Performance and Risk Monitoring Report: Quarter One 2025/26

1 Summary

1.1 This report updates members on progress in delivering the 2025-2028 Business Plan, including the management of key corporate and Business Plan risks. It also includes a proposal to make in-year changes to the Business Plan.

Recommendation that:	**a**	**Members review progress in delivering the 2025-2028 Business Plan by reviewing performance, as set out in Annexes 1, 2, 3 and 5; and**
	b	**Members review the management of corporate risks and Business Plan risks, as set out in Annexes 1 and 4; and**
	c	**Members approve the proposed in-year changes to the Business Plan, as set out in Annexes 1 and 6.**

2 Background

2.1 The 2025-2028 Business Plan, which came into effect on 1 April 2025, sets our direction for the next three years within the overall context of the Vision and the Lake District National Park Partnership's Plan.

2.2 The Business Plan includes key actions we will take to help deliver our priorities for the Lake District, which are set out in our Organisational Strategy. For each of these key actions we show milestones for 2025/26, the first year of the plan.

2.3 There are also additional key actions for services; these are areas of significant work to be undertaken during the first year of the plan to help deliver service objectives. Inclusion of these additional key actions enables us to produce a Business Plan which gives a more complete picture of all the Authority's work.

2.4 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 / or impact.

2.5 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 Resources Committee.

2.6 At March's Authority committee meeting, members gave delegated authority to Resources Committee to approve in-year changes to Business Plan actions / milestones at the end of quarters one and two. It was agreed that changes will only be proposed by officers in exceptional circumstances, where there is a significant impact on our ability to deliver planned work, caused by factors outside of our control. Any proposed changes will be reviewed and agreed by the Strategic Leadership Team before being presented to members for consideration.

2.7 Annex 1 contains an Executive Summary with key messages about performance, management of risks, and proposed in-year changes to the Business Plan. Annexes 2 to 5 contain more details about performance and risk management; and Annex 6 shows the proposed revised 2025-2028 Business Plan.

3 Policy Context

3.1 Our Business Plan 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.

4 Options

4.1 Members can accept the recommendations or make alternative suggestions.

5 Proposals

5.1 Members are asked to note progress with delivering our 2025-2028 Business Plan, to review the management of our corporate risks and Business Plan risks, and to approve the proposed in-year changes to the Business Plan.

6 Stakeholder Consultation

6.1 No stakeholder consultation was required for this report.

7 Demonstrating Best Value

7.1 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 and performance indicator targets, as well as with other national parks.

8 Finance Considerations

8.1 An update on the Authority's financial performance is shown in the separate finance report.

9 Risk

9.1 Risks to delivery of the Business Plan and key corporate risks are recorded within our corporate Risk Register, where we note the control mechanisms which are in place to manage the risk and any further mitigation actions being taken. Risk owners have reviewed the stated control mechanisms and confirmed they are still in place and are effective.

9.2 For our most significant risks, we also outline the contingency plans for if we are unable to manage them. 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'.

10 Legal Considerations

10.1 There are no legal implications as a direct result of this report.

11 Human Resources

11.1 There are no staffing implications as a direct result of this report.

11.2 Business Plan activities reflect 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.

11.3 Our volunteers also have a significant role to play in the delivery of our Business Plan.

12 Diversity Implications

12.1 There are no specific diversity issues as a direct result of this report.

13 Sustainability

13.1 There are no significant environmental, economic or social effects as a direct result of this report.

Background Papers	2025-2028 Business Plan
Author, Post	Catherine Slater, Performance Management Adviser
Responsible Officer	Gavin Capstick, Chief Executive
Date Written	30 July 2025

Annex 1: Executive Summary

1 Business Plan Actions (more details in Annex 2)

1.1 The 19 key actions to deliver our priorities for the Lake District, and their 2025/26 milestones, are shown in Annex 2, Table 1 (pages 1 to 8).

- 18 key actions (95 per cent) have a green status, as the planned work for 2025/26 is substantially on track.
- One key action has an amber status, as there is a risk to delivering the work planned for this year:
    - **Sustainable Travel and Transport**: 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.

1.2 The 20 additional key actions which services are delivering during 2025/26 in support of achieving their service objectives are shown in Annex 2, Table 2 (pages 9 to 15).

- 17 of the additional key actions (85 per cent) have a green status, with the work on track.
- Three actions have an amber status:
    - **Sustainability**: Significant work has taken place to develop a Sustainability Strategy. However, there has been a delay with presenting it to members for approval, which might cause issues with delivering this year's actions.
    - **Brockhole:** The site is being pro-actively managed to ensure a good visitor experience is available. However, the White House is not operational, which limits the overall offer.
    - **Planning Casework**: Monthly planning application performance is consistently above current Government performance thresholds; however, we are too reliant on extensions of time for determining planning applications. And while the number of enforcement cases has been reducing, the figure remains unacceptably high.

2 Overall Service Performance (more details in Annex 3)

2.1 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, together with a red, amber or green status. The commentaries are shown in Annex 3.

The status and commentary are based on an assessment of:

- delivery of the 2025/26 Service Plans
- performance against key performance indicator targets
- management of service risks
- budgetary position

2.2 Service performance has improved from last quarter:

- Four of the five service areas are reporting a green status, with delivery of their service objectives on track.
- One service is reporting amber:

- **Development Management**: The service is fully staffed, and we have seen significant performance improvements. However, the service continues to be impacted by a small number of complex pieces of casework which have a disproportionate impact on service delivery.

3 Risk Management (more details in Annex 4)

3.1 There are six Business Plan risks and nine corporate risks being actively managed in our corporate Risk Register. A new risk was added to the Risk Register in April relating to the operation of the **Brockhole** site.

- No risks are at a high or critical level, and none of the medium level risks have a score of 10 or above. This is an improvement from last quarter, when there were two medium level risks with a score of 12.
- Seven of the nine medium level risks have an amber status, which indicates there are some issues with mitigation plans, but they should be recoverable. The first six of these have current risk scores above tolerance:
  - **World Heritage Inscription:** The Lake District is on the agenda for July's World Heritage Committee. We are waiting to see if the Lake District is discussed, and what the outcome is.
  - **Resource Availability:** There is still significant uncertainty over the medium term funding position and delivery of savings.
  - **External Factors impacting the Authority:** There continues to be a heightened sense of geopolitical uncertainty; and extreme weather.
  - **Development Management – Enforcement:** The backlog of cases remains unacceptably high but is reducing.
  - **SAC (Special Area of Conservation) Planning Reviews:** We have approached Defra to seek guidance on our next steps to mitigate potential financial risks.
  - **Reputation Management:** There are a variety of issues which could impact our reputation; communication strategies and mitigation actions are in place.
  - **Brockhole:** We have not yet agreed a new operating model for the site, but it is likely there will be some element of budget gap between the target and the actual.
  - Further details are shown in Annex 4, Table 1 (pages 1 to 7).
- There is one further risk above tolerance. It has a green status which indicates that mitigation plans are progressing well, and the risk is under control:
  - **Commercial Strategy:** The in-year delivery model is operating successfully at Brockhole.
  - Further details are shown in Annex 4, Table 2 (page 8).
- All other risks have a risk score of less than 10, have a current risk score which is within tolerance, and a green status. These risks are shown in Annex 4, Table 3 (pages 9 to 15).

3.2 The current risk scores / levels of all corporate and Business Plan risks are summarised on the Risk Matrix in Annex 4 (page 16). Within the Risk Matrix, the definitions of 'impact on the Authority' were reviewed earlier in the year and the

updated definitions are now shown. The Strategic Leadership Team have used the updated definitions to check that the tolerable risk scores for our Business Plan risks and corporate risks are still appropriate.

- The tolerable risk score / level for the **Potential Groupthink** risk has been changed from 4 / low to 8 / medium. The current risk score remains low and within tolerance.

4 Programme Boards (more details in Annex 5)

4.1 Progress with work being delivered through the Access and Recreation, Historic Environment and Natural Environment programme boards is shown in Annexes 5a, 5b and 5c.

5 Proposed in-year changes to the 2025-2028 Business Plan (more details in Annex 6)

5.1 At the end of quarter one, when reviewing progress with delivering the Business Plan actions, the Strategic Leadership Team considered whether any factors outside of our control were likely to significantly impact on plan delivery this year.

- We believe that the ongoing discussions about Local Government Devolution in Cumbria mean it is not the right time to establish and deliver an integrated transport strategy. We therefore propose to remove this as a 2025/26 milestone from action 8 '**Sustainable Travel and Transport**'.

5.2 If members approve the changes to action 8, then we will publish a revised 2025-2028 Business Plan. The revised Business Plan will also reflect:

- Structural changes to the Strategy and Rangers service. The service will be split into two new service areas from 1 August: Strategy and Partnerships and Rangers. The key changes to the Business Plan are:
    - The named lead for some actions will be updated.
    - The additional service actions which the Strategy and Rangers service own will be re-allocated:
        - Action 38 'Consultations, case work and UNESCO queries' will be owned by the Strategy and Partnerships service.
        - Action 39 'Strategy and Ranger service' covers the work of both new service areas, so it will be split into two actions: action 39 'Protected Landscapes Targets and Outcomes Framework', owned by Strategy and Partnerships, and action 40 'Rights of Way', owned by the Rangers.
- Updated figures for staff time allocated in Service Plans to deliver the Business Plan actions.

5.3 The proposed revised 2025-2028 Business Plan is shown in Annex 6.

Annex 2: 2025-2028 Business Plan Actions

Table 1: Key actions to deliver our Priorities for the Lake District

Priority: Climate Change

1 Achieving Net Zero as a National Park

Action	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.
Lead	Hanna Latty, Assistant Director of Sustainable Development
2025/26 milestones	• 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.
Status	**Green**

2 Climate Change Adaptation in the National Park

Action	Lead efforts to deliver park-wide adaptation activities through the Partnership's Plan and our Natural Environment programme board.
Lead	Hanna Latty, Assistant Director of Sustainable Development
2025/26 milestones	• 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.
Status	**Green**

3 LDNPA Carbon Reduction and Sequestration

Action	Reduce Authority carbon emissions to net zero by March 2030 (on a scope 2 basis). Expand monitoring to move towards scope 3. Deliver our carbon offsetting programme.
Lead	Pete Notley, Head of Resources
2025/26 milestones	• 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.
Status	**Green**

Priority: Farming and Nature Recovery

4 Farming and Nature Recovery

Action	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.
Lead	Hanna Latty, Assistant Director of Sustainable Development
2025/26 milestones	• 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.
Status	**Green**

Priority: Landscape, Culture and Beauty

5 Lake District National Park Partnership's Plan

Action	Facilitate the Partnership, monitor the delivery of the Partnership's Plan and commence response to the State of the Park report.
Lead	Hanna Latty, Assistant Director of Sustainable Development

2025/26 milestones	• 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.
Status	**Green**

6 Historic Environment

Action	Lead the delivery of the Lake District Historic Environment Strategy 2020-2025 Action Plan, through the Historic Environment programme board.
Lead	Hanna Latty, Assistant Director of Sustainable Development
2025/26 milestones	• Complete a conservation area for Windermere Villas and make a recommendation for adoption (by December 2025). • 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.
Status	**Green**

7 World Heritage Site (WHS)

Action	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.
Lead	Hanna Latty, Assistant Director of Sustainable Development
2025/26 milestones	• 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.
Status	**Green**

Priority: Sustainable Travel and Transport

8 Sustainable Travel and Transport

Action	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.
Lead	Hanna Latty, Assistant Director of Sustainable Development
2025/26 milestones	• Explore options for sustainable funding mechanisms for sustainable travel, particularly public transport improvements. • 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. • 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.
Status	**Amber**
Update	The action is marked amber because, 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. Work on the other milestones is progressing: • Sustainable funding mechanisms - a Partnership task and finish group has been set up; a consultant has been appointed; and officers continue to engage with the two local councils regarding grant funds. • Sustainable transport interventions - Visitor Movement Action Plans have been prepared for Ullswater, Hawkshead and Langdale. Cumbria Tourism are programme managing the plans over the next 12 months. • The Wasdale Area Action Plan actions for the 2025 visitor season have been implemented and discussions continue with the community and partners on the long-term sustainable transport ambitions for the Wasdale Valley. A significant milestone has been reached with planning permission granted for a temporary Wasdale Explorer car park at Nether Wasdale. • Borrowdale / Buttermere Valleys - we have been advised that it is unlikely there will be capacity for the establishment of a citizen panel until the autumn. A project brief scoping out the project has been drafted for the Access and Recreation Programme Board in July.

Priority: Vibrant Communities and Prosperous Economy

9 Vibrant Communities and Prosperous Economy

Action	Support implementation of the Local Plan.
Lead	Hanna Latty, Assistant Director of Sustainable Development
2025/26 milestones	• Progress delivery of the Windermere Gateway project, including supporting community engagement and communications. • Achieve the annual target for affordable and local needs housing permissions.
Status	**Green**

10 Deliver Local Development Scheme

Action	Deliver the Local Development Scheme and fulfil our statutory planning reporting to provide clear and up to date policy guidance.
Lead	Hanna Latty, Assistant Director of Sustainable Development
2025/26 milestones	• 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.
Status	**Green**

11 Nutrient Neutrality

Action	Continue to deliver nutrient neutrality mitigation through the Local Nutrient Mitigation Fund, in partnership with Westmorland and Furness and Cumberland Councils.
Lead	Andrew Smith, Head of Development Management
2025/26 milestones	• Full commitment of the £15.28m capital Local Nutrient Mitigation Fund grant (by April 2025). • Deliver phosphorous mitigation interventions on the ground to unlock housing development across Cumbria. • Develop and implement effective nutrient credit sale processes.
Status	**Green**

Priority: Lake District for Everyone

12 Visitor Management

Action	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.
Lead	Steve Ratcliffe, Director of Sustainable Development
2025/26 milestones	• 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.
Status	**Green**

13 Access and Recreation

Action	Deliver the 'improve, maintain, promote and integrate elements' of the **'Out there' Strategy** to deliver infrastructure and services which focus on serving under-represented groups (as identified by the 'Lake District for Everyone' Key Outcome Group).
Lead	Hanna Latty, Assistant Director of Sustainable Development
2025/26 milestones	• 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.
Status	**Green**

14 Information Services

Action	Provide a high quality Visitor Information Centre network, meeting the needs of traditional and new visitors, and working towards delivering a cost neutral service.
Lead	Sarah Calderbank, Head of Communications and Engagement
2025/26 milestones	• 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 (by October 2025).

	• 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.
Status	**Green**

15 Digital Services

Action	Develop and improve the tools needed for all stakeholders to gain information and to interact with the LDNPA.
Lead	Sarah Calderbank, Head of Communications and Engagement
2025/26 milestones	• 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.
Status	**Green**

16 Engagement Strategy

Action	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.
Lead	Sarah Calderbank, Head of Communications and Engagement
2025/26 milestones	• 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.
Status	**Green**

17 Learning and Engagement

Action	Deliver a youth programme to promote understanding of the National Park's water environment, nature, habitats and cultural heritage.
Lead	Sarah Calderbank, Head of Communications and Engagement
2025/26 milestones	• 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.
Status	**Green**

18 Delivery of Commercial Strategy Pipeline

Action	Deliver identified projects in 2025/26 and begin planning projects for future years of the Medium Term Financial Strategy.
Lead	Gavin Capstick, Chief Executive
2025/26 milestones	• 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.
Status	**Green**

19 Devolution

Action	Help shape Cumbria's new strategic authority and, if supported, prepare for its establishment.
Lead	Gavin Capstick, Chief Executive
2025/26 milestones	• Respond to the Government's consultation on a proposal to form a Mayoral Combined Authority for Cumbria (by April 2025). • Monitor and respond to information requests if, and when, the provisions are supported
Status	**Green**

Table 2: Additional key service actions for 2025/26

Priority: Deliver Service Objectives

Communications and Engagement

Lead: Sarah Calderbank, Head of Communications and Engagement

20 Communications and Engagement Strategy

2025/26 planned work	• Deliver the Communications and Engagement Strategy 2024-2026. • Increase nature-based communications output through the Team Nature project.
Status	**Green**

21 Partnership Communications

2025/26 planned work	• 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.
Status	**Green**

22 Accessibility and Accessible Routes projects

2025/26 planned work	• 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.
Status	**Green**

People and Organisational Development

Lead: Ben Leavesley, Head of People and Organisational Development

23 Human Resources and Organisational Development

2025/26 planned work	• 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.
Status	**Green**

24 Volunteering

2025/26 planned work	• 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.
Status	**Green**

25 Health and Safety

2025/26 planned work	• Deliver the programme of health and safety audits as agreed by the Health, Safety and Wellbeing Forum.
Status	**Green**

26 Performance Management

2025/26 planned work	• 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.
Status	**Green**

Resources

Lead: Pete Notley, Head of Resources

27 Managing our Finances

2025/26 planned work	• 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.
Status	**Green**

28 Asset and Property Management

2025/26 planned work	• Update the Property Asset Management Strategy. • Get phase one of the property asset management system operational. • Support any further work around options on Brockhole.
Status	**Green**

29 ICT

2025/26 planned work	• Deliver the ICT Service Plan. • Implement the GIS Strategy 2025/26 tasks.
Status	**Green**

30 Ways of Working

2025/26 planned work	• 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.
Status	**Green**

31 Programme and Project Management

2025/26 planned work	• Embed the use of the Bright Work 365 tool across the Authority. • Support any further work around options on Brockhole.
Status	**Green**

32 Facilities and Buildings Management

2025/26 planned work	• Undertake site management, including managing tenants and contractors. • Carry out planned and reactive maintenance works.
Status	**Green**

33 Sustainability

2025/26 planned work	• Implement the agreed actions for 2025/26 from the Sustainability Strategy.
Status	**Amber**
Update	The Sustainability Strategy has not yet been approved by Resources Committee, so there may be some risk around delivery of the 2025/26 actions which are yet to be approved.

34 Cultural and Events Programme

2025/26 planned work	• Support the 13 Valleys Ultra marathon through our volunteering and visitor management programmes. • Market and successfully host the Great North Swim at Brockhole.
Status	**Green**

35 Brockhole

2025/26 planned work	• 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.
Status	**Amber**
Update	Work completed during 2024/25 has established a leaner structure and reduced exposure to trading volatility. The offer is being pro-actively managed to ensure a good visitor experience is available, although there are some challenges inherent in the interim structure which means the White House is not operational. This temporarily limits the overall offer on site.

36 Visitor Support

2025/26 planned work	• Continue to deliver Safer Lakes through the work of Visitor Management staff.
Status	**Green**

Development Management

Lead: Andrew Smith, Head of Development Management

37 Planning Casework – advice, applications and compliance

2025/26 planned work	• Contribute to achieving each priority for the Lake District through planning decisions, implementing the policies of the Local Plan: ➢ 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.
Status	**Amber**
Update	For full commentary, please see the service update in Annex 3, pages 4 to 5. In relation to the specified targets: We are exceeding our targets for planning applications: • One major planning application was determined in quarter one, and the decision was made within the agreed time. • 193 non-major planning applications were determined; 83 per cent within eight weeks or the agreed time. • We continue to work to reduce the use of extensions of time. • We are well within the targets for no more than 10 per cent of our decisions to be overturned at appeal. Progress with enforcement work: • We carried out 71 site visits following reports of potential breaches of planning control; 97 per cent of these were completed within 21 days. • There were 549 enforcement cases open at the end of June, which is higher than our year to date target. This is partly due to receiving a higher than normal number of new concerns. An action plan has been drafted with the aim of reducing the outstanding number of cases. We are exceeding our target for determining tree applications: • 57 tree applications were determined: 100 per cent within eight weeks.

Strategy and Ranger service

Lead: Hanna Latty, Assistant Director of Sustainable Development

38 Consultations, case work and UNESCO queries

2025/26 planned work	• Respond to statutory consultations and queries and provide advice on case work.
Status	**Green**

39 Strategy and Ranger service

2025/26 planned work	• 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. • 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.
Status	**Green**

Key:

Green	Planned work for this reporting year is substantially on track
Amber	Risk to delivering planned work for this reporting year

Annex 3: Overall Service Performance

Communications and Engagement

Lead: Sarah Calderbank, Head of Communications and Engagement

Status	Green
Update	**Service Plan delivery:** Communications and Engagement Strategy: • Story themes included: Farming in Protected Landscapes, water safety, visit kindly, wild camping, board recruitment, guided walks, lambing season, shuttle buses, World Heritage, Elterwater Quarry, Windermere, Small Lakes Byelaws and more. Nature stories: peat restoration and ancient woodlands. • Media coverage included: the Guardian, the Telegraph, Westmorland Gazette. • Brand guidelines have been updated and rolled out to staff and suppliers. • Managing a broader range of staff stories on Waymarker and Snapshot. • Partnership comms: developing a comms plan for the Partnership's Plan consultation, including hosting a partner comms leads workshop. Engagement highlights: • Learning and engagement: 2,779 young people, including early years at Brockhole, K2T (Keswick to Threlkeld) study days for green careers pathways, Partnership's Plan development and designing our three-year programme for Windermere schools. Developing new project funding bids and working with cross-Authority teams to identify new opportunities. • Information Centres: Budget and gross profit is on target and visitor numbers are similar to last year. Coniston is significantly outperforming budget with an 11.5 per cent income improvement (higher basket spend), despite a 14 per cent drop in the Authority car park outside and a new car park in town. Plans to replace the outgoing service manager and protect the operating position for this year are in hand and will be complete by mid-July. Digital highlights: • Website content review with all Authority teams is progressing well, ready for new website migration in the autumn. Email campaigns are regularly reaching more than 20,000 engaged subscribers, with an above industry average open rate (above 45 per cent) with the most popular content being Miles without Stiles, wild camping and World Heritage. • Social media continues to grow across all channels and our 'influence the influencer' campaign is seeing strong results. Top post on TikTok: 266.4k views, 1.6k saves, nearly 500 shares; and on Instagram our influencers engaged with comments from the community, extending our return further. **Performance against service's Key Performance Indicator (KPI) targets:** All KPIs are expected to meet targets. A slight decline in website traffic reflects the overall trends in tourism. This KPI continues to track overall traffic, but the new website (in 2026/27) will track key website goals.

	Management of service level risks: There is a risk that Service Plans need to be reprofiled due to staff changes across the Communications and Information Centres teams. This is currently being managed through 'acting up', outsourcing and reprioritising workload and will continue to be monitored. **Budgetary management:** All budgets are broadly as expected for the end of quarter one.

People and Organisational Development

Lead: Ben Leavesley, Head of People and Organisational Development

Status	**Green**
Update	**Service Plan delivery:** Priority 1 actions (essential statutory and regulatory requirements) and priority 2 actions (work to deliver organisational priorities and the Business Plan) are all on track within the People team's Service Plan. One of the priority 1 actions is to carry out a full People policy review; this is continuing to be administered in waves. A priority 3 action (service improvements that we will resource if possible) is to 'scope, implement and embed a new HR management system' - this action has not been completed this year beyond the initial scoping of new systems. **Performance against service's Key Performance Indicator (KPI) targets:** Although remaining ambitious, the People targets we have set are realistic in what we should be aiming to achieve as an Authority. • Completion of staff appraisals is comparable to last year (91 per cent, compared to 92 per cent in 2024). This year we have split the figures by team so we can deep dive into the areas that have underperformed. • Sickness absence (general and long term) remains low and well under our internal target and national averages. Percentage of staff working time lost due to all sickness absence is at 1.0 per cent against a target of no more than 2.5 per cent (the target has been reduced this year). Compliance with holding return to work interviews with staff who have had a sickness absence remains under our internal target of 100 per cent, at 67 per cent. We have made changes to our reports to see which services are non-compliant, so we can address directly. • Staff turnover is currently 3.4 per cent against an in-year target of 3.7 per cent. This keeps us on track to be near the annual target of no more than 15 per cent. • The number of internal accidents per 100,000 working hours was inconsistent throughout the last reporting year, ending the year above the target of 4.0. This is calculated on a rolling 12 month basis. We are currently on target for the year to date, with the 12 month rolling figure at 5.5. This is unusually high but following review we cannot see that there are any growing trends in location, accident type or demographic of those having accidents.

	• The Authority has a metric that shows the percentage of updates to Business Plan actions, risks and performance indicators made on time across the Authority. The year to date figure is not quite at the target level of 95 per cent; it is currently 93 per cent, which is an improvement from the same time last year. **Management of service level risks:** People 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, that will only reduce risks in future. **Budgetary management:** Monthly meetings are in place and currently on track.

Resources

Lead: Pete Notley, Head of Resources

Status	**Green**
Update	**Service Plan delivery:** It is early in the year; the service currently looks to be in line with expectation in terms of budget and performance. Delivery of Business Plan actions is largely anticipated as green / on track at this point. The Brockhole action is marked as amber in line with the operational risks flagged; the Sustainability action is also amber – the Sustainability Strategy is due to be presented at September's Resources Committee, which is slightly later than hoped. Resource has been identified to support a Property Ranger on a two year fixed term basis with work also to bring the asset management system, currently in test, into use. Recruitment has started for a Buildings Maintenance Officer based at Murley Moss. **Performance against service's Key Performance Indicator (KPI) targets:** Appraisal completion rates have been partly impacted by the Finance team, as their appraisals were deferred until after the accounts were published. The importance of return to work interviews post sickness absence will be reiterated with managers and team leaders. **Management of service level risks:** In terms of risks, the service owns 10 risks (one Business Plan risk, four corporate risks and five service level risks). Five of these were rated green, with five amber risks: Two are strategic issues relating to the impact of external factors generally (e.g. weather events) and the impact specifically of resourcing (e.g. external grant). Although well monitored, both are judged as having an elevated level of risk, with volatile weather being more common and other factors such as threats from cyber or geopolitical uncertainties becoming greater. In addition, although the high level results from the Comprehensive Spending Review have been announced, with a 2.7 per cent real terms reduction in RDEL (resource departmental expenditure limits) between 2025/26 and 2028/29, the actual impact on our settlement will take months to crystalise.

	The Brockhole lease process is ongoing. Progress is within the timetable, but until the bids have been received it is not clear if there are specific proposals that will meet our budget expectation; the process could become further complicated if bids are subject to planning approvals. The risk related to staff morale and retention at Brockhole has been rated green, with a pro-active approach to staffing up for the summer season; however, the site is still reliant on a relatively small number of key staff. The risk related to natural capital work is rated amber, as it may require further resources to deliver, although a project board has been established which should help to coordinate and prioritise further work. The Caldbeck Common risk is rated amber, pending some minor repair works to the mine safety fences. **Budgetary management:** Period 3 has seen a slight dip from Period 2, but budget performance at Brockhole and from Commercial Property is a gain, taking the quarter as a whole. The longer term Brockhole lease project is on target so far.

Development Management

Lead: Andrew Smith, Head of Development Management

Status	**Amber**
Update	**Service Plan delivery and Performance against service's Key Performance Indicator (KPI) targets:** • The service is fully staffed. It would be desirable to increase our digital capacity to meet the Government's digital ambitions and bring longer term resilience into DMST (the Development Management Support Team). This, however, is limited by financial constraints in terms of revenue funds for staffing and digital services. We are beginning preparations for staffing reductions as fixed term contracts come to an end without replacement. • A small number of more complex cases have proved time-consuming (e.g. Elterwater Quarry Judicial Review, Clints Quarry appeal, Pearsall House and enforcement work). • Planning application performance has improved markedly, with monthly performance consistently above current Government performance thresholds. However, our reliance on extensions of time remains to be addressed. • 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. • Enforcement services are now at full staffing. On-hand 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.

	• Biodiversity Net Gain has been introduced for all non-exempt applications now in effect. Implementation continues and challenges the service and developers alike. • Work on Land Registry data migration is pending. **Management of service level risks:** The service continues to be impacted by a small number of complex pieces of casework which have a disproportionate impact on service delivery (most notably the Clints Quarry appeal in recent weeks). Enforcement case numbers are reducing but remain unacceptably high overall. Our SAC planning review has been delayed and has not been progressed as expected due to competing casework demands. 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. **Budgetary management:** Budgets are largely on target, with low variances. Planning application fees in particular are close to budget, reflecting more conservative budgets set for 2025/26 and a very small number of applications attracting very high fees – one single housing application has attracted a fee of around £46k for example. We will continue to closely monitor our budgets and scenario plan for potential changes in future budgets, albeit recognising the revenue spend over which we have any discretion represents a very low proportion of net service cost (approximately one per cent). We have accepted some staffing reductions through permanent movement to part-time working, and we will not be extending existing fixed term contracts, to reduce our staffing.

Strategy and Ranger Service

Lead: Hanna Latty, Head of Strategy and Ranger Service

Status	**Green**
Update	**Service Plan delivery:** Service Plan delivery is regularly reviewed and currently on track, although we are mindful that there could be impacts resulting from the risks reported and the significant scale of the Partnership's Plan project. **Performance against service's Key Performance Indicator (KPI) targets:** Two areas of improvement so far this year: • 'Staff who have had an end of year annual appraisal' – we have exceeded the target, with 96 per cent of appraisals completed within quarter one. • 'Percentage of rights of way safety works completed within 72 hours of report' is on track. 100 per cent of these jobs were completed within the target timescale in quarter one. There are some amber or red KPIs which will be kept under review, these include:

	• 'Percentage of staff sickness absences for which a return to work meeting was held' – the service is below target. This relates to one staff sickness absence – this will be reviewed and addressed going forward. We also monitor the percentage of the Fix the Fells planned annual work programme which is funded. We have an aspirational target of 100 per cent, which has been achieved in previous years. We are currently behind this target. There are additional funds being sought in the pipeline. **Management of service level risks:** There are two amber risk reports this month due to the Lake District featuring on the agenda of the World Heritage Committee in July. These are the 'World Heritage Inscription' Business Plan risk and the 'Unsealed Roads' service level risk. Context and mitigations are included in the update for risk BP38 'World Heritage Inscription' (see Annex 4, Page 1). **Budgetary management:** On track, with regular reviews of budgets with the Finance team.

Key:

Green	Delivery of service objectives is on track
Amber	Risk to delivery of service objectives

Annex 4: Risk Management

Table 1: Lower scoring risks which have an amber status

World Heritage Inscription – management of attributes of Outstanding Universal Value (BP38)

Risk	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).
Risk Owner	Hanna Latty, Assistant Director of Sustainable Development
Control mechanisms in place	• 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.
Mitigation actions being taken	• 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.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since March 2025	Status
Reputation	**Medium**	**4** / Low	March 2026	**9** / Medium	↑ worse	**Amber**

Update	The current risk score / level changed from 4 / low to 9 / medium this quarter, taking the risk above tolerance; and the status changed from green to amber. World Heritage Committee papers are now published, and the Lake District is on the agenda for its meeting in July 2025. We are pleased to see the report recognises 'considerable efforts' and our 2024 State of Conservation report does seem to have been generally well received, satisfying a number of UNESCO's recommendations. We wait to see if the Lake District World Heritage Site is discussed at the Paris Committee in July and what the outcome will be. As it stands there is a draft recommendation to provide a further State of Conservation report by December 2026, which would add additional unplanned work to this year's Business Plan and possible financial implications given a draft additional monitoring request for unsealed roads. We await the decision from the World Heritage Committee.

Resource Availability (CO41)

Risk	There is a risk that a range of inflationary pressures (pay, utilities, supplies and services etc.), coupled with a reducing 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 (MTFS).
Risk Owner	Pete Notley, Head of Resources
Control mechanisms in place	• Medium term financial projections are maintained and monitored, building in reasonable assumptions around inflation. • 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. • Established processes in place to implement efficiencies and savings through the budget setting round and through monthly outturns. • 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.
Mitigation actions being taken	• Continue to maintain and monitor medium term financial projections, including a list of potential cost cutting measures that could be enacted if required. • Continue to deliver the Commercial Strategy. • Continue to implement efficiencies and savings through the budget setting round and through monthly outturns. • Identify and pursue other sources of revenue and capital grant funding to support the delivery of the Business Plan.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since March 2025	Status
Financial Governance	**Low**	**4** / Low	March 2028	**9** / Medium	↓ improved	**Amber**

Update	The current risk score / level improved from 12 / medium to 9 / medium this quarter; however, the risk remains above tolerance. We have a strong financial planning and monitoring framework in place and have started a savings and efficiencies programme. We have set a balanced budget for 2025/26. However, there is still significant uncertainty over the medium term funding position and delivery of savings. The Comprehensive Spending Review (CSR) has been completed at departmental level but the results for National Park Authorities are not yet clear; following the CSR there is increased financial pressure on the Government following some significant policy changes. We hope for some indication of a multi-year settlement in the autumn, but it remains unclear what that might include.

External Factors impacting the Authority (BP36)

Risk	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.
Risk Owner	Pete Notley, Head of Resources
Control mechanisms in place	• 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. • Appropriate financial reserves are in place and are regularly reviewed (quarterly by Resources Committee), to ensure adequate financial resilience. • 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.
Mitigation actions being taken	• Continue to regularly monitor progress against key activities in Service Plans and the Business Plan. • Continue to regularly review reserve holdings and ensure adequate financial resilience. • Maintain the Business Continuity Plan. • Maintain presence and input on key strategic planning groups to ensure early understanding of arising issues.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since March 2025	Status
Delivery of corporate plans	**Medium**	**6** / Low	March 2028	**9** / Medium	⇩ improved	**Amber**

Update	The current risk score / level improved from 12 / medium to 9 / medium this quarter; however, the risk remains above tolerance. There continues to be a heightened sense of geopolitical uncertainty which may impact on the Authority e.g. through pressure on fuel prices. Weather events have also been more extreme with periods of both heavy rainfall and high temperatures.

Development Management – Enforcement (BP48)

Risk	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.
Risk Owner	Andrew Smith, Head of Development Management
Control mechanisms in place	• Action plan in place following review of service delivery by Government's Planning Advisory Service in 2022. • Financial reserves are in place and are regularly reviewed to ensure financial resilience, within the context of the Authority's wider finances.
Mitigation actions being taken	• Apply agreed resources for planning enforcement casework service delivery.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since March 2025	Status
Legal and statutory duties	**Low**	**6** / Low	March 2026	**9** / Medium	⇔ no change	**Amber**

Update	There has been no change to the current risk score / level during the quarter. The risk remains above tolerance. The backlog remains unacceptably high but is reducing. Planning risks are managed and mitigated by good casework awareness. Reputational risks linked to slow resolution continue but are localised. We continue to progress formal action to a timetable of weekly actions. Prosecution and criminal investigations have been successfully progressed with external support. A further round of prosecutions is likely to be required - we are reviewing whether there is legal capacity to progress these in-house, or whether external support will be required. We will be developing a further enforcement action plan for 2025/26.

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

Risk	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.
Risk Owner	Andrew Smith, Head of Development Management
Control mechanisms in place	• Appropriate independent advice taken as required. • Continuing engagement with Natural England around potential habitats impacts. • Engagement with Defra (Department for Environment, Food and Rural Affairs) and MHCLG (Ministry of Housing, Communities and Local Government) as necessary.
Mitigation actions being taken	• Continue to engage with Natural England around potential habitats impacts. • Liaise closely with Defra and MHCLG to mitigate risks.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since March 2025	Status
Financial Governance	**Low**	**6** / Low	March 2026	**9** / Medium	⇔ no change	**Amber**

Update	There has been no change to the current risk score / level during the quarter. The risk remains above tolerance. Following quashing of Natural England notices, we have approached Defra to seek input and guidance on our next steps to mitigate potential financial risks. They have provided advice, and our next step is to undertake an Appropriate Assessment. A second quarry site is now at planning appeal, with a hearing programmed for July. 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. The wider programme of work is not on track due to competing casework demands.

Reputation Management (CO38)

Risk	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.
Risk Owner	Sarah Calderbank, Head of Communications and Engagement
Control mechanisms in place	• An established media training programme is in place for staff. • Media issues and forward look is a standing agenda item at the monthly Strategic Leadership Team meetings. • 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.
Mitigation actions being taken	• Proactive monitoring of emerging and ongoing issues in media and social media by the Communications team. • Continue to discuss issues generating media and social media interest with the Strategic Leadership Team. • Continue to provide regular briefings to Executive Board, the Chair, members and project leads to mitigate public relations risks. • Media training programme to continue to ensure staff are well equipped to be a spokesperson for the Authority. • Support delivery of community engagement activities, such as parish council events.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since March 2025	Status
Reputation	**Medium**	**8** / Medium	March 2026	**9** / Medium	⇔ no change	**Amber**

Update	There has been no change to the current risk score / level during the quarter. The risk remains above tolerance. Issues in June included: national media, social and partner concern over World Heritage Site designation being a barrier to environment protections; local media and MP-led interest in the Small Lakes Byelaws pre-consultation; visitor-related issues (fly-camping, litter, wildfires) in media and increasing conversations on social media as we move into the peak period; visitor-levies partnership discussion. Communication strategies are in place to inform media, the public and stakeholders. Identifying further mitigation through World Heritage Site, the Partnership and the Strategic Visitor Management Group.

NEW: Brockhole (CO58)

Risk	There is a risk that the initiatives to identify a new operating model for Brockhole fail, leaving the Authority with the cost of operating the site and no, or reduced, rental income. There is also a risk around the operation of the site for 2025/26 following the recent restructure, albeit that is judged to be at a service level.
Risk Owner	Pete Notley, Head of Resources
Control mechanisms in place	• Savills engaged to provide professional support for the marketing exercise and negotiation. • Project and programme methodology in place to ensure the process is managed. • Regular updates with members to ensure clarity over main principals of the lease terms and assurance over progress.
Mitigation actions being taken	• SLT to be briefed on the grant settlement and overall picture in relation to the Medium Term Financial Strategy budget gap; this is with a view to identifying a range of savings options which may be implemented. • Regular monitoring of progress on identifying other savings options.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since March 2025	Status
Commercial strategy and income from fees and charges	**Medium**	**12** / Medium	March 2026	**9** / Medium	⇩ improved	**Amber**

Update	The current risk score / level improved from 12 / medium to 9 / medium during the quarter and the risk remains within tolerance; however, it has an amber status. The process to identify a new operating model for Brockhole is on track and we are entering the later stages of assessment and selection. It is too early to be definitive but based on the responses to date it is judged likely that there will be some element of budget gap between the target and the actual. This partly reflects a general tightening of the commercial aspects of catering and visitor attractions for all operators, including the impact of employers' National Insurance increases and uplifts to wages.

Table 2: Lower scoring risks which have a green status, where the current risk score is above tolerance

Commercial Strategy (BP50)

Risk	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.
Risk Owner	Gavin Capstick, Chief Executive
Control mechanisms in place	• Robust business cases and delivery plans are developed for all Commercial Strategy projects, which are approved by the Commercial Strategy Board / Resources Committee. • Project delivery reports are provided to the identified Senior Responsible Officer and Commercial Strategy Board. • Benefits realisation reports, including the Commercial Strategy Board's benefits tracker, are monitored by the Commercial Strategy Board.
Mitigation actions being taken	• Continue to manage all Commercial Strategy projects in line with the established control mechanisms.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since March 2025	Status
Commercial strategy and income from fees and charges	**Medium**	**8** / Medium	March 2028	**9** / Medium	⇔ no change	**Green**

Update	There has been no change to the current risk score / level during the quarter. The risk remains above tolerance. In-year delivery model is operating successfully at Brockhole. The tender period for a long-term lease has closed with a number of submissions, which are still to be evaluated.

Table 3: Lower scoring risks which have a green status, where the current risk score is within tolerance

Greenside Mine – maintain site stability (CO35)

Risk	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.
Risk Owner	Pete Notley, Head of Resources
Control mechanisms in place	• Memorandum of Understanding established with the Mining Remediation Authority. • Agreed inspection regime in place, with the Mining Remediation Authority carrying out twice-yearly inspections. • Established process in place for monthly inspections / monitoring and for minor works to be completed.
Mitigation actions being taken	• Maintain the agreed inspection regime. • Continue monthly inspections / monitoring. • Maintain surface drainage and complete any identified minor works.
Contingency plans	• Close site and prevent unauthorised access. • Communicate with impacted stakeholders. • Seek further guidance and support from the Mining Remediation Authority.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since March 2025	Status
Legal and statutory duties	**Low**	**5** / Medium	March 2028	**5** / Medium	⇔ no change	**Green**

Human Resourcing (BP46)

Risk	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.
Risk Owner	Ben Leavesley, Head of People and Organisational Development
Control mechanisms in place	• Applicant Tracking System 'Webrecruit', with in-built careers page embedded. • Line manager recruitment training delivered. • New role established in the People team with a focus on recruitment and payroll. • Market Pay Supplement policy in place.
Mitigation actions being taken	• 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. • Embed processes and policy to identify AI (artificial intelligence) generated application statements, to ensure fairness and equity within the shortlisting process. • 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). • Continue to deliver management training to encourage more agile approaches to recruitment.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since March 2025	Status
Staff recruitment & retention	**High**	**4** / Low	March 2026	**4** / Low	⇔ no change	**Green**

Cyber Risk and Data Security (CO40)

Risk	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.
Risk Owner	Pete Notley, Head of Resources
Control mechanisms in place	• Up to date cyber security measures and testing are in place. • Key software and applications have been migrated to cloud-based solutions. • The Authority can remotely wipe devices / digital information if lost. • Regular GDPR (General Data Protection Regulation) training and updates provided to staff and members. • Cyber insurance in place. • Cyber Essentials accreditation in place.
Mitigation actions being taken	• Maintain up to date cyber security measures and testing. • Continue to provide regular GDPR training and updates to staff and members. • Regular monitoring of security status and logs through MS Defender.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since March 2025	Status
Data security & cyber risks	**Low**	**4** / Low	March 2028	**4** / Low	⇔ no change	**Green**

Potential groupthink impact on decision making (CO59)

Risk	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.
Risk Owner	Gavin Capstick, Chief Executive
Control mechanisms in place	• The risk is reviewed monthly by the Strategic Leadership Team and quarterly by Resources Committee. • Established process in place for the Communications team to review key decisions from a public relations perspective. • Away hours allow members a private space for challenge.
Mitigation actions being taken	• Continue to ensure the Authority consults with a broad range of partners about key decisions. • The Communications team to continue to review key decisions from a public relations perspective. • Continue to use member away hours to allow a private space for challenge. • Explore how we can broaden the background and representation of members.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level *	Target date to close risk	Current risk score / level	Direction of travel since March 2025	Status
Reputation	**Medium**	**8** / Medium	March 2028	**4** / Low	⇔ no change	**Green**

Update	* Earlier this year, the Strategic Leadership Team reviewed our Risk Matrix and agreed some changes to the wording of the definitions of ‘impact on the Authority’. We then reviewed the tolerable risk scores for all risks in the Risk Register to check they were still appropriate. The tolerable risk score for this Potential Groupthink risk was subsequently updated from 4 / low to 8 / medium. There has been no change to the current risk score / level this quarter and the risk remains within tolerance.

Employee Engagement (CO36)

Risk	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.
Risk Owner	Ben Leavesley, Head of People and Organisational Development
Control mechanisms in place	• Organisational Development and Engagement Plan in place. • Annual Staff Surveys in place, with action plan. • 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.
Mitigation actions being taken	• Produce 2026/27 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. • Continue to support line managers with team development, where appropriate.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since March 2025	Status
Staff recruitment & retention	**High**	**6** / Low	March 2026	**4** / Low	⇩ improved	**Green**

Workforce Planning (CO56)

Risk	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.
Risk Owner	Ben Leavesley, Head of People and Organisational Development
Control mechanisms in place	• Honorarium and deputisation process in place within policies. • Training and Continuous Professional Development budgets (and Apprenticeship Levy) in place for training needs. • Career graded roles embedded within the organisation.
Mitigation actions being taken	• Identify deputy / deputies within each team structure, with individual training needs analysis to ensure continuity of service. • Outline recruitment plans for each senior role or single point of failure. • All responsibilities and accountabilities held for all single post holders i.e. Section 151 Officer. • Continue to apply career graded roles as required and appropriate.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since March 2025	Status
Staff recruitment & retention	**High**	**6** / Low	March 2026	**4** / Low	⇔ no change	**Green**

Farming in Protected Landscapes (FiPL) (BP44)

Risk	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.
Risk Owner	Hanna Latty, Assistant Director of Sustainable Development
Control mechanisms in place	• The FiPL scheme is being delivered using our agreed project management framework. • 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. • 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). • A planned communications strategy is in place.
Mitigation actions being taken	• Continue to deliver robust governance around the project board and Local Assessment Panel ensuring funder expectations are delivered, including spend expectations.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since March 2025	Status
Reputation	**Medium**	**8** / Medium	March 2026	**4** / Low	⇔ no change	**Green**

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

Risk Matrix at the end of June 2025

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:

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
	1	2	3	4	5

Likelihood: Definition	Probability	score					
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
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
Might occur at some time in the future and / or mitigation action only partly in place	Medium 40 - 60%	3	3	6	9 External Factors impacting Authority World Heritage Inscription Development Management - Enforcement SAC Planning Reviews Reputation Management Resource Availability Brockhole Commercial Strategy	12	15
Could occur but doubtful and / or mitigation expected to work	Low 20 - 40%	2	2	4 Farming in Protected Landscapes Human Resourcing Employee Engagement Cyber Risk and Data Security Workforce Planning Potential Groupthink	6	8	10
May occur but only in exceptional circumstances and / or highly mitigated	Very Low < 20%	1	1	2	3	4	5 Greenside Mine

Risk scale
Critical 20 - 25
High 15 - 16
Medium 5 - 12
Low 1 - 6

Annex 5: Programme Board Updates

Annex 5a: Access and Recreation Programme Board

Annex 5b: Historic Environment Programme Board

Annex 5c: Natural Environment Programme Board

Annex 6: Proposed Revised 2025-2028 Business Plan