



Performance and Risk Monitoring Report: 2025/26

Summary

1. This report updates members on delivery of the 2025-2028 Business Plan at the end of 2025/26, and the management of key corporate and Business Plan risks.
2. As agreed by members during an away hour discussion following February's Resources Committee, this quarterly report is now being presented in an abbreviated format. This is to ensure the focus is kept on key messages.

Recommendations:

- a **Members review delivery of the 2025-2028 Business Plan during 2025/26, as summarised in Annex 1 and detailed in Annexes 2 and 3; and**
- b **Members review the management of corporate risks and Business Plan risks, as summarised in Annex 1 and detailed in Annex 4.**

Background

3. The 2025-2028 Business Plan included 19 key actions to help deliver our priorities for the Lake District. These priorities are shown in the Organisational Strategy which is on page 3 of the plan. For each key action there were milestones for 2025/26, the first year of the plan.
4. The Business Plan also included 21 additional key actions for services, which were areas of significant work to be undertaken during 2025/26 to help deliver service objectives.
5. To ensure we deliver our Business Plan, we regularly review progress against targets. We also ensure that any events which could be detrimental to its delivery are identified as risks and are managed to reduce their likelihood and impact.

6. Progress with delivering Business Plan actions, overall service performance, and the management of risks are reviewed on an ongoing basis by the Strategic Leadership Team; and reported each quarter to members.
7. Annex 1 contains an Executive Summary with key messages about performance and risk. Annexes 2 to 4 contain more details about the delivery of Business Plan actions, overall service performance, and risk management.

Policy context

Links to Vision and Management Plan

8. The 2025-2028 Business Plan came into effect on 1 April 2025 and set our direction for the next three years within the overall context of the 2030 Vision for the Lake District, and the Lake District National Park Partnership's Plan 2020-2026 (our management plan). The Business Plan was updated in September 2025 to reflect changes to our service structure, with the Strategy and Rangers service splitting into two service areas: Strategy and Partnerships, and Rangers.
9. The Business Plan included actions from the Partnership's Plan which we were either leading on or significantly involved in, together with our own actions for delivery and business development.

Proposals

10. Members are asked to review and comment on progress with delivering the 2025-2028 Business Plan during 2025/26, and to review and comment on our management of key corporate and Business Plan risks.

Demonstrating best value

11. Monitoring performance helps us check progress and drive improvements in performance, efficiency and the quality of our services. We compare our performance against Business Plan objectives and performance indicator targets.

Finance considerations

12. An update on the Authority's financial performance at the end of 2025/26 is presented in the separate finance report.

Risk

13. Risks to delivery of the Business Plan and key corporate risks are recorded within our Risk Register database, where we note the control mechanisms which are in place to manage the risks and any further mitigation actions being taken. Risk owners have reviewed the stated control mechanisms at the end of March and confirmed they are still in place and effective.
14. For our most significant risks, we outline the contingency plans for if we are unable to manage the risk. These are risks which are at a critical or high level, which have a current risk score of 10 or above, or which have a current risk score where the potential impact on the Authority is 'high' or 'very high'.

Human resources

15. The Business Plan reflects our expectations of available resources. Heads of Service are responsible for effective performance and risk management in their service and produce annual Service Plans to show how the Business Plan activities will be resourced.
16. Our volunteers also have a significant role to play in the delivery of our Business Plan.

Background papers	2025-2028 Business Plan (revised September 2025) Risk Register (April 2025)
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Date written	9 June 2026

Annex 1: Executive summary

Business Plan Actions (see Annex 2)

1. The 2025-2028 Business Plan contained 19 key actions to deliver our priorities for the Lake District. In Annex 2, Table 1 (page 1), we show the status for each action, which indicates to what extent we have delivered the 2025/26 milestones. And we have noted where the status has changed since the previous quarter's report.
 - Fifteen of these actions (79 per cent) have a green (complete) status, as the work for 2025/26 has been substantially delivered.
 - Four key actions have a red (not complete) status, as significant elements of the work for 2025/26 were not delivered. Commentary on these red actions, and on any key actions where the status has changed from last quarter, is in Annex 2, Table 2 (pages 2 to 4).
2. There were also 21 additional key actions in the Business Plan which services were taking to support delivery of their service objectives. These are summarised in Annex 2, Table 3 (page 5). For each service action we show the status and have noted where the status has changed since last quarter.
 - Eighteen of these actions (86 per cent) have a green (complete) status, with the work substantially delivered.
 - Three service actions have a red (not complete) status. Commentary on these red actions, and on the service actions where the status has changed from last quarter, is in Annex 2, Table 4 (pages 6 to 7).

Full details of all Business Plan actions and milestones can be found in the [2025-2028 Business Plan \(revised September 2025\)](#).

Overall Service Performance (see Annex 3)

3. To ensure delivery of our Business Plan, it is important that we monitor progress with delivering Service Plans. Each Head of Service has provided commentary on their service's overall performance at the end of March and assigned a RAG (red, amber or green) status. These are shown in Annex 3.

4. The RAG status and commentary for each service are based on an assessment of:
 - delivery of the 2025/26 Service Plan
 - performance against key performance indicator targets
 - management of service risks
5. Four service areas are reporting a green status, with delivery of their service objectives largely on track. The status for Strategy and Partnerships changed from green to amber in quarter four. Development Management continue to report amber.

Risk Management (see Annex 4)

6. There are 15 corporate and Business Plan risks in our Risk Register database. These are summarised in Annex 4, Table 1 (pages 1 to 2). For each risk we show the current risk score and level, and whether it is above tolerance; the RAG status, which indicates how likely it is that we will manage the risk to an acceptable level and close it by the target date; and whether the risk level and / or status have changed since last quarter.
7. Further details of all risks, including the control mechanisms, mitigation actions, and contingency plans can be found in the [2025-2028 Risk Register](#).
8. No risks are at a critical or high level. There are five medium level risks, all with a current risk score below 10. Five risks have a current risk score above tolerance. Five risks have an amber status, which indicates there are some issues with mitigation plans, but they should be recoverable. One risk was closed during the quarter – CO58 Brockhole.
9. Commentary on the management of risks which have an amber status, which are above tolerance, or which have been closed is in Annex 4, Table 2 (pages 3 to 5).
10. The current risk scores of all the corporate and Business Plan risks are mapped onto our Risk Matrix in Annex 4, Table 3 (page 6).

Annex 2: 2025-2028 Business Plan actions

Table 1: Key actions to deliver our priorities for the Lake District - summary

No.	Action	Status	Change from Q3
Climate Change			
1	Achieving Net Zero as a National Park	Not Complete	Green to Red
2	Climate Change Adaptation in the National Park	Complete	Amber to Green
3	LDNPA Carbon Reduction and Sequestration	Not Complete	Amber to Red
Farming and Nature Recovery			
4	Farming and Nature Recovery	Complete	-
Landscape, Culture and Beauty			
5	Lake District National Park Partnership's Plan	Complete	-
6	Historic Environment	Complete	-
7	World Heritage Site	Complete	-
Sustainable Travel and Transport			
8	Sustainable Travel and Transport	Not Complete	Amber to Red
Vibrant Communities and Prosperous Economy			
9	Vibrant Communities and Prosperous Economy	Not Complete	Amber to Red
10	Deliver Local Development Scheme	Complete	-
11	Nutrient Neutrality	Complete	-
Lake District for Everyone			
12	Visitor Management	Complete	-
13	Access and Recreation	Complete	-
14	Information Services	Complete	-
15	Digital Services	Complete	-
16	Engagement Strategy	Complete	-
17	Learning and Engagement	Complete	-
18	Delivery of Commercial Strategy Pipeline	Complete	-
19	Devolution	Complete	-

Key:

Complete	2025/26 milestones have been substantially delivered
Not Complete	2025/26 milestones have not been delivered as planned

Table 2: Key actions to deliver our priorities for the Lake District - comments

No.	Action	Status
1	Achieving Net Zero as a National Park	Not Complete
<p>The status has changed from green to red (not complete).</p> <ul style="list-style-type: none"> • The consultation for the future Rusland Moss National Nature Reserve Management Plan has been delayed by time constraints, to April 2026, due to project management focus on other high priority projects. • Caldbeck Common Enclosures project is progressing as planned. • Work will continue into 2026/27. An action in the new Business Plan for 2026-2027 is to 'implement 15 hectares of peatland restoration works to restore the lowland raised bog at Rusland Moss'. 		
2	Climate Change Adaptation in the National Park	Complete
<p>The status has changed from amber to green (complete).</p> <ul style="list-style-type: none"> • We had been waiting for the Lake District National Park specific climate projection data from the Cumbria Climate Adaptation report. This is now available, alongside the climate projections tool. The Climate Change Adaptation Plan report for Race to Zero remains in preparation. • For the 'nature recovery in a cultural landscape' project based on Glenridding Common, there had been delays with meeting commoners to discuss and agree an application for PA2 funding from Natural England for survey work in 2026. A viable route forward within the available timescale has now been identified. 		
3	LDNPA Carbon Reduction and Sequestration	Not Complete
<p>The status has changed from amber to red (not complete).</p> <ul style="list-style-type: none"> • Work is ongoing to identify projects that could deliver carbon reduction from our properties. We still have no real option for full electrification of the fleet, although we are testing the impact of a number of hybrid trucks that have been acquired. • Work is also ongoing to develop a list of costed projects that will deliver at least 50 tonnes of carbon sequestration per year. The Property Asset Management Strategy review started, with an asset by asset review of natural capital potential, which will identify where, if at all, there is scope for sequestration of this scale. However, progress was impacted by the Property Asset Manager role becoming vacant during the year. • Carbon sequestration work will continue into 2026/27. An action in the new Business Plan is to 'complete the review of the Property Asset Management Strategy'. This will be completed by a new lead surveyor role we are currently recruiting to. • There is another new Business Plan action to 'identify costed options to deliver carbon sequestration and begin to deliver projects that will achieve a 50 tonne reduction per annum'. 		

No.	Action	Status
8	Sustainable Travel and Transport	Not Complete
<p>The status has changed from amber to red (not complete).</p> <ul style="list-style-type: none"> • We have not achieved the Integrated Transport Strategy milestone as it requires the lead being taken by the transport authorities. A proposal to revise and move the Integrated Transport Strategy milestone to 2026/27 was not agreed by members. The milestone was not completed this year due to Mayoral Combined Authority discussions and the unitary councils' focus on this, with lack of new guidance for Local Transport Plan production. This task is now to be considered within the context of the new Cumbria Combined Authority being established, which will be responsible for strategic transport planning. • An action in the new Business Plan is to 'work with the unitary authorities and the Mayoral Combined Authority to prepare a plan for transformational improvements in sustainable and active travel to drive behavioural change.' <p>Good progress has been made on delivering the other milestones:</p> <ul style="list-style-type: none"> • A report on sustainable funding mechanisms for sustainable travel has been completed and presented to the Partnership. • Visitor Movement Action Plans have been prepared for Ullswater, Hawkshead and Langdale, with action plans developed for each. Cumbria Tourism is programme managing these plans over the next 12 months. • The Wasdale Area Action Plan actions for the 2025 visitor season have been implemented. Discussions continue with the community and partners on the long-term sustainable transport ambitions for the Wasdale Valley. • With regards the possibility of sustainable travel interventions in the Borrowdale / Buttermere Valleys, we have been advised that it is unlikely there will be capacity for the establishment of a citizen panel until the spring. A project brief scoping out the project was taken to the Access and Recreation Programme Board in July and further development work is needed. A working group with partners to scope out the initial works and engagement has taken place. Discussions have taken place with Cumberland Council's Lakes to Sea community panel. 		
9	Vibrant Communities and Prosperous Economy	Not Complete
<p>The status has changed from amber to red (not complete).</p> <ul style="list-style-type: none"> • Progress is being made in delivering the Windermere Gateway project, including supporting community engagement and communications. However, there are delays to housing delivery on site. Westmorland and Furness Council decided it cannot accept £9.95m from Homes England for enabling infrastructure due to conditions imposed against challenging funding and delivery constraints. This means that the housing scheme (including outline application) cannot proceed to timetables set by Homes 		

No.	Action	Status
	<p data-bbox="205 255 1214 333">England. Community engagement is ongoing. GRIP (Governance for Railway Investment Projects) stage 4 study for the station is underway.</p> <ul data-bbox="169 344 1257 779" style="list-style-type: none"><li data-bbox="169 344 1257 465">• The 2025/26 target for granting planning permission for local needs housing has been met, but not the target for affordable housing, as such the action is not considered to be complete.<li data-bbox="169 477 1257 598">• An action in the new Business Plan is to ‘support our partners with the continued delivery of the Windermere Gateway project, focussing on station elements if funding is announced.’<li data-bbox="169 609 1257 779">• Another action is to ‘take a proactive approach to affordable housing exception sites, offering continued support to communities, for example in Witherslack, Hawkshead, and Ennerdale Bridge, to bring forward proposals.’	

Table 3: Additional key service actions - summary

No.	Action	Status	Change from Q3
Communications and Engagement service			
20	Communications and Engagement Strategy	Complete	-
21	Partnership Communications	Complete	-
22	Accessibility and Accessible Routes projects	Complete	-
People and Organisational Development service			
23	Human Resources and Organisational Development	Complete	-
24	Volunteering	Not Complete	Green to Red
25	Health and Safety	Complete	-
26	Performance Management	Complete	-
Resources service			
27	Managing Our Finances	Complete	-
28	Asset and Property Management	Not Complete	Amber to Red
29	ICT	Complete	-
30	Ways of Working	Complete	-
31	Programme and Project Management	Complete	-
32	Facilities and Buildings Management	Complete	Amber to Green
33	Sustainability	Not Complete	Amber to Red
34	Cultural and Events Programme	Complete	-
35	Brockhole	Complete	-
36	Visitor Support	Complete	-
Development Management service			
37	Planning Casework: advice, applications and compliance	Complete	Amber to Green
Strategy and Partnerships service			
38	Consultations, case work and UNESCO queries	Complete	-
39	Protected Landscapes Targets and Outcomes Framework	Complete	-
Rangers service			
40	Rights of Way	Complete	-

Key:

Complete	Service action has been substantially delivered
Not Complete	Service action has not been delivered as planned

Table 4: Additional key service actions - comments

No.	Action	Status
24	Volunteering	Not Complete
<p>The status has changed from green to red (not complete).</p> <ul style="list-style-type: none"> • This is due to not progressing as well as intended with the milestones to embed volunteering within our communities and create local engagement; and to use volunteering to enhance the Lake District’s environment and nature. • There are actions in the new Business Plan to ‘increase volunteering across Ranger services (South) that assists in LDNPA property maintenance’ and to ‘implement new opportunities for volunteering in community-based visitor management’. 		
28	Asset and Property Management	Not Complete
<p>The status has changed from amber to red (not complete).</p> <ul style="list-style-type: none"> • Work to update the Property Asset Management Strategy has not been completed, due to the Property Asset Manager post becoming vacant during the year. We are in the process of recruiting to a new lead surveyor post. All other milestones have been completed. • Completing the review of the Property Asset Management Strategy is an action in the new Business Plan. 		
32	Facilities and Buildings Management	Complete
<p>The status has changed from amber to green (complete).</p> <ul style="list-style-type: none"> • Recruitment for a Murley Moss based Buildings Maintenance Officer will need to start again as a good candidate was recruited but resigned for personal reasons soon after starting; this is currently being covered through agency staff. • We have achieved our target for 90 per cent of urgent reactive maintenance tasks to be completed within three working days; and a significant level of work has been completed to improve facilities in-year (for example lifts, electrics, photovoltaic, pod office, toilets). 		
33	Sustainability	Not Complete
<p>The status has changed from amber to red (not complete).</p> <ul style="list-style-type: none"> • The Sustainability Strategy was approved by Resources Committee and good progress has been made on delivering the 2025/26 actions. However, a number of actions relating to natural capital and sequestration opportunities were largely contingent on the Property Asset Manager post, which has been vacant since August. 		

37	Planning Casework – advice, applications, compliance	Complete
<p>The status has changed from amber to green (complete).</p> <ul style="list-style-type: none">• Planning application performance has improved, with monthly performance consistently above current Government performance thresholds. However, our reliance on extensions of time remains to be addressed.<ul style="list-style-type: none">○ 67 per cent of major planning applications were determined within 13 weeks or an agreed time extension, above the target of 60 per cent; and 85 per cent of non-major applications were determined within 8 weeks or an agreed time extension, above the target of 70 per cent.○ Less than 10 per cent of our decisions on major county, major district and non-major district applications were overturned at appeal, within the Government performance threshold.• On-hand enforcement case numbers remain high, with 517 cases open at the year end, above our target of 350. We visited 95 per cent of enforcement complaint sites within 21 days, above the target of 80 per cent.• Pre-application advice services have been reintroduced, realising income benefits but also additional workload pressure.• Tree work applications continue to be assessed and determined in a timely manner, with 95 per cent determined within eight weeks, above the target of 80 per cent.		

Annex 3: Overall Service Performance

People and Organisational Development

Lead: Ben Leavesley, Head of People and Organisational Development

Status	Green
<p>Service Plan delivery:</p> <p>Priority 1 Service Plan actions (essential statutory and regulatory requirements) are on track, apart from a full policy review. This is underway and substantially complete, but a few policies remain to be reviewed. Priority 2 actions (work to deliver organisational priorities and the Business Plan) are on track. Within priority 3 actions (service improvements that we will resource if possible) is a review of recruitment assets. The marketing tools have been developed and are effective. The only remaining aspect is the branding of job descriptions to bring them up to date aesthetically; however, other workstreams have taken priority.</p> <p>Performance against key performance indicator targets:</p> <p>Although remaining ambitious, the People targets we have set are realistic in what we should be aiming to achieve as an Authority.</p> <ul style="list-style-type: none">• Completion of staff appraisals has seen a positive increase from last year (2024 at 92 per cent and 2025 at 93 per cent, against a target of 95 per cent).• Sickness absence remains low and well under our target and national averages. Staff working time lost due to sickness absence is 1.8 per cent against a target of 2.5 per cent.• Compliance with holding return to work interviews after sickness absence remains under our target, at 83 per cent, but we are seeing marginal improvements.• Staff turnover was 19 per cent against a target of no more than 15 per cent. We had a significant number of leavers in March due to site closures.• Staff surveys have had another positive year, with 83 per cent of staff saying they are satisfied working for the Authority and 84 per cent likely to recommend the Authority as a place to work. Both had a target of 80 per cent. A disappointing decrease was seen in staff who feel valued as an employee, with a figure of 73 per cent against a target of 80 per cent. It is felt that Brockhole and Keswick Information Centre closures at the time of the survey will have impacted the result.• Volunteers were also asked if they felt valued. 89 per cent said they did, exceeding our target of 80 per cent.• Satisfaction with volunteer-led guided walks also exceeded target, with an impressive 98 per cent of participants satisfied, against a target of 80 per cent.• The average monthly number of internal accidents per 100,000 working hours is 6.2, above the target of no more than 4.0. The figure is unusually high, and a deep dive review will take place for the annual health and safety report. <p>Management of service level risks:</p> <p>People-related risks remain low. These are being managed and closed or are still ongoing but pose no immediate risk. Work is commencing on a number of actions, for example policy reviews, which will only reduce risks in future.</p>	

Communications and Engagement

Lead: Sarah Calderbank, Head of Communications and Engagement

Status	Green
<p>Service Plan delivery: Overall, the service performed well against the Service Plan and managed unplanned work through reprioritisation.</p> <p>Communications and Engagement Strategy: Story themes included Fell Top Assessors, Coast to Coast, Brockhole lease, Tour de France, Keswick Information Centre closure, influencer campaign, Farming in Protected Landscapes (FiPL) extension, fox hunting, vehicle levy, ash dieback, Miles without Stiles, 75th anniversary, overtourism, school tree planting, barns heritage, white-tailed eagles, sheep-worrying, planning casework and enforcement.</p> <p>Key media coverage: BBC Cumbria, Keswick Reminder, In Cumbria, Daily Mail, ITV Border.</p> <p>Brand comms (visual storytelling): new lambing and ground nesting bird signs, Henry's Castle interpretation, wildflower planting video and school tree planting photography.</p> <p>Internal comms: Strong engagement across Snapshot (more than 75 per cent of staff and member opens) and Waymarker news and Gavin's blog (more than 50 per cent of staff read).</p> <p>Partnership comms: Windermere Gateway, World Heritage Site and Love Windermere comms recruitment successful, Fix the Fells volunteer story, Partnership's Plan consultation and targeted youth engagement, Strategic Visitor Management Group Comms Group development and comms recruitment underway.</p> <p>Learning and engagement: We engaged with 8,857 learners and 181 schools during 2025/26. Key projects included: Greenside Mine and Communities Fund funding bids, developing our new work experience programme, and Windermere schools water quality engagement.</p> <p>Fell Top Assessors: Engaged with more than 1,500 winter walkers in-person and more than one million online interactions throughout the season.</p> <p>Information Centres: Interim arrangements for a service manager continue, alongside a structural change staff consultation; this should result in returning to a fully staffed, stable structure. Keswick closed in January, resulting in staff redundancies; however, we continue to explore options for information provision for the peak summer season.</p> <p>Digital highlights: The website project is close to completion, and the team is now fully staffed. The current website managed more than 270,000 visitors in 2025/26. Email campaigns are regularly reaching more than 20,000 engaged subscribers, with the most popular content being volunteering, walking routes, Public Spaces Protection Orders consultation, and Weatherline. Social media continues to grow in engagement and targeted reach of new audiences. We had our best year on Instagram with a 17 per cent growth in followers and are starting to see steady growth in TikTok, with Fell Top Assessors winter safety messaging taking the best performing posts for quarter four.</p> <p>Performance against key performance indicator targets: Complete.</p> <p>Management of service level risks: In relation to staff capacity and staff retention risks, Service Plan tasks were reprioritised due to Communications and Information Centre team changes and understaffing, which is expected to be resolved for 2026/27.</p>	

Resources

Lead: Pete Notley, Head of Resources

Status	Green
<p>Service Plan delivery:</p> <p>The overall status is green, although there are a number of amber risks and some work has not been completed during the year as planned.</p> <p>Delivery of Business Plan actions is largely complete. Some actions are marked as red (not complete) – Asset and Property Management and LDNPA Carbon Reduction and Sequestration required input from the Property Asset Manager who left in August. The Sustainability service action is also red (not complete) for similar reasons.</p> <p>The period twelve figures are not yet finalised, but provisional budget performance for Brockhole and Commercial Property show a gain in the year to date, with the projected balance on the trading reserve at least £300k over target. The longer term Brockhole lease project is also complete, which was a major corporate project delivered by the service.</p> <p>Performance against key performance indicator targets:</p> <p>The number of users of the Brockhole website did not hit target. This is consistent with the reduced offer on site and going forward the site has been leased to a third party.</p> <p>In addition, neither the service, nor the Authority as a whole, met the greenhouse gas emission reduction targets. This seems to be due to operational fuel emissions which were higher than expected. The Authority has invested in some hybrid 4x4s and has also divested from Brockhole and the Moot Hall, both of which had gas heating systems. This, along with a full year impact of various new photovoltaic installations, should result in a significant reduction for 2026/27.</p> <p>Management of service level risks:</p> <p>The service owns six risks at service level. One of these risks is amber:</p> <ul style="list-style-type: none">Property - natural capital: Further resources are required to deliver the work. A project board has been established which should help to coordinate and prioritise further work. This is quite reliant on the post in the Property team which is vacant. Although the post has been advertised, there was no-one in post at the year end. <p>Three of the service risks have now been closed:</p> <ul style="list-style-type: none">Resources staff capacity to deliver workload: The Property team have now moved to the Strategy and Partnerships service; and the Brockhole site has been leased.Brockhole staff morale and retention: With the site now leased, this risk has been closed.Corporate infrastructure: The Brockhole site was a key element of the corporate estate. This, along with Moot Hall, are no longer the responsibility of the Authority.	

Development Management

Lead: Andrew Smith, Head of Development Management

Status	Amber
<p>Service Plan delivery and performance against key performance indicator targets:</p> <ul style="list-style-type: none">• The service is fully staffed. One team member will leave in May and will not be replaced. It would be desirable to increase our digital capacity to meet the Government's digital ambitions, bring longer term resilience into the Development Management Support team, and bolster application capacity. This however is limited by financial constraints in terms of revenue funds for staffing and digital services.• A small number of more complex cases continue to be time-consuming, particularly in enforcement. However, the largest challenge is from overall volume combined with communication and relationship management.• A large amount of non-core work is affecting capacity, for example: a high number of Government consultations; complaints; website migration; and supporting the Authority's response to car parking concerns from multiple parish councils.• Planning application performance has improved, with monthly performance consistently above current Government performance thresholds. However, our reliance on extensions of time remains to be addressed.• Less than 10 per cent of our decisions on major county, major district and non-major district applications were overturned at appeal, within the Government performance threshold.• Periodically high levels of appeal work, and volatile application numbers, are affecting service demand. These factors are outside our control.• Tree work applications continue to be assessed and determined in a timely manner.• Pre-application advice services have been reintroduced, realising income benefits but also additional workload pressure.• On-hand enforcement case numbers remain high (but have reduced over the winter period). Appeal numbers remain extremely high, and small numbers of significant cases absorb capacity. Issues with enforcement notice non-compliance is increasing, resulting in reputational risk. However, risks are being well managed, and we are bringing in contractor capacity to support through the spring.• Biodiversity net gain implementation continues to challenge the service and developers alike.• Work on Land Registry data migration is pending. <p>Management of service level risks:</p> <p>The service continues to be impacted by a small number of complex pieces of casework which have a disproportionate impact on service delivery (for example Clints Quarry). Enforcement case numbers are reducing but remain unacceptably high overall, with a small number of cases in South Lakes absorbing significant staff time, particularly in terms of dealing with the public and parish councils. Our SAC planning review has been delayed and has not been progressed as expected due to competing casework demands.</p> <p>The service remains fully staffed. We are seeing good staff progression, with one Planner stepping up to an Area Planner role in recent weeks, giving confidence that succession planning is progressing.</p>	

Strategy and Partnerships

Lead: Rob Allison, Head of Strategy and Partnerships

Status	Amber
<p>Service Plan delivery:</p> <p>Overall, whilst there have been challenges to the delivery of some Business Plan actions, delivery of the Service Plan is largely complete at the end of March.</p> <p>Planned activities for the year have continued to be delivered broadly in line with agreed milestones, with the majority of actions either completed or progressing as scheduled.</p> <p>A small number of actions have experienced minor slippage or been put on hold, primarily arising from capacity pressures linked to vacancies; dependencies on partner or external stakeholder timescales; and the prioritisation of statutory or time critical work and new opportunities.</p> <p>Farming and Nature Recovery:</p> <p>The vast majority of actions are substantially on track or complete.</p> <ul style="list-style-type: none">• There are some delays to nature recovery and work on commons on our property due to the Property team vacancy.• The FiPL team has supported the delivery of 68 projects this year.• The Love Windermere action plan, including the land use workstream action plan, has been published and partners are starting to work on delivery.• For Biodiversity Net Gain at Storms Estate, the draft investment case has been submitted to UK Nature Accelerator.• We are waiting for Natural England to progress the 30x30 pilot for partnership working. This has not been delivered by the year end, but this has been out of our control. <p>Landscape, Culture and Beauty:</p> <ul style="list-style-type: none">• The Partnership's Plan remains on track for adoption by September.• All other actions have been delivered, including a successful Expression of Interest (EOI) for Landscape Connections (we are now in the delivery stage).• Lowther Castle phase two is complete, and the Greenside Lead Mine project is progressing following approval of an EOI by the National Lottery Heritage Fund. The Historic Environment Strategy has been reviewed, and a Grade II Listed Building survey is progressing to plan. <p>Vibrant Communities, Prosperous Economy:</p> <ul style="list-style-type: none">• Tasks related to delivering the Local Development Scheme have been completed where required, including completing the Annual Monitoring Report and early engagement with communities about the forthcoming Local Plan. Higham Estate has been endorsed, and good progress made with Muncaster. <p>Performance against key performance indicator targets:</p> <p>We achieved the target for 74 per cent of conservation areas to be in a good condition and for the number of scheduled monuments at risk to be no more than 20.</p> <p>We were slightly above target for the percentage of listed buildings at risk, with 4.3 per cent at risk compared to the target of no more than 4.2 per cent.</p> <p>Management of service level risks:</p> <p>The Integrated Transport Strategy service risk has been closed, following a review by the Strategic Leadership Team. It will sit in the new Partnership's Plan Risk Register.</p>	











Rangers

Lead: Steve Gaskell, Head of Rangers

Status	Green
<p>Service Plan delivery:</p> <p>The Coast to Coast project is now complete with the majority of the identified improvements to the trail now completed. There has been a five per cent underspend on the LDNPA allocated Coast to Coast funds including grant funding of £280k from Defra grants and £250k Access for All grant funds. The LDNPA are able to claim for any staff time in delivering the project and timesheets for this time will be sent in for payment. All of the three launch events for the trail were successful and well attended.</p> <p>Relevant officers have attended the Strategic Visitor Management meetings with partners, and over the Easter holidays we supported several multi-agency patrols. Area Action Plans are in place for 2026 in Wasdale and Buttermere and Borrowdale. Weekend working is planned through the summer to support visitor management patrols as required.</p> <p>The Lake Ranger team have recruited new casual Lake Rangers, to increase the Lake Ranger capacity at key times of the year to enforce the lake byelaws on the navigable lakes. Volunteer Lake Rangers have been trained through March in readiness for the lake patrolling season. These patrols will include Windemere, Coniston, Ullswater, Bassenthwaite and Derwentwater as required.</p> <p>For the Keswick to Threlkeld extension project there remains an unresolved issue regarding the long-term ownership and responsibility of two bridges which will be on the proposed bridleway section. This is to be escalated with Cumberland Council.</p> <p>The Fix the Fells practical programme for 2025 has not delivered as expected with just 75 per cent of the programme delivered. This is due to Ranger vacancies and the recruitment freeze set by the National Trust, along with the National Trust restructure, which also delayed delivery.</p> <p>Performance against key performance indicator targets:</p> <p>The ease of use surveys have been completed for rights of way. The results are broadly showing improvements on 2024 but are not meeting our targets. This is mainly due to the delays with the recruitment of the additional Ranger resources. Future year performance indicators will be reviewed to ensure the targets are challenging yet realistic.</p> <p>Management of service level risks:</p> <p>Unsealed roads risk – the Unsealed Roads Working Group has reviewed and agreed a revised survey regime to fit within the three year timeframe as requested by UNESCO. The vehicular and user surveys for this year are currently being procured, these will assist in monitoring usage trends on these routes.</p>	

Annex 4: Risk Management

Table 1: Summary of all corporate and Business Plan risks

No.	Risk	Risk appetite level	Tolerable risk score / level	Current risk score / level	Above tolerance	Status	Direction since Q3
CO40	Cyber Risk and Data Security	Low	4 / Low	9 / Medium	Yes	Amber	 Worse Low to medium level Now above tolerance
BP36	External Factors impacting the Authority	Medium	6 / Low	9 / Medium	Yes	Amber	 No change
BP48	Development Management – Enforcement	Low	6 / Low	9 / Medium	Yes	Amber	 No change
CO4	SAC (Special Area of Conservation) Planning Reviews	Low	6 / Low	9 / Medium	Yes	Amber	 No change
BP38	World Heritage Inscription	Medium	4 / Low	4 / Low	No	Amber	 No change
CO41	Resource Availability	Low	4 / Low	6 / Low	Yes	Green	 Improved Medium to low level Amber to green status
CO35	Greenside Mine – maintain site stability	Low	5 / Medium	5 / Medium	No	Green	 No change
BP46	Human Resourcing	High	4 / Low	4 / Low	No	Green	 No change
CO36	Employee Engagement	High	6 / Low	4 / Low	No	Green	 No change
CO56	Workforce Planning	High	6 / Low	4 / Low	No	Green	 No change

No.	Risk	Risk appetite level	Tolerable risk score / level	Current risk score / level	Above tolerance	Status	Direction since Q3
CO38	Reputation Management	Medium	8 / Medium	4 / Low	No	Green	↔ No change
BP50	Commercial Strategy	Medium	8 / Medium	4 / Low	No	Green	↓ Improved Current risk score 6 to 4
CO59	Potential groupthink impact on decision making	Medium	8 / Medium	4 / Low	No	Green	↔ No change
BP44	Farming in Protected Landscapes	Medium	8 / Medium	4 / Low	No	Green	↔ No change
CO58	Brockhole	Medium	12 / Medium	4 / Low	No	Closed	Open to closed

Key:

Green	Mitigation plans progressing well and risk under control
Amber	Some issues with mitigation plans, but should be recoverable
↔ No change	No change to the risk score or status this quarter
↓ Improved	Risk score has decreased and / or risk status has improved, since last quarter
↑ Worse	Risk score has increased and / or risk status has worsened, since last quarter

Table 2: Commentary on risks which have an amber status, which are above tolerance, or which have been closed this quarter

No.	Risk	Above tolerance	Status
CO40	Cyber Risk and Data Security	Yes	Amber
<p>The current risk score has increased from 4 (low level risk) to 9 (medium level risk); and the risk is now above tolerance. The status remains amber.</p> <p>Cyber security training uptake still requires improvement, and work is ongoing to ensure staff and members are completing all training in a timely manner. In 2026/27, we will be closely monitoring the percentage of mandatory cyber security e-modules which have been completed. Measures to monitor and enforce this are being finalised. The target date to close the risk has been extended from March 2028 to March 2031, in line with the end of the new five-year Medium Term Financial Strategy.</p>			
BP36	External Factors impacting the Authority	Yes	Amber
<p>No change to the current risk score, risk level or status this quarter. The risk remains above tolerance. There continues to be a heightened sense of geopolitical uncertainty which may impact on the Authority, for example through pressure on fuel prices.</p> <p>This is an ongoing risk. The target date to close the risk has been extended from March 2028 to March 2031, in line with the end of the new five-year Medium Term Financial Strategy.</p>			
BP48	Development Management – Enforcement	Yes	Amber
<p>No change to the current risk score, risk level or status this quarter. The risk remains above tolerance. The backlog remains high but is reducing. Planning risks are managed and mitigated by good casework awareness. Reputational risks linked to slow resolution continue but are localised.</p> <p>We continue to progress formal action to a timetable of weekly actions. Prosecution and criminal investigations have been successfully progressed with external support. We will update our enforcement action plan for 2026/27. A small number of cases in the South Lakes area are particularly time consuming in respect of managing the public and parish councils. Appeals are once again proving time consuming.</p> <p>The target date to close the risk has been extended from March 2026 to March 2027.</p>			

No.	Risk	Above tolerance	Status
CO4	SAC (Special Area of Conservation) Planning Reviews	Yes	Amber
<p>No change to the current risk score, risk level or status this quarter. The risk remains above tolerance. Following quashing of Natural England notices at one site, we approached Defra to seek input and guidance on our next steps in order to mitigate potential financial risks. They advised we should undertake a Habitats Regulations Assessment and address the matter through Natural England.</p> <p>On a second SAC quarry site we are investigating options for prohibition orders to put beyond doubt that quarrying has ceased and will not resume.</p> <p>Although the 1996 list of mineral sites was previously reviewed to identify any permissions of concern, we must undertake a further review to confirm that no sites previously discounted now present issues. We have identified a small number of permissions for potential dormant quarries and are working to understand their status.</p> <p>The wider programme of work is moving towards being back on track following removal of resources from Nutrient Neutrality workstreams. The target date to close the risk has been extended from March 2026 to March 2027.</p>			
BP38	World Heritage Inscription	No	Amber
<p>No change to the current risk score or risk level this quarter. The risk score is within tolerance; however, the status remains amber.</p> <p>The Lake District featured on the agenda of the World Heritage Committee in July 2025. We were pleased to see the report recognise “considerable efforts” and our 2024 State of Conservation (SoC) report does seem to have been generally well received, satisfying a number of recommendations. There are some recommendations which will require additional work which will have financial and resource implications, such as the recommendation that we have to provide a further SoC report by December 2026, which will add unplanned work to this year's Business Plan.</p> <p>Internal decisions have been taken relating to monitoring options for the recommendation on unsealed roads and initial progress is underway.</p> <p>The target date to close the risk has been extended from March 2028 to March 2031, in line with the end of the new five-year Medium Term Financial Strategy.</p>			

No.	Risk	Above tolerance	Status
CO41	Resource Availability	Yes	Green
<p>The current risk score has reduced from 9 to 6, reducing the risk level from medium to low; and the status has improved from amber to green. However, the risk remains slightly above tolerance.</p> <p>We have the finance settlement for 2026/27 and are tracking well against budget in year.</p> <p>The target date to close the risk has been extended from March 2028 to March 2031, in line with the end of the new five-year Medium Term Financial Strategy.</p>			
CO58	Brockhole	No	Closed
<p>The Brockhole lease was signed on 1 April 2026, and this risk has been closed.</p>			

Table 3: Risk Matrix, showing the corporate and Business Plan risk scores at the end of March 2026

We use our Risk Matrix to assess the severity of risks. We use a score of between 1 (very low) and 5 (very high) for both the likelihood and impact on the Authority of the risk, and we plot these on the matrix. This gives us an overall risk score and enables us to categorise risks as low, medium, high or critical level. The levels of our current Business Plan and corporate risks are summarised below:

LDNPA Risk Matrix

Impact relates to the effect of single or cumulative events on the criteria shown; for the purpose of scoring, use the most heavily impacted of all the categories

Criteria:	Impact (on the Authority as a whole)				
Time	Up to 2 weeks delay	Up to 6 weeks delay	Up to 3 months delay	Up to 6 months delay	Over 6 months delay
Financial (in-year impact)	Less than £10,000	£10,000 - £25,000	£25,000 - £50,000	£50,000 - £250,000	Over £250,000
Safety	Superficial injury	Moderate injury	Significant injury	Serious injury	Fatality
People significantly affected	Less than 2% of staff / volunteers (< c. 13 people)	2% - 5% of staff / volunteers (c. 13 - 32 people)	5% - 20% of staff / volunteers (c. 32 - 130 people)	20% - 50% of staff / volunteers (c. 130 - 325 people)	Over 50% of staff / volunteers (> c. 325 people)
Reputation	Slight reputational damage e.g. complaints and letters to the editor (media / social) or partners raise slight issues / concerns	Minor reputational damage e.g. local media or limited social media or partners raise minor issues / concerns	Considerable reputational damage e.g. regional media or escalating social media or partners raise considerable issues / concerns	Major reputational damage e.g. national media or sustained social media for 1-3 days or partners / community raise major issues / concerns	Severe reputational damage e.g. prolonged 'front page' national media coverage; questions in Parliament or Partnership working in jeopardy

				Very Low	Low	Medium	High	Very High			
		Definition	Probability	score	1	2	3	4	5		
Likelihood		Is expected to occur in most circumstances and / or minimal, if any, mitigation in place	Very High 80 - 100%	5	5	10	15	20	25	Risk scale	
		Will probably occur and / or few actions or plans to mitigate and risk trend very high if no action taken	High 60 - 80%	4	4	8	12	16	20	Critical 20 - 25	
		Might occur at some time in the future and / or mitigation action only partly in place	Medium 40 - 60%	3	3	6	9 Cyber Risk and Data Security External Factors impacting Authority Development Management - Enforcement SAC Planning Reviews	12	15	High 15 - 16	
		Could occur but doubtful and / or mitigation expected to work	Low 20 - 40%	2	2	4 World Heritage Inscription Human Resourcing Employee Engagement Workforce Planning Reputation Management Commercial Strategy Potential Groupthink Farming in Protected Landscapes	6 Resource Availability	8	10	Medium 5 - 12	
		May occur but only in exceptional circumstances and / or highly mitigated	Very Low < 20%	1	1	2	3	4	5 Greenside Mine	Low 1 - 6	