



**Lake District  
National Park**

# **Lake District National Park Authority Risk Register**

**Corporate and Business Plan Risks 2025/26**

# Key Business Plan and Corporate Risks

## CO41 Resource Availability

<b>Description</b>	There is a risk that a range of inflationary pressures (pay, utilities, supplies and services etc.), coupled with a flat National Park Grant, could continue to place pressure on the Authority's ability to fund and deliver its Business Plan. Failure to deliver against the approved budgets may also lead to material changes to the resources projected in the Medium Term Financial Strategy.
<b>Risk Owner</b>	Pete Notley, Head of Resources
<b>Control mechanisms in place</b>	<ul style="list-style-type: none"> <li>• Medium term financial projections are maintained and monitored, building in reasonable assumptions around inflation.</li> <li>• Commercial Strategy is in place and being delivered, to grow earned income or to consider delivery models where direct delivery is not providing value for money.</li> <li>• Established processes in place to implement efficiencies and savings through the budget setting round and through monthly outturns.</li> <li>• In year budget monitoring is completed monthly across all services, for capital and revenue, to ensure that any variances are reported and fed into both the short and medium term projections.</li> </ul>
<b>Mitigation actions planned for 2025/26</b>	<ul style="list-style-type: none"> <li>• Continue to maintain and monitor medium term financial projections including a list of potential cost cutting measures that could be enacted if required.</li> <li>• Continue to deliver the Commercial Strategy.</li> <li>• Continue to implement efficiencies and savings through the budget setting round and through monthly outturns.</li> <li>• Identify and pursue other sources of revenue and capital grant funding to support the delivery of the Business Plan.</li> </ul>
<b>Contingency plans</b>	<ul style="list-style-type: none"> <li>• None currently required.</li> </ul>

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 Feb 2025)
Finances / budgeting	Medium	4 / Low	March 2028	9 / Medium

## BP48 Development Management – Enforcement

<b>Description</b>	There is a risk that failure to ensure appropriate compliance with planning controls through effective and timely investigation and enforcement, including formal enforcement action, could result in adverse impacts upon the scenic beauty and cultural heritage of the National Park and World Heritage Site from unauthorised development, and in reputational damage.
<b>Risk Owner</b>	Andrew Smith, Head of Development Management
<b>Control mechanisms in place</b>	<ul style="list-style-type: none"> <li>Action plan in place following review of service delivery by Government’s Planning Advisory Service in 2022.</li> <li>Financial reserves are in place and are regularly reviewed to ensure financial resilience, within the context of the Authority’s wider finances.</li> </ul>
<b>Mitigation actions planned for 2025/26</b>	<ul style="list-style-type: none"> <li>Apply agreed resources on additional short-term staffing to support planning enforcement casework service delivery.</li> </ul>
<b>Contingency plans</b>	<ul style="list-style-type: none"> <li>None currently required.</li> </ul>

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 Feb 2025)
Legal and statutory duties	Low	6 / Low	March 2026	9 / Medium

## CO4 SAC (Special Area of Conservation) Planning Reviews

<b>Description</b>	There is a risk that there may be a requirement to review and change planning permissions, which could result in liability for compensation payments and reputational damage.
<b>Risk Owner</b>	Andrew Smith, Head of Development Management
<b>Control mechanisms in place</b>	<ul style="list-style-type: none"> <li>• Appropriate independent advice taken as required.</li> <li>• Continuing engagement with Natural England around potential habitats impacts.</li> <li>• Engagement with Defra (Department for Environment, Food and Rural Affairs) and MHCLG (Ministry of Housing, Communities and Local Government), as necessary.</li> </ul>
<b>Mitigation actions planned for 2025/26</b>	<ul style="list-style-type: none"> <li>• Continue to engage with Natural England around potential habitats impacts.</li> <li>• Liaise closely with Defra and MHCLG to mitigate risks.</li> </ul>
<b>Contingency plans</b>	<ul style="list-style-type: none"> <li>• None currently required.</li> </ul>

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 Feb 2025)
Finances / budgeting	Medium	6 / Low	March 2026	9 / Medium

**BP50 Commercial Strategy**

<b>Description</b>	There is a risk that we fail to successfully deliver our Commercial Strategy which could result in ineffective use of capital resources and / or reputational harm to the Authority.
<b>Risk Owner</b>	Gavin Capstick, Chief Executive
<b>Control mechanisms in place</b>	<ul style="list-style-type: none"> <li>• Robust business cases and delivery plans are developed for all Commercial Strategy projects, which are approved by the Commercial Strategy Board / Resources Committee.</li> <li>• Project delivery reports are provided to the identified Senior Responsible Officer and Commercial Strategy Board.</li> <li>• Benefits realisation reports, including the Commercial Strategy Board’s benefits tracker, are monitored by the Commercial Strategy Board.</li> </ul>
<b>Mitigation actions planned for 2025/26</b>	<ul style="list-style-type: none"> <li>• Continue to manage all Commercial Strategy projects in line with the established control mechanisms.</li> </ul>
<b>Contingency plans</b>	<ul style="list-style-type: none"> <li>• None currently required.</li> </ul>

<b>Risk appetite work area</b>	<b>Risk appetite level</b>	<b>Tolerable risk score / level</b>	<b>Target date to close risk</b>	<b>Current risk score / level (1 Feb 2025)</b>
Commercial strategy	<b>Medium</b>	<b>8 / Medium</b>	<b>March 2028</b>	<b>9 / Medium</b>

**CO35 Greenside Mine – maintain site stability**

<b>Description</b>	There is a risk that the site and in particular tips may become unstable, which could result in a requirement for more extensive maintenance works and attention.
<b>Risk Owner</b>	Pete Notley, Head of Resources
<b>Control mechanisms in place</b>	<ul style="list-style-type: none"> <li>• Memorandum of Understanding established with the Mining Remediation Authority (formerly the Coal Authority).</li> <li>• Agreed inspection regime in place, with the Mining Remediation Authority carrying out twice-yearly inspections.</li> <li>• Established process in place for monthly inspections / monitoring and for minor works to be completed.</li> </ul>
<b>Mitigation actions planned for 2025/26</b>	<ul style="list-style-type: none"> <li>• Maintain surface drainage and complete any identified minor works.</li> <li>• Continue monthly inspections / monitoring.</li> <li>• Maintain the agreed inspection regime.</li> </ul>
<b>Contingency plans</b>	<ul style="list-style-type: none"> <li>• Close site and prevent unauthorised access.</li> <li>• Communicate with impacted stakeholders.</li> <li>• Seek further guidance and support from the Mining Remediation Authority.</li> </ul>

<b>Risk appetite work area</b>	<b>Risk appetite level</b>	<b>Tolerable risk score / level</b>	<b>Target date to close risk</b>	<b>Current risk score / level (1 Feb 2025)</b>
Legal and statutory duties	<b>Low</b>	<b>5 / Medium</b>	<b>March 2028</b>	<b>5 / Medium</b>

## CO36 Employee Engagement

<b>Description</b>	There is a risk that whilst employees are broadly positive in most areas of the Authority, there are some challenges for communication and collaboration, which could impact on staff morale and productivity.
<b>Risk Owner</b>	Ben Leavesley, Head of People and Organisational Development
<b>Control mechanisms in place</b>	<ul style="list-style-type: none"> <li>• Organisational Development and Engagement Plan in place.</li> <li>• Annual Staff Surveys in place, with action plan.</li> <li>• Improved induction programme in place to ensure new employees have a positive introduction to the whole organisation and have all the information they need to excel in their new roles.</li> </ul>
<b>Mitigation actions planned for 2025/26</b>	<ul style="list-style-type: none"> <li>• Continue to support line managers with team development, where appropriate.</li> <li>• Produce 2025/26 Organisational Development and Engagement Plan, roll out across the organisation and ensure line managers are facilitating the opportunity for teams to engage with different events.</li> </ul>
<b>Contingency plans</b>	<ul style="list-style-type: none"> <li>• None currently required.</li> </ul>

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 Feb 2025)
Staff recruitment and retention	High	6 / Low	March 2026	6 / Low

## CO56 Workforce Planning

<b>Description</b>	There is a risk that without robust succession and deputisation plans in place, the Authority may have vulnerability around roles that are a single point of failure or are at a senior level, which could result in an inability to meet the organisation's strategy or could affect day to day operations.
<b>Risk Owner</b>	Ben Leavesley, Head of People and Organisational Development
<b>Control mechanisms in place</b>	<ul style="list-style-type: none"> <li>• Honorarium and deputisation process in place within policies.</li> <li>• Training and Continuous Professional Development budgets (and Apprenticeship Levy) in place for training needs.</li> <li>• Career graded roles embedded within the organisation.</li> </ul>
<b>Mitigation actions planned for 2025/26</b>	<ul style="list-style-type: none"> <li>• Identify deputy / deputies within each team structure, with individual training needs analysis to ensure continuity of service.</li> <li>• Outline recruitment plans for each senior role or single point of failure.</li> <li>• All responsibilities and accountabilities held for all single post holders i.e. Section 151 Officer.</li> <li>• Review the output from service planning into workforce planning.</li> <li>• Continue to apply career graded roles as required and appropriate.</li> </ul>
<b>Contingency plans</b>	<ul style="list-style-type: none"> <li>• None currently required.</li> </ul>

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 Feb 2025)
Staff recruitment and retention	High	6 / Low	March 2026	6 / Low

**BP38 World Heritage Inscription – management of attributes of Outstanding Universal Value**

<b>Description</b>	There is a risk that if it is considered that our attributes of Outstanding Universal Value are not being managed in such a way as to maintain integrity and authenticity as a World Heritage Site, this could result in being put on the UNESCO (United Nations Educational, Scientific and Cultural Organisation) ‘at risk register’; significant reputational damage; and ultimately the loss of World Heritage Site status (which has a low likelihood).
<b>Risk Owner</b>	Hanna Latty, Head of Strategy and Ranger service
<b>Control mechanisms in place</b>	<ul style="list-style-type: none"> <li>• There is active Partnership engagement with Historic England, DCMS (Department for Culture, Media and Sport), ICOMOS (International Council on Monuments and Sites) and UNESCO to manage and monitor the attributes of Outstanding Universal Value.</li> </ul>
<b>Mitigation actions planned for 2025/26</b>	<ul style="list-style-type: none"> <li>• Continue to use the Partnership monitoring framework to monitor the attributes of Outstanding Universal Value and deliver commitments made in the 2024 State of Conservation report.</li> </ul>
<b>Contingency plans</b>	<ul style="list-style-type: none"> <li>• None currently required.</li> </ul>

<b>Risk appetite work area</b>	<b>Risk appetite level</b>	<b>Tolerable risk score / level</b>	<b>Target date to close risk</b>	<b>Current risk score / level (1 Feb 2025)</b>
Reputation	Medium	4 / Low	March 2026	4 / Low

## BP46 Human Resourcing

<b>Description</b>	There is a risk that the challenging recruitment market leads to vacancies remaining unfilled, which could impact negatively on teams' morale, well-being and delivery.
<b>Risk Owner</b>	Ben Leavesley, Head of People and Organisational Development
<b>Control mechanisms in place</b>	<ul style="list-style-type: none"> <li>• Applicant Tracking System 'Webrecruit', with in-built careers page embedded.</li> <li>• Line manager recruitment training delivered.</li> <li>• New role established in the People team with a focus on recruitment and payroll.</li> <li>• Market Pay Supplement policy in place.</li> </ul>
<b>Mitigation actions planned for 2025/26</b>	<ul style="list-style-type: none"> <li>• Develop the 'climb your own mountain' recruitment campaign, continuing to present the Authority in a professional, forward thinking way, including presentation of the employee value proposition and renewed job descriptions.</li> <li>• Embed processes and policy to identify AI (artificial intelligence) generated application statements, to ensure fairness and equity within the shortlisting process.</li> <li>• Continue to develop the recruitment strategy to meet the needs of the Authority (e.g. for passive candidates, under-represented groups, disciplines with skills shortages).</li> <li>• Continue to deliver management training to encourage more agile approaches to recruitment.</li> </ul>
<b>Contingency plans</b>	<ul style="list-style-type: none"> <li>• None currently required.</li> </ul>

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 Feb 2025)
Staff recruitment and retention	High	4 / Low	March 2026	4 / Low

## CO40 Cyber Risk and Data Security

<b>Description</b>	There is a risk that a cyber attack disabling Authority systems or infrastructure, or a data breach, could result in the loss or release of sensitive information.
<b>Risk Owner</b>	Pete Notley, Head of Resources
<b>Control mechanisms in place</b>	<ul style="list-style-type: none"> <li>• Up to date cyber security measures and testing are in place.</li> <li>• Key software and applications have been migrated to cloud-based solutions.</li> <li>• The Authority can remotely wipe devices / digital information if lost.</li> <li>• Regular GDPR (General Data Protection Regulation) training and updates provided to staff and members.</li> <li>• Cyber insurance in place.</li> <li>• Cyber Essentials accreditation in place.</li> </ul>
<b>Mitigation actions planned for 2025/26</b>	<ul style="list-style-type: none"> <li>• Maintain up to date cyber security measures and testing.</li> <li>• Continue to provide regular GDPR training and updates to staff and members.</li> <li>• Regular monitoring of security status and logs through MS Defender.</li> </ul>
<b>Contingency plans</b>	<ul style="list-style-type: none"> <li>• None currently required.</li> </ul>

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 Feb 2025)
Data security and cyber risks	Low	4 / Low	March 2028	4 / Low

## CO54 Potential groupthink impact on decision making

<b>Description</b>	There is a risk of lack of challenge to decision making due to the profile of the management team and members which could mean we reach consensus too quickly without sufficient challenge, leading to poor decisions and a reputational risk.
<b>Risk Owner</b>	Gavin Capstick, Chief Executive
<b>Control mechanisms in place</b>	<ul style="list-style-type: none"> <li>• The risk is reviewed monthly by the Strategic Leadership Team and quarterly by Resources Committee.</li> <li>• Established process in place for the Communications team to review key decisions from a public relations perspective.</li> <li>• Away hours allow members a private space for challenge.</li> </ul>
<b>Mitigation actions planned for 2025/26</b>	<ul style="list-style-type: none"> <li>• Continue to ensure the Authority consults with a broad range of partners about key decisions.</li> <li>• The Communications team to continue to review key decisions from a public relations perspective.</li> <li>• Continue to use member away hours to allow a private space for challenge.</li> <li>• Explore how we can broaden the background and representation of members.</li> </ul>
<b>Contingency plans</b>	<ul style="list-style-type: none"> <li>• None currently required.</li> </ul>

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 Feb 2025)
Reputation	Medium	4 / Low	March 2028	4 / Low

## BP36 External Factors impacting the Authority

<b>Description</b>	There is a risk that future events beyond our immediate control (e.g. epidemics / pandemics, catastrophic flooding, landscape / infrastructure instability, wider political and economic factors) create additional workload and resource requirements or undermine delivery of our objectives, which could result in the delivery of the Business Plan being compromised.
<b>Risk Owner</b>	Pete Notley, Head of Resources
<b>Control mechanisms in place</b>	<ul style="list-style-type: none"> <li>Established process in place for monitoring the delivery of Service Plans (quarterly by Heads of Service and the Strategic Leadership Team) and the Business Plan (monthly by the Strategic Leadership Team; quarterly by Resources Committee) to understand the impact of additional workload and prioritisation.</li> <li>Appropriate financial reserves are in place and are regularly reviewed (quarterly by Resources Committee), to ensure adequate financial resilience.</li> <li>Business Continuity Plan is in place and maintained ready for implementation, to ensure remote working access and continued delivery of core business as far as possible.</li> </ul>
<b>Mitigation actions planned for 2025/26</b>	<ul style="list-style-type: none"> <li>Continue to regularly monitor progress against key activities in Service Plans and the Business Plan.</li> <li>Maintain the Business Continuity Plan.</li> <li>Continue to regularly review reserve holdings and ensure adequate financial resilience.</li> <li>Maintain presence and input on key strategic planning groups to ensure early understanding of arising issues.</li> </ul>
<b>Contingency plans</b>	<ul style="list-style-type: none"> <li>Nothing specifically required at this time beyond the controls and mitigations set out above.</li> </ul>

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 Feb 2025)
Delivery of corporate plans	Medium	6 / Low	March 2028	4 / Low

## CO38 Reputation Management

<b>Description</b>	There is a risk that the Authority will gain a negative reputation if we do not communicate our work effectively with target audiences. This could impact the Authority in a range of ways, such as reducing public trust and devaluing our brand, affecting many areas of operation. Scope includes the work of the Authority (statutory and Business Plan) and corporate communications; it does not include Partnership responsibilities or park-wide issues outside of our control.
<b>Risk Owner</b>	Sarah Calderbank, Head of Communications and Engagement
<b>Control mechanisms in place</b>	<ul style="list-style-type: none"> <li>• An established rolling media training programme is in place for staff.</li> <li>• Media issues and forward look is a standing agenda item at the monthly Strategic Leadership Team meetings.</li> <li>• Established process in place to identify projects and issues that are likely to generate a high level of public interest, and to work with teams to develop communications plans and mitigation actions.</li> </ul>
<b>Mitigation actions planned for 2025/26</b>	<ul style="list-style-type: none"> <li>• Media training programme to continue into 2025/26 to ensure staff are well equipped to be a spokesperson for the Authority.</li> <li>• Proactive monitoring of emerging and ongoing issues in media and social media by the Communications team.</li> <li>• Continue to discuss issues generating media and social media interest with the Strategic Leadership Team.</li> <li>• Continue to provide regular briefings to Executive Board, the Chair, members and project leads to mitigate public relations risks.</li> <li>• Support delivery of community engagement activities, such as parish council events.</li> </ul>
<b>Contingency plans</b>	<ul style="list-style-type: none"> <li>• None currently required.</li> </ul>

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 Feb 2025)
Reputation	Medium	8 / Medium	March 2026	4 / Low

## BP44 Farming in Protected Landscapes (FiPL)

<b>Description</b>	There is a risk that poor management of the FiPL scheme could lead to a failure to deliver it, which could result in reputational damage and a missed opportunity to maximise benefits and to deliver future programmes supporting the agricultural transition. There is also a risk that the resource requirements for the FiPL scheme could overburden Authority resources, which could result in the delivery of other priorities being impacted.
<b>Risk Owner</b>	Hanna Latty, Head of Strategy and Ranger service
<b>Control mechanisms in place</b>	<ul style="list-style-type: none"> <li>• The FiPL scheme is being delivered using our agreed project management framework.</li> <li>• The scheme has been developed to fit resources available and has aligned its priorities to maximise resources available to achieve both the Authority's and Partnership's Plan ambitions.</li> <li>• Established process in place for monitoring the delivery of Service Plans (quarterly by Heads of Service and the Strategic Leadership Team) and the Business Plan (monthly by the Strategic Leadership Team; quarterly by Resources Committee).</li> <li>• A planned communications strategy is in place.</li> </ul>
<b>Mitigation actions planned for 2025/26</b>	<ul style="list-style-type: none"> <li>• Continue to deliver robust governance around the project board and Local Assessment Panel ensuring funder expectations are delivered, including spend expectations.</li> </ul>
<b>Contingency plans</b>	<ul style="list-style-type: none"> <li>• None currently required.</li> </ul>

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 Feb 2025)
Reputation	Medium	8 / Medium	March 2026	4 / Low