

## PART 3 – Appendices

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### Glossary and abbreviations

<b>BPS</b>	Basic Payment Scheme
<b>CCO</b>	Community and Conservation Officer
<b>CEO</b>	Chief Executive Officer
<b>CM</b>	Conservation Manager
<b>CO</b>	Conservation Officer
<b>COD</b>	Capital Outlay Discharged
<b>CS</b>	Countryside Stewardship (scheme)
<b>Cont</b>	Contractor
<b>CT</b>	Conservation Team
<b>EA</b>	Environment Agency
<b>FAM</b>	Finance and Administration Manager
<b>FAR Com</b>	Finance Administration and Resources Committee
<b>FIPL</b>	Farming in Protected Landscapes grant
<b>FS</b>	Field Staff
<b>FT</b>	Funding Team staff
<b>FunS</b>	Fundraising Strategy
<b>General</b>	General Fund
<b>Gift</b>	Gift Fund
<b>Gov</b>	Governance Committee
<b>HLS</b>	Higher Level Stewardship Scheme
<b>HR</b>	Human Resources
<b>IS</b>	Interpretation Strategy
<b>MSA</b>	Malvern Spa Association
<b>NIM</b>	<i>Nature of the Malverns</i> book
<b>Op Manager</b>	Operations Manager
<b>Parl</b>	Parliamentary Fund
<b>PWG</b>	Pensions Working Group
<b>SDF</b>	Sustainable Development Fund
<b>SORP</b>	Statement of Recommended Practice
<b>SM</b>	Scheduled Monument
<b>STTB</b>	Secretary to the Board
<b>V</b>	Volunteers
<b>VPN</b>	Virtual Private Network
<b>VRP</b>	Vehicle Replacement Policy
<b>W</b>	Wardens

Please note that some figures have been removed from this document due to commercial sensitivity.

## Appendix 1 - Five year costed work plan

	Project	Task	Who	Source doc	Year	Financial year and cost							Fund / resource	Notes	
						2021/22	2022/23	2023/24	2024/25		2025/26	2026/27			
1	Land Management														
1.1	Habitats and Landscape														
1.1.1	Land Management Ran (LMP)	Monitor and review	CM	LMP	2021/2027								Staff time		
1.1.2		Write next 5 year plan	CM	LMP	2025						Expected		Staff time		
		Improve and securing grazing	Improvements to existing grazing Infrastructure	CT	LMP 4#	2021/2027								Stewardship	
			Investigate ways of securing common to retain stock	CT	LMP 5#	2021/2026								Staff time	PARTLY DEPENDANT ON NEW ACT
			Implement works recommended from above	CT/ FS /Cont	LMP	2025/2027								Grant/ Parl / General	DEPENDANT ON NEW ACT AND HLF GRANT
			Secure new grazing tenancy agreements	CM	LMP	2024/2025								Staff time	
			Renew all Licences / FBT's	CM	LMP	2021/2027								Staff time	
1.1.5	Preserving Archaeology	Restoration of Water Trough	Cont / FS	Project List	2021/2023								Grant	MSA grant awarded	
		Restoration of St Ann's bowl	Cont / FS	Project List	2021/2023								Grant	MSA grant awarded	
		Restore Donkey Shed	Cont	LMP 8#	2021/2023								Grant	£19,600 grant secured or inprocess. Rest to raise	
		Restore Shire Ditch at Summer Hill	CT / FS	LMP 6#	2024/2025								Gift Fund		
		Restore Shire Ditch north of Pink Cottage	CT / FS / Cont	LMP 11#	2021/2023								General		
		British Camp repair works	CT / FS	LMP 9#	2024/2025								General		
		British Camp Path replacement works	Cont	LMP 10#	2025/2026								Grant		

	Project	Task	Who	Source doc	Year	Financial year and cost						Fund / resource	Notes
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27		
1.1.6	Fencing	Chase End Hill small gorse areas	CT	LMP 17#	2022/2024							Gift Fund	
		Ragged Stone Hill Site security and gateways	CT	LMP 16#	2021/2023							Parl	
		Swinyard Hill	CT	LMP 15#	2021/2023							General	
		Extend H&S fencing round Gullett	FS / Cont		2022/2024							General	
		Earnslaw Safety Fencing	FS		2021/2022							General	
		Replacement Safety Fence at Tank	Cont		2021/2023							General	
1.1.7	Tree and Hedge management	Ash Dieback works	Cont	LMP	2021/2027							Designated	
		Open habitat restoration part of Stewardship Scheme areas		LMP	2021/2024							CS Grant	
		Ballards Land Hedge Laying	Cont	LMP 22#	2021/2022							Grant / Gift Fund	
		Ballards Tree planting	CT	LMP 23#	2024/2025							Grant / Gift Fund	
		Brockhill Road Fields hedge planting	CT / Cont	LMP 26#	2021/2023							Grant / Gift Fund	
		Hacketts new hedge planting	CT / Cont	LMP 25#	2021/2023							Grant / Gift Fund	
		Walmspout Coppice restoration planting	CT	LMP 24#	2021/2023							Grant / Gift Fund	
		Snookes Croft Tree planting	CT / V	LMP 28#	2024/2025							Grant	
		Swinyard Hill wood pasture recreation	FS / Grazier	LMP 14#	2021/2023							C S Grant	
		Wells Road North woodland creation		LMP 32#	2021/2026							General	
		Malvern Common Orchard restoration	CT / FS	LMP 33#	2021/ 2023							Grant	

	Project	Task	Who	Source doc	Year	Financial year and cost						Fund / resource	Notes
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27		
1.1.8	Pond works	Mill Pond Re-excavation	Cont	LMP 36#	2024/2025							Grant	
		Castlemorton Crassula eradication	CT / Cont	LMP 18#	2021/2023							Staff / Grant	
		Gullet Quarry lake vegetation	CT / FS / Cont	LMP 13#	2021/2023							Grant	
1.1.9	Extreme Weatherplan	Update and complete extreme weather plan	CEO / Op Manager		2021/2026							Staff time	
1.1.10	Surveys	National Vegetation Classification	Cont	LMP 3#	2021/2022							Gift Fund	
		Invertebrates	CM	LMP 2#	2024/2025							Grant / Gift Fund	
		Gullet Quarry Fish Survey	CT / EA	LMP 12#	2024/2025							Grant	
1.1.11	Other	Wood St Giant Hogweed eradication	CT	LMP 21#	2023/ 2024							Staff time	
1.2	Access and recreation												
1.2.1	Managing Vehicles	Install stobs to Bowling Green	FS	LMP 20#	2021/2022							General	
		Vehicle control devices to prevent damaging parking at Castlemorton	FS	LMP 19#	2021/2023							General	
		Devise scheme for better vehicle control and grazing at Old Hills	CT	LMP 30#	2022/2023							Staff	
1.2.2	Car Park works	Scheduled repair programme	CEO / Op Manager /Cont		2021/ 2027							General	Completed to date. Additional repairs anticipated
		Line painting	FS / Cont		2021/ 2027							General	
		Old Hills West Car Park capacityexpansion	FS / Cont		2021/2022							General	
		Install pedestrian safety stobs to Earnslaw and British Camp	FS		2021/2023							Staff	
		Black Hill Car Park capacity expansion	Cont		2021/2023							Parl	
		Update condition assessment of path network	CEO / CO / Contractor	LMP	2023/2024							Staff	

	Project	Task	Who	Source doc	Year	Financial year and cost							Fund / resource	Notes
						2021/22	2022/23	2023/24	2024/25		2025/26	2026/27		
1.2.3	Path maintenance	Undertake reassessment of pathnetwork in light of visitor survey and condition assessment	CO	LMP	2023/2025								Staff	
		Undertake programme of repairs	FS / Cont	LMP	2024/2026								General	
1.2.4	Improving Access	Repair improve ridgeline erosion	FS / CT	LMP 7#	2021/2024								General	
		Bridleway restoration Link	FS		2023/2024								General	
		Additional surfacing to Community Woodland			2021/2022								Gift	
		Repairs to Beacon Track	FS / Cont		2022/2026								General	
1.2.5	Dog management	Review provisions for dog bins	CO		2024/2026								Staff	
		Review access provisions to stock areas	CO		2024/2026								Staff	
1.2.6	Managing Vehicles	Install stobs to Bowling Green	FS	LMP 20#	2021/2022								General	
		Vehicle control devices to prevent damaging parking at Castlemorton	FS	LMP 19#	2021/2023								General	
		Devise scheme for better vehicle control and grazing at Old Hills	CT	LMP 30#	2022/2023								Staff	
1.2.7	Visitor survey	Undertake updated survey of numbers, impacts and management requirements	CEO / CCO	LMP 35#	2021/2022								Gift fund?	To be undertaken in coordination with otherorganisations
		Implement scheme of works for visitor management based on above	CT / FS / Cont		2023/2027								Staff time	Costs unknown - dependent onoutcome of survey and recommendations
		Install people counters to monitor	FS / CT		2022/2023								General	Possible grant?

	Project	Task	Who	Source doc	Year	Financial year and cost						Fund / resource	Notes	
						2021/22	2022/23	2023/24	2024/25		2025/26			2026/27
2	Resources													
2.1	Staff and volunteers													
2.1.1	Staff structure	Complete implementation of review of staff structure	CEO		2022/2023								General	
		Increase staff capacity to Conservation Team / Field Staff and fundraising.			2022/2026								Staff time	
2.1.2	Review of employment policies	Review policies and update Handbook	FAM / HR Consultant		2022/2026								Staff time	Ongoing
2.1.3	Job evaluation and benchmarking	Review job descriptions	CEO / FAM / Staffing Com		2022/2023								Staff time	
		Benchmark salaries			2022/2023							General	Plus staff time	
2.1.4	Install welfare facilities for staff and volunteers	Review facilities for volunteers at Bottom Shed			2021/2023								Parl	In progress
		Installation of above			2021/2023								Parl	
2.1.5	Apprenticeship scheme	Investigate feasibility of operating apprentice scheme	CEO / Ops Manager / CO		2022/2024								Staff time	Dependent on training partner and capacity
		Introduce scheme			2025/2027							TBC		
		Review			2026/2027							Staff time		
2.1.6	Developing volunteering	Recruit new volunteers to pre Covid levels to refill gaps	All staff		2021/2027								Staff time	
		Develop volunteer coordinator role to provide training, induction and instruction programme	CEO / CCO		2021/2023								Staff time	
2.1.7	Training	Review the training needs and provision within the organisation	CEO / FAM		2021/2023								Staff time	Completed to date

	Project	Task	Who	Source doc	Year	Financial year and cost						Fund / resource	Notes	
						2021/22	2022/23	2023/24	2024/25		2025/26			2026/27
2.2	Finance and funding													
2.2.1	Budget forecasting	Produce 5 year budget	FAM		2021/2022								Staff time	
		Review and update annually	FAM	Ongoing	2022/2027								Staff time	
2.2.2	Reserves Policy	Update defined reserves policy if required	FAR Com	SORP	2022/2027								Staff time	
		Monitor level of reserves	FAM	SORP	2022/2027								Staff time	
2.2.3	Pensions deficit	Review pension provision and deficit position	PWG + FAR Com / Board		2022/2027								Designated Fund	To coordinate with triennial actuarial review of WPF
2.2.4	Car Parks Ticketing	Review charging policy & level for pay and display parking	CEO / FAM		2022/2027								Staff time	
		Review sites to have pay and display meters			2022/2023								Staff time	
		Review price of annual permits	CEO / FAM		2022/2027								Staff time	
		Install new pay and display meter at British Camp car park	CEO / Cont	Project List	2021/2022								General	
		Install pay and display meters to other sites			2023/2024								General	
2.2.5	Securing successor Agri-environment agreements	Take part in ELMS Test and Trial	CM		2021/2023								Staff time	
		Maintain eligibility and income from existing schemes	CM	LMP	2022/2027								Staff time	
		Monitor the position relating to successor schemes	CEO / CM		2022/2027								Staff time	
		Identify appropriate options and submit application.	CT / Natural England	LMP	2021/2023								Staff time	
		Undertake Contingency Planning against loss of HLS or successor	CEO / CM	LMP	2021/2023								Staff time	

	Project	Task	Who	Source doc	Year	Financial year and cost							Fund / resource	Notes
						2021/22	2022/23	2023/24	2024/25		2025/26	2026/27		
2.2.6	Fundraising - Increasing and diversifying income	Develop fundraising and income generation strategy	CEO	FunS	2024/2027								Staff time	PARTLY DEPENDANT ON ANYNEW ACT
		Submit grant applications wherever applicable to Trust work	CT / FT	FunS	2022/2027								General / Staff time	
		Publicise annual project list appeals for donations	CCO / CEO	FunS	2022/2027								Staff time	
		Develop model of operating a membership scheme	CEO / FT	FunS	2024/2025								Staff time	
		Depending on above review, establish and advertise membership scheme	CEO / FT	FunS	2024/2025								General / Staff time	DEPENDANT ON ANY NEW ACT
		Review opportunities to generate income from operational areas.	CEO / FT	FunS	2024/2025									DEPENDANT ON ANY NEW ACT
2.2.7	Donations andLegacies	Achieve Fundraising Targets	All staff		2022/2027								Staff time	Targets to be revised £15k per annum unrestricted £30k p/a restricted
		Review income from legacies	CEO / CCO	FunS	2022/2027								Staff time	Completed
		Encourage legacies via press releases, new leaflets etc. Reprint	CCO	FunS	2022/2027								Staff time	
2.2.8	Investment ofCapital	Regularly review capital projects list	Management Staff	Ongoing	2022/2027								General / Staff time	
		Define approximate sums required for foreseeable capital projects and reserves	CEO / FAM / Board	Ongoing	2022/2027								Staff time	
		Monitor performance ofinvestments	FAR Com / Management Staff	Investment Policy	2022/2027								Staff time	
2.2.9	Precept Income	Annually review increase in levy against requirements and maximum permitted level	Board / CEO		2022/2027						-		Staff time	

	Project	Task	Who	Source doc	Year	Financial year and cost							Fund / resource	Notes
						2021/22	2022/23	2023/24	2024/25		2025/26	2026/27		
2.3	Equipment													
2.3.1.	Vehicle management	Update policy on vehicle procurement	CEO		2022/2023								Staff time	
		implement Vehicle Replacement Schedule	CEO / FAM	VRP	2022/2027								General fund capital items	
2.3.2	Plant and machinery	Review plant / machinery requirements in light of LMP	CO / Ops Manager		2021 & 2024								Staff time	
		Acquire/dispose of plant/machinery as required	CO / Ops Manager	LMP	2022/2027								General fund capital items	TBC
2.4	Buildings													
2.4.1	Manor House	Review options of refurbishmentversus relocation	CEO / consultant		2021/22								Staff time / Parl	
		Identify, plan and specify refurbishment work required	CEO / consultant	Project List	2022/23								Staff time / Parl	In progress
		Implement Works	Cont	Project List	2022/24								Staff time / Parl	
2.4.2	St Ann’s Well	Upkeep Monitoring/Maintenance Schedule	CEO	Ongoing	2022/2027								Staff time / Parl	
2.4.3	Top Shed	Review machinery storage space			2022/2023								Staff time	
		Expand storage capacity if required			2023/2024								Parl	Rough estimate
2.4.4	Bottom Shed	Review space and building function plans	CEO / Ops Manager / Warden		2021/2023								Staff time	
		Replace building with one suitable as workshop, volunteer hub etc			2022/2024								Parl	Rough estimate
	Brockhill Road	Review use and upgrade to suit	CT / Cont / Grazier	LMP 27#	2021/2022								Parl	Rough estimate
	Snookes Croft	Replace hay barn with stock shed and hard standing	Cont	LMP 29#	2022/2024								Grant	Rough estimate

	Project	Task	Who	Source doc	Year	Financial year and cost							Fund / resource	Notes
						2021/22	2022/23	2023/24	2024/25		2025/26	2026/27		
2.4.5	Public toilets – British Camp and Wyche Cutting	Review Agreement for toilet	CEO		2021/2024								Staff time	
		Contingency for handover	CEO		2023/2027								General	
2.4.6	Planned building maintenance	Implement maintenance programme	CEO / Ops Manager	Ongoing	2022/2027								General	Ongoing
		Review and update programme			2023								Staff time	
2.5	<b>Information Technology</b>													
2.5.2	Hardware and Software	Review plan for IT system maintenance and upgrade	CEO / FAM	Ongoing	2021/2023								Staff time	
		Budget and Implement plan	CEO / FAM	Ongoing	2022/2027								General / plus staff time	
2.5.3	Security	Upgrade back up systems	CEO / Cont		2021/2022								General / Contractor	Ongoing
		Install new cybersecurity system	CEO / Cont		2021/2022								General / Contractor	
3	<b>Communications</b>													
3.1	<b>Public Communications</b>													
3.1.1	Interpretation strategy/policy	Review and implement interpretation/communications strategy	CEO / CCO		2022/2023								Staff time	
3.1.3	Electronic communications	Update website	CCO / Cont	IS	2023/2024								General / rebrand	
		Review social media policy	CCO	IS	2024								Staff time	
		Monitor and assess benefits of other developing technology	CEO / CCO		2022/2027								Staff time	

	Project	Task	Who	Source doc	Year	Financial year and cost							Fund / resource	Notes
						2021/22	2022/23	2023/24	2024/25		2025/26	2026/27		
3.1.4	Signage	Review needs for replacement interpretation boards	CCO	I S	2021/2023								Staff time	
		Revise and replace remaining board. 8 to do	CCO	I S	2022/2025								Gift fund	
		Revise and replace car parksignage (10 in No)	CCO	I S	2022/2023								Gift fund	
		Review and replace byelawsignage (19 in No)	CCO	I S	2022/2023								General fund	
		Revise and replace access signs(66 in total)	CCO	I S	2022/2023								General fund	
		Review and replace safety signs asrequired.	Ops Manager	I S	2022/2027								General fund	
		Install new MHT ID post and signsto separate land parcels	CT / Warden / FS	LMP 1#	2021/2022								Gift	Upper estimate
3.1.5	Publications	Review range of leaflets forreprinting and any new publication needs	CCO	I S	2022/2027								Staff time	
		Mountain Bike Leaflet			2022/2027								General fund	
		Update and reprint run of OS mapof MHC land ownership			2024/2025								General fund	
3.1.6	Events	Review the Events Programme	CCO	I S	2022 2025								General fund	
		Organise open days each year	CCO	I S	2022/2027								General fund	
		Develop materials and volunteerteam to attend fetes, fairs etc.	CCO	I S	2022/2027								General fund	
3.1.7	Press/media	Provision of public Informationduring progress of any new Bill	CEO / CCO		2021/2023									
		Issue regular positive news storiesvia local press and social media	CEO / CCO	I S	2022/2027								Staff time	Ongoing
		Work to build relationship withthe papers	CEO / CCO	I S	2022/2027								Staff time	Ongoing

	Project	Task	Who	Source doc	Year	Financial year and cost							Fund / resource	Notes
						2021/22	2022/23	2023/24	2024/25		2025/26	2026/27		
		Work to build relationship withlocal radio stations	CEO / CCO	I S	2022/2027								Staff time	Ongoing
3.1.8	Communications: Other	Engage with stakeholders throughout progress of any newAct	CEO / CCO / STTB / Consultant		2021/2023									
3.2	Campaigns													
3.2.1	Public campaign messages	Undertake responsible mountainbiking campaign			2021/2023								General	
		Undertake responsible dogwalking campaign	CCO		2022/2024								Designated	
		Develop / undertake campaign oncar parking on common.	CCO		2024/2025								General	
		Undertake campaign on legacies.	CEO/ CCO									General		
3.3	Partnerships													
3.4.1	Provision of vehicular access toWorcestershire Beacon	Work with partners to establish scheme for appropriate vehicular access for people with disabilities.	CCO	Ongoing	2022/2027									
3.4.2	Developing educational & youth focused projects	Identify and make contact with potential partners	CCO	Ongoing	2022/2027									
3.4.3	Landscape scale conservation projects	Identify role within larger scaleprojects being undertaken by other organisations	CEO	Ongoing	2022/2027									
3.4.6	Tourism Interface	Review current routes for literature reaching visitors and links to tourism / accommodation	CCO		2022/2027									

	Project	Task	Who	Source doc	Year	Financial year and cost							Fund / resource	Notes
						2021/22	2022/23	2023/24	2024/25		2025/26	2026/27		
4	Organisation and Infrastructure													
4.1	Governance													
4.1.1	Seeking Consolidated Act	Undertake Cost benefit Analysis	CEO / Board		2021/2022								Staff time	Done
		Seek Section 74 consent for expenditure	STTB / Board		2021/2022								Staff time	Authorised
		Review amendments prior to drafting	STTB / Board		2021/2023								Staff time/internal loan	Dependent on S74
		Drafting and submission	Cont		2022/2023								Staff time/internal loan	Dependent on above
		Progression through Parliamentary Agent	Cont		2022/2024								Staff time/internal loan	Dependent on above
4.1.2	Business Plan	Review Business plan in light of any new Act			2024/2025								Staff time	
4.1.3	Produce Business Continuity Plan	Review and amend plan	CEO / Management Staff		2021/2023								Staff time	Part progressed
		Ensure all contingencies in place are fit for purpose	CEO / Management Staff	Ongoing	2021/2027								TBC	Part progressed
4.1.4	Policy Review	Review all standing Policies of the board.	Management Staff / Board	Ongoing	2021/2027								Staff time	
4.2	Legal													
4.2.1	Clarification of boundaries	Identify boundaries where there is uncertainty and undertake work to define the boundary	CEO / Board (legal advice required)	Ongoing	2021/2027								Staff time	Ongoing
4.2.2	Byelaw review	Review the byelaws to ensure they are appropriate/relevant to the powers and current issues	CEO / Gov		2023/2026								Staff time	Subsequent to any new Act
		Review enforcement of the byelaws.	CEO / Gov / legal advice		2023/2024								General	
4.2.3	Compliance with legislation	Identify legislation that we must have regard to in our work	CEO / FAM / STTB	Ongoing	2022/2027								Staff time	

	Project	Task	Who	Source doc	Year	Financial year and cost							Fund / resource	Notes
						2021/22	2022/23	2023/24	2024/25		2025/26	2026/27		
		Review Health and Safety Policy and procedures	CEO	Ongoing	2021, 23,25								Staff time	
		Monitor compliance	CEO	Ongoing	2021/2027									
		Review Health and Safety Policy and procedures	CEO	Ongoing	2021, 23,25								Staff time	
		Monitor compliance	CEO	Ongoing	2021/2027									
4.2.4	Ensure renewal of all leases and agreements	Monitor register and calendar of renewals	CEO / CM	Ongoing	2021/2027									
		Renew St Ann's Well lease	CEO / Board		2022/2023								General	
4.3	Monitoring and controls													
4.3.1	Environmental performance	Carry out Carbon audit for the whole organisation	CEO / Senior Staff		2021/2023								Staff time	
		Undertake internal review of environmental performance	Consultant		2022/2023								Staff Time	
		Feed results of review into plans for refurbishment of buildings etc	CEO		2022/2025								Staff time	
4.3.2	Planning	Review the policy on responding to planning applications	CEO (advice from AONB)		2022/2024								General	To be reviewed
4.3.3	Record keeping	Complete archiving project	FAM		2022/2023								General	
		Integrate electronic filing with paper archive system	FAM	Ongoing	2022/2023								Staff time	
4.3.4	Incident Recording	Review existing Incident Reporting process and revise as necessary	CEO	Ongoing	2021/2027								Staff time	
4.3.5	Complaints recording.	Maintain and review system for complaints, comments, and compliments & tracking progress	FAM	Ongoing	2021/2027									
4.3.6	Risk Management Register	Monitor the Risk Register & take appropriate contingency action.	CEO / Board	Ongoing	2021/2027									

	Project	Task	Who	Source doc	Year	Financial Year and Cost							FUND / Resource	NOTES
						2021/22	2022/23	2023/24	2024/25		2025/26	2026/27		
4.5	Administration													
4.5.1	Update Equipment	Cabling for telephone system to VPN			2021/2023								General	
		Copier renewal			2023/2024								General / Capital Item	
Total additional expenditure						£147,930	£351,500	£358,450	£197,500		£170,400	£55,900		

Expected expenditure from budgets												
General fund				£21,900	£44,900	£54,000	£29,900		£23,400	£27,900		
General fund on capital items					£58,500	£73,450	£71,000		£47,500	£28,000		
Parliamentary				£10,000	£84,000	£105,000	£0		£0	£0		
Gift fund				£9,750	£33,000	£27,500	£16,000		£0	£0		
Stewardship grant				£11,000	£11,000	£3,500	£1,500		£1,500	£0		
Grants secured				£27,280	£24,000	£0	£0		£0	£0		
Grants to source					£28,100	£25,000	£11,100		£30,000	£0		
Designated funds set aside				£68,000	£68,000	£70,000	£68,000		£68,000	£0		
Internal loan					£0	£0	£0		£0	£0		
Total				£147,930	£351,500	£358,450	£197,500		£170,400	£55,900		

## Appendix 2 - Five year financial forecasts

<b>Malvern Hills Trust</b> <b>Assumptions for 5-year forecasts 2022/23 to 2026/27</b>					
	<b>2022/23</b> <b>Budget</b> <b>£</b>	<b>2023/24</b> <b>Forecast</b> <b>£</b>	<b>2024/25</b> <b>Forecast</b> <b>£</b>	<b>2025/26</b> <b>Forecast</b> <b>£</b>	<b>2026/27</b> <b>Forecast</b> <b>£</b>
General inflation rate	5.0 %	3.0 %	3.0 %	3.0 %	3.0 %
Levy inflation	5.0 %	3.0 %	3.0 %	3.0 %	3.0 %
Car park inflation	5.0 %	3.0 %	3.0 %	3.0 %	3.0 %
Salary increase	2.5 %	2.0 %	2.0 %	2.0 %	2.0 %

Malvern Hills Trust  
General fund 5-year forecast 2022/23 to 2026/27 - summary

	2022/23 Budget £	2023/24 Forecast £	2024/25 Forecast £	2025/26 Forecast £	2026/27 Forecast £
<b>Income</b>					
Levy	595,300	613,159	631,554	650,500	670,015
Grants	16,655	17,155	17,669	18,199	18,745
Car parks	374,000	356,830	367,475	378,439	389,732
Donations	3,000	15,090	45,543	61,909	63,766
Rentals	20,100	20,931	21,528	22,144	22,779
Easement and wayleaves	5,000	5,000	5,000	5,000	5,000
AONB contribution	6,700	6,901	7,108	7,321	7,541
Other income	5,530	5,684	5,853	6,027	6,207
Investment income	200	200	200	200	200
Profit on disposal of fixed assets	20,000	16,050	27,200	4,500	6,000
<b>Total income</b>	<b>1,046,485</b>	<b>1,056,999</b>	<b>1,129,130</b>	<b>1,154,241</b>	<b>1,189,985</b>
<b>Expenditure</b>					
Land management expenses	113,400	119,422	115,885	118,331	123,881
Visitor services expenses	49,066	48,538	51,994	51,554	55,101
Communications and public engagement expenses	25,800	22,274	23,912	22,540	25,126
Administration and governance expenses	200,983	217,864	211,010	219,841	223,936
Staff costs	662,400	675,418	724,570	738,673	753,039
<b>Total expenditure</b>	<b>1,051,649</b>	<b>1,083,516</b>	<b>1,127,371</b>	<b>1,150,939</b>	<b>1,181,083</b>
Surplus/(deficit) for the year before transfers	(5,164)	(26,517)	1,759	3,302	8,903
Transfer to other funds *	(17,890)	(12,890)	(17,890)	(17,890)	(17,890)
Transfers from other funds	17,762	16,283	12,739	12,383	12,047
<b>Surplus/(deficit) for the year after transfers</b>	<b>(5,292)</b>	<b>(23,124)</b>	<b>(3,392)</b>	<b>(2,204)</b>	<b>3,060</b>
General fund brought forward	369,030	363,738	340,614	337,222	335,017
General fund carried forward	363,738	340,614	337,222	335,017	338,077

* Transfers to other funds	
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Election expenses	5,000		5,000	5,000	5,000
Tree disease	12,890	12,890	12,890	12,890	12,890
	17,890	12,890	17,890	17,890	17,890

Capital expenditure from general fund	2019	2020	2021	2022	2023	2024

Age Group	Blue Group	Orange Group	Green Group	Red Group	Purple Group
18-24	98,650	78,336	54,975	35,618	68,600
25-34	78,336	98,650	54,975	35,618	68,600
35-44	54,975	78,336	98,650	35,618	68,600
45-54	35,618	54,975	78,336	98,650	68,600
55-64	68,600	35,618	54,975	78,336	98,650
65-74	98,650	68,600	35,618	54,975	78,336
75+	78,336	98,650	68,600	35,618	54,975

# Malvern Hills Trust

## Designated funds 5-year summary forecast 2022/23 to 2026/27

	2022/23 Budget £	2023/24 Forecast £	2024/25 Forecast £	2025/26 Forecast £	2026/27 Forecast £
<b>Income</b>					
Grants	185,624	161,563	143,831	143,831	139,373
Donations	0	0	0	0	0
Rents and licences	8,829	8,829	8,829	8,829	8,829
<b>Total income</b>	<b>194,453</b>	<b>170,392</b>	<b>152,660</b>	<b>152,660</b>	<b>148,202</b>
<b>Expenditure</b>					
Land management expenses	229,851	258,700	243,000	241,900	173,900
Visitor services expenses	0	0	0	0	0
Communications and public engagement expenses	34,001	27,500	15,000	0	0
Administration and governance expenses	2,000	20,000	0	0	0
<b>Total expenditure</b>	<b>265,852</b>	<b>306,200</b>	<b>258,000</b>	<b>241,900</b>	<b>173,900</b>
Surplus/(deficit) for the year before transfers	(71,399)	(135,808)	(105,340)	(89,240)	(25,698)
Transfer to other funds	(73,372)	(68,000)	(68,000)	(68,000)	0
Transfers from other funds	85,890	80,890	85,890	85,890	17,890
<b>Surplus/(deficit) for the year after transfers</b>	<b>(58,881)</b>	<b>(122,918)</b>	<b>(87,450)</b>	<b>(71,350)</b>	<b>(7,808)</b>
Designated funds brought forward	713,854	654,973	532,055	444,605	373,255
Designated funds carried forward	<b>654,973</b>	<b>532,055</b>	<b>444,605</b>	<b>373,255</b>	<b>365,447</b>

### Summary of balances

Unrestricted gifts	331,803	235,803	151,703	83,703	83,703
Modernisation of Acts	34,899	34,899	34,899	34,899	34,899
Fundraising	5,000	5,000	5,000	5,000	5,000
Election expenses	12,207	(7,793)	(2,793)	2,207	7,207
Tree disease	14,865	15,755	16,645	17,535	18,425
CS North & Central	121,894	110,273	99,652	89,031	78,410
CS Southern	10,159	16,172	18,753	21,334	19,457
CS Castlemorton	10,300	10,300	10,600	10,900	11,200
HLS Chase End	2,060	2,060	2,060	2,060	2,060
HLS Old Hills	30,464	30,464	30,464	30,464	30,464
Grazing reserve	62,122	59,922	58,422	56,922	55,422
BPS	19,200	19,200	19,200	19,200	19,200
	<b>654,973</b>	<b>532,055</b>	<b>444,605</b>	<b>373,255</b>	<b>365,447</b>

**Malvern Hills Trust**  
**Restricted funds 5-year forecast**

	2022/23 Budget £	2023/24 Forecast £	2024/25 Forecast £	2025/26 Forecast £	2026/27 Forecast £
<b>Income</b>					
Grants	52,230	25,000	12,000	30,000	0
Investment income	45,373	44,937	42,081	42,430	42,814
<b>Total income</b>	<b>97,603</b>	<b>69,937</b>	<b>54,081</b>	<b>72,430</b>	<b>42,814</b>
<b>Expenditure</b>					
Land management expenses	59,630	42,365	12,000	30,000	0
Administration and governance expenses	109,275	38,876	37,711	37,223	36,776
<b>Total expenditure</b>	<b>168,905</b>	<b>81,241</b>	<b>49,711</b>	<b>67,223</b>	<b>36,776</b>
<b>Surplus/(deficit) for the year before transfers</b>	<b>(71,302)</b>	<b>(11,304)</b>	<b>4,369</b>	<b>5,206</b>	<b>6,038</b>
Transfer to other funds	(97,790)	(121,283)	(12,739)	(12,383)	(12,047)
Transfers from other funds	85,400	105,000	0	0	0
<b>Surplus/(deficit) for the year after transfers</b>	<b>(83,692)</b>	<b>(27,587)</b>	<b>(8,369)</b>	<b>(7,177)</b>	<b>(6,009)</b>
Restricted funds brought forward	3,097,180	3,013,488	2,985,901	2,977,532	2,970,355
Restricted funds carried forward	3,013,488	2,985,901	2,977,532	2,970,355	2,964,346

**Summary of balances**

Parliamentary	359,652	252,494	250,979	249,473	247,976
COD	1,487,624	1,572,624	1,552,624	1,532,624	1,512,624
Land purchase	955,138	978,061	1,001,535	1,025,572	1,050,185
Lands maintenance	183,119	172,132	161,804	152,096	142,970
Restricted gifts	9,707	9,707	9,707	9,707	9,707
Picnic benches	183	183	183	183	183
NIM book	2,733	-	-	-	-
Tree donation	700	700	700	700	700
Boost for biodiversity	2,979	-	-	-	-
FIPL	11,200	-	-	-	-
SDF	453	-	-	-	-
	<b>3,013,488</b>	<b>2,985,901</b>	<b>2,977,532</b>	<b>2,970,355</b>	<b>2,964,346</b>

## Malvern Hills Trust

### Summary cash flow 5-year forecast 2022/23 to 2026/27

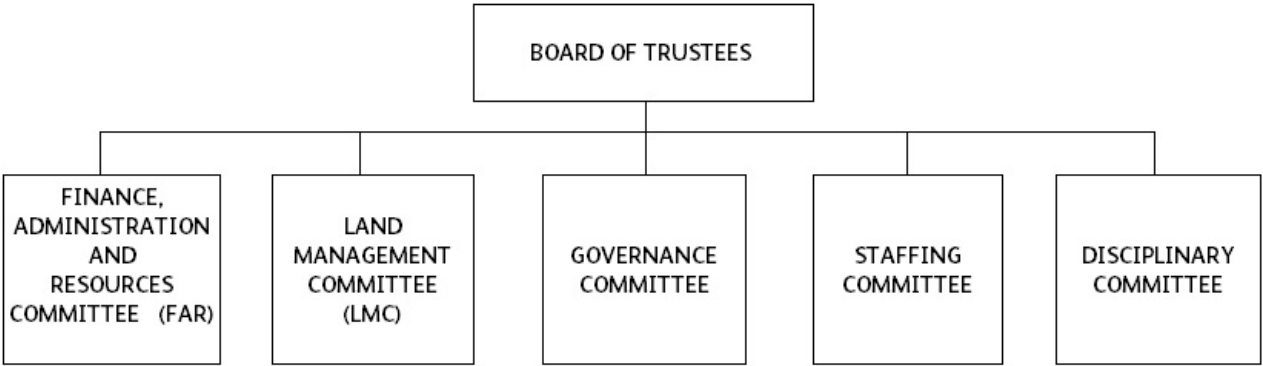
	2022/23 Budget £	2023/24 Forecast £	2024/25 Forecast £	2025/26 Forecast £	2026/27 Forecast £
<b>General fund</b>					
Opening balance	289,450	254,558	172,954	132,601	118,038
Net inflow/(outflow)	(34,892)	(81,604)	(40,353)	(14,563)	11,337
Closing balance	254,558	172,954	132,601	118,038	129,375
<b>Designated funds</b>					
Opening balance	567,084	518,203	395,285	307,835	236,485
Net inflow/(outflow)	(48,881)	(122,918)	(87,450)	(71,350)	(7,808)
Closing balance	518,203	395,285	307,835	236,485	228,677
<b>Restricted funds</b>					
Opening balance	49,823	38,348	2,107	(0)	(0)
Net inflow/(outflow)	(11,475)	(36,241)	(2,107)	(0)	(0)
Closing balance	38,348	2,107	(0)	(0)	(0)
<b>Total funds</b>					
Opening balance	906,357	811,109	570,346	440,436	354,523
Net inflow/(outflow)	(95,248)	(240,763)	(129,910)	(85,913)	3,529
Closing balance	811,109	570,346	440,436	354,523	358,052

## Malvern Hills Trust Forecast Balance Sheets

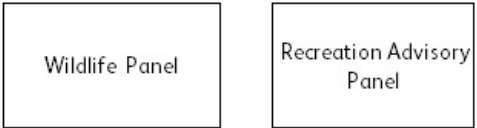
	Forecast balance sheet 31.3.22	Forecast balance sheet 31.3.23	Forecast balance sheet 31.3.24	Forecast balance sheet 31.3.25	Forecast balance sheet 31.3.26	Forecast balance sheet 31.3.27
<b>Fixed assets</b>						
Tangible assets	1,668,862	1,679,262	1,822,742	1,824,098	1,799,234	1,754,180
Investments	1,487,007	1,433,990	1,357,644	1,386,986	1,417,032	1,447,799
	3,155,869	3,113,252	3,180,386	3,211,084	3,216,266	3,201,980
<b>Current assets</b>						
Livestock	25,320	25,320	25,320	25,320	25,320	25,320
Debtors, prepayments and accrued income	51,545	51,545	51,545	51,545	51,545	51,545
Stewardship grant accrual	158,224	148,224	148,224	148,224	148,224	148,224
Cash at bank	906,357	811,109	570,346	440,436	354,523	358,052
	1,141,446	1,036,198	795,435	665,525	579,612	583,141
<b>Creditors: Amounts falling due within one year</b>	117,251	117,251	117,251	117,251	117,251	117,251
<b>Net current assets</b>	1,024,195	918,947	678,184	548,274	462,361	465,890
Pension FRS 102 liability	(2,256,000)	(2,256,000)	(2,256,000)	(2,256,000)	(2,256,000)	(2,256,000)
<b>Net assets</b>	1,924,064	1,776,199	1,602,570	1,503,358	1,422,627	1,411,870
<b>Represented by funds:</b>						
Unrestricted - General Fund	369,030	363,738	340,614	337,222	335,017	338,077
Unrestricted - Designated funds	713,854	654,973	532,055	444,605	373,255	365,447
Unrestricted - Pension FRS 102 liability	(2,256,000)	(2,256,000)	(2,256,000)	(2,256,000)	(2,256,000)	(2,256,000)
Restricted funds	3,097,180	3,013,488	2,985,901	2,977,532	2,970,355	2,964,346
	1,924,064	1,776,199	1,602,570	1,503,358	1,422,627	1,411,870

# Appendix 3 – Board and Committee structure

Malvern Hills Trust: Board and Committee as at March 2022



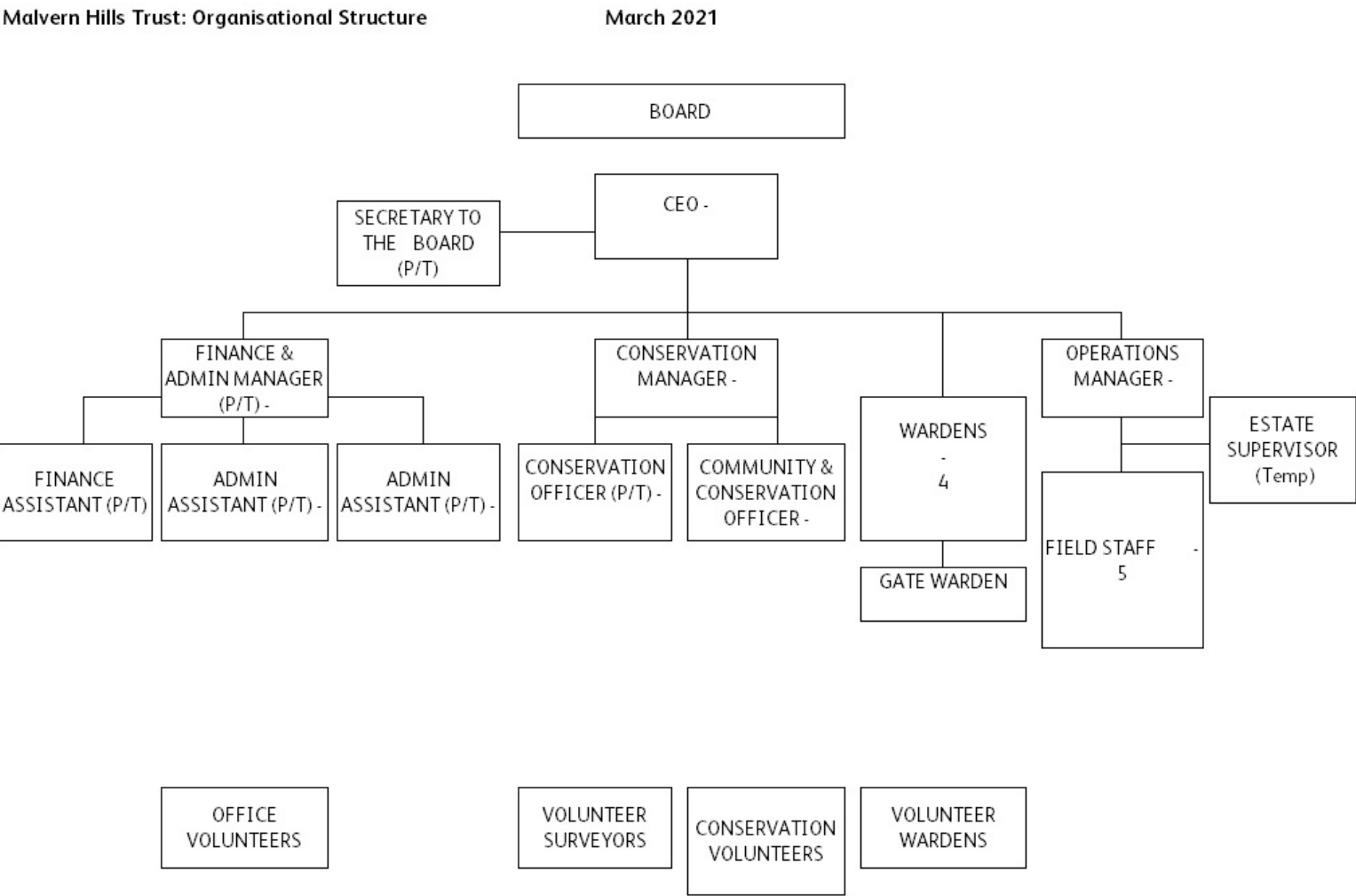
Other internal panels and committees



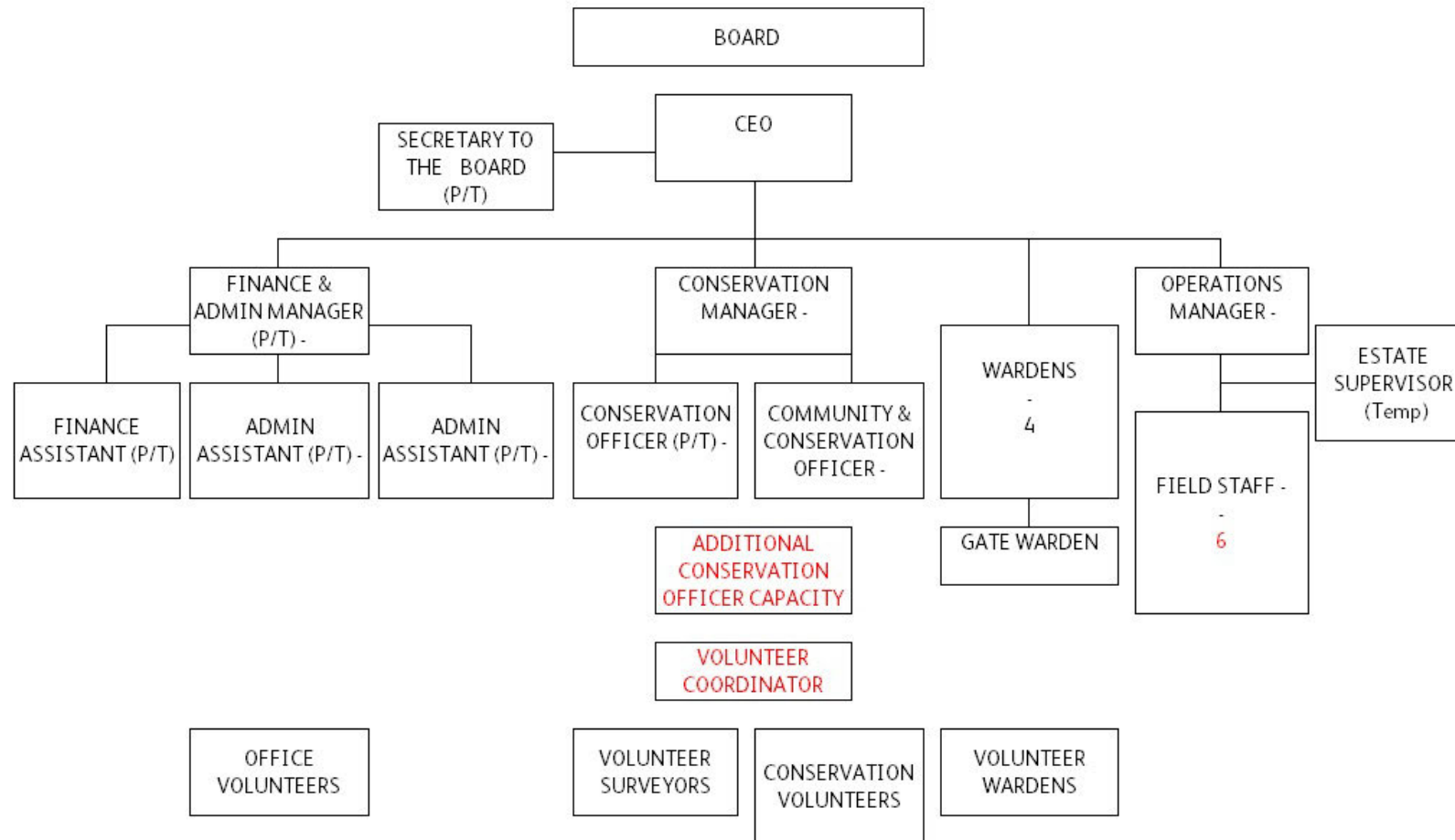
External panels and committees the Trust has membership of



# Appendix 4 – Current staff structure and proposed staff structure



**Malvern Hills Trust: Organisational Structure: Projected**



## Appendix 5 – Constraints: Legal and regulatory instruments

The following is list summarising many but not all of those laws and regulations that the organisation has to comply with.

### Specific to the role of the Trust

**The Malvern Hills Acts of Parliament.** Malvern Hills Conservators was established under the Malvern Hills Act 1884 and there have been four subsequent Acts in 1909, 1924, 1930 and 1995. First and foremost, the Trust has to operate within its own acts, which set out both its core objectives (as laid out in the introduction on page 7) and the powers available to the organisation to achieve them.

**Charities Act, 2011.** The Malvern Hills Trust is a charity which was registered in November 1984 (charity no. 515804) and is thus regulated by charity law and the Charity Commission. Its charitable object is listed as ‘the preservation for the benefit of the public all the natural aspects and features of the Malvern Hills and the provision of recreational facilities in the interest of social welfare for the public benefit’. The Charity Commission entry also states to that the Trust is here to ‘conserve and enhance biodiversity, SSSIs and Scheduled Monuments on its land’. Malvern Hills Trust is a charity that exercises some public functions.

### Environmental Legislation

**National Parks & Access to the Countryside Act, 1949** A large proportion (86 %) of the Trust holding is within the Malvern Hills Area of Outstanding Natural Beauty (AONB). This designation means the landscape is of such high quality that it is in the interest of the nation to safeguard it. Under this act the Trust has a statutory duty imposed upon it – more specifically the legislation states that, “in exercising or performing any functions in relation to, or so as to affect, land in these areas, relevant authorities shall have regard for the purposes of the AONB”. The International Union for the Conservation of Nature (IUCN) determines all AONB landscapes as ‘Category 5 protected areas’ and thereby the AONB area is of international importance.

**Commons Acts (several) / Rights of Common.** 90 % (1018 hectares) of MHT land is registered common land. This means Malvern Hills Trust’s rights are subject to statutory control and the commoners’ interests. Commoners have a legal right to exercise their rights of common on common land as prescribed by the Commons Registers.

**Wildlife and Countryside Act, 1981.** The Wildlife and Countryside Act is the primary legislation which protects animals, plants, and certain sites in the UK. Many species that are present on Trust land and, in some cases, their dwelling places too are protected by this legislation. This Act (as amended by the Countryside and Rights of Way Act (CROW), 2000) also places a duty upon section 28G authorities with regard to Sites of Special Scientific Interest (SSSI). ‘The duty is to take reasonable steps, consistent with the proper exercise of the authority’s functions, to further the conservation and enhancement of the flora, fauna or geological or physiographical features by reason of which the site is of special scientific interest’. This duty applies to the three SSSIs that together cover a total of around 62 % of MHT’s holding.

**Ancient Monuments and Archaeological Areas Act, 1979.** This Act ‘protects nationally important heritage assets by inclusion on the Schedule of Monuments, which regulates works to them through a consent procedure.

**Countryside and Rights of Way (CROW) Act, 2000.** Whilst the CROW Act introduced a public right of access on foot on areas of open country and registered common land across England, as there

was a pre-existing legal right of access over the common land in the Trust's holding under the Malvern Hills Acts. The Trust's land therefore falls under Section 15 of the CROW Act and the acts rights and restrictions do not apply.

[The Natural Environment and Rural Communities Act, 2006](#). Section 40 of this act establishes 'the biodiversity duty' on public authorities. Its definition of the latter includes: 'a body carrying out functions of a public character under a statutory power'.

Other examples of environmental legislation that applies to the Trust include:

- The Conservation of Habitats and Species Regulations 2010
- Environmental Protection Act 1990
- Land Drainage Act 1991
- The Weeds Act 1959
- Ragwort Control Act 2003
- Forestry Act 1967

Other regulatory bodies include the Environment Agency with powers to regulate Waste Carrier Licences, Sewage Discharge Licencing,

### **Employment legislation**

[Employment Act, 2008](#) includes the National Minimum Wage and statutory dispute resolution processes for employees

[Equality Act, 2010](#). This Act legally protects people from discrimination in the workplace and in wider society. It also contains a 'public sector equality duty' that applies to public bodies and those carry out a public function.

[Health and Safety at Work Act, 1974 & Regulations, 1999](#) which covers most aspects of health and safety in the workplace for employees and the public.

Other safety related regulation and constraints include:

Control of Substances Hazardous to Health Regulations 2002 (COSHH).

The Provision and Use of Work Equipment Regulations 1998 (PUWER).

Lifting Operations and Lifting Equipment Regulations 1998 (LOLER)

Electrical, Gas and Fire safety certification for work premises.

### **Other legislative constraints**

[Occupier's Liability Acts, 1957 and 1984](#). These Acts impose on all landowners including MHT, a duty of care both to legitimate visitors and to trespassers.

The Highways Act 1980

United Nations Conference on Sustainable Development (The Rio Conference, 1992)

Waste Carrier Licence

## Appendix 6 – SWOT analysis 2021

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Extensive powers to protect the Hills under our Acts of Parliament</li> <li>• Large area of land with secure tenure</li> <li>• Statutory protection of our land through SSSI, AONB, SM designations</li> <li>• 5 year Business and Land Management Plans in place providing clear strategic approach for the organisation</li> <li>• Secure funding of proportion of income through the levy</li> <li>• Income from car parking</li> <li>• Charitable status now more widely recognised</li> <li>• Office accommodation wholly owned</li> <li>• A significant proportion of the community have a positive perception of our work</li> <li>• Recently reviewed and robust governance procedures</li> <li>• Strong financial reserves and significant sums in restricted funds for capital works and land acquisition</li> <li>• Excellent staff team with long experience and breadth of skills.</li> <li>• A body of volunteers (including Board members) furthering our work on the Hills and in the office</li> <li>• Experience of managing the Hills and Commons spanning 130 years</li> <li>• Good reputation amongst the conservation/land management community</li> <li>• Share offices with, and have good relationship with Malvern Hills AONB</li> <li>• Some active commoners still undertaking grazing</li> <li>• Access to local knowledge and expertise via Wildlife Panel and Access and Recreation panel</li> <li>• Clear strategy in place for dealing with the Pension deficit</li> <li>• Capital funds invested to maintain their purchase power against cost inflation</li> <li>• Improved building maintenance in place</li> <li>• Improved IT facilities in place</li> <li>• Good first aid trained staff resource.</li> </ul>	<ul style="list-style-type: none"> <li>• Acts of Parliament are outdated and open to interpretation, long and complex</li> <li>• Bound by Acts of Parliament – which limit ability to respond to changing conditions such as in relation to decline in commoners grazing and additional visitor numbers</li> <li>• Large size of Board hampers efficient decision making</li> <li>• Inability to select Board members for their skills/experience and to ensure diversity.</li> <li>• Lack of engagement of a proportion of the Board</li> <li>• Financial vulnerability of car park and Agri-Environment schemes income</li> <li>• Lack of income diversity</li> <li>• Communications strategy in need of review</li> <li>• Some parts of the land holding have unclear or undetermined tenure</li> <li>• Seen by some people as more of a public body than as a charity</li> <li>• Environmental performance lacking attention</li> <li>• A good deal of our work is reactive – responding to events or external pressures</li> <li>• Small staff team – loss of individual staff members is extremely disruptive.</li> <li>• A lack of cohesion between the site staff and the office based staff.</li> <li>• A lack of specialist and/or dedicated staff in some areas – e.g. volunteer management, events, fundraising</li> <li>• Limited capacity to manage/supervise volunteers</li> <li>• Limited capacity to apply for grants/fund raise and limited income from grants/donations/legacies</li> <li>• Failure in past to take advantage of some significant income streams which had been available to us</li> <li>• Large quantity of hard infrastructure – paths, walls etc which require inspection, maintenance and sometimes costly repairs when they fail.</li> <li>• Limitations on ability to enforce byelaws due to costs involved</li> <li>• In places lack of signage eg for orientation, land parcel identity, designations etc</li> <li>• Topography of the Hills limits access for some potential users and creates constraints on management</li> <li>• Lack of physical MHT presence on the Hills and Commons (small Warden team, no visitor centre)</li> <li>• The designation of levy paying parishes is outdated and no longer reflects the Trust's land holding</li> <li>• Financial vulnerability of car park income to major events (eg Covid, Foot and Mouth)</li> </ul>

Strengths	Weaknesses
	<ul style="list-style-type: none"> <li>• Rather flat organisational structure leading to few opportunities for staff progression</li> <li>• Ability to undertake many desirable tasks (eg lack of– boundary checks, monitoring, fixed-point photography, etc) restricted by limited staff capacity</li> <li>• Some of the Trust’s land management is dictated by external designations (SSSI, AONB, SM) which restricts options and could result in fine/litigation if conditions are not complied with</li> <li>• Lack of options and infrastructure to provide future grazing management in face of changing circumstances</li> <li>• Public information infrastructure requiring updates.</li> <li>• ‘Siloing’ effect of separated team working</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Dependant on development of new Act: <ul style="list-style-type: none"> <li>○ potential to streamline the Trust’s governance</li> <li>○ potential for diversification of income streams – increase income from visitors, membership organisation, grants, donations, legacies etc.</li> <li>○ potential for improved public engagements through a visitor centre.</li> </ul> </li> <li>• Potential expansion of the area of land designated as SSSI and eligibility for grant support</li> <li>• Opportunities for further Partnership/joint working with AONB, academic establishments wishing to carry out research</li> <li>• Chance to input into test and trial for ELMS on Lowland commons</li> <li>• Improving links with local community and wider public through events, talks, volunteering, fundraising etc</li> <li>• Potential to increase the amount of work we achieve and the audiences we reach through increased volunteer input e.g. path surveyors, dog walking ‘ambassadors’, etc.</li> <li>• Increased links with business e.g. through corporate sponsorship, corporate volunteering</li> <li>• Increasing avenues for public communications – electronic and on-site</li> <li>• More emphasis on infrastructure management (buildings, paths etc.)</li> <li>• Improved environmental performance.</li> <li>• Capital funds available for appropriate projects (to be identified) and appropriate extension of our land holding</li> <li>• Increasing our presence on the Hills e.g. through clearer branding, more active wardening</li> </ul>	<ul style="list-style-type: none"> <li>• Further adverse impacts arising from Covid Pandemic</li> <li>• Ash Dieback and other tree diseases – increased costs and impact on landscape</li> <li>• Impact of current supply chain issues and increasing costs</li> <li>• Increasing inflation</li> <li>• Increasing regulations impacting areas of Trust operation – eg phase out of diesel</li> <li>• Climate change may force / require land management adaptations or regulation which impacting on current operations</li> <li>• Ongoing uncertainty over changes in eligibility for future Government land management grants.</li> <li>• Potential increased local population creating development pressures alongside Trust land and additional visitor pressure on the Hills</li> <li>• Increased mistrust of public bodies and charities impacting on support for our work.</li> <li>• Disaffection over levels of taxation leading to resentment of levy/levy increases</li> <li>• Current position of Liabilities as landowners –</li> <li>• Animal disease or pests/diseases affecting the Malvern Hills</li> <li>• Increasing conflicts between users of the Hills (eg walkers and mountain bikers)</li> <li>• Decline in commoners’ livestock grazing leading to loss of traditional management and consequent need for more direct management by MHT staff</li> <li>• Increasing problems relating to dogs</li> <li>• Incomplete business continuity plan in the event of e.g. fire in the office</li> <li>• Loss of staff or long-standing Board members leading to loss of knowledge and experience</li> <li>• Focus of the Board/staff diverted by external campaigns eg cable car, National Park,</li> </ul>

<ul style="list-style-type: none"> <li>• Improving office accommodation and public counter to provide a better working environment and is more welcoming for members of the public</li> <li>• Bottom shed (currently in poor condition) has potential to make a useful workshop / volunteer centre</li> <li>• Greater public appreciation of the Hills and the value of the open space due to Covid</li> <li>• Increased public awareness of environmental issues and willingness to get involved in some way (volunteer, donate, academic research etc).</li> <li>• Take advantage of greater public interest in the environment and the social and health benefits which green open spaces can deliver</li> </ul>	<ul style="list-style-type: none"> <li>• Change in ownership of land under the Trust's jurisdiction but not owned by the Trust</li> <li>• Misplaced pressure for tree planting in inappropriate habitat areas</li> <li>• Increasing health and safety concerns/restrictions reducing capacity to deliver land works internally/at all</li> <li>• Impact of third-party operations e.g. utility company pipelines</li> <li>• Lack of third parties willing to undertake essential land management works especially livestock grazing on Hills</li> </ul>
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## Appendix 7 – Vehicle and machinery replacement schedule

Schedule of capital vehicle and machinery replacements or additions

		2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b>Vehicles</b>						
Landrover	Replace with suitable ATV vehicle and trailer A below	Required				
Warden Van 1	Replace with Electric Van	Required				
Op Man Van	Replace with Electric Van		Required			
Warden Van 2	Replace with Electric Van			Required		
FS Pickup 1	Replace with similar				Required	
Warden Pickup	Replace with similar					Required
<b>Tractors and Machinery</b>						
Landini compact Tractor	Replace with similar tractor		Required			
Landini 3.6L	Replace with tractor or Robocut machine			Required		
Votex Mower	Replace with similar tractor			Required		
Small side-arm flail	Replace with longer reach side arm or bank mower		Required			
Large side-arm flail	Replace with similar				Required	
Rotovator	Replace with small 4' rotovator and attachments (C,D & E) below)		Required			
Trailer	Replace with 5 or 8 ton trailer with bulk capacity	Required				
Transport Box	Replace with similar tractor				Required	

		2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Additional items						
A Plant Trailer	3.5 ton twin axle plant trailer		Required			
B Timber Trailer	2.7ton forwarding trailer		Required			
C Roller	6' roller. Preowned			Required		
D Harrow	6' framed chain and spike			Required		
E Spring tines	6' 3 row spring tine			Required		