

Annex 6: Proposed changes to the 2025-2028 Business Plan at the end of quarter one 2025/26

Appendix 1: Proposed changes to actions / milestones, for member approval

Action	Changes proposed
<p>8 Sustainable Travel and Transport</p>	<p>2025/26 milestone to be removed:</p> <ul style="list-style-type: none"> • ‘Work with Cumberland Council, Westmorland and Furness Council, and other partners, to establish and deliver an integrated transport strategy for whole park and specific valley-based approaches.’ (April 2025 to March 2026) <p>and to be included in the ‘Additional Opportunities / Actions for Sustainable Travel and Transport in 2026/27 and 2027/28’ table:</p> <ul style="list-style-type: none"> • ‘In 2026/27, work with Cumberland Council, Westmorland and Furness Council and / or Cumbria Mayoral Combined Authority if formed, and other partners, to establish and deliver an integrated transport strategy for whole park and specific valley-based approaches.’ <p>Reason:</p> <ul style="list-style-type: none"> • Due to ongoing discussions for Local Government Devolution in Cumbria, it is not believed to be the right time to progress an integrated transport strategy.

Appendix 2: Strategy and Rangers service changes

With effect from 1 August 2025, the Strategy and Rangers service will be split into two separate services: Strategy and Partnerships, and Rangers. Some changes have been made to the Business Plan to reflect this:

- We have reviewed and updated the service objectives for these service areas.
- We have changed the lead for some of the Business Plan actions.
- We have split action 39 'Strategy and Ranger service' into two separate actions: 39 'Protected Landscapes Targets and Outcomes Framework' for Strategy and Partnerships, and 40 'Rights of Way' for Rangers, as it currently includes work for both service areas.

More details are shown below.

Service objectives in original Business Plan	Service objectives in revised Business Plan
<p>Strategy and Rangers service objectives:</p> <p>'To lead the strategic thinking for the Authority on the National Park's future, monitor the state of the National Park and develop the Lake District National Park Partnership. To look after important habitats and landscapes, providing support to land managers and working with partners to protect and enhance the landscape. To work closely with communities to help them meet their needs in ways that contribute to Vision outcomes. To encourage responsible recreation, enhancing people's access to the countryside and water, and contributing to sustainable transport and tourism.'</p>	<p>Strategy and Partnerships service objectives:</p> <p>'To lead the strategic thinking for the Authority on the National Park's future, monitor the state of the National Park and develop the Lake District National Park Partnership. To look after important habitats and landscapes, providing support to land managers and working with partners to protect and enhance the landscape, and contribute to sustainable transport and tourism to meet Vision outcomes.'</p> <p>Rangers service objectives:</p> <p>'To support the enhancement and maintenance of our rural properties, in line with our strategic needs. Working closely with communities to help them meet their needs in ways that contribute to Vision outcomes. To encourage responsible recreation, enhancing people's access to the countryside and water, and supporting visitor management.'</p>

Business Plan Action	Lead in original Business Plan	Lead in revised Business Plan
<p>1 Achieving Net Zero as a National Park</p>	<p>Hanna Latty, Assistant Director of Sustainable Development</p>	<p>Rob Allison, Head of Strategy and Partnerships</p>
<p>2 Climate Change Adaptation in the National Park</p>	<p>Hanna Latty, Assistant Director of Sustainable Development</p>	<p>Rob Allison, Head of Strategy and Partnerships</p>

Business Plan Action	Lead in original Business Plan	Lead in revised Business Plan
4 Farming and Nature Recovery	Hanna Latty, Assistant Director of Sustainable Development	Rob Allison, Head of Strategy and Partnerships
5 Lake District National Park Partnership's Plan	Hanna Latty, Assistant Director of Sustainable Development	Rob Allison, Head of Strategy and Partnerships
6 Historic Environment	Hanna Latty, Assistant Director of Sustainable Development	Rob Allison, Head of Strategy and Partnerships
7 World Heritage Site (WHS)	Hanna Latty, Assistant Director of Sustainable Development	Rob Allison, Head of Strategy and Partnerships
8 Sustainable Travel and Transport	Hanna Latty, Assistant Director of Sustainable Development	Rob Allison, Head of Strategy and Partnerships
9 Vibrant Communities and Prosperous Economy	Hanna Latty, Assistant Director of Sustainable Development	Rob Allison, Head of Strategy and Partnerships
10 Deliver Local Development Scheme	Hanna Latty, Assistant Director of Sustainable Development	Rob Allison, Head of Strategy and Partnerships
13 Access and Recreation	Hanna Latty, Assistant Director of Sustainable Development	Rob Allison, Head of Strategy and Partnerships
38 Consultations, case work and UNESCO queries (additional service action for Strategy and Rangers)	Hanna Latty, Assistant Director of Sustainable Development	Rob Allison, Head of Strategy and Partnerships (additional service action for Strategy and Partnerships)
39 Strategy and Ranger service (additional service action for Strategy and Rangers)	Hanna Latty, Assistant Director of Sustainable Development	39 Protected Landscapes Targets and Outcomes Framework (additional service action for Strategy and Partnerships) Rob Allison, Head of Strategy and Partnerships
		40 Rights of Way (additional service action for Rangers) Steve Gaskell, Head of Rangers

Appendix 3: Changes to FTE (full time equivalent) staff

Estimated FTE staff to deliver Business Plan actions

Service Plans were reviewed at the end of July, and where the amount of staff time allocated to delivering Business Plan actions has changed since the start of the year, these figures have been updated in the revised Business Plan. The changes are summarised below.

Business Plan Action	Staff FTE in original Business Plan	Staff FTE in revised Business Plan
5 Lake District National Park Partnership's Plan	4.2 FTE	3.9 FTE
6 Historic Environment	1.8 FTE	1.4 FTE
7 World Heritage Site	0.9 FTE	1.0 FTE
10 Deliver Local Development Scheme	1.2 FTE	1.1 FTE
13 Access and Recreation	23.4 FTE	22.8 FTE
People and OD additional service actions	7.1 FTE	7.0 FTE
Resources additional service actions	37.3 FTE	38.2 FTE
Strategy and Rangers additional service actions	2.0 FTE	n/a
Strategy and Partnerships additional service actions	n/a	1.0 FTE
Rangers additional service actions	n/a	1.1 FTE

FTE staff for each service area

The number of FTE staff in each service area have been updated from those on 1 April 2025 to those on 1 August 2025.



**Lake District
National Park**

Lake District National Park Authority

Business Plan

**1 April 2025 – 31 March 2028
(revised 1 August 2025)**

Our Corporate Planning and Performance Framework

The 2030 Vision for the Lake District National Park

We provide our services to achieve a long-term Vision for the Lake District, which was agreed by the Lake District National Park Partnership following public consultation in 2006.

Local Plan

Sets out the strategy for all new development in the Lake District. It provides planning policies which steer development decisions and guide planning applications.

Lake District National Park Partnership's Plan

The statutory management plan for the Lake District sets out how we and our partners will work together to proactively manage the Lake District as a National Park and World Heritage Site.

Business Plan

Sets our direction for the next three years within the overall context of the Vision and the Partnership's Plan. It includes actions from the Partnership's Plan which we are either leading on, or are significantly involved in, together with our own actions for delivery and business development.

It incorporates our **Organisational Strategy** which identifies the key priorities for the Lake District and includes a vision for how we want to work as an Authority in 2030.

Service Plans

Annual Service Plans set out the actions that services will take to support delivery of Business Plan key actions and other 'business as usual' work.

Individual Work Plans

Set out specific actions that individuals will take to help deliver Service Plans.

The 2030 Vision for the Lake District National Park and our role in its delivery

We provide our services to achieve a long-term Vision for the National Park. This Vision was agreed by the Lake District National Park Partnership ('the Partnership') following public consultation in 2006.

The Vision is:

'The Lake District National Park will be an inspirational example of sustainable development in action. A place where a prosperous economy, world class visitor experiences and vibrant communities come together to sustain the spectacular landscape, its wildlife and cultural heritage. Local people, visitors, and the many organisations working in the National Park or have a contribution to make to it, must be united in achieving this.'

The Vision outcomes for the Partnership are:

Contributing to a Prosperous Economy (PE): Entrepreneurial spirit will be nurtured across all sectors and traditional industries maintained to ensure a diverse economy. Businesses will locate in the National Park because they value the quality of opportunity, environment and lifestyle it offers - many will draw on a strong connection to the landscape.

Contributing to World Class Visitor Experiences (VE): High-quality and unique experiences for visitors within a stunning and globally significant landscape. Experiences that compete with the best in the international market.

Contributing to Vibrant Communities (VC): People successfully living, working and relaxing within upland, valley and lakeside places where distinctive local character is maintained and celebrated.

Contributing to a Spectacular Landscape, Wildlife and Cultural Heritage (SL): A landscape which provides an irreplaceable source of inspiration, whose benefits to people and wildlife are valued and improved. A landscape whose natural and cultural resources are assets to be managed and used wisely.

Our Business Plan is set within the context of the Vision and the Partnership's Plan and comprises those elements that we either lead on or have substantial input to, and other internal actions to continuously improve our operations.

In our Organisational Strategy, shown on page 3, we have identified our priorities for the Lake District. The Business Plan is laid out by these priorities on pages 4 to 17 and for each one we show the key actions we will take over the next three years to achieve them. We have also shown which Vision outcomes each key action links to. The priorities and actions are not shown in any order of importance.

In addition, we have a priority to deliver our services' objectives. These objectives and the additional key actions that we will take during 2025/26 to deliver them are shown on pages 18 to 25.

We have shown an estimate of the number of full time equivalent (FTE) staff who will deliver each of the key actions and the additional actions for each service.

Our Strategy: Lake District National Park Authority 2030

Our organisation in 2030

We inspire a sense of freedom and well-being for the nation so people and this spectacular landscape flourish. Our experienced and enthusiastic teams work with partners and communities, generating funds to invest in looking after this special place. We work together to deliver the Vision, so the Lake District can be an inspirational example of sustainable development in action by 2030.

Our Priorities for the Lake District

Climate Action

On track to achieving net zero by supporting Cumbria's 2037 ambition and adapting to climate change.

Farming and Nature Recovery

Our natural environment, wildlife and resilience to climate change are strengthened. Sustainable farming is central to a culture and nature rich landscape, community and economy.

Landscape, Culture and Beauty

World Heritage Status is used as a positive force to understand, celebrate and sustain our cultural landscape and historic environment.

Sustainable Travel and Transport

Carbon from travel is decreased. There is more sustainable and active travel.

Vibrant Communities and Prosperous Economy

More affordable and local needs housing and effective use of our existing housing stock to support our communities and economy. Our digital infrastructure is improved.

Lake District for Everyone

The Lake District is a welcoming destination for all communities of Britain and beyond. We will support visitors to care for the Lake District.

Our Values and Behaviours

Leaders

We lead the way, delivering the Vision and inspiring people to enable the landscape to flourish.

Empowered

We think creatively, encouraging innovation, adapting to change and being willing to take appropriate risks.

Nurturing

We nurture the Lake District, our teams and where we work, respectfully managing the National Park on behalf of those who live, work or visit here.

Proud

We are proud of the Lake District and what we do at the Authority, which drives us to be our best.

Team Player

We cooperate and work together, creating a sense of belonging where trust thrives.

Forward Thinking

We plan for the future, recognising that our future sustainability is in our own hands.

Our Organisation in 2030

Net Zero Carbon Authority

Climate change management will underpin all our activities and we will be a net zero carbon Authority by 2030.

Inspiring Partnerships

We work collaboratively with and through others, inspiring them to achieve the Vision and deliver our priorities for the Lake District.

Leading by example

We lead by example; our work achieves our priority outcomes and inspires others to do the same, including increasing our green properties' contribution to 30x30.

Innovative and Agile

We work in a flexible, responsive, and agile way; using multi-disciplinary teams to make things happen; and being open and transparent in our decision making. We will generate resources to deliver priority outcomes for the Lake District, working as efficiently as we can and being appropriately commercial in our approach.

Key Actions for 2025-2028

Priority: Climate Action

1 Achieving Net Zero as a National Park

Lead: Rob Allison, Head of Strategy and Partnerships

Vision Outcome: SL

Action	Target start date	Target end date
Lead efforts to deliver park-wide carbon reductions to achieve net zero by 2037 through the Partnership's Plan and our Natural Environment programme board.	April 2025	2037
2025/26 milestones		
<ul style="list-style-type: none"> Support delivery of the Partnership's Plan climate actions that feature in the Zero Carbon Cumbria Partnership's Decarbonisation Plan. For example, the LDNPA (Lake District National Park Authority) will be delivering a project ready pipeline of six hectares of peat restoration on Caldbeck Common. Produce a National Nature Reserve Management Plan for Rusland Moss, which includes the prepared final version of the peatland restoration plan. 	April 2025	March 2026
	April 2025	March 2026

Estimated FTE staff to deliver action: 1.0

2 Climate Change Adaptation in the National Park

Lead: Rob Allison, Head of Strategy and Partnerships

Vision Outcome: SL

Action	Target start date	Target end date
Lead efforts to deliver park-wide adaptation activities through the Partnership's Plan and our Natural Environment programme board.	April 2025	March 2028
2025/26 milestones		
<ul style="list-style-type: none"> Prepare the LDNP Climate Change Adaptation Plan and integrate into the next Partnership's Plan. Design a pipeline and, where funded, deliver climate adaptation projects on our land and property. 	April 2025	March 2026
	April 2025	March 2026

Estimated FTE staff to deliver action: 0.4

3 LDNPA Carbon Reduction and Sequestration

Lead: Pete Notley, Head of Resources

Vision Outcome: SL

Action	Target start date	Target end date
Reduce Authority carbon emissions to net zero by March 2030 (on a scope 2 basis). Expand monitoring to move towards scope 3. ¹ Deliver our carbon offsetting programme.	April 2025	March 2030
2025/26 milestones		
<ul style="list-style-type: none"> Identify projects that could deliver 80 tonnes of carbon reduction from our properties over the next four years, including costed options to electrify the 4x4 fleet. Implement schemes to meet the targeted reduction for 2025/26. Agree the scope definition and targets for subsequent years. Develop a list of costed projects that will deliver at least 50 tonnes of carbon sequestration per year with reference to the LDNPA natural capital audit; and agree the priority for these to be delivered. 	<p>April 2025</p> <p>April 2025</p> <p>April 2025</p> <p>April 2025</p>	<p>March 2026</p> <p>March 2026</p> <p>March 2026</p> <p>March 2026</p>

Estimated FTE staff to deliver action: 1.4

¹ Carbon emissions are divided into three scopes:

- Scope 1 emissions are direct emissions from fuel burnt in buildings, vehicles etc. within the organisation's ownership and control.
- Scope 2 emissions for the LDNPA means grid electricity.
- Scope 3 covers all indirect emissions, including sources such as upstream supply chain, waste, capital projects and staff commuting.

Additional Opportunities / Actions for Climate Action in 2026/27 and 2027/28

Action	Notes
Achieving Net Zero as a National Park	<ul style="list-style-type: none"> • Through the Partnership’s Plan preparation, secure greater commitment and pace to achieving net zero as a National Park, focusing on areas where the Partnership has the greatest scope for change. • Following completion of Rusland Moss, undertake feasibility and design work for achieving net zero mitigation on the next tranche of our green estate. • In collaboration with partners, commission research to refine carbon emissions data for upland farming systems in the Lake District National Park.
Climate Change Adaptation in the National Park	<ul style="list-style-type: none"> • Through the Partnership’s Plan preparation, secure greater commitment and pace to deliver park-wide adaptations.
LDNPA Carbon Reduction and Sequestration	<ul style="list-style-type: none"> • Identify funding sources for electrification of the fleet. • Identify funding sources for further renewable energy projects. • Identify funding to deliver carbon sequestration / offsetting projects. • If options to achieve net zero cannot be identified within the LDNPA land ownership, undertake work to understand what the other options and costs may be.

Priority: Farming and Nature Recovery

4 Farming and Nature Recovery

Lead: Rob Allison, Head of Strategy and Partnerships

Vision Outcome: SL

Action	Target start date	Target end date
Lead the Partnership's focus on delivering the Environmental Improvement Plan 2023, facilitate a fair transition for farming, contribute to the 30x30 ambition and the Partnership's Nature Recovery Plan. Deliver priority projects through our Natural Environment programme board.	April 2025	March 2028
2025/26 milestones		
<ul style="list-style-type: none"> • Identify and agree the LDNPA and Partnership's 30x30 target for 2030 to contribute to the delivery of the Cumbria Local Nature Recovery Strategy, plan its implementation and begin delivery. • Lead on blended finance approaches to deliver public goods including progressing the Revere Windermere Water Quality finance model to the delivery phase (funding dependent) and actively supporting consideration of the Cumbria Nature Special Purpose Vehicle. • Identify natural capital opportunities on our green estate to improve nature and climate adaptation, including development of biodiversity net gain units and nutrient neutrality to market sale stage. • Support submission of a National Heritage Lottery Coast to Coast Nature Corridor bid with Northern Protected Landscapes partners and, if successful, oversee the project team's delivery. • Lead the Love Windermere land use workstream to deliver an agreed action plan for reducing nutrient inputs from land use. • Deliver year five of the FiPL (Farming in Protected Landscapes) programme. 	April 2025	March 2026
	April 2025	March 2026
	April 2025	March 2026
	April 2025	March 2026
	April 2025	March 2026
	April 2025	March 2026

Estimated FTE staff to deliver action: 5.9

Additional Opportunities / Actions for Farming and Nature Recovery in 2026/27 and 2027/28

Action	Notes
Farming and Nature Recovery	<ul style="list-style-type: none"> • Work with Natural England to assess the condition and update the status of LDNPA owned and managed SSSIs (Sites of Special Scientific Interest). • Deliver work to address the SSSI condition on two priority properties. • Support the design of a potential bespoke agri-environment scheme for the Lake District National Park, to include a Cultural Distinction Payment, as recommended by the World Heritage Site Steering Group. • Work with partners to optimise opportunities arising from any new Nature Restoration Fund if, and when, introduced by the Government.

Priority: Landscape, Culture and Beauty

5 Lake District National Park Partnership's Plan

Lead: Rob Allison, Head of Strategy and Partnerships

Vision Outcome: PE, VE, VC, SL

Action	Target start date	Target end date
Facilitate the Partnership, monitor the delivery of the Partnership's Plan and commence response to the State of the Park report.	April 2025	March 2028
2025/26 milestones		
<ul style="list-style-type: none"> • Successfully deliver the actions led by the LDNPA in our current Partnership's Plan, following the May 2024 action review. • Continue the review of the Partnership's Plan, including delivering the agreed process for its drafting and consultation by the end of September 2025, with a view to adoption in April 2026. • Provide a secretariat and monitoring role for the Partnership and support the Plan Coordination Group and Key Outcome Groups to deliver their plan actions. • In consultation with our partners, lead the development of a first stage submission of a Lake District Landscape Connections bid to National Heritage Lottery to fund eligible ambitions of our Partnership's Plan. 	April 2025	March 2026
	April 2025	March 2026
	April 2025	March 2026
	April 2025	March 2026

Estimated FTE staff to deliver action: 3.9

6 Historic Environment

Lead: Rob Allison, Head of Strategy and Partnerships

Vision Outcome: SL

Action	Target start date	Target end date
Lead the delivery of the Lake District Historic Environment Strategy 2020-2025 Action Plan, through the Historic Environment programme board.	April 2025	March 2028
2025/26 milestones		
<ul style="list-style-type: none"> • Complete a conservation area for Windermere Villas and make a recommendation for adoption. • Deliver Historic Environment programme board projects, including Lowther Castle Walls phase two, and develop funding bids, including for Greenside Mine projects. • Review and update four Conservation Area Management Plans that are over 10 years old. • Subject to successful funding bids, deliver Historic England's Historic Rural Building Grant Programme with landowners. 	April 2025	Dec 2025
	April 2025	March 2026
	April 2025	March 2026
	April 2025	March 2026

Estimated FTE staff to deliver action: 1.4

7 World Heritage Site (WHS)

Lead: Rob Allison, Head of Strategy and Partnerships

Vision Outcome: SL

Action	Target start date	Target end date
Promote the understanding and benefits of the WHS, and specifically the attributes of Outstanding Universal Value. Continue to embed WHS considerations within and beyond the Partnership.	April 2025	March 2028
2025/26 milestones		
<ul style="list-style-type: none"> Continue delivery of the WHS Interpretation Strategy, exploring external funding opportunities to do so, including commencing delivery of 13 Valleys phase two (subject to funding) and delivering a pilot interpretation project with the local community in the Coniston Valley (subject to funding). Facilitate the WHS Steering Group. 	April 2025	March 2026
	April 2025	March 2026

Estimated FTE staff to deliver action: 1.0

Additional Opportunities / Actions for Landscape, Culture and Beauty in 2026/27 and 2027/28

Action	Notes
Lake District National Park Partnership's Plan	<ul style="list-style-type: none"> Commence delivery of the new Partnership's Plan. Promote the new Partnership's Plan and secure reference in Partners' own strategic / business plans. Celebrate 20 years of the Partnership (established in 2006) and what we have achieved together.
Historic Environment	<ul style="list-style-type: none"> Review and update a further four Conservation Area Management Plans that are over 10 years old. If funding is successful, deliver the project at Greenside Mine and the Romano-British Settlement project. Develop and deliver a Landscape Enhancement Initiative bid for a community archaeology / our farming heritage phase two project.
World Heritage Site	<ul style="list-style-type: none"> Celebrate 10 years of WHS inscription in 2027.

Priority: Sustainable Travel and Transport

8 Sustainable Travel and Transport

Lead: Rob Allison, Head of Strategy and Partnerships

Vision Outcome: VE, SL

Action	Target start date	Target end date
Catalyse and oversee a transformational change in sustainable transport, access and recreation through delivery of priority projects and actions. This will be co-designed with local communities and transport authorities, working closely with the Partnership's 'Sustainable Transport' Key Outcome Group.	April 2025	March 2028
2025/26 milestones		
<ul style="list-style-type: none"> Explore options for sustainable funding mechanisms for sustainable travel, particularly public transport improvements. Have strategic oversight of the range of sustainable transport interventions being undertaken in the National Park, to ensure learning is shared and momentum is maintained. Lead on progressing the long-term sustainable transport ambitions for the Wasdale Valley, working with partners and community representatives and delivering the 2025/26 Area Action Plan, as part of a suite of Valley Travel Plans. Subject to resources, explore with the transport authority and local communities the possibility of sustainable travel interventions in the Borrowdale / Buttermere Valleys. 	April 2025	March 2026
	April 2025	March 2026
	April 2025	March 2026
	April 2025	March 2026

Estimated FTE staff to deliver action: 1.5

Additional Opportunities / Actions for Sustainable Travel and Transport in 2026/27 and 2027/28

Action	Notes
Sustainable Travel and Transport	<ul style="list-style-type: none"> In 2026/27, work with Cumberland Council, Westmorland and Furness Council and / or Cumbria Mayoral Combined Authority if formed, and other partners, to establish and deliver an integrated transport strategy for whole park and specific valley-based approaches. Continue to learn from implementation of the Area Action Plan in Wasdale and use this to replicate and influence change in other valleys. Working with either the Borrowdale or Buttermere communities and transport authorities, deliver the annual Area Action Plan. Create a long-term vision for sustainable travel interventions in other valleys through collaboration with transport authorities and local communities (via a citizens panel, subject to funding).

Priority: Vibrant Communities and Prosperous Economy

9 Vibrant Communities and Prosperous Economy

Lead: Rob Allison, Head of Strategy and Partnerships

Vision Outcome: VC

Action	Target start date	Target end date
Support implementation of the Local Plan.	April 2025	March 2028
2025/26 milestones		
<ul style="list-style-type: none"> Progress delivery of the Windermere Gateway project, including supporting community engagement and communications. 	April 2025	March 2026
<ul style="list-style-type: none"> Achieve the annual target for affordable and local needs housing permissions. 	April 2025	March 2026

Estimated FTE staff to deliver action: 0.5

10 Deliver Local Development Scheme

Lead: Rob Allison, Head of Strategy and Partnerships

Vision Outcome: PE, VE, VC, SL

Action	Target start date	Target end date
Deliver the Local Development Scheme and fulfil our statutory planning reporting to provide clear and up to date policy guidance.	April 2025	March 2028
2025/26 milestones		
<ul style="list-style-type: none"> Scope the Local Plan review based on our strategic ambitions, the planning reforms and new regulations, in preparation for commencement of the Local Plan review in 2026/27. 	April 2025	March 2026

Estimated FTE staff to deliver action: 1.1

11 Nutrient Neutrality

Lead: Andrew Smith, Head of Development Management

Vision Outcome: PE, VC

Action	Target start date	Target end date
Continue to deliver nutrient neutrality mitigation through the Local Nutrient Mitigation Fund, in partnership with Westmorland and Furness and Cumberland Councils.	April 2025	March 2028
2025/26 milestones		
<ul style="list-style-type: none"> • Full commitment of the £15.28m capital Local Nutrient Mitigation Fund grant. • Deliver phosphorous mitigation interventions on the ground to unlock housing development across Cumbria. • Develop and implement effective nutrient credit sale processes. 	April 2025	April 2025
	April 2025	March 2026
	April 2025	March 2026

Estimated FTE staff to deliver action: 3.1

Additional Opportunities / Actions for Vibrant Communities and Prosperous Economy in 2026/27 and 2027/28

Action	Notes
Vibrant Communities and Prosperous Economy	<ul style="list-style-type: none"> • Support our partners with the continued delivery of the place making scheme - the Windermere Gateway project, focussing on station elements if funding is announced.
Deliver Local Development Scheme	<ul style="list-style-type: none"> • Commence review of the Local Plan, gathering evidence, developing options and suggested policy approaches.
Nutrient Neutrality	<ul style="list-style-type: none"> • Continue to deliver nutrient mitigation interventions with proceeds of credit sales. • Progress towards habitat site restoration through nutrient interventions funded by credit sale proceeds.

Priority: Lake District for Everyone

12 Visitor Management

Lead: Steve Ratcliffe, Director of Sustainable Development

Vision Outcome: VE

Action	Target start date	Target end date
Deliver interventions, when and where necessary, to alleviate visitor pressures on our communities and environment, whilst enhancing the experiences and well-being of our visitors, particularly our new audiences.	April 2025	March 2026
2025/26 milestones		
<ul style="list-style-type: none"> • Lead the Strategic Visitor Management Group and its coordination and preparation of Area Action Plans and Valley Management Action Plans when and where necessary. • Work with partners and networks to coordinate low-impact visitor messaging and promote to our audiences throughout the peak visitor season. 	April 2025	March 2026
	April 2025	March 2026

Estimated FTE staff to deliver action: 3.2

13 Access and Recreation

Lead: Rob Allison, Head of Strategy and Partnerships

Vision Outcome: VE, SL

Action	Target start date	Target end date
Deliver the 'improve, maintain, promote and integrate elements' of the ' <u>Out there</u> Strategy' to deliver infrastructure and services which focus on serving under-represented groups (as identified by the 'Lake District for Everyone' Key Outcome Group).	April 2025	March 2028
2025/26 milestones		
<ul style="list-style-type: none"> • Subject to funding, deliver the Access and Recreation programme board's pipeline of priority projects, including delivering the first phase of the Keswick to Threlkeld extension project, and designing the scheme for phase two; and completing delivery of the Coast to Coast National Trail. • Deliver rights of way maintenance work, seeking to reduce the backlog to agreed targets over a five-year period. • Finalise the informal consultation process for the Small Lakes Byelaws review, subject to resources, and commence the assessment to submit an application to the Secretary of State for approval. 	April 2025	March 2026
	April 2025	March 2026
	April 2025	March 2026

Estimated FTE staff to deliver action: 22.8

14 Information Services

Lead: Sarah Calderbank, Head of Communications and Engagement

Vision Outcome: VE

Action	Target start date	Target end date
Provide a high quality Visitor Information Centre network, meeting the needs of traditional and new visitors, and working towards delivering a cost neutral service.	April 2025	March 2028
2025/26 milestones		
<ul style="list-style-type: none"> • Deliver a further season in the Coniston Visitor Information Centre, adapting our general offer to meet local trading conditions. Report to the Commercial Strategy Board about the ongoing viability of the operation. • Continue to develop our offer at Hawkshead as we move into the second full year of operation, adapting it to reflect information gathered from our operational experience. • Deliver against budget in our long-standing visitor information operations at Bowness, Keswick and Ullswater. 	April 2025	October 2025
	April 2025	March 2026
	April 2025	March 2026

Estimated FTE staff to deliver action: 8.6

15 Digital Services

Lead: Sarah Calderbank, Head of Communications and Engagement

Vision Outcome: VE

Action	Target start date	Target end date
Develop and improve the tools needed for all stakeholders to gain information and to interact with the LDNPA.	April 2025	March 2028
2025/26 milestones		
<ul style="list-style-type: none"> • Work towards launching the new LDNPA website by April 2026 which will allow greater access to information for all our audiences. • Work towards launching sub-brand microsites, including commercial, on the new content management system by December 2026. 	April 2025	March 2026
	April 2025	March 2026

Estimated FTE staff to deliver action: 1.0

16 Engagement Strategy

Lead: Sarah Calderbank, Head of Communications and Engagement

Vision Outcome: VE

Action	Target start date	Target end date
Identify and deliver improvements for two-way engagement with underserved audiences, particularly National Park communities and young people, as part of our Communications and Engagement Strategy.	April 2025	March 2028
2025/26 milestones		
<ul style="list-style-type: none"> Develop proposals for broader youth engagement, as identified in the Communications and Engagement Strategy 2024-2026. Identify and engage in networks and partnerships to improve our reach and impact within National Park communities. Provide communications and engagement resource for the development of the next Partnership's Plan. 	April 2025	March 2026
	April 2025	March 2026
	April 2025	March 2026

Estimated FTE staff to deliver action: 0.5

17 Learning and Engagement

Lead: Sarah Calderbank, Head of Communications and Engagement

Vision Outcome: VE

Action	Target start date	Target end date
Deliver a youth programme to promote understanding of the National Park's water environment, nature, habitats and cultural heritage.	April 2025	March 2028
2025/26 milestones		
<ul style="list-style-type: none"> Deliver a water cycle education programme to primary schools across Cumbria. Deliver water-focused engagement activities with schools across the Windermere catchment. Seek funding to develop an expanded engagement programme with young people (aged 14 to 25), targeting underserved audiences in and outside of the National Park. 	April 2025	March 2026
	April 2025	March 2026
	April 2025	March 2026

Estimated FTE staff to deliver action: 3.1

18 Delivery of Commercial Strategy Pipeline

Lead: Gavin Capstick, Chief Executive

Vision Outcome: VE

Action	Target start date	Target end date
Deliver identified projects in 2025/26 and begin planning projects for future years of the Medium Term Financial Strategy.	April 2025	March 2028
2025/26 milestones		
<ul style="list-style-type: none"> Deliver revised operating model for Brockhole for the 2025/26 season. Deliver tender process for available third party space / operations at Brockhole. Deliver mobilisation if a successful tender / tenderers are accepted. 	<p>April 2025</p> <p>April 2025</p> <p>April 2025</p>	<p>March 2026</p> <p>March 2026</p> <p>March 2026</p>

Estimated FTE staff to deliver action: 0.5

19 Devolution

Lead: Gavin Capstick, Chief Executive

Vision Outcome: PE, VE, VC, SL

Action	Target start date	Target end date
Help shape Cumbria's new strategic authority and, if supported, prepare for its establishment.	April 2025	May 2026
2025/26 milestones		
<ul style="list-style-type: none"> Respond to the Government's consultation on a proposal to form a Mayoral Combined Authority for Cumbria. Monitor and respond to information requests if, and when, the provisions are supported. 	<p>April 2025</p> <p>April 2025</p>	<p>April 2025</p> <p>March 2026</p>

Estimated FTE staff to deliver action: n/a (to be delivered by Executive Board)

Additional Opportunities / Actions for Lake District for Everyone in 2026/27 and 2027/28

Action	Notes
Access and Recreation	<ul style="list-style-type: none"> Subject to funding, deliver the Access and Recreation programme board's pipeline of priority projects, including delivering phase two of the Keswick to Threlkeld extension project and monitoring benefits on the Coast to Coast National Trail.
Digital Services	<ul style="list-style-type: none"> Develop a plan for digital improvements beyond 2026/27.
Engagement Strategy	<ul style="list-style-type: none"> In 2026/27, develop the proposals to deliver improved youth and community engagement into an action plan. In 2026/27, incorporate engagement and consultation learnings from the Lake District National Park Partnership's Plan into the next Communications and Engagement Strategy. In 2027/28, deliver the next Communications and Engagement Strategy.
Delivery of Commercial Strategy Pipeline	<ul style="list-style-type: none"> Continue to prioritise and deliver the existing pipeline of projects. Generate and appraise new proposals for income growth and cost savings.

Additional Key Service Actions for 2025/26

Priority: Deliver Service Objectives

Communications and Engagement

Lead: Sarah Calderbank, Head of Communications and Engagement

FTE staff on 1 August 2025: 19.96

Service Objectives: Our new Communications and Engagement service will use strategic communications, digital channels and engagement to support all audiences in gaining information, understanding and enjoyment of the National Park. We will deliver this through corporate communications, creative campaigns, engagement activities, information centres, and visual storytelling, working collaboratively with all Authority teams, partners and external stakeholders.

20 Communications and Engagement Strategy

2025/26 planned work	Target start date	Target end date
<ul style="list-style-type: none"> Deliver the Communications and Engagement Strategy 2024-2026. Increase nature-based communications output through the Team Nature project. 	April 2025	March 2026

21 Partnership Communications

2025/26 planned work	Target start date	Target end date
<ul style="list-style-type: none"> Contribute communications support towards partner projects, including World Heritage Site, Fix the Fells and Windermere Gateway. Lead communications for the Love Windermere partnership and Nutrient Neutrality North West. Agree priorities for Authority delivery of marketing, communications and engagement of the English Lake District World Heritage Site as part of the 2025 Interpretation Strategy. 	April 2025	March 2026

22 Accessibility and Accessible Routes projects

2025/26 planned work	Target start date	Target end date
<ul style="list-style-type: none"> Deliver training across the Authority to improve the accessibility standards of our digital communications, particularly focusing on all website content. Identify new ways to reach Miles without Stiles and accessible cycling audiences, exploring commercial and third-party partners, content creators and our website project. 	April 2025	March 2026

Estimated FTE staff to deliver additional actions for the Communications and Engagement service: 3.9

People and Organisational Development

Lead: Ben Leavesley, Head of People and Organisational Development

FTE staff on 1 August 2025: 7.4

Service Objectives: To work with staff, members and volunteers to deliver the People and Organisational Development strategies. Provide effective people support and ensure robust health and safety management. Identify business focused solutions which facilitate change; attract new people; and ensure effective systems, policies and procedures are in place within the People team to support the achievement of the Organisational Strategy.

23 Human Resources and Organisational Development

2025/26 planned work	Target start date	Target end date
<ul style="list-style-type: none"> • Provide best practice support and guidance to managers and employees in all people related matters. • Support personal and all staff development needs. • Deliver an Organisational Development programme with the aim of improving the employment experience and creating employee engagement opportunities. • Continue with policy reviews to ensure up to date effective policies. • Create a workforce plan, with specific focus on ensuring the organisation has effective recruitment and talent management pipelines. 	April 2025	March 2026

24 Volunteering

2025/26 planned work	Target start date	Target end date
<ul style="list-style-type: none"> • Review opportunities for volunteering in the organisation. • Improve volunteer engagement and user experience. • Embed volunteering within our communities and create local engagement. • Use volunteering to enhance the Lake District's environment and nature. • Maximise the potential of partnerships. 	April 2025	March 2026

25 Health and Safety

2025/26 planned work	Target start date	Target end date
<ul style="list-style-type: none"> • Deliver the programme of health and safety audits as agreed by the Health, Safety and Wellbeing Forum. 	April 2025	March 2026

26 Performance Management

2025/26 planned work	Target start date	Target end date
<ul style="list-style-type: none">• Continue to provide systems and support to services to ensure delivery of the Performance Management and Risk Management Strategies.• Carry out an annual review of the Authority's risk appetite statement / approach.• Support the Strategic Leadership Team with the annual review of the Business Plan and development of Service Plans.	April 2025	March 2026

Estimated FTE staff to deliver additional actions for the People and Organisational Development service: 7.0

Resources

Lead: Pete Notley, Head of Resources

FTE staff on 1 August 2025: 41.34

Service Objectives: To effectively manage the Authority's resources (financial, property and business systems) to support medium term financial stability and sustainability goals through effective programme and project management. In addition, to oversee Coniston Boating Centre and car parking, as well as the transitional management of Brockhole through 2025/26.

27 Managing Our Finances

2025/26 planned work	Target start date	Target end date
<ul style="list-style-type: none">• Deliver the Finance Service Plan, including preparation of budgets and accounts to statutory deadlines.• Embed staff in new roles following internal promotions.• Review options around the ongoing use of the SUN finance system.• Put in place appropriate replacements for the 13 fleet vehicles due to be returned to the leasing company during the year.• Support any further work around options on Brockhole.	April 2025	March 2026

28 Asset and Property Management

2025/26 planned work	Target start date	Target end date
<ul style="list-style-type: none">• Update the Property Asset Management Strategy.• Get phase one of the property asset management system operational.• Support any further work around options on Brockhole.	April 2025	March 2026

29 ICT

2025/26 planned work	Target start date	Target end date
<ul style="list-style-type: none">• Deliver the ICT Service Plan.• Implement the GIS Strategy 2025/26 tasks.	April 2025	March 2026

30 Ways of Working

2025/26 planned work	Target start date	Target end date
<ul style="list-style-type: none">Continue to review and test the newly adopted Business Continuity Plan.Continue to review opportunities to ensure value for money is achieved from office space.	April 2025	March 2026

31 Programme and Project Management

2025/26 planned work	Target start date	Target end date
<ul style="list-style-type: none">Embed the use of the Bright Work 365 tool across the Authority.Support any further work around options on Brockhole.	April 2025	March 2026

32 NEW: Facilities and Buildings Management

2025/26 planned work	Target start date	Target end date
<ul style="list-style-type: none">Undertake site management, including managing tenants and contractors.Carry out planned and reactive maintenance works.	April 2025	March 2026

33 Sustainability

2025/26 planned work	Target start date	Target end date
<ul style="list-style-type: none">Implement the agreed actions for 2025/26 from the Sustainability Strategy.	April 2025	March 2026

34 Cultural and Events Programme

2025/26 planned work	Target start date	Target end date
<ul style="list-style-type: none">Support the 13 Valleys Ultra marathon through our volunteering and visitor management programmes.Market and successfully host the Great North Swim at Brockhole.	April 2025	October 2025

35 Brockhole

2025/26 planned work	Target start date	Target end date
<ul style="list-style-type: none">• Implement operational and offer changes to deliver a successful 2025 season and improve budgetary contribution.• Implement tactical and strategic investment projects to improve visitor experience and profitability.	April 2025	March 2026

36 Visitor Support

2025/26 planned work	Target start date	Target end date
<ul style="list-style-type: none">• Continue to deliver Safer Lakes through the work of Visitor Management staff.	April 2025	March 2026

Estimated FTE staff to deliver additional actions for the Resources service: 38.2

Development Management

Lead: Andrew Smith, Head of Development Management

FTE staff on 1 August 2025: 21.06

Service Objectives: To provide a seamless development management service that works in partnership, implementing the spatial policy, facilitating inspirational development, strengthening sense of place and delivering the Vision. To provide high quality and timely planning advice, applications and compliance services.

37 Planning Casework – advice, applications and compliance

2025/26 planned work	Target start date	Target end date
<ul style="list-style-type: none"> • Contribute to achieving each priority for the Lake District through planning decisions, implementing the policies of the Local Plan: <ul style="list-style-type: none"> ➤ Reduce on-hand and outstanding casework and return to high quality and timely planning advice, application and compliance delivery. ➤ Provide high quality, timely and effective case handling and decision-making on planning applications. (This means determining at least 60 per cent of major applications within 13 weeks or agreed time, 70 per cent of non-major applications in eight weeks or agreed time, and having no more than 10 per cent of our decisions on major county, major district and minor applications overturned at appeal.) ➤ Ensure appropriate compliance with planning controls through effective and timely investigation and enforcement. (We will visit 80 per cent of enforcement complaint sites within 21 days and have no more than 350 enforcement cases open by 1 April 2026.) ➤ Offer proportionate pre-application advice to influence and guide potential developers towards quality planning outcomes. ➤ Effectively operate statutory tree controls through high quality and timely decision-making on applications and the appropriate use of designations and protections. (We will determine 80 per cent of tree work applications within eight weeks.) ➤ Provide effective administrative support to ensure timely, robust and legally compliant delivery of all aspects of our Development Management functions. ➤ Implement necessary changes to land charges and data processes as required by the Land Registry. 	<p>April 2025</p>	<p>March 2026</p>

Estimated FTE staff to deliver additional actions for the Development Management service: 21.4

Strategy and Partnerships

Lead: Rob Allison, Head of Strategy and Partnerships

FTE staff on 1 August 2025: 21.0

Service Objectives: To lead the strategic thinking for the Authority on the National Park's future, monitor the state of the National Park and develop the Lake District National Park Partnership. To look after important habitats and landscapes, providing support to land managers and working with partners to protect and enhance the landscape, and contribute to sustainable transport and tourism to meet Vision outcomes.

38 Consultations, case work and UNESCO queries

2025/26 planned work	Target start date	Target end date
<ul style="list-style-type: none">Respond to statutory consultations and queries and provide advice on case work.	April 2025	March 2026

39 Protected Landscapes Targets and Outcomes Framework

2025/26 planned work	Target start date	Target end date
<ul style="list-style-type: none">Publish the Lake District's agreed targets in response to the Government's Protected Landscapes Targets and Outcomes Framework by July 2025 and design a plan for delivery.	April 2025	March 2026

Estimated FTE staff to deliver additional actions for the Strategy and Partnerships service: 1.0

Rangers

Lead: Steve Gaskell, Head of Rangers

FTE staff on 1 August 2025: 33.8

Service Objectives: To support the enhancement and maintenance of our rural properties, in line with our strategic needs. Working closely with communities to help them meet their needs in ways that contribute to Vision outcomes. To encourage responsible recreation, enhancing people's access to the countryside and water, and supporting visitor management.

40 Rights of Way

2025/26 planned work	Target start date	Target end date
<ul style="list-style-type: none">Embed structural and operational location changes in Ranger teams to ensure they deliver planned benefits to public rights of way (ROW) including improvements to reduce the ROW backlog and ease of use performance indicators.	April 2025	March 2026

Estimated FTE staff to deliver additional actions for the Rangers service: 1.1