Confidential items

Resolution to exclude the public for discussion of items 16-19 on the agenda on the grounds that publicity would be prejudicial to the public interest by reason of the exempt or confidential nature of the business to be transacted (legal privilege/commercially sensitive/matters relating to individuals).

CONFIDENTIAL

16. Matters arising from the confidential section of the previous Board meeting not otherwise on the agenda
17. Resolutions recommended to Board from confidential sections of committee meetings.
18. Land and Property Matters **Paper G** Confidential Pages 9-11
19. Renewal of staff contract **Paper H** Confidential Page 12-14

Malvern Hills Trust

Ordinary Meeting of the Board
Colwall Park Hotel, Colwall, Malvern, WR13 6QG
Thursday 15 January 2026 at 7 pm

Present: John Michael (Chair), Richard Bartholomew, Robert Berry (left 9.35), Jenny Burford, David Core, Allan Cottam, Mark Driscoll, David Fellows (arrived 7.25, left 8.45), Richard Fowler (left 9.35), Lucy Hodgson, Andrew Myatt, John Raine, David Reynolds, Felicity Robinson, Chris Rouse, Frances Victory, Malcolm Victory (left 8.45).

In attendance: CEO, Secretary to the Board, Finance and Administration Manager, Governance Change Officer, 6 members of the public.

Absent: Paul Bennett, David Mead, Cynthia Palmer, Andrew Willmott.

Due to an accident on the road between Great Malvern and Colwall, the start of the meeting was delayed until 7.15 pm.

1. **Apologies for absence**
   Simon Baggaley, David Baldwin, Chris McSweeny, John Stock.

2. **Chair's announcements**
   - 2.1 It had been a busy Christmas period on the Hills, but there had been no issues. The Chair recorded his thanks to staff for managing the difficulties caused by a recent storm and urged the public to take care when using the Hills in winter weather.
   - 2.2 There had been a spate of fly tipping on Trust land. The Chair confirmed that any contact details found in dumped rubbish were passed on the enforcement team at the District Council.
   - 2.3 The Malvern Hills Bill was due to move to committee stage in the House of Lords in the week following this meeting. The Chair asked everyone to allow the Parliamentary process to run its course and not to seek to derail this independent scrutiny of the Trust's governance proposals.
   - 2.4 The Charity Commission had written to all trustees in December to remind them of their responsibilities. The Trust believed that this approach was linked to a concern raised by Dame Harriett Baldwin MP. The Trust had met with Dame Harriett and reassured her that it was acting within Charity Commission guidelines in managing conflicts of interest around the Bill. The Charity Commission letter bore this out and the Trust had published it with their permission.
   - 2.5 The Chair announced that Sheila Wren had resigned from the Board due to relocation and read out a farewell statement from her. He thanked Mrs Wren for her dedicated service as a trustee, particularly for her work on Staffing Committee. She had led key improvements, including the Staff Trustee Protocol.

A trustee raised a point of order, asking why agenda item 21 on the letter from the Charity Commission was in the confidential session, given that the Trust had published the letter and commented upon it. It was confirmed that there were reputational issues and associated legal advice, which it was appropriate to discuss in a closed session.

David Fellows joined the meeting at 7.25 pm

3. Declarations of interest

None.

4. Public Comments

A public comment was received from Malcolm McCrae, which is attached at Schedule 1.

5. Confirmation of Previous Board Meetings

5.1 **Ordinary Meeting of 11 September 2025**

5.1.1 A trustee complained that they had not received a response to a request for an amendment to these minutes made on 10 October 2025. The trustee said that neither they nor members of the public expected absolute accuracy in the minutes, but they did expect reasonable accuracy if someone raised a point. The Chair said he would discuss the proposed change with the Secretary to the Board (the SttB) and proposed that the minutes be approved now with the proviso that there might be this one amendment. The trustee did not accept this proposal.

On the proposal of Lucy Hodgson, seconded by John Raine, it was RESOLVED, with 10 in favour, six against, and one abstention, to approve the minutes of the meeting held on 11 September 2025, with the proviso that the Chair will discuss one possible amendment with the Secretary to the Board.

Richard Fowler asked for his vote against to be recorded in the minutes on the basis that he had not been responded to for some months on these minutes and that therefore they should not be approved.

5.2 **Special Meeting of 9 October 2025**

On the proposal of Mark Driscoll, seconded by Richard Bartholomew, it was RESOLVED, with 11 in favour and six abstentions, to approve the minutes of special meeting held on 9 October 2025.

5.3 **Annual Meeting of 13 November 2025**

5.3.1 A trustee proposed an amendment to the footnote on the sixth page of the minutes so that it would read ‘it was subsequently decided *by the Chair and officers* that it would not be possible to reconvene the meeting before Christmas […]’. The Chair agreed to accept the amendment.

On the proposal of Malcolm Victory, seconded by John Raine, it was RESOLVED, with 11 in favour and six abstentions, to approve the minutes of the Annual Meeting held on 13 November 2025, subject to the amendment of the footnote on the sixth page.

6. Matters arising from previous meetings

6.1 **Special Meeting of 9 October 2025, minute 4.2**

A trustee referred to the commitment given to obtain advice on access to information and to share this with all trustees; this had not happened. The trustee had been attempting to secure access to minutes and other information since this meeting. They had now received some confidential minutes and papers on the St Ann's Well inquiry and the Bill consultations, but despite 25 email requests, they had not received confidential minutes prior to 2023. They had also requested access to archived material relating to 1995 Bill but had been informed that it would have to be sifted first and that the trustee would have to be supervised when viewing. The trustee referred to the letter from the Charity Commission, which stated that the new trustees should need to understand key decisions previously made by the Board and asserted that they could not do so without access to all the information requested. The trustee asked whether all other trustees had to be supervised when accessing archive material and this was confirmed. The trustee also wanted confirmation of what material was being removed under privilege and why, and it was confirmed that this was because the trustee had a conflict of interest in relation to the Malvern Hills Bill and that there was some legal advice and other confidential material within the archive. This was advice received some time ago from solicitors. The trustee offered thanks for the clarification.

6.2 **Annual Meeting of 13 November 2025, minute 13**

The Finance and Administration Manager (FAM) reminded the meeting that the Trust had not recommended the reappointment of its current auditors, due to a large fee increase, and that levy payers had therefore voted to go out to tender. The current auditors had confirmed that they would tender and the FAM had approached six others, including an auditor suggested by a levy payer. The closing date for tenders was noon on 10 February 2026. Shortlisting would take place between 11 and 13 February and the appointment would be made at the Reconvened Annual Board Meeting arranged for Tuesday 24 February. Key information would be made available to that meeting, but not the tenders in full. Contracts would be agreed before the end of the financial year.

7. Committee and Other Bodies appointments

7.1 **Malvern National Landscape Joint Advisory Committee**

The SttB reported that there were three candidates for the one position on this committee: David Fellows, Cynthia Palmer and Frances Victory. The candidates had been invited to provide a statement to support their candidacy. Mrs Victory's statement was read out by Malcolm Victory, since she was indisposed. David Fellows said he did not have any comment to make and Cynthia Palmer was not present.

It was proposed by Andrew Myatt and seconded by Richard Fowler that a secret ballot should be held. There were seven in favour, nine against and one abstention and so the motion was not carried.

A show of hands vote was held and the result was: four votes for David Fellows, three votes for Cynthia Palmer, and ten votes for Frances Victory. Mrs Victory was therefore confirmed as elected.

7.2 **Remaining vacancies**

The Chair asked for any nominations for the vacancies on the Castlemorton Commons Co-ordinating Committee (4Cs), the Wildlife Panel, and Malvern Spa Association. Mark Driscoll volunteered to join 4Cs and was duly appointed.

8. Budget 2026-27

The Board received the proposed budget for 2026-27, as approved by FAR on 11 December 2025 (*the proposed budget*), subject to the provision of an indicative budget increasing expenditure by the RPI rate of inflation as at November 2025, 3.4% (*the indicative budget)*. This indicative budget had been considered in detail by trustee Simon Baggaley, who had asked for it, the Chair and Vice-Chair of FAR and the FAM. The FAM said that the proposed budget, which would involve a 7.03% increase to the individual Band D levy payer, was broadly the same as scrutinised by FAR, but that there had been two small changes; the budgeted deficit remained at £66,558. The FAM said that it was acceptable to budget for a deficit provided that there was a clear explanation close monitoring and a finite timescale. Reserves had recently been higher than required by the Reserves Policy and it would be appropriate to use these. The FAM confirmed that she had carried out a review of the reserves position, as she did every quarter, and drew attention to this in the papers.

The indicative budget had been prepared to show what cost savings would be necessary to restrict the total increase to 3.4% to the individual levy payer; to do this would reduce the total levy received by c£28k. The FAM cautioned that there would be no change to the cost of car park passes for levy payers in the proposed budget, but there would be in the indicative budget. She read out a statement from Simon Baggaley, confirming that he had asked for the indicative budget because he was interested to see what cuts would have to be made to support a smaller rise for levy payers, and what risks that would involve. Having reviewed the indicative budget, he remained supportive of the proposed budget, although he considered that the exercise had presented some ideas for cost savings that could be explored. The FAM said that there was an additional recommendation, namely that if the levy were approved as 7.03 % to the levy payer, the Trust would undertake to look at some of these costs with the aim of improving the deficit. She pointed out that the inflation figure of 3.4 % was an average across the economy, but that many of the Trust's day-to-day expenses had risen by much more than this, such as health and safety, training, postage, waste removal, and professional fees.

The Chair of FAR Committee proposed a vote of thanks to the FAM and her staff for their work on the budget and for the extra work that had gone into the preparation of the indicative budget.

8.1 **Questions from Trustees**

- A trustee asked whether the income from Worcestershire County Council was guaranteed, given that the Council was in significant debt. The FAM said that they had never challenged the amount. It was confirmed that the payment dated back to the 1968 agreement when the Trust took on Castlemorton, Powick and Newland.
- A trustee expressed concern about a significant use of reserves, observing that the Reserves Policy needed to reflect today's increasingly uncertain world. The FAM confirmed that she reviewed the reserves position every three months and that FAR Committee planned to review reserves levels. The FAM said that she hoped the 2025-26 outturn would be £30k better than forecast.
- A trustee referred to a possible legacy and asked if the Trust was aware of it. The FAM said she was aware, but had not budgeted for it, because legacies could take a long time to come through. The trustee asked for assurance that a freely given legacy would not be used to pay for the Private Bill. It was stated that this would be a matter for the Board, but the FAM said that normal practice was for such a legacy to go into the unrestricted Gift Fund.
- A trustee asked whether there had been modelling with the aforementioned trustees about the possibility of reducing the amount spent on reputation and consultants. It was explained that the communications budget now sat under General Fund and in the 2026-27 budget was in fact £10k lower than last year. The CEO added that this was for communications support and not 'spin'.
- A trustee said that the Trust had set a deficit budget every year since 2017 and a deficit had never materialised. The FAM commented that certain income streams were unknown and that if the Trust were ahead of budget, it would not have the reserves problem discussed earlier. The CEO added that the tangible difference was that the Trust was now in a position to deliver work promised in the Business Plan.
- A trustee asserted that the work done by the Trust was a 'nice to have' for most people, suggesting that the budget was padded and questioning

whether the Board fully understood it and whether the CEO read her own figures. The trustee thought that the budget should be reduced by 20%. The CEO objected to the fact that these comments had not been raised at the FAR meeting. She said the trustee made similar remarks every year and that they did a disservice to the staff who were keeping 3,000 acres open and unbuilt on.

8.2 **Resolutions**

8.2.1 It was proposed by Richard Fowler, seconded by David Fellows, that the resolution on the levy should be amended to restrict the increase in the levy to 3.4%. There were six votes in favour, 10 against and one abstention. Therefore, the motion was defeated.

8.2.2 On the proposal of Lucy Hodgson, seconded by David Core, it was RESOLVED, with 12 in favour, four against and one abstention, that day time car park meter prices at main Trust car parks should increase from £6 to £6.50 per day from 1 April 2026, and that evening rate charges should increase from £3.75 to £4 from 1 April 2026.

8.2.3 On the proposal of Lucy Hodgson, seconded by Frances Victory, it was RESOLVED, with 16 in favour and one abstention, that residents' passes should remain unchanged at £8 per annum from 1 June 2026, and that annual pass prices should be increased from £55 to £59 per annum, and from £28 to £30 per annum for a second car at the same address.

8.2.4 On the proposal of Lucy Hodgson, seconded by Felicity Robinson, it was RESOLVED, with 13 in favour, two against and two abstentions, to request the WCC Grant at £15,450, which was an 8.99% increase on 2025-26 and in line with the levy increase.

8.2.5 On the proposal of Lucy Hodgson, seconded by Richard Bartholomew, it was RESOLVED, with 10 in favour, five against and two abstentions, to approve the General Fund Budget.

8.2.6 On the proposal of Lucy Hodgson, seconded by Malcolm Victory, it was RESOLVED, with 11 in favour, two against and four abstentions, to approve the designated funds budget.

8.2.7 On the proposal of Lucy Hodgson, seconded by Frances Victory, it was RESOLVED, with 16 in favour and one abstention, to approve the restricted funds budget.

8.2.8 **On the proposal of Lucy Hodgson, seconded by Richard Bartholomew, it was RESOLVED, with 10 in favour and seven against, to set the levy for 2026-27 at £805,700.** This represented a 9% increase on 2025-26 and a 7.03% increase for the average Band D levy payer, based on tax base information now confirmed by Malvern Hills District Council. The following trustees asked for their votes against to be recorded: Robert Berry, Jenny Burford, David Fellows, Richard Fowler and Andrew Myatt. Richard Fowler asked for his reason to be recorded, namely that he thought it was an imposition on levy payers to increase the levy by more than inflation.

8.2.9 On the proposal of Lucy Hodgson, seconded by David Core, it was RESOLVED unanimously that the Board should be presented with some cost saving proposals at the March 2026 meeting, with the aim of reducing the budgeted 2026-27 deficit.

At 8.45 pm, the Chair called a 10 minute recess, during which David Fellows and Malcolm Victory left the meeting.

9. Malvern Hills Bill - Budget and Update

Trustees deemed conflicted in relation to the Malvern Hills Bill were not allowed to contribute to the discussion or to vote on this item. There were, however, interruptions, including laughter by individuals.

The Board received a paper from the Governance Change Officer, who said she was sorry to have to bring a further request to increase the budget for Promotion and Preparation of the Bill to cover two disbursements; these had been omitted from the costs estimates, for which the Parliamentary Agent had apologised. The Trust had been informed that it would be obliged to meet the full cost of providing a transcript of the Select Committee meetings, at a cost of to £300 an hour. With the Select Committee expected to last eight weeks, this could result in a cost of £30,000. There was a further cost of £1,500 to be added for preparing the bundles for the Select Committee. The Trust had no alternative but to increase the Promotion and Preparation budget by £31,500, if it wished to proceed with the Parliamentary process. The FAM was cautiously optimistic that the Trust would be able to finance the additional expenditure from savings in the 2025-26 budget; otherwise, reserves would be used.

On the proposal of Lucy Hodgson, seconded by Richard Bartholomew, it was RESOLVED, with 10 in favour and one abstention, as follows:

Since all of the reasons for the Trust agreeing to promote a private Bill in order to update and consolidate its governing Acts still pertain and:

- **it being apparent that in order to fund the continuing promotion of the Bill in Parliament, the Trust needs to revise its budget to take into account the requirement to pay the cost of transcribing the select committee proceedings, estimated at £30,000 and the cost of preparing documents for the select committee hearing estimated at £1,500 and;**
- **the Trust being satisfied that it has the resources to meet the increased budget and;**
- **in the light of the cap on expenditure set out in paragraphs 1.2 and 1.3 of the Charity Commission's consent given under section 74 of the Charities Act 2011 dated 8 August 2023, revised in the Charity Commission's letter of 16 October 2025;**

it is expedient in the best interests of the charity to request that the Charity Commission varies the cap on expenditure pursuant to section 74 Charities Act 2011 set out in its letter of 16 October 2025 (£471,972) to the sum of £503,472 to reflect additional disbursements estimated at £31,500.

The Governance Change Officer reported that the Select Committee was due to start sitting on Tuesday 22 January. Following opening remarks by the Trust's barrister and a presentation on the Hills by the Conservation Manager, the Right to be Heard challenges would be considered. The GCO confirmed that should the Select Committee decide that the first of the levy payers had the right to be heard, the Trust would not pursue its challenges against the others. She confirmed that Select Committee sessions were open to the public and available to stream online.

10. Health and Safety Policy

The Board received a new Health and Safety Statement and Policy. The CEO recorded her thanks to the Trust's Health and Safety Advisor and to the Health and Safety Working Group (HSWG) for their advice and support on the development of the Policy. She explained that the new policy provided clarity on chain of command and individual responsibilities together with a statement of risk areas. The Chair of Staffing Committee had been consulted and had confirmed that she was happy for the new Policy to go straight to Board, rather than to wait for the next Staffing Committee meeting.

Questions and comments were invited from trustees.

- Lucy Hodgson said that she sat on the HSWG and that there had been useful discussions on the Policy, which was robust and which she welcomed. She recorded her thanks to the CEO and her staff.
- A trustee thought that there was discretionary concentration of power within the executive and asked the CEO to comment on the thresholds of visibility and how she would ensure that trustees were kept informed. The CEO explained that she presented a Health and Safety paper to every meeting of Staffing Committee, on which every accident and near miss was listed, together with training completed and required. The HSWG then went through accidents and near misses in detail and would ask for additional information if they were concerned about anything, as had happened recently in the cases of a side arm flail. The new Operations Manager was now a member of this group.
- A trustee observed that trustees had oversight of health and safety but were also volunteers of the Trust; they suggested that this could be made explicit.
- A trustee said that they were not 100 % in favour of the template. It stated that contractors were responsible their own safety, but the trustee recommended that there should be a corollary to state the Trust had a responsibility to engage contractors who knew what they were doing and had policies in place. If the Trust did not understand their work it might

need to take advice. The CEO confirmed that there was more procedural detail for contractors in addition to the policy and said that the way in which the Trust engaged with contractors varied[1]. In answer to a question, the FAM said she would check with her staff whether contractors were asked to sign Trust rules and procedures.

On the proposal of Richard Bartholomew, seconded by Frances Victory, it was RESOLVED, with 11 in favour and four abstentions, to approve the Health and Safety Statement and Policy.

11. Urgent Business

None

12. Land Management Committee

12.1 **Approval and adoption of Minutes**

On the proposal of Felicity Robinson, seconded by Mark Driscoll, it was RESOLVED, with six in favour, to approve the minutes of the Land Management Committee meeting held on 4 December 2025.

On the proposal of Felicity Robinson, seconded by Mark Driscoll, it was RESOLVED unanimously to adopt the minutes of the Land Management Committee meetings held on 16 October and 4 December 2025.

12.2 **Chair's Comments**

The Committee Chair reported that the bin review was underway and a new style bin was being trialled. The Land Management Consultation postcard exercise had been operating for nearly two months and was due to run until the end of January. Volunteers would be handing out postcards on the Hills in the coming days. The Conservation Manager was pleased with the response to date.

A trustee requested that the Board should be consulted on expenditure at Top Shed, Lower Shed and Manor House.

12.3 **Resolutions**

A trustee referred to the proposed resolution on the bench in place of a bus shelter, as requested by Malvern Wells Parish Council (MWPC). The trustee said that there was a bus still running on school days. It was pointed out that the request had come from MWPC and agreed that they would be free to put in an alternative request if they decided they did want a bus shelter after all.

On the proposal of Felicity Robinson, seconded by David Reynolds, it was RESOLVED unanimously to grant permission to MWPC for the removal of a fire-damaged bus shelter and installation of a bench at Peachfield Road,

[1] It varies according to the level of risk in the contract.

subject to: the execution of an appropriate licence with MWPC; approval of the bench design and colour by the Trust (approval delegated to staff, and; compliance with the Conservation Team advice regarding site reinstatement. MWPC is free to make a further application to the Trust should they decide to reinstate the bus shelter in the future.

13. Finance, Administration and Resources (FAR) Committee

13.1 **Minutes approval and adoption**

Andrew Myatt said that he had proposed an amendment to the minutes of 12 December 2025, which the Chair and Vice-Chair of FAR had not accepted. The Vice-Chair, acting in the absence of the Chair who had been on holiday, had proposed a form of words, but Mr Myatt did not agree to them. The Secretary to the Board pointed out that minutes were not verbatim and that it would be impossible to include verbatim remarks from all trustees She read out the amendment that Mr Myatt wanted: 'Mr Myatt advised that in his view, a valid records preservation requests exists'.

On the proposal of David Core, seconded by Lucy Hodgson, it was RESOLVED, with six in favour and two abstentions, to approve the minutes of the FAR Committee meetings held on 12 December 2025, subject to the addition of Andrew Myatt's amendment.

Robert Berry and Richard Fowler left the meeting at 9.35 pm.

On the proposal of Lucy Hodgson, seconded by David Core, it was RESOLVED unanimously to adopt the minutes of the FAR Committee meetings held on 25 September and 12 December 2025.

13.2 **Chair's Comments**

The Chair of FAR announced that FAR was proposing to hold one or two workshops to develop a suite of key performance indicators for the Business Plan and to develop a fundraising and income strategy. All trustees were encouraged to attend.

13.3 **Resolutions**

On the proposal of Lucy Hodgson, seconded by David Core, it was RESOLVED, with nine in favour and three abstentions, following a review by FAR of the Privacy Policy and data retention periods, to keep them the same and not to introduce a separate data record keeping policy.

14. Staffing Committee

14.1 **Minutes adoption**

On the proposal of Frances Victory, seconded by Lucy Hodgson, it was RESOLVED unanimously to adopt the minutes of the Staffing Committee meeting held on 9 October 2025.

14.2 **Chair's Comments**

The Chair of Staffing Committee said that she did not have any updates but did have a statement that she would like to read out and she asked for this to be recorded.

In my opinion, Malvern Hills staff, without exception, have worked their socks off, remaining professional often in challenging circumstances. I am very grateful for everything they do and for the advice they provide.

Members of staff present thanked the Committee Chair for her statement.

15. Red flags on the Risk Register

The CEO gave a verbal update, reminding the meeting that the full Risk Register was received at the Annual Meeting in November and stating that she reviewed this ahead of every Board meeting in order to bring particular issues of the moment to trustees' attention.

- There was an amber risk on wider safety, which related to public property and the environment. Staff had undertaken an emergency cascade following warnings of snow, and the CEO planned to review this cascade at the next meeting of the Senior Management Team, since it was a useful test for a more severe emergency. The CEO hoped this assured trustees that an effective Business Continuity Plan was in place.
- There was an amber risk on the safety and costs implications of tree health. Tree safety inspections were underway and there would be a report made to the Health and Safety Working Group in the spring, as now outlined in the new Health and Safety Policy.
- The CEO highlighted the risk of not meeting conditions for grants. The Trust had recently explored its eligibility for Shared Property Fund, wishing to ensure before it accepted the monies that it was allowed to do so, because otherwise it would have to return the money. The CEO wished to assure trustees that such consideration was given prior to the acceptance of grant monies.

16. Management accounts to the end of November 2025

The accounts and accompanying narrative were received for information. The December management accounts were due shortly and would be discussed at the March meeting.

17. Reports from Outside Bodies

The Board received for information a summary report of the meeting of the Castlemorton Commons Co-ordinating Committee held on 26 November 2025 and a report of the recent activities of the Malvern National Landscapes Joint Advisory Committee.

18. Dates of Next Meetings

Tuesday 24 February at 7 pm at Colwall Park Hotel – Special Meeting to appoint the auditors for 2025-26.
Thursday 12 March at 7 pm at Colwall Park Hotel

Confidential

On the proposal of Richard Bartholomew, seconded by Lucy Hodgson, it was RESOLVED with 12 in favour and one against, to exclude the public for the discussion of items 19-24 on the agenda on the grounds that publicity would be prejudicial to the public interest by reason of the exempt or confidential nature of the business to be transacted (matters relating to individuals/legal privilege). Andrew Myatt asked for his vote against to be recorded, on the basis that he did not believe that agenda item 21 (*To agree a collective response to Charity Commission letters to trustees of 18 December 2025*) needed to be confidential.

Members of the public left the meeting.

The meeting closed at 10.25 pm

Schedule 1

Public Comments

Malcolm McCrae

The trust does not have a functioning accountability process for the spending of the public funds that support more than 98 % of its activities through the obvious route built into the structure of its board. Neither it or the Charity Commission have been able to provide any documentation to support the trust's assertion that the Commission has any authority over the trust's statutory mandate fulfilment of which should be the sole purpose on which its public funds are spent. Consequently, this agenda item and questions on the accounts at the Annual Board meeting are the only routes available for levy payers to highlight dysfunctionalities in the trust's policies and procedures.

I have tried to highlight these functionalities on numerous occasions over a number of years only to be faced with obfuscation and assertions that have no evidential support. If time allowed I could cite multiple examples of this behaviour covering a variety of issues but will just focus on one that is contained in the minutes of the Annual Board meeting held last November. I tried through multiple interruptions from the Board to ask five questions of the 2024/25 accounts at the meeting. No credible responses were received on the night and when I supplied written copies of my questions after the meeting the responses failed to either address or answer the questions posed.

Against this background, the only reference to this in the minutes of the meeting is a statement that in the opinion of the Chair my questions did not concern the 2024-25 accounts. This type of failure by the current Board to adhere to the Nolan principles for the operation of public sector organisations lies at the heart of the ongoing opposition to its current operation and plans going forward.

The Finance and Administration Manager advised the Chair that she had received the questions from Prof McCrae on 17 November 2025 and had responded two days later with answers to all five questions. At the suggestion of a trustee, the Chair said that he was happy to look into the publication of the facts on the five questions.

The Chair thanked Prof McCrae for his public comment. He and the Vice-Chair reiterated the opportunity for Prof McCrae to discuss his concerns with them.

Malvern Hills Trust

Special Meeting of the Board
Guesten Suite, Lyttelton Well, Church Street, Malvern WR14 3AY
Monday 26 January 2026 at 5 pm

Present: John Michael (Chair), Simon Baggaley, Richard Bartholomew, Paul Bennett, Robert Berry, Jenny Burford, David Core, Allan Cottam, Mark Driscoll, Richard Fowler, Lucy Hodgson, David Mead, Andrew Myatt, Cynthia Palmer, John Raine, Felicity Robinson, Chris Rouse, John Stock, Frances Victory, Malcolm Victory, Andrew Willmott.

In attendance: CEO, Secretary to the Board.

Absent: David Baldwin, David Fellows.

1. **Apologies for absence**
   Chris McSweeny, David Reynolds.

2. **Chair's announcements**
   The Chair was pleased to announce the publication of the Trust's Winter Newsletter, which was now available on the Trust's web site. Hard copies would be available from the office from the day following this meeting. Any help with circulation would be appreciated.

3. **Declarations of interest**
   None.

4. **Dates of Next Meetings**
   Tuesday 24 February at 7 pm – Special Meeting to appoint the Auditors for 2025-26
   Thursday 12 March at 7 pm – Next Ordinary Meeting

   Confidential
   On the proposal of Richard Bartholomew, seconded by Lucy Hodgson, it was RESOLVED with 14 in favour, four against and three abstentions, to exclude the public for the discussion of item 5 on the agenda on the grounds that publicity would be prejudicial to the public interest by reason of the exempt or confidential nature of the business to be transacted (legal privilege).

The meeting closed at 5.55 pm

Malvern Hills Trust

Reconvened Annual Meeting of the Board
Hampton Suite, Colwall Park Hotel, Colwall, Malvern WR13 6QG
Tuesday 24 February 2026 at 7 pm

Present: John Michael (Chair), Simon Baggaley, David Baldwin, Paul Bennett, Robert Berry, Jenny Burford, David Core, Allan Cottam, David Fellows, Richard Fowler, Lucy Hodgson, Chris McSweeny, Cynthia Palmer, John Raine, David Reynolds, Felicity Robinson, Peter Rogers, Frances Victory.

In attendance: CEO, Secretary to the Board, Finance and Administration Manager.

1. **Apologies for absence**
   Richard Bartholomew, Mark Driscoll, David Mead, Andrew Myatt, Chris Rouse, John Stock, Malcolm Victory, Andrew Willmott.

2. **Chair's announcements**
   - The Chair welcomed Peter Rogers, newly appointed to the Board by Herefordshire Council, to his first meeting.
   - The Chair advised that there would be an additional item under Urgent Business, concerning the purchase of a robot mower.
   - The Chair was delighted to report that the Trust had received a donation of £1,000 from a local resident, who had been impressed with the contents of the recently distributed Winter Newsletter. A letter of thanks had been sent to the resident.

3. **Declarations of interest**
   None.

4. **Short opener on the work of Malvern Hills Trust**
   Two 'talking heads' videos about the Trust's work were shown . These were available on the Trust's website.

5. **Appointment of the Auditors for 2025-26**
   The meeting received a paper from the Finance and Administration Manager (FAM) outlining the tender process that had been followed. Levy payers had voted in November to launch this process after the Trust's previous auditors had increased their quotation for 2025-26 by 37%. Seven companies, including the previous auditors, had been invited to tender and six had done so; the company who had declined had only done so because they could not meet the Trust's timescale on this occasion, and the FAM confirmed that the Trust would be willing to consider a tender from them in the future. There had been a meeting of the FAM, CEO, and the Chair and Vice-Chair of the Finance, Administration & Resources Committee (FAR) to consider the tenders in detail. Each company had been scored individually against a range of criteria – more in depth information was available to trustees from the FAM on request – and the FAM, CEO, and Chair and Vice-Chair of FAR were unanimous in

recommending the appointment of Wenn Townsend, who had been proposed by a levy payer. Not only was their tender the lowest, but the FAM had been impressed by her comprehensive conversation with them. Established in 1876, the company was in the top 50 of charity auditors nationwide and had an extensive list of charity clients.

Questions were invited, but there were none. The Chair of FAR recorded her thanks to the FAM and her staff for their hard work on the tender procedure, confirming her belief that it had reached a satisfactory conclusion.

On the proposal of David Core, seconded by Felicity Robinson, it was RESOLVED, with 21 levy payers voting in favour, to appoint Wenn Townsend to be the Trust's auditor, initially for the year ending 31 March 2026, but with the intention of continuing the arrangement for 2026-27 and 2027-28.

6. Urgent Business

6.1 **Land and Property Matters**

6.1.1 Temporary licence for pedestrian access to Walden Cottage, Lower Dingle

The Board received a paper, the content of which had previously been circulated by email for an urgent response that now needed to be ratified. Trustees had been asked to indicate their agreement to granting, without delay, a temporary permission/licence for a pedestrian surface across MHT land forming the access to Walden Cottage. The Secretary to the Board informed the meeting that 16 trustees had replied agreeing to the proposal, with one against.

There was concern amongst some trustees that the map used for the plan of the proposed path was inaccurate, although it was noted that it did match Worcestershire County Council maps. A concern was raised regarding the material to be used to create a safe walkway and following a general discussion it was agreed to consult with the Land and Property Manager, who had the expertise to confirm the suitability of the material to be used.

On the proposal of David Core, seconded by Lucy Hodgson, it was RESOLVED, with 13 in favour, one against and four abstentions to ratify the Board's preliminary agreement to grant without delay temporary permission/licence for a ≤75cm wide pedestrian surface on the specified line across MHT land forming the access to Walden Cottage, in accordance with the Plan of Proposed Path received by the Board and subject to conditions. This temporary permission will be for 12 months and will be subject to annual review by the Board.

6.2 **Purchase of robot mower in the 2025-26 financial year**

A paper from the CEO was tabled. She confirmed that MHT had been interested in the purchase of a robot mower for some time, and that the purchase had been included in the Designated Fund budget for 2026-27, which the Board had signed off in January 2026. However, the Trust had just learned that its bid to the Malvern Hills National Landscape Capital Investment Fund for the full net cost (c£50,000) had been successful and that the full cost of the mower would therefore be reimbursed, on condition that this happened before the end of the current financial year. There was a national shortage of this particular model, but the Trust had managed to secure one and was in receipt of a viable invoice and a delivery date three weeks hence. The CEO was recommending that the usual requirement for three quotations should be waived and the purchase approved within the current financial year[1]. There was no guarantee that similar funding would be available next year if the Trust chose to delay. The CEO confirmed that the cost would not come from General Fund; there was a minor risk of non-delivery in this financial year, which would result in the Trust not receiving the grant income[2]. The FAM confirmed that the Trust had not budgeted to receive the grant income; if the application had been unsuccessful then stewardship income would have been used.

Concerns were expressed about the safety of the proposed model for both staff and the public, and whether it had been properly tested and all risks considered. It was confirmed that staff had been trained to use the mower and that there had been a pilot scheme trying out different models; the CEO was confident that there was sufficient experience to operate safely. However, she confirmed that staff would be reminded of the requirement to report any 'near misses'. It was pointed out that the purchase had been discussed over the past two years, by the Health and Safety Working Group and by Land Management Committee, and that this was a great opportunity for the Trust to secure full funding. There was some concern about the risk of non-delivery before year end and the consequent loss of funding[3], but it was recognised that this was a purchase that the Trust had planned to make anyway.

On the proposal of Chris McSweeny, seconded by Simon Baggaley, it was RESOLVED unanimously to approve the purchase of a robot mower in the financial year 2025-26 in the light of the offer from Malvern Hills National Landscape of a grant for the full net cost.

7. Date of Next Meeting

Thursday 12 March at 7 pm

The meeting closed at 7.47 pm

[1] It was later confirmed that the Trust's Operations Manager **had** secured the required three quotations at the time of the original grant application in 2025.

[2] The Trust was advised on 26 February 2026 that it might invoice Malvern Hills National Landscape for the grant income immediately, without having to wait for delivery. Therefore, this risk was removed.

[3] See footnote 2.

Paper A
For Decision

Ordinary Meeting of the Board
Accounting policies and procedures manual ANNUAL UPDATE
12th March 2026

As suggested in February 2025 and approved in March 2025, it was agreed that the Accounting Policies and Procedures Manual be updated in February each year and the Board are asked to approve the changes at the March meeting.
If something more pressing is needed sooner then it will be taken to Board at an earlier opportunity.

The Finance and Administration Manager (FAM) has reviewed and updated the procedures manual for approval by the Board.
The Manual is not included in the meeting papers since it is available on the Members' section of the website. This is entitled "Accounting Policies and procedures manual FEB26 – for Board approval MAR26". All changes to the previous version are highlighted yellow so they are easy to see.

Trustees have been alerted to the updated manual on 19th February 2026, in advance of the 12th March meeting, for their review and comments in advance.

The only notable alteration is the following:

"Three credit cards are held, by the Chief Executive officer, the Finance & Administration Manager and the Operations Manager, with a total credit limit of ~~£2,500~~ £4,000."

It is becoming increasingly difficult to manage credit card payments with the low level of credit that we have.
The Senior Management Team can make significant savings and speed up delivery using suppliers like Amazon, Screwfix etc. and many suppliers generally now demand payment by credit card rather than payment on account. This is a natural progression of all things happening online and is understandable for the seller, as the purchase is immediately secured.
Increasing the credit limit to £4,000 does not change anything regarding the authority required to make purchases in line with the procedures manual, or the need to follow the purchase order raising system as normal.
Credit card activity is all fully approved, documented and reconciled every month by the finance team.
The total limit will be split between the 3 cards in appropriate proportions for spending needs.
We would like authority to liaise with the bank to raise this level from £2,500 to £4,000.

Recommendation:

To approve the updated Accounting Policies and Procedures Manual February 2025 as detailed in the Members' section of the website.

Nicky Gutteridge FCA
Finance and Admin Manager
17th February 2026

Paper B
For information & decision

Ordinary meeting of the Board
Final 2025/26 budget as approved by Board
12th March 2026

Background:

The finance committee met in DEC25 to discuss the draft 26/27 Budget. During that meeting there was a request for preparation of an outline indicative budget showing what would need to be cut if the increase to the levy payer were to be set at the (then) current RPI of 3.4%.
This exercise was carried out and presented to the Board in JAN26 but the recommendation remained, to approve the original budget with 2 small modifications as noted AND the further recommendation point 9:
"That the Board be presented with some modest cost saving proposals, to be presented at MAR26 Board meeting with the aim of reducing the budgeted 26/27 deficit."

The 26/27 budget as presented resulted in a deficit of £66,558.
An explanation was provided covering the reasons why it was felt acceptable to budget for a deficit at this time.

The officers have subsequently considered the following things before recommending the modest cost savings as listed later in this report and illustrated in the revised 26/27 budget detail:

- Cost savings suggested that were included in the "3.4% budget" but not actioned
- Other new operational information gained since the JAN26 meeting
- Updated actual results to 31st January 2026 since the JAN26 meeting

Summary of savings put forward now for approval:

		£
	General surplus/(deficit) at JAN26 meeting	(66,558)
1	Payroll changes	13,100
2	Remove gardening budget	4,000
	Modest reduction to waste management	1,000
3	Reduce communications budget from £25k to £24k (£2k per month)	1,000
4	Reduce audit fee budget due to tender process	2,000
5	Stop sending out all papers in print and by post	1,000
6	Other modifications to professional fees splits and totals	4,100
7	Increase fishing permit fee	120
	WCC grant agreed amount modified	375
	General surplus/(deficit) as put forward MAR26	(39,863)

Explanations:

1. Payroll modifications are predominantly due to the new information gained around the ranger and field teams.
2. The suggestions for cutting land management have all been dismissed with the exception of a modest reduction in waste management with further work done on the bin review since the original budget was set, and gardening that has been agreed needs review and can be removed. Costs would either be absorbed by the team or via contract labour.
3. A modest comms saving is suggested which is already significantly less than last year and much reduced from the possible amount put forward in the "3.4% budget".
4. The audit fee reduction has come from the tender process, now completed.
5. The suggestion for paper and postage savings was well received in the "3.4% budget" so this would be carried forward. It will also help to free up some time for the SttB.
6. All legal and professional fees will going forward be staff/land/governance/H&S based, the other professional fees line is redundant.
7. The 2 very modest income improvements are simply capturing the agreed WCC figure and the modest fishing permit amount is due to a doubling of the very small charge.

The revised budget is included behind this paper for reference, each of the 7 suggestions are highlighted in blue and referenced with the numbers above.

Whilst still a deficit it is now under £40k which feels more acceptable.
The budget as presented at JAN26 Board meeting has been improved by £26,695.

Some further potential changes have been considered for the capital spend budgets and designated budgets since the original budget was put forward but these have not been adjusted. This secondary exercise is focused entirely on general fund and so no changes have been made to the agreed designated and restricted fund budgets, or the capital budget as part of this exercise. Inevitably as the projects get further under way they may change in value and timing. This is nothing new and it is impossible to keep modifying budgets with each new development.

As mentioned in the 3.4% budget work, a clear message will be shared with all staff to seek efficiencies in-year and utilise grants where feasible to offset costs to the general budget and help to reduce the deficit.

Recommendation:
To approve any or all of the 7 suggestions as detailed above, to reduce the 26/27 budgeted general fund deficit to c. £40k.

Nicky Gutteridge FCA - Finance and Admin Manager
Deborah Fox - CEO

18th February 2026

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	**678,744**
	1,444,161	**1,295,151**
Creditors: Amounts falling due within one year	240,290	**240,290**
Net current assets	1,203,871	**1,054,861**
Pension FRS 102 liability	(130,000)	**(130,000)**
Net assets	4,196,851	**4,119,959**
Represented by funds:		
Unrestricted - General Fund	312,696	**272,833**
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	**4,119,959**

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	15,450	*7*	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	240	*7*	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**	**1,439,004**		**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	23,200	*2*	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	0	*2*	3,952
	5081 - LM miscellaneous	6,550		6,520
	5085 - Management plan	1,500		750
126,539	**Total land management purchases**	**135,750**		**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	24,000	*3*	10,000
16,350	**Total communications and public engagement expenses**	**33,500**		**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	60,000	*6*	30,000
	6085 - Legal fees LAND BASED	12,500	*6*	1,000
	6085 - Audit fee	13,000	*4*	14,000
	6095 - Legal fees STAFF BASED	4,700		3,000
	6100 - Other professional fees	0	*6*	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	3,000	*5*	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**	**307,820**		**239,920**
	Staff costs			
	7000 - Basic salaries - Field Staff	186,100	*1*	198,400
	7005 - Basic salaries - Rangers	151,500	*1*	136,500
	7010 - Basic salaries - office based staff	225,550	*1*	*211,850*
	70xx - Basic salaries - Conservation, Land & Property	147,950	*1*	*135,950*
	7015 - Basic salaries - casual staff	0	*1*	0
	7021 - Employer's NI - Field Staff	18,800	*1*	19,800
	7025 - Employer's NI - Rangers	15,300	*1*	13,200
	7030 - Employer's NI - office based staff	24,400	*1*	20,300
	70xx - Employer's NI - Conservation, Land & Property	15,800	*1*	16,300
	7040 - Pension Contributions - Field Staff	39,000	*1*	26,300
	7045 - Pension Contributions - Rangers	18,000	*1*	17,200
	7050 - Pension contributions - office based staff	43,150	*1*	25,650
	70xx - Pension contributions - Conservation, Land & Property	40,350	*1*	23,050
	7055 - LGPS lump sum deficit contributions	0	*1*	81,200
	FRS 102 compensated absences provision	0	*1*	0
	7060 - Group life assurance	4,800	*1*	4,000
	7070 - Training - staff	13,000	*1*	8,500
	7075 - Recruitment	2,500	*1*	3,500
929,703	**Total staff costs**	**946,200**		**941,700**
(16,992)	Surplus/(Deficit) for the year before transfers	(34,766)		(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	(39,863)		(101,048)
371,961	General fund brought forward	312,696	**	318,789
312,696	**General fund carried forward**	**272,833**		**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)	(104,863)	61,788	(105,935)	(149,011)
Cash balances carried forward	(230,552)	838,581	70,715	678,744

	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)	*(104,863)*	*61,788*	*(105,935)*	*(149,011)*
Cash balances C/F (incl Flagstone)	*109,236*	*838,581*	*70,715*	*1,018,532*

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	(2,791)	20,909	10,461	(909)	19,132	(14,188)	(6,648)	(22,524)	(9,448)	(4,769)	(20,927)	(8,160)
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)	(72,875)	26,826	(33,622)	3,008	25,048	(8,271)	(1,731)	(16,607)	(3,532)	(852)	(15,011)	(7,243)
Cash balance brought forward	(125,689)	(198,564)	(171,738)	(205,360)	(202,353)	(177,304)	(185,576)	(187,307)	(203,914)	(207,446)	(208,298)	(223,309)
Cash balance carried forward	(198,564)	(171,738)	(205,360)	(202,353)	(177,304)	(185,576)	(187,307)	(203,914)	(207,446)	(208,298)	(223,309)	(230,552)
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*
	141,224	*168,050*	*134,428*	*137,435*	*162,484*	*154,212*	*152,481*	*135,874*	*132,342*	*131,490*	*116,479*	*109,236*

Paper C
For Information & Decision

Ordinary meeting of the Board
Sale of Assets
12 March 2026

Background

At the 13 November 2025 Board meeting, the management accounts paper outlined this upcoming intention and requested Board approval. Unfortunately, that meeting was very long and we did not cover the entire agenda including this point and so I draw it to your attention again today.

"The Trust is likely to sell 2 tractors, 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."

Sale of assets update

The Operations Manager is in the process of costing and securing a replacement tractor and selling 2 of the existing tractors, which are due for replacement.

It is likely that the sale and purchase will not happen at the same time, but the timing of both the sale and purchase is critical to:

- achieve best price ahead of the summer season
- secure the new asset in a timely manner around the land management work programme
- have specialist equipment suitable for mowing and bank work.

The 26/27 budget includes the intended purchase at £75k but at that time we did not have exact estimates of cost or proceeds from sale. It was also uncertain whether things would fall into 25/26 or 26/27.

Recommendation

That the Board authorise any profit on disposal of the 2 x tractors and associated kit be designated until further time when we are ready to replace them, rather than release that profit to general fund. This is likely to extend into the new financial year commencing 1 April 2026.

Nicky Gutteridge FCA
Finance and Admin Manager

Martin Barnett
Operations Manager

18 February 2026

Paper D
For Decision

Ordinary meeting of the Board
St Ann's Well – Toilet Block Refurbishment
12 March 2026

Purpose
Seek approval for procurement, compliance and tendering arrangements to deliver the St Ann's Well toilet block refurbishment within the Board-approved £95,000 (2026/27), and to delegate contract-award authority once tenders are received. A copy of the preferred internal layout drawing is attached.

Background
The 1999 toilet block is nested into a steep hillside with restricted access and sensitive drainage/retaining-wall conditions, requiring a carefully managed refurbishment approach.
In 2025, the Trust commissioned Backhouse Jones Architects to prepare a measured survey, existing-condition drawings and study-stage proposals.

Scope & Preferred Internal Layout
A fabric-first refurbishment within the existing footprint will renew roofing and internal waterproofing, provide durable finishes, simplify mechanical and electrical design, and make modest external adjustments to improve levels and approach. The preferred internal arrangement provides two Accessible WCs, two Unisex WCs and a Store, delivering two accessible facilities that are fully compliant with Part M of the Buildings Regulations and that align with the Equality Act.

Costs & Budget Position
The approved £95,000 remains appropriate against the study-stage envelope. Allowances within that envelope include accessibility fittings, essential joinery, modest external works and reasonable contractor preliminaries supported by a refurbishment contingency. Any specialist surveys or unforeseen structural items would be instructed only if required and contained within budget or reported back if not feasible.

Procurement & Compliance
The project will follow the Trust's procurement thresholds. To move from study to delivery, the Trust requires a competent designer to: prepare detailed and technical design information to tender level; act as Principal Designer under the CDM Regulations 2015 and provide Building Safety Act design-information duties (including pre-construction information and a risk matrix); administer the tender (issue packs, manage queries, evaluate returns with a recommendation); and post-award, undertake contract administration/employer's agent duties through construction and rectification.

Professional services procurement: the remaining designer services for these stages are anticipated at ~£7,000. In line with Trust thresholds (£5,000–£10,000 band), the Trust will obtain three competitive quotations (or document a policy-compliant waiver where justified) and appoint on best value and capability.

Consents
The scope is a fabric-first refurbishment with no intended material change in appearance. The Trust will confirm consent requirements with the Local Planning Authority as technical design is finalised, taking advice through informal contact or pre-application as appropriate. Should consent be required, a full application will be submitted and any conditions complied with prior to start on site.

External Funding
The Trust will use its best endeavours to identify and pursue appropriate external funding opportunities that may contribute to the refurbishment. Any such funding would be used to reduce the draw on the approved capital budget, without affecting programme delivery or scope.

Key Risks
Typical refurbishment risks apply, including unknowns within the existing fabric, restricted access and waste-handling on the steep approach to St Ann's Well (including limited vehicular access via St Ann's Road), market-pricing variability and seasonal/weather-related impacts. These will be managed through a clear specification, competitive tendering, appropriate contractor preliminaries and prudent contingency allowances.

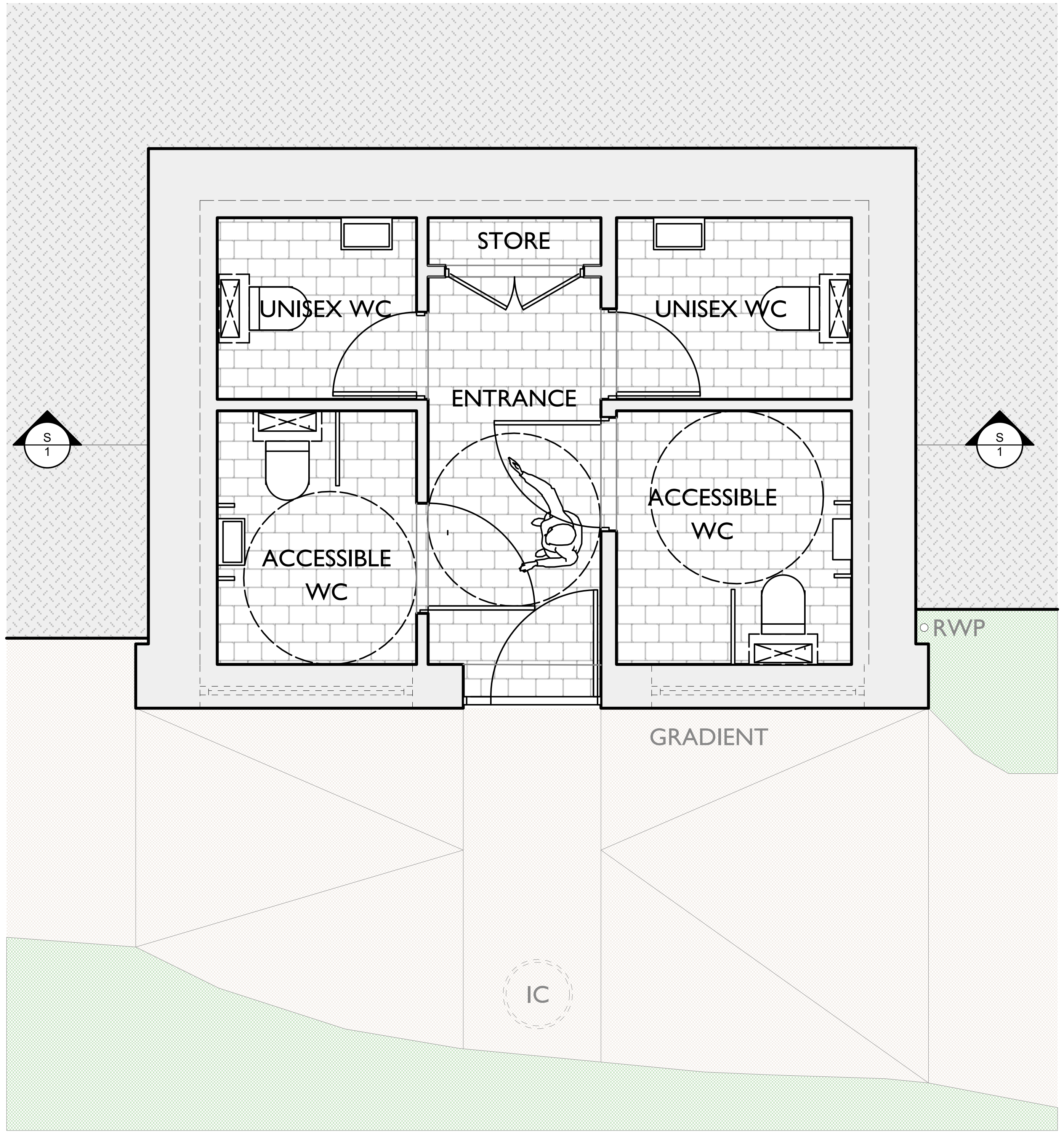
Programme
Indicative and to be confirmed through tender: tender preparation and issue; evaluation; start on site targeted for late summer/early autumn 2026 (subject to contractor availability and logistics). Construction duration is expected to be around three months, to be validated via tender returns.

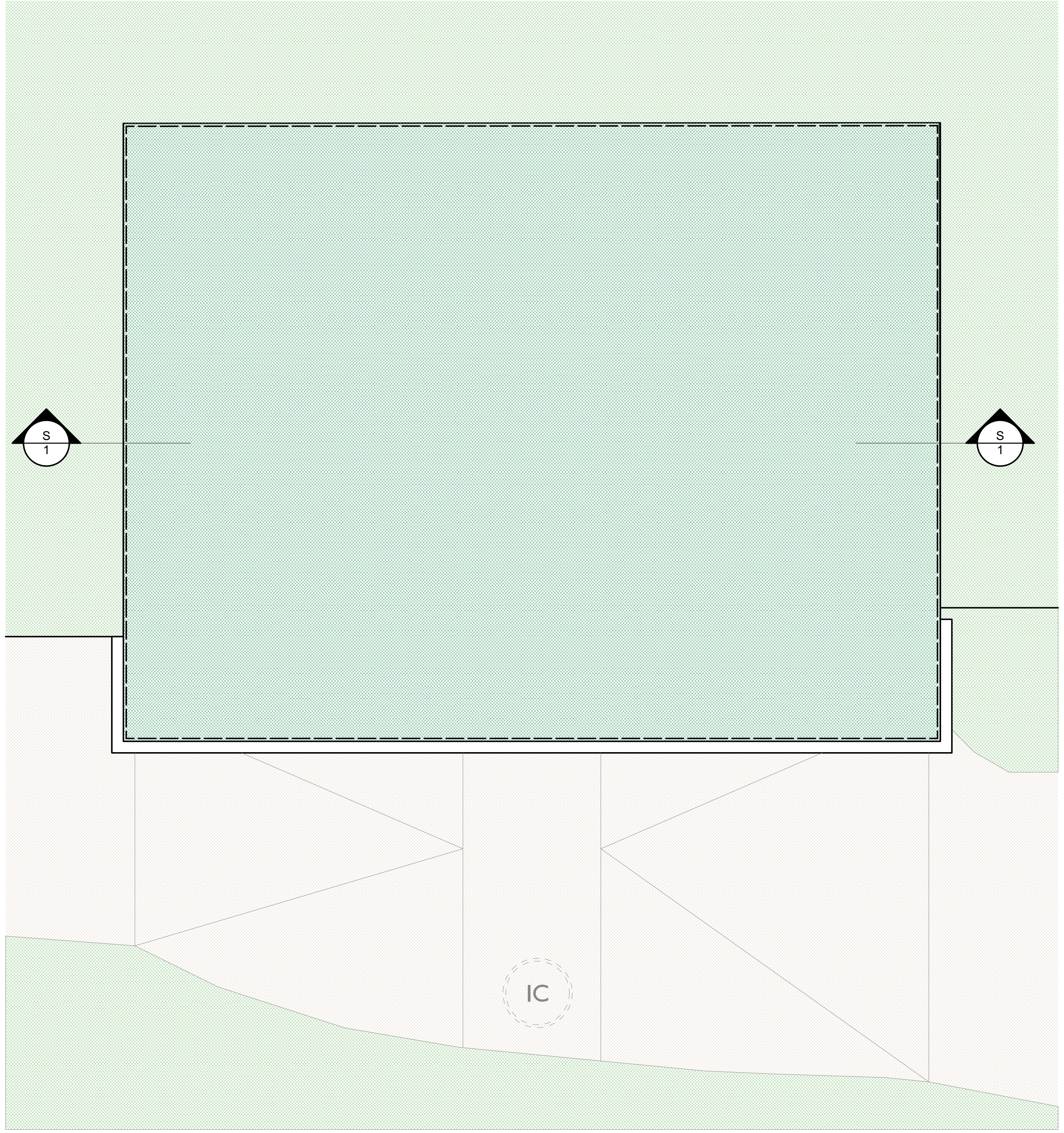
Recommendations

That the Board resolve:

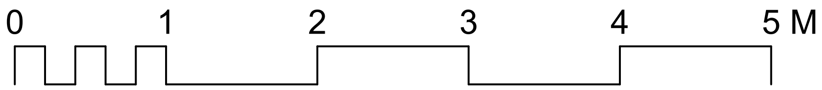
1. To proceed to tender within the approved £95k budget, based on the refurbishment scope and preferred internal layout as described in the paper;
2. To approve the three-quotation process for the remaining designer services (estimated < £7,000) in accordance with Trust thresholds; and
3. To delegate to the CEO/Land & Property Manager the appointment of the Principal Designer, supervision of tender-stage support, approval of construction-stage administration and award of the works contract, with the proviso that the total cost remains within budget and that the outcome is reported at the next available Board meeting.

Sarah Jordan MRICS FAAV
Land & Property Manager
02/03/2026





1 Ground Floor Plan
Scale: 1:50



Do not scale from this drawing - any discrepancies to be notified to the architect in writing.
Drawing is issued for planning purposes only and should be read in conjunction with all issued information.

STUDY I

BACKHOUSE JONES ARCHITECTS

Project: St. Anns Well, Malvern
Date: Nov 2025
Stage: Design Studies
Drawing Title: Plans as Proposed
Drawing Number: DR-SAW-A-DS-101-01
Scale: 1:50 @ A1 / 1:100 @ A3

Paper E
For Information

Ordinary Meeting of the Board
Manor House – Front Entrance Improvement Project
12 March 2026

Purpose: For information. Trustees are asked to note progress and confirm that Phase 2 (review of the existing wheelchair-accessible route) will be scoped and commissioned subject to future budget approval.

Background

The Trust previously explored similar entrance improvements in 2009, when Ian Guest & Associates proposed a sedum-roofed porch and a redesigned access route.

Introduction

This paper updates the Board on the project to improve the front entrance to Manor House, addressing long-standing issues with uneven paving, steep level changes and steps that have contributed to safety incidents. Although temporary measures have reduced immediate risk, permanent improvements are required to ensure safe and accessible public access. Similar issues were previously identified in 2009, when design proposals explored a new entrance porch and revised ramp and step configuration to improve levels, accessibility and the visitor approach, though these do not appear to of been implemented. The current scheme therefore continues a recognised need to upgrade the entrance, bringing it in line with modern standards while remaining sensitive to the site's setting.

Existing Conditions, Interim Measures and Work Undertaken to Date

The adjacent image shows signs placed strategically along the approach route to help visitors navigate level changes. The existing entrance consists of uneven paving and steps that pose a trip hazard.

In early February 2026, temporary safety measures were installed by the Field Team to reduce immediate risk. These included an external handrail at the top steps, an internal grab rail in the doorway and the re-setting of several uneven pavers. These measures have stabilised the position in the short term but do not address the underlying design deficiencies.

The Trust commissioned an architect to assess how best to address long-standing access and safety issues at the front entrance. This included surveys, existing-condition drawings and development of improvement options. Early feasibility work identified that only a limited number of arrangements were practicable due to the steep level changes and the restricted working area immediately outside the entrance.

During February 2026, a series of meetings were held between the architect and Trust staff to review the feasibility findings, consider heritage sensitivity and assess practical implications. These discussions confirmed that while a full ramp arrangement had previously been explored, such an option would be visually and physically intrusive. It was therefore agreed that a stepped-only scheme would be taken forward to planning, with wheelchair accessibility addressed by reviewing the existing accessible route on the opposite side of the building. The architect has since prepared revised drawings (copies of which are enclosed) to submit for planning.

Proposed Scheme (Stepped-Only)

The proposed stepped-only scheme involves removal of the existing concrete slabs and installation of new permeable paving at a reduced width to improve legibility and stability. The steps will be reconstructed with compliant risers, appropriate tactile paving and painted metal handrails to both sides. A low-level brick plinth wall will provide definition to the new arrangements, and surrounding vegetation will be trimmed back only where required. Disturbed areas will be reseeded. The design has been kept intentionally modest to respect the setting of Manor House and the conservation area, while providing a safer and more accessible arrival point for visitors.

Costs to Date

At the date of the meeting, all costs incurred to date (c. £1,500–£2,000) will have been paid in full. Expenditure has been limited to professional fees for survey work, feasibility development, revised drawings and preparation of the Design, Access & Heritage Statement. The planning application has been (or will be) submitted immediately, and the planning fee has been paid or will be settled upon the Planning Portal request. No construction-phase costs have yet been incurred; these will be confirmed post-determination through competitive quotation.

Risks and Considerations

- Planning determination and potential conditions, mitigated by modest scope and supporting documentation.
- Contractor pricing/programme; to be controlled through competitive quotations and clear specification.
- Safe access during works; pedestrian management and clear wayfinding will be in place throughout construction.
- Indicative timeline (subject to planning determination): procurement, start on site and completion dates will be confirmed once quotations have been received.

Conclusions

1) Note progress to date, including interim safety measures and preparation/submission of the planning application.

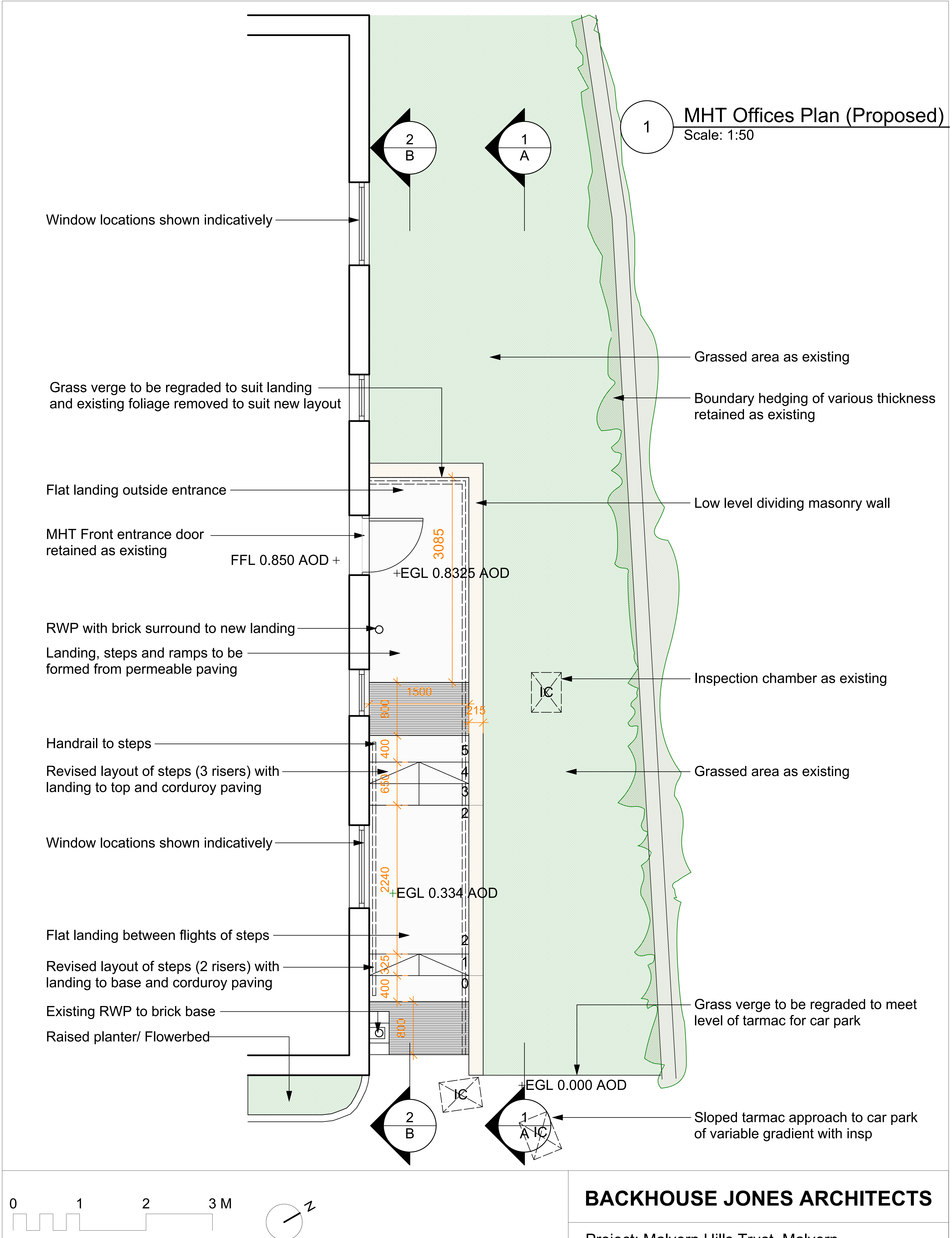
2) Confirm that Phase 2 will be a review of the existing wheelchair-accessible route, with costed long-term options brought back for decision.

3) Agree that, subject to future budget, officers will commission a competent designer and contractor to develop and deliver the preferred Phase-2 option at the appropriate time.

Next Steps subject to above conclusions

- Await planning determination and address any conditions.
- Obtain three competitive quotations for the stepped-only entrance works and proceed to appointment in line with Trust thresholds.
- Deliver the works with safe pedestrian management in place.
- When budget allows, instruct a competent designer to undertake a review of the existing wheelchair-accessible route and present appropriate long-term improvement proposals to the Board/Committee.

Sarah Jordan MRICS FAAV
Land & Property Manager
2 March 2026



Do not scale from this drawing - any discrepancies to be notified to the architect in writing.
Drawing is issued for planning purposes only and should be read in conjunction with all issued information.

BACKHOUSE JONES ARCHITECTS

Project: Malvern Hills Trust, Malvern
Date: February 2026
Stage: Planning
Drawing Title: Entrance Plan as Proposed
Drawing Number: DR-MHT-A-PL-101-01
Scale: 1:50 @ A3

Malvern Hills Trust

Ordinary Meeting of Staffing Committee
Manor House, Grange Road, Malvern WR14 3EY
Thursday 29 January 2026 at 4.00 pm

Present: Frances Victory (Chair – arrived 4.20 pm), David Baldwin, Richard Bartholomew, David Core (non-voting), Lucy Hodgson, John Michael (non-voting), John Stock.

In attendance: CEO, Secretary to the Board, Andrew Myatt (for items 1-8).

John Michael opened the meeting as Chair of the Board and chaired the meeting until Frances Victory's arrival.

1. **Election of Chair**
   Frances Victory was appointed unopposed as Chair, proposed by Richard Bartholomew and seconded by John Raine.

2. **Election of Vice-Chair**
   John Raine was appointed unopposed as Chair, proposed by Lucy Hodgson and seconded by Frances Victory.

3. **Apologies for absence**
   John Raine.

4. **Chair's announcements**
   There was a change in the order of the agenda, with item 10c being taken after item 7, since Andrew Myatt was attending to speak on item 10c only.

5. **Declaration of interests**
   None.

6. **Public Comments**
   There were none, no members of the public being present.

7. **Matters arising from the Minutes of the meeting held on 9 October 2025**
   None

8. **Staff Conduct** (item 10c on the agenda)
   The Committee received a paper prepared by the CEO, who reported that in October 2025, a trustee had requested the addition of a risk to the Corporate Risk Register, defined as a risk of actual or perceived lack of impartiality or conflict of interest by senior staff in advising or interacting with trustees, leading to a loss of confidence in governance assurance and decision-making integrity. The CEO had agreed to the request, pending the introduction of any new related policy; it had been suggested that the risk might be addressed through the introduction of a staff code of conduct.

The CEO had consulted with colleagues at the comparator organisation Wimbledon and Putney Commons Trust and established that they did not have a staff code of conduct. However, further research identified it was recommended as good practice in the recently issued Charity Governance Code (November 2025) for staff and volunteers and the CEO therefore recommended to the Committee that the Trust should introduce one. If the Committee accepted the recommendation, she proposed to invite the Staff Trustee Protocol Working Group (STPWG) to be involved in its development, bringing together in one place the parts of current documents and policies relating to staff behaviour.

Andrew Myatt was invited to address the Committee. He said he was delighted that the CEO had recognised that there was a gap and was making the recommendation. He said he had observed a 'tangible change in culture' since he was last on the Board in 2011 and asserted that his reading of two external investigation reports suggested that there had been lack of trust on behalf of staff and some trustees; trustees needed to be sure that staff were not conflicted.

The Secretary to the Board (SttB) left the meeting at this point.

Andrew Myatt referred to a paragraph in an external investigation report. He stated his belief that many of the problems currently experienced in the schism within the Trust were due to the perceived lack of impartiality of staff and that if there were a clear code of conduct, this would support the staff and would a basis upon which to judge everyone.

Frances Victory arrived at 4.20 pm

The CEO responded that she had received feedback from staff that there had been clear breaches of the Trustee Code of Conduct and the Staff Trustee Protocol, without any sanctions being applied to the trustees concerned, because the Trustee Disciplinary Procedure did not function effectively. However, if staff were to breach a Staff Code of Conduct, they could be disciplined; there would therefore be an imbalance.

A trustee referred to the CEO's paper, noting that the introduction of a code of conduct might make staff feel safer and if that was the case, the trustee would be in favour of it. The Chair of Staffing noted that staff certainly did not feel safe at the current time.

The SttB returned to the meeting.

A trustee said that since the new CEO came in, the whole staff culture had been lifted 100% and another trustee agreed. They felt that the code of conduct could be consolidated from other things.

A trustee said that they had never encountered partiality in staff. However, they thought that it was good practice for any organisation to have a staff code of conduct and that it would help employees in certain aspects. They added that adherence to the trustee code of conduct should be addressed at the same time. They later recommended that HR Dept as an independent party should be asked to draft it.

A trustee referred to previous requests for access to information on behalf of trustees, pointing out that trustees needed to be mindful of the limitations of the capacity of staff, most of whom were not employed full-time. The trustee hoped that it might be possible to make use of technology to facilitate better access. They also reminded the Committee that it was important when considering staff/trustee relationships to remember that staff were servants of the Board, and not individual trustees, and to acknowledge that wholly inappropriate information requests had been made in the past

On the proposal of John Stock, seconded by Lucy Hodgson, it was RESOLVED unanimously to recommend to Board that a policy and procedure is required on staff conduct.

Andrew Myatt left the meeting at 4.30 pm

9. **Staffing Matters**

The Committee received a paper from the CEO. She drew particular attention to the following points:

- A member of staff had been promoted internally to the post of Estate Supervisor, on a six-month trial basis. This would be announced formally at the next Board meeting. The Committee welcomed the internal promotion.
- There had been two recent and well-received all staff events: a Christmas social with tree planting on 17 December and 'Brew Monday' at Top Shed on 19 January.
- The CEO gave some examples of recent positive interaction between staff and trustees. She was very grateful to the Chair of the Board for his Christmas 'walkabout'. The decision of the Chair of Staffing to hold the April 2026 meeting at Top Shed demonstrated the Committee's wish to interact with staff and see their environment as it really was. Staff and trustees had both been involved with the improvements to the reception area at Manor House, which it was hoped would make it more welcoming to visitors.
- A pay benchmarking exercise had recently been carried out by the Trust's HR advisor; this process took place every few years. One post had been identified for salary uplift and this uplift factored into the budget. The CEO acknowledged the challenge of rewarding staff who were allocated additional responsibilities whilst still adhering to NJC pay scales.
- The creation of the post of Land and Property Manager had been a great success. The postholder was both achieving cost savings and generating new income. The CEO felt strongly that additional communications capacity was needed – there was a squeeze on the capacity of the Conservation & Community Officer post, together with a need to explain the Trust's work to the public and address challenges to its reputation occasioned by the Private Bill –

but a communications post was not affordable at present and so the Trust would use external comms support based on outputs.

- A member of the Ranger team would be retiring in February. The CEO had built capacity for a part-time Ranger supervisor post into the budget and the vacancy afforded the opportunity for it to be full time. She hoped to fill this via internal promotion, which is permitted in the Staff Handbook. The CEO confirmed that there were no new net costs to the staff budget and the Committee confirmed their approval of the planned way forward.
- The CEO confirmed that she would provide an update report on the Employee Engagement Survey actions to the April meeting and stressed there was plenty of activity already underway.
- It was noted that following the resignation of Sheila Wren from the Board, a replacement for her was required on the STPWG. Lucy Hodgson volunteered to join the group; this was considered particularly appropriate given that Mrs Hodgson is also a Trustee Point of Contact under the Prevention of Bullying & Harassment Policy.

10. **Changes to Staff Handbook**
There were none.

11. **Policy Review**
The Committee received a paper from the SttB, together with proposed minor amendments to three policies within the Staff Handbook. The paper also confirmed that the Equality, Diversity and Inclusion (EDI) Policy had been reviewed by the Trust's HR Advisor, who had advised that no changes were required at this time. The Committee also received for information a schedule for review of all policies allocated to Staffing Committee.

On the proposal of Richard Bartholomew, seconded by Lucy Hodgson, it was RESOLVED unanimously to recommend to Board that the proposed amendments to the three polices within the Staff Handbook should be adopted and that the EDI Policy, approved by Board in March 2024, required no changes at this time.

12. **Health and Safety Update**
The Committee received the CEO's health and safety report. She highlighted the following points:
    - The new Health and Safety Statement and Policy had been formally approved by the Board on 15 January 2026. All staff and trustees were to be asked to sign a form to confirm that they had read it. The CEO would be implementing training for staff on risk assessments, commensurate with their roles; this was a new commitment in the policy.
    - The Board had expressed an interest in engaging contractors from a health and safety perspective; to inform this the CEO and Operations Manager had

attended a briefing with the Health and Safety Advisor on appointing contractors and the Land and Property Manager was due to attend a RICS-accredited construction project management course. The CEO would brief the Health and Safety Working Group (HSWG) at its February meeting on what the organisation should be doing, any gaps and how the Trust planned to fill them if applicable.

- The CEO said the Trust's liability as regards contractors varied on the work being carried out and where it took place. For example, a contractor with more than five staff working on Trust premises would be required to provide a Health and Safety Policy and clear, documented risk assessments at the start of the contract, followed by dynamic risk assessments in the field when the contract began and progressed, taking account of conditions and circumstances at any given time. A trustee hoped that the Trust would usually be able to appoint contractors who were clearly competent, had the appropriate public liability insurance in place and who understood that they would not be supervised by Trust staff. The CEO said that the Health and Safety Advisor had advised the Trust to make sure that any contractor possessed public liability insurance at the same level as the Trust's.
- A trustee asked who observed health and safety operations; the CEO said it would vary depending on the circumstances. The CEO said that, since the issue had been raised at a Board meeting, it was important for the senior management team to consider who was carrying out observations and to ensure that the relevant people were trained and competent, and that those competencies were recorded. A trustee said they assumed that all staff felt comfortable calling out anything unsafe and the CEO reassured the committee that this was the case.
- The bin review was in progress and two trials of bin weights had been carried out. The CEO confirmed that there was no legal maximum lifting weight but that there were HSE guidelines. It was clear in the risk assessments that if a load was too heavy, a member of staff must ask for help.
- The Extreme Weather Emergency Plan and Business Continuity Plan had recently been activated during snowy weather. Snow did tend to attract visitors to the Hills and the CEO had met with the Land and Property Manager and Operations Manager to review how this had gone, with the aim of revising the plans. The Operations Manager was researching contractors who might carry out gritting if needed.. Trustees were concerned about staff safety and queried whether car parks should not just be closed in case of bad weather, but the CEO pointed out that car park closure was difficult to enforce and a trustee noted that staff would have to go out to enact a closure in any case. The Health and Safety Advisor had provided advice.
- The CEO was sorry to report that there had been another notifiable incident under RIDDOR. . A trustee said that the Committee needed to be reassured that everything that could be done to protect staff in the bin emptying operation was being done. The CEO added that the HSWG would be scrutinising all reports of accidents, incidents and near misses at its next meeting in February.

- There was a discussion about trustee behaviour towards a member of staff at the Special Board Meeting on 26 January 2026 and it was agreed that unacceptable behaviour needed to be called out when it happened. Although it was acknowledged that the Trust did not currently have the power to discipline trustees and that staff were well aware of this, it was nevertheless important complaints should be made where appropriate and tracked. It was pointed out that staff well-being was part of staff health and safety and linked with safeguarding.

13. **Training Update**
    - The CEO reported that she and the Vice-Chair of Land Management Committee would be attending the Trustee Exchange 2026, organised by the Civil Society, on 28 April 2026.
    - A further round of training on Prevention of Bullying and Harassment was required, since a number of trustees had either not been able to attend the course in November 2024, or had joined the Board since then. It was noted that this training needed to be offered on a regular basis in order to protect the organisation.

14. **Urgent Business**

    14.1. **Staffing Committee's risk management responsibilities**

    A snapshot of risk responsibilities allocated to Staffing Committee was tabled and trustees were invited to forward any questions to the CEO. It was agreed that an up to date snapshot would be included in the meeting pack for each future meeting of Staffing Committee.

15. **Date of next meeting**

    Thursday 16 April 2026 at 3 pm

The meeting closed at 5.45 pm

Malvern Hills Trust

Ordinary Meeting of Governance Committee
Park View Community Room, Victoria Park Road, Malvern WR14 2JY
Thursday 12 February 2026 at 6.30 pm

Present: David Core (Chair), Richard Bartholomew, Robert Berry, Mark Driscoll, David Fellows, John Michael (non-voting).

In attendance: CEO, Jenny Burford, Richard Fowler, Cynthia Palmer, Chris Rouse, 3 members of the public.

Due to the late opening of the meeting room, the meeting did not begin until 6.50 pm.

Mark Driscoll opened the meeting as outgoing Vice-Chair by welcoming everyone present.

1. **Election of Chair**
   David Core was elected unopposed, nominated by Richard Bartholomew and seconded by Mark Driscoll. He took the Chair.

2. **Election of Vice-Chair**
   John Raine was elected unopposed, nominated by David Core and seconded by Richard Bartholomew.

3. **Apologies for absence**
   John Raine, Secretary to the Board.

4. **Chair's announcements**
   The Chair referred to a briefing session held recently for trustees with the Trust's solicitors, in connection with the letter to all trustees from the Charity Commission dated 18 December 2025. The request for this had been made to the Secretary to the Board (SttB), which was the appropriate route (it would also have been acceptable to approach the Chair of the Board), and the Chair hoped that the meeting had been helpful. He confirmed that it was *no*t appropriate for individual trustees to approach the Trust's professional advisors directly.

5. **Declarations of interest**
   A trustee asserted that another trustee had an interest to declare. However, the alleged interest had no relevance to any item on the agenda for this meeting.

6. **Public comments**
   None

7. **Matters Arising from the meeting held on 10 June 2025**

   7.1. **Minute 8 – *Office for National Statistics (ONS); Notification of Classification Assessment***

   It was confirmed that Mark Driscoll and Robert Berry had met to review the available information but had been unable to make progress.

8. **2025 by-election process debrief and lessons learned**

The Committee received a briefing paper from the CEO, who explained that it outlined learnings by the Trust on the elections process; it was *not* a report made in her role as Returning Officer.

The CEO talked through the process followed, noting that all the members of staff involved were new in post since the 2023 elections, and expressing her appreciation of the expertise and experience of staff at Malvern Hills District Council (MHDC) who delivered the elections on the Trust's behalf. It had become clear that there needed to be an ethical wall between the CEO as Returning Officer and the communications function at the Trust; this was a challenge, because the CEO has delegated authority on communications. She had therefore passed communications responsibility to the Chair and Vice-Chair of the Board during the election period, since it was not appropriate for the Community and Conservation Officer (CCO) to take on full responsibility. She drew it to the Committee's attention that there had been a communication from West Mercia Police suggesting that drop-in sessions, which were part of a series of arranged meetings, should not take place. However, the pre-election rules of 'purdah', whilst they applied to local elections to the councils, did not apply to MHT elections. There was guidance on this, rather than it being the law that applied to local elections, which the Trust did follow. The Trust had received advice on this previously, including during the 2024 General Election campaign. The Chair and Vice-Chair of the Board had decided that the drop-in events should go ahead as planned, which they did.

The CEO summarised the costs relating to the election, pointing out the significant difference between a contested election and an uncontested one. The final invoice from MHDC, of around £17k, would appear in the March management accounts. The CEO had calculated that Trust staff had probably spent in the region of 18.5 hours in total on elections business, noting that they did not have access to the extensive guidance available to MHDC staff. It was the current practice for the Trust to publish candidate statements and to send them to the press, but this put the onus on Trust staff to communicate with candidates on their statements, challenging factual inaccuracies, which candidates might not wish to change, and to respond to queries from members of the public, which really should be directed at the candidates themselves. The CEO had learned from MHDC staff that they would never publish or circulate candidate statements and was recommending to Governance Committee that the Trust should discontinue the practice. She felt it was important that all Trust staff should have clearly defined responsibilities for dealing with election issues.

Questions and comments were invited from trustees

- It was noted that the previous CEO had had a clearly appointed deputy – the Secretary to the Board at that time - which was not the case currently. It was suggested that this was one of the key learning points, because it was the statutory role of the CEO to be the Returning Officer. The CEO confirmed that MHDC staff had been appointed as deputy returning officers and a trustee clarified that the second recommendation was not about the CEO having a deputy for the statutory role.
- It was suggested that it would be appropriate to follow the policy of MHDC in not publishing candidate statements. There was support for more clearly defined responsibilities of Trust staff during elections and it was suggested that MHT follow the published guidance for MHDC staff. However, the CEO pointed out that, whilst this might be looked at, the document was aimed at election officers for whom a key role was to conduct elections, whereas Trust staff were fitting some election activities around their usual duties.
- A trustee asked whether there was other learning from the process not included in the paper. The CEO referred to the Trust's limited communications capacity in general, pointing out that this formed only a small part of the CCO's role. The CCO wasn't available to do comms every day and there were some things that had to be done during the elections period at very short notice. Also, once the election process was triggered, there was a set timescale that had to be followed no matter what else was happening. A trustee suggested that the CCO's responsibilities might be restricted to communications only during the elections period; the CEO said that had not happened this time and thought that the CCO would not think it possible, but she would take the suggestion back.
- A trustee asked for feedback to be provided to MHDC that electors in Trust elections weren't always clear which polling station to use.
- A trustee asked how long it had been Trust practice to publish candidate statements; it was thought that it had begun in 2015. A trustee asked for clarification that candidate names would still be published by the Trust and this was confirmed.
- A trustee asked whether it was a coincidence that the two drop-in sessions had been held in the wards where by-elections were taking place. It was confirmed that these were part of a programme of sessions; there had been some before and some since. Malvern Theatres was in a central location and had previously proved to be a successful venue. There had been no mention of elections; people attending the drop-in at Malvern Theatres had mainly been interested in volunteering schemes. Another trustee suggested that for reputational reasons it would be good practice in future to avoid scheduling events in wards where an election was being held. Another trustee said they had seen one of the election candidates present at a drop-in session, which was disputed by the Committee Chair[1].

Robert Berry proposed an amendment to the first of the draft resolutions in the papers, namely the addition of 'in line with local council policy' at the

[1] The candidate in question was contacted following the meeting. They confirmed that they had **not** attended the drop-in session and had not even been aware that it was being held.

end. The motion was seconded by Richard Bartholomew, with all committee members voting in favour of the amendment.

On the proposal of Richard Bartholomew, seconded by Lucy Hodgson, it was RESOLVED unanimously to recommend to Board as follows:

- **That the Trust should cease publishing election candidate statement on its web site and sharing them with the local press, in line with local council policy; and**
- **That an officer of the Trust should have defined responsibilities to deal with election governance issues and to advise on these.**

9. **Policy Review**
A paper was received from the Secretary to the Board, recommending the creation of two new policies as per Charity Commission best practice. The CEO explained that this had come to light during the Annual Return process. Draft versions of each policy were received.

9.1. **Serious Incident Reporting (to rename 'Reporting of Serious Incidents')**
The following points and amendments were made in discussion:

- It was suggested that the list under 'what to report' be reordered to place 'significant harm to beneficiaries, staff or volunteers' as the first bullet point.
- It was agreed to add the phrase 'in consultation with the Chair' after 'the Board may delegate the task of reporting serious incidents to the CEO [...] and it was confirmed that if the Serious Incident Report (SIR) concerned the CEO and/or the Chair, then the Vice-Chair would assume delegated responsibility.
- A trustee asked when and how Board members would see the final report sent to the Charity Commission. The CEO said it would be uploaded to the Board Member area of the web site. It was suggested that this practice should be specified in the policy.
- It was suggested that the phrase 'to people' be added to 'immediate threat of harm' under Other Reporting – to Emergency Services and that 'Environmental Health Department' should be plural, because it would include both Worcestershire and Herefordshire local authorities.
- It was suggested that Prevention of Bullying and Harassment Policy should be included on the list of related policies and procedures.

On the proposal of Richard Bartholomew, seconded by Lucy Hodgson, it was RESOLVED unanimously to recommend to Board that the Reporting of Serious Incidents Policy be approved, subject to the amendments agreed in this meeting.

9.2. **Trustee expenses**

The Chair drew the Committee's attention to S48 of the Commissioners Clauses Act 1847[2]. This was a statutory commitment that continued to apply, which meant that trustees could not claim expenses for attending meetings. Any policy could therefore only apply to instances such as travel to training sessions. It was noted that there had been instances in the past where the Trust had paid for trustee travel (as opposed to trustees claiming expenses) where this was pursuant to trustee responsibilities. A trustee noted that there was provision in the Bill for the creation of an expenses policy and suggested that it was therefore premature to produce one now. Since there was a requirement from the Charity Commission to have a policy, it could simply state that MHT followed the provisions of the Commissioners Clauses Act.

On the proposal of Robert Berry, seconded by David Fellows, it was RESOLVED unanimously to recommend to Board that a short Trustee Expenses Policy be approved stating that MHT follows S48 of the Commissioners Clauses Act 1847.

10. **Review of Disciplinary Procedures for Trustees**

A paper was received from the Secretary to the Board. Following referral back from the Board, minor changes had been made to the draft revised procedures. A definition of 'natural justice' was now included. The Committee had been asked to consider the deletion of the phrase 'or any committee' from point 26, because the Board did have the power to exclude a trustee from committees, but the paper pointed out that this would be difficult to enforce when all meetings were held in public and therefore open to anyone. The Committee agreed that the procedure should state that the subject of a complaint would not be barred from attending *any* meeting.

A trustee raised an issue in point 7b, within the Preliminary Stage, querying which 'Member' would have to agree to a complaint being summarily dismissed. It was confirmed that this indicated the subject of the complaint, who should retain the right to have the complaint heard by the Disciplinary Panel, and it was agreed to amend the relevant phrase to '*with the proviso that the Member who is subject to the complaint agrees to this*'.

On the proposal of Richard Bartholomew, seconded by Mark Driscoll, it was RESOLVED, with five in favour and one abstention, to recommend that the Board adopt the revised Disciplinary Procedures for Trustees, subject to the amendments agreed in this meeting.

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[2] *At all meetings of the commissioners they shall defray their own expences [sic], except what may be incurred for the use of the room in which the meeting is held, and for books, stationery, and fire.*

11. **Urgent Business**
    A trustee raised a query about how the Delegates sub-group on the Malvern Hills Bill had operated when a recent session of the Select Committee had been adjourned for Counsel to take instructions. The trustee thought that the approved procedure had not been followed. The Chair said that his recollection of events differed and that the group of delegates *did* engage as a group when necessary, but he agreed to the suggestion of the trustee that the issue be discussed at the next Board meeting.

12. **Date of Next Meeting**
    Thursday 18 June 2026 at 6.30 pm at Park View Community Room, Victoria Park Road.

The meeting closed at 8.10 pm.

Malvern Hills Trust

Reporting of Serious Incidents Policy

Purpose

This policy outlines the procedures for identifying, reporting, and managing serious incidents within Malvern Hills Trust (MHT). It ensures compliance with our charity regulator's guidelines and promotes transparency and accountability.

This guidance is based on that issued by the Charity Commission (England and Wales) (the Commission) but goes beyond it to take into consideration wider issues within Malvern Hills Trust and also other regulators.

Applicability

This policy applies to all trustees, other volunteers, employees, contractors, and third-party representatives of MHT. Its requirements are reflected in other policies and procedures, agreements and contracts, as necessary.

When to Raise a Concern

A charity must raise a concern with the charity regulator about any of the following.

- A charity not following the law, which significantly damages its reputation and public trust in charities generally
- Serious harm to the people the charity helps or other people who come into contact with the charity through its work
- Charities being used for significant private advantage
- A charity set up for illegal or improper purposes, for example to avoid paying tax
- A charity losing significant amounts of money
- A charity losing significant assets, for example land or buildings
- Criminal, illegal or terrorist activity

Investigating an Incident

Any incident that causes an injury or harm should be investigated. For serious incidents it may be necessary to have it formally investigated or even be investigated by external authorities. However, even if it is only minor and only requires an informal review by line management, the following process should be followed.

- Identify what happened and the extent of any injury or harm.
- Assess if there is a serious incident, or other, reporting requirement.
- Identify the cause and, in particular, if a mistake was made by someone and/or there was a weakness in policy or procedures.
- Identify what reasonable steps should be taken to prevent or at least mitigate the risk of it happening again, who should take these steps and a timescale for doing so.

Malvern Hills Trust

Responsibility to Report

The responsibility for reporting serious incidents rests with MHT's Board of Trustees, who understand that reporting a serious incident to the Commission demonstrates that the Trust has appropriate processes in place to manage risk and take the correct action. Where a report is made, it can also limit the likelihood that the Commission will take any formal regulatory or enforcement action. In the event that a serious incident that went unreported subsequently comes to light, the Commission may consider the omission to be indicative of mismanagement of the charity and may ask trustees to explain why it was not reported at the time. Failure to report could prompt or increase the seriousness of regulatory action, particularly if further abuse or damage has occurred since the original incident. The potential for reputational damage can also be lessened if charity is able to demonstrate appropriate handling of any incident.

The Board may delegate the task of reporting serious incidents to the CEO, in consultation with the Chair, but the trustees retain ultimate responsibility for ensuring timely and accurate reporting. Serious incident reports and associated correspondence with the Charity Commission will be published on the Board Member area of the web site.

What to Report

Incidents that must be reported include, but are not limited to:

- Significant harm to beneficiaries, staff, or volunteers.
- Fraud, theft, or significant financial loss.
- Major governance issues.
- Any other incident that could seriously impact the charity's reputation or operations.

The main categories of reportable incident are:

- protecting people and safeguarding incidents – incidents that have resulted in or risk significant harm to beneficiaries and other people who come into contact with the charity through its work
- financial crimes – fraud, theft, cyber-crime and money laundering.
- large donations from an unknown or unverifiable source, or suspicious financial activity using the charity's funds.
- other significant financial loss.
- links to terrorism or extremism, including 'proscribed' (or banned) organisations, individuals subject to an asset freeze, or kidnapping of staff.
- other significant incidents, such as – insolvency, forced withdrawal of banking services without an alternative, significant data breaches/losses or incidents involving partners that materially affect the charity.

Examples of what should and should not be reported are contained in the Charity Commission (England & Wales) – Serious Incident Examples Table – Deciding What to Report.

How to Report

- **Initial Report:** As soon as a serious incident is identified, it must be reported to the Charity Commission via email at rsi@charitycommission.gsi.gov.uk. The report should include:
    - What happened.
    - How the charity is dealing with the incident.
    - Any steps taken to prevent a recurrence.
- **Follow-Up Report:** Provide updates as the situation develops and when the incident is resolved.

Other Reporting

Emergency Services. We will always dial 999 to inform the Police and/or emergency services, if there is an immediate threat of harm to people or serious damage to property. We will normally inform the Police in the event of suspected or actual criminal activity, serious injury or death or if an incident poses a significant risk to public safety, such as a bomb threat or large-scale disturbance.

Charity. All serious incidents and any that might be criminal in nature or result in a claim or complaint are to be reported to the Board and our insurers. We will seek advice from professional advisers, where appropriate to do so.

Other Regulators. In addition, there may be a requirement to notify other UK regulators depending on the nature of the incident. Below is a non-exhaustive list of some.

- **Animal and Plant Health Agency (APHA):** For incidents involving animal welfare, diseases, or biosecurity.
- **Environment Agency**: For incidents that may have caused environmental harm, such as chemical spills.
- **ICO** – data breach self-assessment, including requirement to report.
- **Local Authority Environmental Health Departments**: For incidents in certain sectors like retail, warehousing, and offices.

Malvern Hills Trust

Version Control - Approval and Review

This policy will be reviewed annually, or following an incident, change in legislation, or other significant factors.

Version No	Approved By	Approval Date	Main Changes	Review Period
1.0	Board		Initial draft approved	Annually

Regulatory Guidance

Charity Commission (England & Wales)

- Serious Incident Examples Table – Deciding What to Report.
- How to report a serious incident in your charity.
- Raising a concern with the Charity Commission (CC47).

HSE – legal recording and reporting accidents.

HSE – RIDDOR

HSE – RIDDOR Index.

DCMS - Guidance on reporting safeguarding concerns in a charity.

Related MHT Policies & Procedures

Bribery Policy

Data Protection Policy

Fraud Policy

Health and Safety Statement and Policy

Prevention of Bullying and Harassment Policy

Safeguarding Policy

Whistleblowing Policy

Malvern Hills Trust

Trustee Expenses Policy

Principles

Under its present governance arrangements, MHT is subject to the provisions of s48 of the Commissioners Clauses Act 1847, as follows:

Expences [sic] of meetings.

At all meetings of the commissioners they shall defray their own expences [sic], except what may be incurred for the use of the room in which the meeting is held, and for books, stationery, and fire.

This means that Trustees are not eligible to claim any expenses incurred from attending Trust meetings.

Any costs relating to trustee training will be paid directly by MHT from the training budget.

Payments to trustees for the provision of goods and services, are covered by specific Charity Commission regulations and are **not** covered by this policy.

Version Control - Approval and Review

This policy will be reviewed at the start of each Board term i.e. next in November 2027 and every four years thereafter, **or sooner in case of any changes to governance arrangements.**

Version No	Approved By	Approval Date	Main Changes	Review Period
1.0	Board		Initial draft approved	Beginning of each Board term

Next review due: November 2027

Regulatory Guidance

Commissioners Clauses Act 1847 section 48

Charity Commission - Trustee expenses and payments (CC11).

Charity Commission - OG515-1 Trustee expenses.

Related MHT Policies & Procedures

Staff expenses for attending evening meetings

Trustee Conflicts of Interest Policy and Procedures

Disciplinary Procedures for Board Members – Breaches of the Code of Conduct

Where the breach of Code of Conduct occurs during a Board or Committee meeting

1. Board Members may raise breaches of the Code as a point of order through the chair of the meeting. Board Members may, if they prefer, make a complaint *outside* the meeting about conduct that occurred at the meeting.
2. If the chair of the meeting agrees that a breach has taken place, a first verbal warning will be issued by the chair to the person concerned. This will be noted in the minutes.
3. If there are any further breaches of the Code by the same Board Member in the meeting, they will be dealt with under the procedure below.

Formal procedure for breaches of the Code

Raising a complaint

4. A complaint that a Board Member has breached the code of conduct may be made by a Board Member, a member of staff, or a member of the public.
5. Any complaint against a Member must be made in writing to the Secretary of the Board, or followed up in writing if made verbally initially, and shall be immediately referred to the Chair of the Board (or if the Chair is unavailable or conflicted, to the Vice-Chair[1] of the Board). The date of receipt of such complaint by the Chair is to be regarded as the date of commencement of this disciplinary procedure.
6. If the complaint is against the Chair, the matter shall be referred to the Vice-Chair of the Board and the Chair of Governance Committee (or the Vice-Chair of Governance[2] if the Chair of Governance is unavailable or conflicted).

The Preliminary Stage

7. Upon receipt of a complaint the Chair and Chair of Governance (or the appropriate alternative officers (the **Receiving Officers**) shall, within 10 working days of receipt of the complaint together determine whether:
    a. the complaint has no merit (ie there are no reasonable grounds for concern) and should be dismissed; or
    b. the complaint raises issues of misconduct and either it is appropriate for there to be a summary disposal of the matter, with the proviso that the Member who is the subject of the complaint agrees to this, or
    c. it is appropriate that the matter be fully investigated, and a Disciplinary Panel convened.
8. The Receiving Officers shall be permitted to undertake reasonable preliminary investigation if they consider it necessary so as to determine whether the complaint should be dismissed or disposed of without referral to the Disciplinary Panel. The Receiving Officers shall keep a written record of all the information considered and reasons for decisions made.
9. Where more than one complaint is received the Receiving Officers will consider whether such complaints can or should be addressed together or separately

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[1] Where the complaint is referred to the Vice-Chair of the Board, the subsequent references to 'the Chair' will indicate the Vice-Chair

[2] Where the complaint is referred to the Vice-Chair of Governance, the subsequent references to 'the Chair of Governance' will indicate the Vice-Chair

under this Disciplinary Procedure, subject always to the principles of fairness and the rules of **natural justic**e or may refer consideration of this issue to the Disciplinary Committee.

a. The principles of **natural justice** include:
    - the duty to give someone a fair hearing;
    - the duty to ensure that the matter is decided by someone who is impartial; and
    - the duty to allow an appeal against a decision.

Notifying the Board Member

10. The Board Member who is subject to the complaint shall, unless not reasonably possible, be notified in writing of the complaint within five working days of the determination at the Preliminary Stage referred to above. They shall be advised of the nature of the complaint and, if applicable, that there will be an investigation. The Receiving Officers shall determine the level of information it is appropriate to share and if they have determined that the complaint has no merit (in accordance with paragraph 4.a) may determine that no information is required to be shared. Information on the nature of the complaint and complainant may be shared anonymously if this is considered appropriate by the Receiving Officers. Where the identity of the complainant(s) will be shared or where the complainant(s) will be identifiable the Receiving Officers shall discuss this with the complainant(s) prior to sharing the detail.
11. Where there has been a complaint that the Receiving Officers reasonably consider to be of a serious nature and which may impact the relevant Board Member's ability to undertake their role as a Board Member or a member of any committee (whether by reason of any conflict of interest or otherwise) or create a significant risk for the Trust, the Receiving Officers may, if they consider it to be in the best interests of the Trust, discuss whether a period of leave from office or from certain responsibilities may be appropriate and seek to agree these with the Board Member. If not agreed by the relevant Board Member next steps shall be considered by the Disciplinary Committee. The Receiving Officers may also refer all questions and decisions regarding the Board Member's status pending any investigation to the Disciplinary Committee.

Summary disposal

12. Normally, a complaint will be put before a Disciplinary Panel. However, the Receiving Officers may jointly initiate a summary disposal of a complaint where they consider it to be a comparatively minor matter and may choose to finalise it if the Member (subject to the complaint) acknowledges that they have indeed breached the standards expected of a Member and accepts the proposed penalty. In such circumstances, the Receiving Officers may together impose a reprimand.
13. Where a summary disposal is initiated, but for whatever reason that course cannot be finalised, the matter shall be put before a Disciplinary Panel.

Investigation

14. Where an investigation is found to be necessary, the complaint will be investigated in the most appropriate manner. The Receiving Officers will usually

decide who should be appointed to conduct the investigation (including whether it would be appropriate for the Receiving Officers themselves to conduct the investigation) and the terms of reference for any investigation but may refer this to the Disciplinary Committee or Disciplinary Panel (once constituted) if they consider that this is appropriate.

15. The terms of reference for any investigations would usually include the nature of the complaint as known at the time, the purpose and scope of the investigation, what type of investigation is required and whether witnesses should be interviewed, any specific details of what should be reported ie. reporting on what facts have or have not been established; reporting on any mitigating factors or other relevant information; and recommending whether any further action may be necessary or beneficial based on all the evidence collected, including any recommendations as to the imposition of any sanctions on the relevant Board Member.
16. The Board Member who is subject to the complaint shall be given the opportunity to raise any concerns about the scope of the investigation or the identity of the investigator. The Receiving Officers shall respond to these concerns.
17. The Receiving Officers may determine that it is necessary to delay the investigation, pending any report required to be made to e.g. the Charity Commission or the Police.

Disciplinary Panel

18. If it is determined that a Disciplinary Panel should be convened, the Secretary to the Board (or in their absence the CEO) shall be notified immediately and shall convene a special meeting of the Disciplinary Committee
19. The Disciplinary Committee shall nominate three of its members to serve on a Disciplinary Panel. The Panel may not include any Board Member involved in the complaint or in the investigation.
20. A Disciplinary Panel shall consider the complaint in accordance with the appropriate principles of fairness and the rules of natural justice. The Board Member who is the subject of the complaint shall be invited to attend the meeting of the Disciplinary Panel, and be permitted to make representations, having first received a copy of the complaint and any investigation report. The investigation report may be anonymised or redacted if considered appropriate. The Board Member may choose, if they prefer, to make written representations to the Panel. The Board Member may also be accompanied by someone to provide them with support (a friend or colleague). If the Board Member would like to be accompanied, they should notify the Disciplinary Panel at least 5 working days before the meeting.
21. The Board Member shall be given at least 14 days' notice of the meeting held by the Disciplinary Panel to consider the complaint.
22. If the Disciplinary Panel finds that on the balance of probabilities a breach of the Code of Conduct is more likely than not to have occurred, it should consider what kind of sanction it would be in the Trust's best interests to impose. Possible options include one or more of:
    a. a reprimand; or
    b. a notification of the breach to all Board Members; or
    c. a requirement for the relevant Board Member to apologise; or
    d. a requirement for the relevant Board Member to attend training; or

   e. a request that the relevant Board Member resign as a Trustee; or
   f. a combination of one or more of the penalties.

23. The Board Member who is the subject of the complaint must comply with the sanction(s) imposed by the Disciplinary Panel, subject to their right of appeal.
24. All decisions in relation to a complaint, and the reasons for those decisions, shall be recorded in writing.
25. All decisions (including that a complaint has no merit and should be dismissed) in relation to the final disposal of any complaint against a Member shall be reported to the next meeting of the Governance Committee following that disposal.
26. Nothing in these procedures shall prevent the Board Member against whom a complaint has been upheld from attending any Board or Committee meetings or to receive notice of such meetings and all relevant papers, subject always to the applicable rules on avoiding conflicts of interest.

Appeals Process

27. A Member may appeal against the decision of a Disciplinary Panel in writing.
28. Notice of appeal shall be directed to the chair of the Disciplinary Committee and must be lodged within fourteen working days of the decision appealed. The Member should include any additional evidence that they wish to rely on with the notice of appeal.
29. An Appeals Panel shall be convened at a special meeting of the Disciplinary Committee and shall be constituted in the same way as a Disciplinary Panel save that no Board Member who served on the Disciplinary Panel or who was involved in the relevant complaint, or the investigation shall be eligible to sit on the Appeals Panel.
30. The Appeals Panel shall determine, in line with the principles of fairness and natural justice, whether it is appropriate to conduct a re-hearing or a review of the original decision by the Disciplinary Panel.
31. An Appeals Panel shall have at its disposal any or all of the sanctions that were available to the Disciplinary Panel and shall have the power to apply a greater sanction than the Disciplinary Panel if it sees fit in all the circumstances. The Board Member who is the subject of the complaint will be expected to comply with the sanction(s) imposed by the Appeals Panel, whose decision will be final.

Administrative Arrangements

32. The CEO and Secretary to the Board shall make available to the Chair, Chair of the Governance Committee, Disciplinary Committee, Disciplinary Panel and Appeals Panel such administrative resources and professional advice as may be reasonably necessary to investigate and dispose of any complaint.

Version Control - Approval and Review

These procedures will be reviewed at the start of each Board term i.e. next in November 2027 and every four years thereafter, **or sooner in the case of changes to governance arrangements**.

Version No	Approved By	Approval Date	Main Changes	Review Period
1.0	Board	Oct 2016	Initial draft approved	
2.0	Board	Feb 2026	Updated procedures approved	Beginning of each Board term

Next review due: November 2027

Related MHT Policies & Procedures

Trustee Code of Conduct

Trustee Conflicts of Interest Policy and Procedures

R

Paper F
For Information & Decision

Ordinary meeting of the Board

Management accounts for the 9 months ended 31st December 2025

12th March 2026

Attached the management accounts for the first 9 months of the financial year are presented for Trustees' information.

Reserves review

Reserves are reviewed against the reserves policy every quarter.
Free reserves stood at £581,134 at the end of December 2025 (Q3).
The reserves policy has been discussed at various times over the last year or so and there is some suggestion to raise the level, but nothing is yet ratified.
As can be seen below, the level of free reserves at 31.12.25 is still satisfactory.

	ACTUAL - Q3		
Policy	> £ 350,000		
	31/12/2025		
General Fund Total	368,012		
Remove NBV of assets (vehicles and equipment + office equipment)	195,809		
rounding			
General Fund excluding NBV of assets	172,203		
All designated Funds:	**Free**	**Not free**	**Total**
Unrestricted Gift fund	395,324		395,324
HLS		83,759	83,759
Countryside Stewardship	1,331	514,929	516,260
Tree disease fund		33,570	33,570
Ash dieback		45,025	45,025
Modernisation of Acts:			
Other costs		27,775	27,775
Promotion & preparation of the bill		-12,156	-12,156
Election expenses		-1,789	-1,789
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		3,081	3,081
Designated fixed assets		8,824	8,824
	581,134		
	166.04%		

There is one recommendation for decision which is included in the management accounts notes.

Nicky Gutteridge FCA
Finance and Admin Manager
18th February 2026

Malvern Hills Trust

Balance Sheet as at 31st December 2025

	£	£	NOTES
Fixed Assets			
Heritage assets	1,469,147		
Other land and buildings	206,122		
Improvements to capital assets	58,420		
LM vehicles & equipment	186,770		
Office equipment	9,038		
Investments	1,442,981		**B1**
		3,372,478	
Current Assets			
Livestock	31,452		
Investments	97,068		**B2**
Debtors & accrued income	119,801		**B3**
Deposits and Cash	1,238,500		**B4**
VAT Asset	5,137		
		1,491,957	
Current Liabilities			
Creditors : Short Term	313,647		
Payroll Taxation	16,363		
Wages/Pension	6,136		
VAT Liability	0		
		(336,145)	
Current Assets less Current Liabilities:		1,155,811	
Total Assets less Current Liabilities:		4,528,289	
Long Term Liabilities			
FRS 102 pension liability		(130,000)	**B5**
Total Assets less Total Liabilities:		**4,398,289**	
Capital & Reserves			
General fund	368,012		
Designated funds	1,111,949		
Restricted funds	3,048,328		
FRS 102 pension	(130,000)		
		4,398,289	

Malvern Hills Trust

General fund income and expenditure versus budget for the 9 months ended 31st December 2025

	Actual 9 mnths £	Budget 9 mnths £	Variance £	*Budget Annual £*	NOTES
Income					
Levy	554,328	554,328	0	*739,100*	**G1**
Grants	16,175	17,175	(1,000)	*18,175*	**G2**
Car park takings	357,640	363,771	(6,131)	*484,986*	**G3**
Donations	10,545	6,000	4,545	*8,000*	
Rents and licences	36,144	13,965	22,179	*18,620*	**G4**
Ice cream concessions	2,025	2,100	(75)	*2,800*	
Wayleaves	2,855	4,500	(1,645)	*6,000*	
AONB contribtions	5,059	4,875	184	*6,500*	
Sundry income	8,109	4,950	3,159	*6,600*	**G5**
Investment income	18,792	15,750	3,042	*21,000*	**G6**
Profit on disposal of fixed assets	5,283	3,750	1,532	*5,000*	**G7**
Total income	**1,016,954**	**991,164**	**25,790**	***1,316,781***	
Land management expenses					
Contract labour	8,074	8,625	551	*11,500*	
Drainage	1,813	1,172	(641)	*1,562*	
Vehicle and equipment expenses	10,636	24,102	13,466	*32,136*	
Hire of plant and equipment	170	2,250	2,080	*3,000*	
Waste Management	15,160	7,020	(8,140)	*9,360*	**G8**
Tree work	5,250	23,205	17,955	*30,940*	**G9**
Grass cutting	3,820	4,150	330	*5,533*	
Purchase of materials and tools	5,710	7,125	1,415	*9,500*	
Protective clothing	2,586	2,025	(561)	*2,700*	
Field consultancies	3,760	4,782	1,022	*6,376*	
Conservation volunteers	543	897	354	*1,196*	
Water testing	0	452	452	*603*	
Gardening	2,757	2,964	207	*3,952*	
Management plan	28	563	535	*750*	
Tracks and paths	7,070	8,625	1,555	*11,500*	
LM miscellaneous	543	4,890	4,347	*6,520*	
Total land management expenses	**67,920**	**102,846**	**34,926**	***137,128***	
Visitor services expenses					
Car park meter expenses	18,631	21,412	2,781	*28,550*	
Car park passes	2,006	2,599	593	*3,465*	
Car park repairs	820	3,750	2,930	*5,000*	
Rangers' vehicle expenses	9,457	8,208	(1,249)	*10,944*	
Rangers' uniform and tools	3,440	2,797	(643)	*3,730*	
Rangers' phones	859	594	(265)	*792*	
Total visitor services expenses	**35,213**	**39,361**	**4,148**	***52,481***	
Communications and public engagement expenses					
Leaflets	948	1,838	889	*2,450*	
Annual report	0	637	637	*850*	
Newsletters	0	150	150	*200*	
Campaigns	0	750	750	*1,000*	
Signs, display and information boards	693	1,500	807	*2,000*	
Events programme	36	1,125	1,089	*1,500*	
Exhibitions	33	1,125	1,092	*1,500*	
Other PR expenses	0	1,125	1,125	*1,500*	
Fundraising expenses	178	187	9	*250*	
Communications support and engagement	0	7,500	7,500	*10,000*	**G10**
Total communications and public engagement expenses	**1,888**	**15,937**	**14,049**	***21,250***	
Administration and governance expenses					
Rates	7,034	6,765	(269)	*9,020*	
Buildings maintenance	5,563	7,500	1,937	*10,000*	
Electricity and gas	6,314	10,200	3,886	*13,600*	
Telephones	3,777	4,125	348	*5,500*	
Depreciation	36,768	33,188	(3,580)	*44,250*	
Insurance	27,396	27,750	354	*37,000*	
Office equipment	3,596	4,125	529	*5,500*	
IT	11,947	15,825	3,878	*21,100*	
Website	700	750	50	*1,000*	

Malvern Hills Trust

General fund income and expenditure versus budget for the 9 months ended 31st December 2025

	Actual 9 mnths £	Budget 9 mnths £	Variance £	*Budget Annual £*	NOTES
Legal and professional fees incl H&S	39,508	43,875	4,367	*58,500*	**G11**
Governance costs	2,029	4,500	2,471	*6,000*	
Subscriptions	3,322	3,750	428	*5,000*	
Bank and investment charges	3,312	3,300	(12)	*4,400*	
Postage	2,251	2,625	374	*3,500*	
Stationery, printing and recycling	2,599	3,525	926	*4,700*	
Cleaning	3,832	4,125	293	*5,500*	
Travelling expenses	258	750	492	*1,000*	
Miscellaneous exps	877	2,437	1,561	*3,250*	
Newpaper ads	804	825	22	*1,100*	
Total administration and governance expenses	**161,886**	**179,940**	**18,054**	***239,920***	
Staff costs					
Basic salaries	506,526	512,025	5,499	*682,700*	**G12**
Employer's NI	53,694	52,200	(1,494)	*69,600*	**G12**
Pension contributions	122,302	130,050	7,748	*173,400*	**G12**
Group life assurance	3,240	3,000	(240)	*4,000*	
Training - staff	11,630	6,375	(5,255)	*8,500*	**G13**
Recruitment	773	2,625	1,852	*3,500*	**G14**
Total staff costs	**698,164**	**706,275**	**8,111**	***941,700***	
Surplus for the period before transfers	**51,883**	**(53,195)**	**105,078**	***(75,698)***	
Transfers from other funds	8,820	0	8,820		**G16**
Transfers to other funds	(64,652)	0	(64,652)		**G15**
Surplus for the period after transfers	**(3,949)**	**(53,195)**	**49,246**		**G17**
General fund brought forward	371,961	318,789	53,172		
General fund carried forward	**368,012**	**265,594**	**102,418**		

Malvern Hills Trust - Designated Funds Income and Expenditure for the 9 months ended 31st December 2025

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 £
NOTES		**D1A**	**D1B**	**D6**	**D8**				**D2**	**D2**			**D5**	**D4**	**D7**	**D3**		
4020 - Stewardship annual grants	0	0	0	0	0	0	0	0	37,103	156,910	5,620	6,354	0	0	0	0	0	205,988
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	40	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40
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	563	4,319	0	0	0	0	0	0	0	4,881
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	**10,456**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**37,666**	**161,228**	**5,620**	**6,354**	**0**	**0**	**0**	**0**	**1,331**	**222,655**
5000 - Contract labour	0	0	0	0	0	0	0	0	(536)	(3,393)	0	0	0	0	0	0	0	(3,928)
5035 - Treework	0	0	0	0	0	0	(16,490)	0	0	0	0	0	0	0	(14,000)	0	0	(30,490)
5040 - Grass cutting	0	0	0	0	0	0	0	0	0	(3,200)	(1,000)	(1,700)	0	0	0	0	0	(5,900)
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	(10,875)	(46,800)	(1,897)	(2,700)	0	0	0	0	0	(62,272)
02 - Land management expenses total	(2,034)	0	0	0	0	0	(16,490)	0	(11,411)	(53,393)	(2,897)	(4,400)	0	0	(14,000)	0	0	**(104,624)**
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	(21,598)	0	(21,598)
03 - Car parks, wardens and PR total	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**(21,919)**	**0 0**	**(21,919)**
6075 - Legal fees	0	(7,312)	(105,695)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(113,007)
6100 - Other professional fees	0	(1,500)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(1,500)
6205 - Election expenses	0	0	0	0	(18,789)	0	0	0	0	0	0	0	0	0	0	0	0	(18,789)
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	(404)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(404)
6145 - Miscellaneous expenses	0	(76)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(76)
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**	**(9,292)**	**(105,695)**	**0**	**(18,789)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**(133,776)**
7010 - Basic salaries - office based staff	0	(17,670)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(17,670)
7030 - Employer's NI - office based staff	0	(3,085)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(3,085)
7050 - Pension contributions - office based staff	0	(5,178)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(5,178)
10 - Salaries Total	**0**	**(25,933)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**(25,933)**
Surplus/(deficit) for the period before transfers	**8,421**	**(35,225)**	**(105,695)**	**0**	**(18,789)**	**0**	**(16,490)**	**0**	**26,255**	**107,835**	**2,724**	**1,954**	**0**	**0**	**(14,000)**	**(21,919)**	**1,331**	**(63,598)**
4600 - Transfers from other funds	0	0	77,252	0	12,000	0	0	0	0	0	0	0	0	0	0	0	0	89,252
8100 - Transfers to other funds	(20,000)	(7,252)	0	(3,501)	0	0	0	0	0	0	0	0	0	(1,587)	0	0	0	(32,340)
Surplus/(deficit) for the period after transfers	**(11,579)**	**(42,477)**	**(28,443)**	**(3,501)**	**(6,789)**	**0**	**(16,490)**	**0**	**26,255**	**107,835**	**2,724**	**1,954**	**0**	**(1,587)**	**(14,000)**	**(21,919)**	**1,331**	**(6,685)**
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	**395,324**	**27,775**	**(12,156)**	**1**	**(1,789)**	**33,570**	**45,025**	**12,276**	**342,462**	**172,467**	**5,295**	**18,404**	**60,060**	**8,824**	**0**	**3,081**	**1,331**	**1,111,949**

Malvern Hills Trust - Restricted Funds Income and Expenditure for the 9 months ended 31st December 2025

NOTES	R1	R3		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	1,465	0	0	0	1,465
4200 - Donations	0	0	0	0	0	0	500	0	0	0	0	0	0	0	500
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	10,560	4,140	8,525	4,782	0	0	0	0	0	0	0	0	0	28,007
4510 - Bank interest receivable	0	0	0	4,504	0	0	0	0	0	0	0	0	0	0	4,504
01 - Income Total	**0**	**11,260**	**4,140**	**13,029**	**4,782**	**0**	**500**	**0**	**0**	**0**	**1,465**	**4,631**	**0**	**0**	**39,806**
5000 - Contract labour	0	(537)	0	0	0	0	0	0	0	0	0	0	0	0	(537)
5040 - Grass cutting	0	(400)	0	0	0	0	0	0	0	0	0	0	0	0	(400)
5045 - Purchase of materials	0	(60)	0	0	0	0	(1,445)	0	0	0	0	0	0	0	(1,505)
2 - Land management total	**0**	**(997)**	**0**	**0**	**0**	**0**	**(1,445)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**(2,442)**
6066 - IT other costs	0	0	0	0	0	0	(40)	0	0	0	0	0	0	0	(40)
6100 - Other professional fees	0	(1,825)	0	0	0	0	0	0	0	0	0	0	0	0	(1,825)
6115 - Investment manager's charges	0	(1,480)	(576)	(665)	(678)	0	0	0	0	0	0	0	0	0	(3,400)
6116 - Flagstone Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8000 - Depreciation - other land and buildings	(2,081)	0	0	0	0	0	0	0	0	0	0	0	0	0	(2,081)
8005 - Depreciation - impt's to land and buildings	(17,394)	0	0	0	0	0	0	0	0	0	0	0	0	0	(17,394)
04 - Adminstration costs Total	**(19,475)**	**(3,305)**	**(576)**	**(665)**	**(678)**	**0**	**(40)**	**0**	**0**	**0**	**0**	**0**	**0**	**0 0**	**(24,740)**
Surplus/(deficit) for the period before transfers and investment gains	**(19,475)**	**6,957**	**3,565**	**12,364**	**4,104**	**0**	**(985)**	**0**	**0**	**0**	**1,465**	**4,631**	**0**	**0**	**12,625**
8110 - Investment gains or losses	0	45,969	17,877	38,033	20,318	0	0	0	0	0	0	0	0	0	122,196
4600 - Transfers from other funds	137,462	0	0	2,652	0	0	0	0	0	0	0	0	0	0	140,114
8100 - Transfers to other funds	0	(137,462)	0	(3,733)	0	0	0	0	0	0	0	0	0	0	(141,195)
Surplus/(deficit) for the period after transfers	**117,987**	**(84,536)**	**21,441**	**49,316**	**24,422**	**0**	**(985)**	**0**	**0**	**0**	**1,465**	**4,631**	**0**	**0**	**133,740**
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	**1,733,688**	**435,671**	**214,241**	**385,892**	**247,011**	**5,800**	**5,040**	**2,901**	**684**	**1,389**	**2,929**	**10,623**	**1,911**	**547**	**3,048,328**

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General Funds

G 1 DEC25 year to date levy amount per management accounts is 9/12ths of the total for 2025/26.

	£
To summarise:	
General Fund Income year to date	1,016,954
Designated Fund Income year to date	222,655
Restricted Fund Income year to date	39,806
Total Income year to date	1,279,415
9/12 Annual levy (prorata actual total)	554,328
Levy % as a proportion of total income year to date	**43%**

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
National Landscapes grant	2,000
	16,175

G 3 Q1&Q2 were 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 have been down. Pass sales are down on the budget to date at c. £4k annual passes and c. £3k residents passes. Work on British Camp has had an effect on ticket sales in Q3. The number of tickets sold for Q3 this year compared to last year Q3 is a 23 % reduction.

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. Q3 sees the first instalment of the British Camp work.

G 5 Over 43 % of this total is postal income. The rest is various things, nothing very large.

G 6 This is all Flagstone interest earned reconciled monthly on funds invested whereby the earnings are general fund, plus small amounts of bank general fund interest. Any general fund Brewin Dolphin investment income is included in the restricted fund (PM & LM) until year end when it is transferred to general fund where applicable.

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

G 8 Waste management costs are over budget - this 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 and the new bin trial commenced in DEC25 with some cost. We also had a one off waste removal cost at lower shed earlier in the year.

G 9 Under budget as budget is prorata but the work comes in the winter months and the Conservation Manager has confirmed there are still large costs that will come before year end.

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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 when the set aside amount is fully used. At 31.12.25 there is £3,081 left available in the designated fund so that will clear in Q4 and some of the general fund budget will be used before year end.

G	11	Legal and professional fees comprises:	£
		GDPR & Information requests	675
		HR & staff related	2,787
		Governance & general Charity matters	34,451
		Land and property based	1,570
		Health & Safety general	25
			39,508

G 12 We are still slightly under budget. The primary reason is that we haven't recruited in line with our budget as quickly as we had planned, and the annual actual uplift % was lower than the budget amount.
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 81% being land based and 19% office based staff training.

G 14 The total is just 2025/26 costs, being Ranger post advertisements. There is likely to be some cost still to come this financial year.

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)
		Agreed at 29.5.25 meeting c. £49k transfer as actual was better than budget. In fact £61,658 better and so per outlook and budget, £50k transferred 31.12.25	(50,000)
		Transfer to election expenses as approved by board.	(12,000)
			(64,652)
G	16	Q1 Q2 designated asset depreciation charge	1,587
		Board approved release of dog fund	3,501
		Transfer interest earned on non restricted investment amounts to general fund Q1, Q2, Q3	3,733
			8,820

G 17 At the end of Q3 we still are in a better position than was budgeted on general fund.

Designated Funds

D 1 There are 2 funds set aside as designated for the Private Bill. Other costs (D1A) has a total budget currently set at £140,377 and Promotion & Preparation of the Bill (D1B) has a budget currently set at £471,972:
The Board approved an additional £31,500 budget for Promotion & Preparation of the Bill (D1B) in the 15th January Board meeting. This has not yet been added to the total budget as we have written to the Charity commission for consent and we await that response.

D	1A	OTHER COSTS this year	£
		Staff costs	25,933
		Legal other costs - Withers	1,500
		Legal other costs - Sharpe Pritchard	7,312
		Travel costs	480
			35,225

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			£
		OTHER COSTS OF BILL 2023/24	3,413
		OTHER COSTS OF BILL 2024/25	73,964
		OTHER COSTS OF BILL - TOTAL COSTS TO DATE	112,603
		Remaining budget	*27,775*
D	1B	PROMOTION & PREPARATION OF BILL this year	£
		Sharpe Pritchard	101,422
		VWV legal fees	4,274
			105,695
			£
		PROMOTION & PREPARATION OF BILL 2023/24	14,342
		PROMOTION & PREPARATION OF BILL 2024/25	190,354
		PROMOTION & PREPARATION OF BILL - TOTAL COSTS TO DATE	310,391
		Remaining budget	*161,581*

During Q4, as agreed in the 29th May 2025 meeting when revising the budget, a further £50k loan from the LP fund will be utilised. As at 31.12.25 the deficit on the fund is £12,156 which means there is only capacity to spend £37,844 more this financial year before agreeing the way in which future Bill spend will be financed.

D 2 We have received over 92 % of the 2024 stewardship monies and over 96 % of the 2023 stewardship monies. The first tranche of 2025 stewardship was due and was paid in DEC25. These results recognise the accrued amount for APR25-DEC25. 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, until it runs out then general fund will be used.

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. NOV25 saw costs of £18,789, this is mostly covered by fund transfer in DEC25 and the 26/27 budget has been set with these new higher costs in mind. The fund is currently in deficit.

Recommendation:
Q4 will see the planned annual £5k designation for election expenses, however this has not been sufficient which is well documented and in preparing the 26/27 budget the 25/26 Outlook included an additional designation of £12k to election expenses. To ensure that we start the 26/27 year as intended please can the board approve a £12k transfer from general fund to election expenses during MAR26, ahead of the year end.

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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 Land Purchase 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).

R 3 The transfer represents capital assets, including land that has been purchased this year to date. The land purchase fund or the parlimentary fund can be used for land purchase, at this time the parlimentary fund has been used but this may get reviewed and altered at the year end.

Balance Sheet

B 1 Quarterly investment portfolio update last carried out at 31.12.25. This covers all movements (including market value revaluation). In between months will just include cash transactions eg management fees or banked investment income.
An annual update meeting with the Trust's investment manager took plase on 17th February 2026.

B 2 Represents the Flagstone investments with > 3 months to maturity from balance sheet date. This is considered and adjusted quarterly.

B 3 Throughout 2025/26 the levy is being recognised month by 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 including Flagstone amounts < 3 months to maturity from balance sheet date. The Flagstone <> split is updated quarterly.

B 5 This is revised and updated annually and the balance here is the 31.03.25 liability. The triennial valuation of the pension fund is carried out at 31.03.25 and the report was included in the confidential section of the DEC25 FAR meeting. This valuation is a separate exercise from that carried out each year to calculate the FRS 102 figure whose sole purpose is for disclosure in the annual accounts each year.