



Performance and Risk Monitoring Report: Quarter Three 2025/26

1 Summary

1.1 This report updates members on progress in delivering the 2025-2028 Business Plan at the end of quarter three of 2025/26, including the management of key corporate and Business Plan risks.

Recommendation that:

- a Members review progress in delivering the 2025-2028 Business Plan as summarised in Annex 1 and detailed in Annexes 2, 3 and 4; and**
- b Members review the management of corporate risks and Business Plan risks as summarised in Annex 1 and detailed in Annex 5.**

2 Background

2.1 The 2025-2028 Business Plan includes key actions we are taking to help deliver our priorities for the Lake District, which are set out in our Organisational Strategy. For each of these key actions we state the milestones for 2025/26, the first year of the plan.

2.2 The Business Plan also includes 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 the Authority's work.

2.3 To ensure we deliver our Business Plan we regularly review progress against targets. We also ensure that any events which could be detrimental to its delivery are identified as risks and are managed to reduce their likelihood and impact.

2.4 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.

2.5 Annex 1 contains an Executive Summary with key messages about performance and risk. Annexes 2 to 5 contain more details about the delivery of Business Plan actions, overall service performance, the work of the three main programme boards, and our management of risks.

2.6 We are proposing that future quarterly Performance and Risk Monitoring reports are presented in an abbreviated format. This is to ensure that key messages and information are presented in a simpler, more digestible format for members. The proposed new format will be presented to members at the away hour, for consideration.

3 Policy context

Links to Vision and Management Plan

3.1 The 2025-2028 Business Plan, which came into effect on 1 April 2025, sets our direction for three years within the overall context of the Vision for the Lake District, and the Lake District National Park Partnership's Plan 2020-2026.

3.2 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 Proposals

4.1 Members are asked to review progress with delivering the 2025-2028 Business Plan and to review our management of key corporate and Business Plan risks.

5 Demonstrating best value

5.1 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 aims and performance indicator targets.

6 Finance considerations

6.1 An update on the Authority's financial performance at the end of quarter three is presented in the separate finance report.

7 Risk

7.1 Risks to delivery of the Business Plan and key corporate risks are recorded within our corporate Risk Register database, 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 at the end of the quarter and confirmed they are still in place and effective.

7.2 For our most significant risks, we outline the contingency plans for if we are unable to manage the risk. These are risks which are at a critical or high level, which have a current risk score of 10 or above, or which have a current risk score where the potential impact on the Authority is 'high' or 'very high'.

8 Human resources

8.1 The Business Plan reflects our expectations of available resources. Heads of Service are responsible for effective performance and risk management in their service and produce annual Service Plans to show how the Business Plan activities will be resourced.

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

Background papers	2025-2028 Business Plan (revised September 2025)
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Responsible Director	Gavin Capstick, Chief Executive Officer
Date written	30 January 2026

Annex 1: Executive summary

1 Business Plan Actions (see Annex 2)

1.1 There are 19 key actions to deliver our priorities for the Lake District; these are shown in Annex 2, Table 1 (pages 1 to 8).

1.2 Fifteen of these actions (79 per cent) have a green or complete status, as the work planned for this year is either substantially on track or has been delivered.

1.3 Four key actions have an amber status, as there is a risk to delivering the work planned for this year:

- **2 – Climate Change Adaptation in the National Park:** There are delays with both milestones. We are waiting for Lake District National Park specific climate projection data from the Cumbria Climate Adaptation report. And there have been delays with meeting Glenridding commoners to discuss funding for survey work.
- **3 – LDNPA Carbon Reduction and Sequestration:** Good progress has been made on schemes to deliver carbon reduction from our properties; however, we may not be able to replace gas boilers at all locations due to complexities around lease arrangements. In addition, a vacancy within the Property team has impacted on progress with the Property Asset Management Strategy review which will identify where, if at all, there is scope for sequestration on the scale planned.
- **8 – Sustainable Travel and Transport:** We will not be able to establish and deliver an integrated transport strategy this year, due to the unitary councils focusing on the Mayoral Combined Authority discussions, with a lack of new guidance for Local Transport Plan production.
- **9 – Vibrant Communities and Prosperous Economy:** The Windermere Gateway housing scheme cannot proceed to the timetables set by Homes England. The grant agreement for the enabling highways infrastructure required to support the housing development will not be taken forward at this time. This will result in delays to the delivery of the project in the short term.

1.4 There are also 21 additional key actions in the Business Plan which services are delivering in support of achieving their service objectives. These are shown in Annex 2, Table 2 (pages 9 to 14).

1.5 Seventeen of these actions (81 per cent) have a green status, with the work either on track or already delivered.

1.6 Four key service actions have an amber status. Three of these are due to the impact of staff vacancies:

- **28 – Asset and Property Management:** Work to update the Property Asset Management Strategy has started; however, the work has been paused while we recruit to the vacancy in the Property team.
- **32 – Facilities and Buildings Management:** Recruitment for a Buildings Maintenance Officer has had to re-start, after our new recruit resigned.
- **33 – Sustainability:** Some 2025/26 actions from the Sustainability Strategy may not be delivered this year, due to their reliance on the Property team, where a key post is vacant.
- **37 – Planning Casework:** Due to ongoing challenges faced by our Development Management team, the status remains amber.

2 Overall Service Performance (see 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 and assigned a status. Details are shown in Annex 3.

The status and commentary for each service are based on an assessment of:

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

2.2 The status of each service is unchanged from last quarter. Five of the six service areas are reporting a green status, with delivery of their service objectives largely on track. One service is reporting amber:

- **Development Management:** The service is fully staffed. Monthly planning application performance is consistently above current Government performance thresholds; however, reliance on extensions of time to achieve the targets remains an issue. On-hand enforcement case numbers remain high but have reduced over the winter period; appeal numbers remain extremely high; and small numbers of significant cases are absorbing capacity. We are bringing in contractor capacity to support through the spring.

3 Programme Boards (see Annex 4)

3.1 Progress with work being delivered through the Access and Recreation, Historic Environment, and Natural Environment programme boards is shown in Tables 1, 2 and 3 in Annex 4.

4 Risk Management (see Annex 5)

4.1 There are 15 key corporate and Business Plan risks in our corporate Risk Register database.

4.2 None of the risks are at a critical or high level. There are six medium level risks, which all have a current risk score below 10.

4.3 Five of the medium level risks and two low level risks have an amber status, which indicates there are some issues with mitigation plans, but they should be recoverable:

- **Resource Availability:** We have a strong financial planning and monitoring framework in place and have a savings and efficiencies programme. However, 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 which may impact on the Authority.
- **Development Management – Enforcement:** The backlog of cases 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.

- **SAC (Special Area of Conservation) Planning Reviews:** We have approached Defra to seek input and guidance on our next steps in order to mitigate potential financial risks.
- **Brockhole:** The main operating season is complete, and good progress is being made with leasing the site. However, the lease has not yet been finalised and there are still some significant milestones to be achieved.
- **Cyber Risk and Data Security:** We are working to renew our Cyber Essentials certification and work is ongoing to ensure staff and members are completing all security training.
- **World Heritage Inscription:** There are some recommendations from the World Heritage Committee, including that we provide a further State of Conservation report by December 2026, which will require additional work. This has financial and resource implications.

Further details of these risks are shown in Annex 5, Table 1 (pages 1 to 8).

4.4 All other risks have a risk score of less than 10, have a current risk score within tolerance, and a green status. These risks are shown in Annex 5, Table 2 (pages 9 to 16).

4.5 The current risk scores of all corporate and Business Plan risks are mapped onto our Risk Matrix on page 17 of Annex 5.

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	Rob Allison, Head of Strategy and Partnerships
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.
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	Rob Allison, Head of Strategy and Partnerships
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.
Status	Amber
Update	<p>The status has changed from green to amber this quarter, due to delays with both milestones.</p> <ul style="list-style-type: none"> We are waiting for the Lake District National Park specific climate projection data from the Cumbria Climate Adaptation report. The Climate Adaptation Plan report for Race to Zero is in preparation, using the existing data and case studies. The evidence base prepared at Glenridding Common has been rolled into the 'nature recovery in a cultural landscape project' to ensure we include input, contribution and co-creation of climate adaptation with commoners. There are plans to meet the commoners in January to discuss and agree an application for PA2 funding from Natural England, for survey work in 2026. Due to delays in holding this meeting, we may not be able to use PA2 funding in 2026. If not, we will need to secure alternative funding.

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	<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.
Status	Amber
Update	<p>The status remains amber.</p> <ul style="list-style-type: none"> • Good progress has been made on schemes to deliver carbon reduction from our properties, including suggestions for replacing a number of gas boilers, and EV (electric vehicle) schemes. However, we may not be able to replace the gas boilers at all locations due to complexities around lease arrangements. The EV schemes are making good progress. In addition, we have acquired two hybrid EV 4x4s as a trial to see if this could make a meaningful reduction to the 4x4 fleet emissions. • The milestone to develop a list of costed projects that will deliver at least 50 tonnes of carbon sequestration per year may not be delivered. The PAMS (Property Asset Management Strategy) review started, with an asset by asset review of natural capital potential. This will identify where, if at all, there is scope for sequestration of this scale. However, progress was impacted by the Property Asset Manager role becoming vacant during the year, and the PAMS review has now been paused while the vacant role is recruited into.

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	Rob Allison, Head of Strategy and Partnerships
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.
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	Rob Allison, Head of Strategy and Partnerships
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.

	<ul style="list-style-type: none"> 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	Rob Allison, Head of Strategy and Partnerships
2025/26 milestones	<ul style="list-style-type: none"> 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	Rob Allison, Head of Strategy and Partnerships
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.
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	Rob Allison, Head of Strategy and Partnerships

2025/26 milestones	<ul style="list-style-type: none"> • 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	<p>The status remains amber because we will not be able to establish and deliver an integrated transport strategy this year. A proposal to defer it was not agreed by members.</p> <p>There is a risk to securing collaboration with the unitary councils to deliver this milestone due to their focus on the Mayoral Combined Authority discussions, with a lack of new guidance for Local Transport Plan production.</p>

Priority: Vibrant Communities and Prosperous Economy

9 Vibrant Communities and Prosperous Economy

Action	Support implementation of the Local Plan.
Lead	Rob Allison, Head of Strategy and Partnerships
2025/26 milestones	<ul style="list-style-type: none"> • 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	Amber
Update	<p>The status has changed from green to amber for this action.</p> <p>The Windermere Gateway housing scheme, including the anticipated outline planning application, cannot proceed to timetables set by Homes England in respect of the grant funding to enable the necessary highways infrastructure improvements. As a result, the grant agreement for the enabling highways infrastructure required to support the housing development will not be taken forward at this time. This announcement will result in delays to the delivery of the project in the short term.</p>

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	Rob Allison, Head of Strategy and Partnerships
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.
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	<ul style="list-style-type: none"> • 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	<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.
Status	Complete

13 Access and Recreation

Action	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).
Lead	Rob Allison, Head of Strategy and Partnerships

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.
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	<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 (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	<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.
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	<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.
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	<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.
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	<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.
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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<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 Cumbria Nutrient Neutrality. • 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	<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.
Status	Complete
Update	<p>Work on this action is now complete.</p> <p>Training for 2025/26 has been delivered across the Authority to improve the accessibility standards of our digital communications, particularly focusing on all website content.</p> <p>Miles without Stiles content and marketing are complete for 2025/26 following reprioritisation of resources to deliver more visitor management comms.</p>

People and Organisational Development

Lead: Ben Leavesley, Head of People and Organisational Development

23 Human Resources and Organisational Development

2025/26 planned work	<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.
Status	Green

24 Volunteering

2025/26 planned work	<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.
Status	Green

25 Health and Safety

2025/26 planned work	<ul style="list-style-type: none">• 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	<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.
Status	Green

Resources

Lead: Pete Notley, Head of Resources

27 Managing our Finances

2025/26 planned work	<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.
Status	Green

28 Asset and Property Management

2025/26 planned work	<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.
Status	Amber
Update	<p>The status remains amber.</p> <p>Work to update the PAMS (Property Asset Management Strategy) started, with three review meetings held. However, the work has been impacted by the Property Asset Manager post becoming vacant during the year. The PAMS project is now paused.</p>

29 ICT

2025/26 planned work	<ul style="list-style-type: none"> • Deliver the ICT Service Plan. • Implement the GIS Strategy 2025/26 tasks.
Status	Green

30 Ways of Working

2025/26 planned work	<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.
Status	Green

31 Programme and Project Management

2025/26 planned work	<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.
Status	Green

32 Facilities and Buildings Management

2025/26 planned work	<ul style="list-style-type: none"> • Undertake site management, including managing tenants and contractors. • Carry out planned and reactive maintenance works.
Status	Amber
Update	<p>The status remains amber.</p> <p>Recruitment for a Murley Moss based Buildings Maintenance Officer has had to re-start, as a good candidate was recruited but resigned for personal reasons soon after joining. The post is currently being covered through agency staff.</p>

33 Sustainability

2025/26 planned work	<ul style="list-style-type: none"> • Implement the agreed actions for 2025/26 from the Sustainability Strategy.
Status	Amber
Update	<p>The status remains amber.</p> <p>The Sustainability Strategy has been approved by Resources Committee and actions for 2025/26 have been reviewed. There is some overlap with other areas that are reliant on the Property Asset Manager post that is currently vacant and so some 2025/26 actions may not be delivered this year.</p>

34 Cultural and Events Programme

2025/26 planned work	<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.
Status	Complete
Update	<p>This action is now complete. Both events were successfully delivered by partners with our support.</p> <p>Halloween out-performed budget expectation by c£20k.</p>

35 Brockhole

2025/26 planned work	<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.
Status	Green

36 Visitor Support

2025/26 planned work	<ul style="list-style-type: none"> • 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

<p>2025/26 planned work</p>	<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>Status</p>	<p>Amber</p>
<p>Update</p>	<p>For full commentary, please see the service update in Annex 3, page 4. In relation to the specified targets:</p> <p>We are exceeding our targets for planning applications:</p> <ul style="list-style-type: none"> • Four major planning application decisions have been made; 75 per cent were determined within 13 weeks or an agreed extended time period. • 590 non-major planning applications have been determined; 86 per cent within eight weeks or an agreed extended period. • We are well within the targets for no more than 10 per cent of our decisions to be overturned at appeal.

	<p>Progress with enforcement work:</p> <ul style="list-style-type: none"> We have carried out 190 site visits following reports of potential breaches of planning control; 95 per cent of these were completed within 21 days. 501 enforcement cases were open at the end of December. Numbers are slowly reducing and progress is consistent. Additional contractor support is starting in January which should help to speed up case number reduction. <p>We are exceeding our target for determining tree applications:</p> <ul style="list-style-type: none"> 185 tree applications have been determined; 95 per cent within eight weeks.
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Strategy and Partnerships

Lead: Rob Allison, Head of Strategy and Partnerships

38 Consultations, case work and UNESCO queries

2025/26 planned work	<ul style="list-style-type: none"> Respond to statutory consultations and queries and provide advice on case work.
Status	Green

39 Protected Landscapes Targets and Outcomes Framework

2025/26 planned work	<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.
Status	Green

Rangers

Lead: Steve Gaskell, Head of Rangers

40 Rights of Way

2025/26 planned work	<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.
Status	Green

Key:

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

Annex 3: Overall Service Performance

Communications and Engagement

Lead: Sarah Calderbank, Head of Communications and Engagement

Status	Green
<p>Service Plan delivery:</p> <ul style="list-style-type: none">• Communications and Engagement Strategy: Story themes included Elterwater Quarry judicial review, planning casework, Bluebird exemption, Small Lakes Byelaws, hay meadows restoration, Keswick to Threlkeld extension, hunting, Partnership’s Plan consultation launch, winter visitor safety with Fell Top Assessors, Love Windermere Action Plan, tree carving, FiPL case studies, visitor management, and Keswick Information Centre. Media coverage included BBC Cumbria, Daily Mail, Keswick Reminder, The Telegraph, and Westmorland Gazette.• Partnership comms: Created Lake District National Park Partnership materials for Plan consultation and events, including toolkit, video, stories, banners and branding. Continued support for Nutrient Neutrality (launched new website), Love Windermere (launched new action plan), and Windermere Gateway.• Engagement highlights: We engaged with 3,626 learners and 103 school visits. This included early years Wild in Nature at Brockhole, launching our Windermere schools programme, and delivering farm education training sessions. Continued developing joint funding bids with other National Park Authorities for major projects.• Information Centres: We are tracking broadly to budget. Interim arrangements for a service manager are working well, protecting commercial position and team culture, while we undertake a wider service review. We continue to explore alternative premises in Keswick, following the closure of our operation at the Moot Hall from February 2026.• Digital highlights: The website project is progressing well, despite changes in lead staff and integration of an interim freelance manager mid-way through the project. Current website managed more than 270,000 individual visitors. New web pages included Future of Farming, Forestry and Nature story map demonstrating partner delivery.• Email campaigns are regularly reaching more than 20,000 engaged subscribers, with most popular content being Miles without Stiles, World Heritage Site valleys and Partnership consultation. Social media channels continue to steadily grow, including a Farming in Protected Landscapes story reaching 131,000 in one Facebook post. <p>Performance against key performance indicator targets: On track.</p> <p>Management of service level risks: In relation to staff capacity and staff retention risks, Service Plans have been reprofiled and tasks reprioritised, due to Comms team staff changes and increased workload on visitor management communications during the summer.</p> <p>Budgetary management: All budgets are as broadly as expected for quarter three.</p>	

People and Organisational Development

Lead: Ben Leavesley, Head of People and Organisational Development

Status	Green
<p>Service Plan delivery:</p> <p>Priority 1 Service Plan actions (essential statutory and regulatory requirements) are on track, apart from a full policy review. This is underway and substantially complete, but a few policies remain to be reviewed and are unlikely to be completed this year. Priority 2 actions (work to deliver organisational priorities and the Business Plan) are on track. Within priority 3 actions (service improvements that we will resource if possible) is a review of recruitment assets. The marketing tools have been developed and are effective. The only remaining aspect is the branding of job descriptions to bring them up to date aesthetically; however, other workstreams have taken priority.</p> <p>Performance against key performance indicator targets:</p> <p>Although remaining ambitious, the People targets we have set are realistic in what we should be aiming to achieve as an Authority.</p> <ul style="list-style-type: none">• Completion of staff appraisals has seen a positive increase from last year (2024 at 92 per cent and 2025 at 95 per cent).• Sickness absence remains low and well under our target and national averages. Staff working time lost due to sickness absence is 1.6 per cent against a target of 2.5 per cent.• Compliance with holding return to work interviews after sickness absence remains under our target, at 79 per cent, but we are seeing marginal improvements. We are working with line managers to reinstate the importance and impact of these meetings.• Staff turnover is currently 9 per cent against an in-year target of no more than 11 per cent.• Staff surveys have had another positive year, with 83 per cent of staff saying they are satisfied working for the Authority and 84 per cent likely to recommend the Authority as a place to work. Both had a target of 80 per cent. A disappointing decrease was seen in staff who feel valued as an employee, with a figure of 73 per cent against a target of 80 per cent. It is felt that Brockhole and Keswick Information Centre closures at the time of the survey will have impacted the result.• The average monthly number of internal accidents per 100,000 working hours is 6.4, above the target of no more than 4.0. The figure is unusually high but, following review, we cannot see that there are any growing trends 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 92 per cent, not quite at the target level of 95 per cent. <p>Management of service level risks:</p> <p>People-related risks remain low. These are being managed and closed or are still ongoing but pose no immediate risk. Work is commencing on a number of actions, for example policy reviews, which will only reduce risks in future.</p> <p>Budgetary management:</p> <p>Monthly meetings are in place and currently on track.</p>	

Resources

Lead: Pete Notley, Head of Resources

Status	Green
<p>Service Plan delivery: Delivery of Business Plan actions is largely anticipated as green. Some actions are amber as they require input from the Property Assets Manager who left in August, causing some green estate projects to slow. The Sustainability action is also amber as some tasks may require input from the Property team, which may be a challenge given their vacant post. The new Buildings Maintenance Officer resigned at short notice, putting pressure on the remaining team. Resource has been identified to support a Property Ranger on a two year fixed-term basis with work to bring the asset management system into use now yielding operational benefits.</p> <p>Performance against key performance indicator targets: There is little change to last quarter. We are slightly under the target to complete 90 per cent of urgent reactive maintenance tasks within three working days and the indicator is amber.</p> <p>Management of service level risks: The service owns 11 risks, six at service level. An additional service level risk for Greenside Mine water quality has been added to the Risk Register. Three of the service level risks are amber:</p> <ul style="list-style-type: none">• The Brockhole lease process is ongoing. Progress is within the timetable, with good progress being made around identifying a partner who will be able to operate the site. The Brockhole staff retention risk is amber, with the site reliant on a relatively small number of key staff. There is potential for the lease process to become protracted due to planning, although the potential impact of this is now lower as the main visitor season is complete.• The natural capital work risk remains amber, as it may require further resources to deliver. A project board has been established which should help to coordinate and prioritise further work. This is quite reliant on the post in the Property team which is vacant. Although the post is currently being advertised, we are unlikely to have someone start this calendar year.• The Resources staff capacity risk remains amber. The Strategy and Partnerships service have started the transition of the Property team into their service and have started recruitment to the vacant post. The new Murley Moss Buildings Maintenance Officer post is currently vacant. We have recruited into a Technical Accountant role to build capacity and resilience in the Finance team and at Section 151 level – they are due to start in February. We have also recruited to the ICT Services Manager post, with the incumbent due to retire at the end of the financial year.• The Caldbeck Common risk is now green as minor repair works to the mine safety fences are largely complete. <p>Budgetary management: Currently, the service looks to be in line with expectation in terms of budget and performance. The period nine figures are not yet finalised, but provisional budget performance at Brockhole and Commercial Property show a gain in the year to date with projected balance on the trading reserve c£300k over target. The longer term Brockhole lease project is also on target so far, although achieving the full level of income assumed in the MTFS (Medium Term Financial Strategy) is now looking doubtful and this has been adjusted in the draft MTFS.</p>	

Development Management

Lead: Andrew Smith, Head of Development Management

Status	Amber
<p>Service Plan delivery and Performance against key performance indicator targets:</p> <ul style="list-style-type: none">• The service is fully staffed. It would be desirable to increase our digital capacity to meet the Government's digital ambitions and bring longer term resilience into the Development Management Support team. This however is limited by financial constraints in terms of revenue funds for staffing and digital services. The fixed-term Enforcement Investigator contract has now ended.• A small number of more complex cases are time-consuming. However, the largest challenge is from overall volume combined with communication and relationship management.• Planning application performance has improved, with monthly performance consistently above current Government performance thresholds. However, our reliance on extensions of time remains to be addressed.• Periodically high levels of appeal work, and volatile application numbers, are affecting service demand. These factors are outside our control.• Tree work applications continue to be assessed and determined in a timely manner.• Pre-application advice services have been reintroduced, realising income benefits but also additional workload pressure.• On-hand enforcement case numbers have reduced but remain high, appeal numbers remain extremely high, and small numbers of significant cases absorb capacity. Issues with enforcement notice non-compliance is increasing, resulting in reputational risk. However, risks are being well managed, and we are bringing in contractor capacity to support.• Biodiversity net gain implementation continues to challenge the service and developers alike.• Work on Land Registry data migration is pending. <p>Management of service level risks:</p> <p>The service continues to be impacted by a small number of complex pieces of casework which have a disproportionate impact on service delivery (most notably the Clints Quarry appeal in recent weeks). Enforcement case numbers are reducing but remain unacceptably high overall. Our SAC (Special Area of Conservation) planning review has been delayed 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.</p> <p>Budgetary management:</p> <p>Budgets are largely on target with low variances.</p> <p>Planning application fees have exceeded budget in recent months, as a result of a very small number of high fee applications. 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).</p> <p>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.</p>	

Strategy and Partnerships

Lead: Rob Allison, Head of Strategy and Partnerships

Status	Green
<p>Service Plan delivery:</p> <p>Overall, some significant highlights over the last quarter across a number of projects. Notably, the new Partnership's Plan is out to public consultation, with a good level of response received to date. An Expression of Interest for Landscape Connections has been accepted by the National Lottery Heritage Fund, and we have been asked to work up a fuller proposal. We have one vacancy – the World Heritage Site Coordinator.</p> <ul style="list-style-type: none">• Climate Action: There is some risk to developing and delivering projects on our property for climate change adaptation, resulting from the Property team vacancy.• Progress has been made with the Rusland Moss National Nature Reserve Management Plan, and a paper prepared for Park Strategy and Vision Committee to seek public consultation.• Farming and Nature Recovery: There are some delays to nature recovery and work on commons on our property due to the Property team vacancy.• Nature Net Gains work continues to progress on time. A draft investment case has been submitted for biodiversity net gain at the Storms Estate, and five of nine actions are underway in the Love Windermere land use workstream action plan. Nearly all FiPL allocation has been made, and Defra has just announced a three year extension to the project.• Landscape, Culture and Beauty: The World Heritage Site Interpretation Strategy Board has been established to deliver the strategy, but a vacancy will pause some delivery. Lowther Castle Walls Phase Two restoration is almost complete. Targeted consultation of the Windermere Villas Conservation Area has taken place, and the final draft management plan is due to be considered by Park Strategy and Vision Committee in February.• Sustainable Transport and Travel: We will not be able to develop an integrated travel strategy, but conversations exploring park and ride and integrated travel in key valleys are taking place. The options to explore sustainable funding models for sustainable transport has been completed and fed into discussions for the preparation of the draft Partnership's Plan. Meetings continue with the Wasdale Action Group and partner organisations to prepare for the 2026 season and agree a long-term plan.• Vibrant Communities, Prosperous Economy: Initial discussions held with two more estates about preparing a Whole Estate Plan. A draft National Planning Policy Framework has been published for consultation, including identification of the plan-making process to inform preparation of Local Plans. <p>Performance against key performance indicator targets:</p> <p>All indicators with data are on target. All sickness absence return to work meetings were held. Performance and risk updates completed on time – we are meeting the 95 per cent target.</p> <p>Management of service level risks:</p> <p>The Integrated Transport Strategy risk remains amber as we will not deliver an integrated transport strategy before the year end.</p> <p>Budgetary management:</p> <p>Budgets are generally on track.</p>	

Rangers

Lead: Steve Gaskell, Head of Rangers

Status	Green
<p>Service Plan delivery:</p> <p>The majority of the bridge replacement work on rights of way is now completed, with outline plans sent to both unitary authorities for the bridge replacements in 2026.</p> <p>The Coast to Coast work is nearing the end of the project (end of March 2026), with adjusting at this late stage to the project delivery due to landowner permissions. Plans are in place to ensure we deliver as much as possible to maximise the available Natural England funding. Legal work on rights of way for the Coast to Coast work is nearing completion.</p> <p>The weekend working rota has now been shared with all relevant Ranger staff for 2026. We will have cover for all weekends and bank holidays during school holidays.</p> <p>The Fix the Fells practical programme for 2025 has not delivered as expected, with just 75 per cent of the programme delivered. This is due to Ranger vacancies and the recruitment freeze set by the National Trust, along with the National Trust restructure, which also delayed delivery.</p> <p>Performance against key performance indicator targets:</p> <p>The rights of way ease of use surveys were undertaken in November and are currently being moderated. Results will be available in quarter four.</p> <p>Management of service level risks:</p> <p>Unsealed roads risk – working group created and now met to investigate options and costs to reduce the recreational vehicle use surveys on unsealed roads to the recommended three years. Work now commenced to establish costs and timeframes.</p> <p>Budgetary management:</p> <p>All budgets are on profile for spend by the end of the financial year. We are committed to the capital spend and are searching the country for a second hand digger and a new mower (to reduce contractor vegetation clearance costs).</p> <p>The Windermere boat registration fees have been reviewed and will increase for the 2026 year by about three per cent, in line with salary increases.</p>	

Key:

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

Annex 4: Delivery of work through Programme Boards

Table 1: Access and Recreation programme board

Project		Progress	Status
1	Keswick to Threlkeld Bridge Repairs	New procurement pathway identified (YPO Framework). Invitation to tender now live with all necessary trigger dates set.	Green
2	Coast to Coast Upgrade to a National Trail	Ennerdale Bridge Link planning application approved. Natural England confirmed additional funding. Expecting decisions on planning applications for bridges at Shap, Naddle, and Far Easedale. Issues obtaining landowner and legal consents is hindering progress in some locations.	Amber
3	Keswick to Threlkeld Link	Awaiting decision on planning application.	Amber
4	Coast to Coast - User Data Analysis	Working with Natural England on agreed way forward. Next steps are to gain access to the database and close off project.	Amber
5	Wasdale Visitor Management Action Plan	Long-term plan agreed by Wasdale Parish Meeting. Funding sources not yet secured for 2026 shuttle bus.	Amber
6	Defra Access Fund (2025/26)	Defra has made available £167,000 in capital funding for accessibility improvements in 2025/26. At the 2025 Programme Board the evaluation criteria of projects were agreed on the principle of working with partner organisations to deliver projects for added value and due to limited staff availability.	Green

Table 2: Historic Environment programme board

Project		Progress	Status
1	Project - FiPL Barn Feasibility Reports	Consultants appointed, surveys underway.	Green
2	Lowther Castle Walls - Phase Two	Work is progressing well, due for completion in January 2026.	Green
3	Energy Efficiency and Retrofit Guidance	Two initial scoping meetings with Dr Freya Wise. Survey designed to inform what level of guidance is required and in what form. Survey currently live.	Green
4	Supplementary Planning Document (Reuse of existing buildings)	Completed initial evidence gathering.	Green
5	Windermere Villas Conservation Area	Public consultation completed, revised boundary approved at Park Strategy and Vision Committee in November, followed by re-consultation. Responses are being collated before being brought back to committee for approval in April 2026.	Green
6	Buildings at Risk Survey (Grade II)	Tenders reviewed and consultant appointed. Start-up meeting held and surveys underway.	Green
7	Keswick Article 4 Direction	Overall status is green, but time indicator is now red due to delays.	Green

Table 3: Natural Environment programme board

Project		Progress	Status
1	Recharged Hay Meadows	Project has ended and is now in close down with completion of case study, finalising project expenditure figures to assess against budget.	Green
2	Enabling Natural Capital	The Natural Environment Programme Board agreed to prioritise project delivery upon the appointment of the Lead Surveyor.	Amber
3	Farming in Protected Landscapes	To date, 58 projects have been approved with £1,136,638.95 of funds allocated. We currently have £31,679.38 remaining available. Eight projects have now been completed.	Green
4	Bassenthwaite Lake NNR (National Nature Reserve) Management Plan delivery	In readiness for 2026, ongoing maintenance such as lakeshore management to conserve the foreshore, manage invasive species such as Japanese Knotweed, and installation of new no-boating signs to protect quiet areas of the lake from recreational pressure; a new bird hide and multi-user trail is being explored and a Catchment Sediment Project is underway to establish sources of sediment input to the lake.	Green
5	Delivering Biodiversity Net Gain (BNG)	Work streams continuing from BNG in Practice project. Main themes are Storms and UK Nature Accelerator, Silecroft, and Development Management support in the form of Biodiversity Duty reporting, planning support, production of guidance and Supplementary Planning Document review.	Green
6	Woodland Management Plans	PA3 application submitted for Stanley Ghyll and PA3 for K2T (Keswick to Threlkeld) and Storms not ready to submit yet due to RPA digitisation issues.	Green
7	Super Bassenthwaite	Catchment Sediment Project is underway with landowner and farmer engagement.	Green

Project		Progress	Status
8	Wild Deer Management Strategy	Action plan delivery has begun – LDNPA are leading on marketing and development of promotional materials.	Green
9	Rusland Moss NNR (National Nature Reserve) restoration	Following extensive community and landowner engagement, the Draft National Nature Reserve Management Plan has been prepared and reported to Park Strategy and Vision Committee for approval.	Green
10	Delivering Natural Capital in a Cultural Landscape	Behind schedule with initial actions, due to delays meeting commoners. Whole common BNG / water / carbon opportunities surveys are being scoped and funding explored to enable these to take place and meet future deadlines.	Amber
11	Responsible Body Status	Progressing well, expect to meet initial timetable, with the exception of the new website being pushed back until April 2026. Therefore, first webpage will be a temporary solution.	Green
12	Landscape Change Monitoring	<p>A new project. Its purpose is to identify and develop evidence and tools required for effective and coordinated cultural landscape management and monitoring.</p> <p>By monitoring we can:</p> <ul style="list-style-type: none"> • celebrate successes, such as nature recovery or climate adaptation / resilience projects • note if incremental change, e.g. through development or changing management practices, is beginning to erode the character of a landscape • allow active intervention and forward planning to encourage positive change and manage negative change 	Green
13	Our Commons Approach	The Natural Environment Programme Board agreed to prioritise project delivery upon the appointment of the Lead Surveyor.	Amber

Annex 5: Risk Management

Table 1: Lower scoring risks with an amber status

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.
Risk Owner	Pete Notley, Head of Resources
Control mechanisms in place	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.
Update	No change to the current risk score, risk level or status this quarter. The risk score remains above tolerance. We have a strong financial planning and monitoring framework in place and have a savings and efficiencies programme. However, there is still significant uncertainty over the medium term funding position and delivery of savings.

The Comprehensive Spending Review has been completed at departmental level but the results for National Park Authorities are not yet clear. We hope for some indication of a multi-year settlement, but it remains unclear what that might include or when it will be available.

We have had some positive news relating to Local Government Pension Scheme employer contributions but until the settlement is clarified, it is still uncertain as to what the Medium Term Financial Strategy position will be.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since Sep 2025	Status
Financial Governance	Low	4 / Low	March 2028	9 / Medium	↔ No change	Amber

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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.
Update	<p>No change to the current risk score, risk level or status this quarter. The risk score remains above tolerance.</p> <p>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 heavy rainfall and high winds.</p>

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since Sep 2025	Status
Delivery of corporate plans	Medium	6 / Low	March 2028	9 / Medium	↔ No change	Amber

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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Apply agreed resources for planning enforcement casework service delivery.
Update	<p>No change to the current risk score, risk level or status this quarter. The risk remains above tolerance.</p> <p>A team member’s fixed-term contract has finished, reducing capacity. We are looking at further fixed-term options within budget limits (contractor support is more likely).</p> <p>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.</p> <p>We continue to progress formal action to a timetable of weekly actions. Prosecution and criminal investigations have been successfully progressed with external support. A further round of prosecutions is progressing with legal support.</p> <p>We have developed a further enforcement action plan for 2025/26.</p>

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

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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Continue to engage with Natural England around potential habitats impacts. • Liaise closely with Defra and MHCLG to mitigate risks.
Update	<p>No change to the current risk score, risk level or status this quarter. The risk remains above tolerance.</p> <p>Following quashing of Natural England notices, we have approached Defra to seek input and guidance on our next steps in order to mitigate potential financial risks. They have provided advice, and our next step is to undertake an Appropriate Assessment.</p> <p>A second quarry site's planning appeal has now been determined and dismissed, indicating one of the site's permissions has lapsed (but not all).</p> <p>Although the 1996 list of mineral sites was previously reviewed to identify any permissions of concern, we must undertake a further review to confirm that no sites previously discounted now present issues.</p> <p>The wider programme of work is not on track due to competing casework demands. We will be redeploying staff resource currently committed to nutrient neutrality to the SAC review project as resource requirements in nutrient neutrality are forecast to reduce.</p>

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

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	<ul style="list-style-type: none"> • 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 principles of the lease terms and assurance over progress.
Mitigation actions	<ul style="list-style-type: none"> • 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.
Update	<p>No change to the current risk score, risk level or status this quarter. The risk is within tolerance.</p> <p>The risk is moving towards a green status as the main operating season is complete and good progress is being made with the lease. However, there are still some significant milestones to be achieved and potential for the lease not to complete, so the status remains amber.</p>

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since Sep 2025	Status
Commercial strategy and income from fees and charges	Medium	12 / Medium	March 2026	9 / Medium	↔ no change	Amber

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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.
Update	No change to the current risk score or risk level this quarter. The risk score is within tolerance; however, the status has changed from green to amber. Work is ongoing to ensure staff and members are completing all security training. Monitoring continues. We are currently working to renew our Cyber Essentials certification which needs the supplier of our planning system to complete work on multi-factor authentication.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since Sep 2025	Status
Data security and cyber risks	Low	4 / Low	March 2028	4 / Low	 worse	Amber

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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.
Update	<p>No change to the current risk score or risk level this quarter. The risk score is within tolerance; however, the status remains amber.</p> <p>The Lake District featured on the agenda of the World Heritage Committee in July. We were pleased to see the report recognise ‘considerable efforts’ and our 2024 State of Conservation report does seem to have been generally well received, satisfying a number of recommendations. There are some recommendations which will require additional work which will have financial and resource implications, such as the recommendation that we provide a further State of Conservation report by December 2026. This will add unplanned work to this year's Business Plan. We have sought advice from Historic England and have begun the various workstreams required to meet the 2026 State of Conservation deadline.</p>

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

Table 2: Lower scoring risks with a green status and where the 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Maintain the agreed inspection regime. • Continue monthly inspections / monitoring. • Maintain surface drainage and complete any identified minor works.
Contingency plans	<ul style="list-style-type: none"> • 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 Sep 2025	Status
Legal and statutory duties	Low	5 / Medium	March 2028	5 / Medium	↔ no change	Green

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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Continue to manage all Commercial Strategy projects in line with the established control mechanisms.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since Sep 2025	Status
Commercial strategy and income from fees and charges	Medium	8 / Medium	March 2028	6 / Low	 improved	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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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).

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

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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since Sep 2025	Status
Staff recruitment and retention	High	6 / Low	March 2026	4 / Low	↔ no change	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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since Sep 2025	Status
Staff recruitment and retention	High	6 / Low	March 2026	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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.

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


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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since Sep 2025	Status
Reputation	Medium	8 / Medium	March 2026	4 / Low	 improved	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	Rob Allison, Head of Strategy and Partnerships
Control mechanisms in place	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Continue to deliver robust governance around the project board and Local Assessment Panel ensuring funder expectations are delivered, including spend expectations.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level	Direction of travel since Sep 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

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

LDNPA Risk Matrix

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

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

Very Low
Low
Medium
High
Very High

Likelihood	Definition	Probability	score	1	2	3	4	5	Risk scale
	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	High 15 - 16	
Might occur at some time in the future and / or mitigation action only partly in place	Medium 40 - 60%	3	3	6	9	12	15	Medium 5 - 12	
Could occur but doubtful and / or mitigation expected to work	Low 20 - 40%	2	2	4	6	8	10	Low 1 - 6	
May occur but only in exceptional circumstances and / or highly mitigated	Very Low < 20%	1	1	2	3	4	5 Greenside Mine		