



## Performance and Risk Monitoring Report: Quarter One 2026 / 27

### Summary

1. This report updates members on progress at the end of June 2026 with delivering our 2026-2027 Business Plan, and on the management of key corporate and Business Plan risks.

### Recommendations:

- a **Members review and comment on progress with delivering the 2026 - 2027 Business Plan, as summarised in Annex 1 and detailed in Annexes 2 and 3; and**
- b **Members review and comment on the management of corporate risks and Business Plan risks, as summarised in Annex 1 and detailed in Annex 4.**

### Background

2. The 2026-2027 Business Plan came into effect on 1 April 2026. It is an action plan for the Authority which contains elements of the Lake District National Park Partnership's Plan that we either lead on or have substantial input to, as well as other key actions related to managing the National Park Authority and its statutory duties.
3. Our Organisational Strategy, which was updated for 2026/27 and is shown on page 4 of the Business Plan, details our six priorities for the National Park Authority. The actions in the Business Plan are grouped into twelve key areas of work which are shown under one of these priorities.
4. To ensure we deliver our Business Plan, we regularly review progress against targets. We also ensure that any events which could be detrimental to its

delivery are identified as risks and are managed to reduce their likelihood and impact, where possible. Business Plan risks are those which specifically threaten the delivery of the objectives identified within the Business Plan. Corporate risks are those which threaten more than one service area, or the whole organisation, and which have a financial or reputational scale which requires management at a strategic level.

5. Progress with delivering Business Plan actions, overall service performance, and the management of risks, are reviewed on an ongoing basis by the Strategic Leadership Team; and reported each quarter to members.
6. Annex 1 contains an Executive Summary with key messages about performance and risk. Annexes 2 to 4 contain more details about the delivery of Business Plan actions, overall service performance, and risk management.
7. At the Authority meeting in March 2025, members gave delegated authority to the former Resources Committee to approve in-year changes to Business Plan actions at the end of quarters one and two. Changes will only be proposed by officers in exceptional circumstances, where there is a significant impact on our ability to deliver planned work, caused by factors outside of our control. Following the changes to governance arrangements which were agreed in March 2026, any proposed in-year changes to the Business Plan will now be brought to Authority for approval, alongside the quarterly Performance and Risk Monitoring reports.
8. There are no changes proposed to the Business Plan actions at the end of quarter one.

## **Policy context**

### **Links to Vision and Management Plan**

9. The 2026-2027 Business Plan is an action plan for the Authority for the year 1 April 2026 to 31 March 2027. It was developed within the context of the Vision for the Lake District for 2051 and the emerging Lake District National Park Partnership's Plan 2026-2031. The Partnership's Plan was subsequently approved and adopted by the Authority on 24 June 2026 as our joint statutory

management plan for the Lake District National Park and English Lake District World Heritage Site.

## **Proposals**

10. Members are asked to review and comment on progress with delivering the 2026-2027 Business Plan and on our management of key corporate and Business Plan risks.

## **Demonstrating best value**

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

## **Finance considerations**

12. Sustainable finances are core to the delivery of Service Plans and the Business Plan, which underpin the Authority's contribution to the Partnership's Plan. An update on the Authority's financial performance is presented in the separate finance report.

## **Risk**

13. Risks to delivery of the Business Plan and corporate risks are recorded within our Risk Register database, where we note the control mechanisms which are in place to manage the risks and any further mitigation actions being taken.
14. For our most significant risks, we outline the contingency plans for if we are unable to manage them. These are risks which are at a critical or high level, which have a current risk score of 10 or above, or which have a current risk score where the potential impact on the Authority is 'high' or 'very high'.
15. The Strategic Leadership Team and members have a key role in ensuring that risks are being managed effectively, so that any impact on the Authority and the delivery of its objectives is minimised as far as possible.

## Human resources

16. 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 actions will be resourced. The 2026-2027 Business Plan shows an estimate of the staff time which will be spent delivering each of the key areas of work and each individual action. This does not include the time of the Executive Team.
17. Our volunteers also have a significant role to play in the delivery of our Business Plan.

|                      |                                                                                      |
|----------------------|--------------------------------------------------------------------------------------|
| Background papers    | <a href="#">2026-2027 Business Plan</a><br><a href="#">Risk Register (July 2026)</a> |
| Author / Post        | Catherine Slater, Performance Management Adviser                                     |
| Responsible Director | Gavin Capstick, Chief Executive                                                      |
| Date written         | 10 August 2026                                                                       |

## **Annex 1: Executive summary**

### **Business Plan actions** (see Annex 2)

1. The 2026-2027 Business Plan contains 54 key actions. In Annex 2, Table 1 (pages 1 to 3), we show the red, amber or green (RAG) status for each action, which reflects our progress with delivering the work planned for this year.
  - 45 actions (83 per cent) have a green status as the work is on track. Three of these are marked as 'complete' as the work has been delivered and the actions have been closed (Partnership's Plan Adoption, Interpretation Strategy, Strategic Visitor Management Group – Implement 2025 Review).
  - Seven actions have an amber status as there is a risk to delivering the work.
  - Two actions have a red status as the work will not be delivered as planned. One of these is marked as 'not complete' as the work will not be delivered and the action has been closed (Defra Pathfinder).
  - Commentary on actions with a complete, amber, red or not complete status is shown in Annex 2, Table 2 (pages 4 to 6).

Full details of all Business Plan actions can be found in the [2026-2027 Business Plan](#) on our website.

### **Proposed changes to Business Plan actions**

2. There are no changes proposed to Business Plan actions at the end of quarter one.

### **Overall service performance** (see Annex 3)

3. To ensure delivery of our Business Plan, it is important that we monitor progress with delivering the Service Plans which underpin it. Each Head of Service has provided commentary on their service's overall performance and assigned a RAG status. The updates are shown in Annex 3.
4. The RAG status and commentary for each service are based on an assessment of:
  - delivery of the 2026/27 Service Plan

- performance against key performance indicator targets
  - management of service risks
5. Four service areas have a green status, with delivery of their service objectives largely on track. The Strategy and Partnerships service and Development Management continue to report an amber status due to challenges to the delivery of some key areas of work.

**Risk management** (see Annex 4)

6. There are 15 corporate and Business Plan risks in our Risk Register. These are summarised in Annex 4, Table 1 (pages 1 to 2). For each risk we show the current risk score and risk level, and whether the risk score is above tolerance; the RAG status, which indicates how likely it is that we will manage the risk to an acceptable level and close it by the target date; and whether the risk level or status have changed since last quarter.
7. No risks are at a critical or high level. There are five medium level risks, all with a current risk score below 10. Five risks have a current risk score above tolerance. Four risks have an amber status, which indicates there are some issues with mitigation plans, but they should be recoverable. One new risk was opened during the quarter (Brockhole – rental partners).
8. Commentary on the management of risks which have an amber status and risks which are above tolerance is in Annex 4, Table 2 (pages 3 to 4).
9. The current risk scores of all corporate and Business Plan risks are mapped onto our Risk Matrix in Annex 4, Table 3 (page 5).
10. Further details of all risks, including the control mechanisms, mitigation actions, and contingency plans can be found in the [2026-2027 Risk Register](#).
11. At the end of June, risk owners have reviewed the stated control mechanisms and confirmed they are still in place and effective. Only one risk currently meets the criteria to have contingency plans (Greenside Mine).

## Annex 2: 2026-2027 Business Plan actions

**Table 1: Key actions – summary**

| No.                                                                            | Action                                     | Status       |
|--------------------------------------------------------------------------------|--------------------------------------------|--------------|
| <b>Priority: Managing the National Park Authority and its statutory duties</b> |                                            |              |
| <b>Mayoral Combined Authority Engagement</b>                                   |                                            |              |
| 1                                                                              | Mayoral Combined Authority Establishment   | Green        |
| 2                                                                              | Defra Pathfinder                           | Not Complete |
| 3                                                                              | Cumbria's Uplands Transformational Project | Green        |
| 4                                                                              | Sustainable Travel                         | Green        |
| <b>Lake District National Park Partnership's Plan</b>                          |                                            |              |
| 5                                                                              | Partnership's Plan Adoption                | Complete     |
| 6                                                                              | LDNPA Partnership Actions                  | Green        |
| <b>World Heritage</b>                                                          |                                            |              |
| 7                                                                              | State of Conservation Report               | Green        |
| 8                                                                              | Interpretation Strategy                    | Complete     |
| <b>Operational and Service Improvements</b>                                    |                                            |              |
| 9                                                                              | Communications and Engagement Strategy     | Green        |
| 10                                                                             | Visitor Information Services               | Green        |
| 11                                                                             | Youth Engagement Programme                 | Green        |
| 12                                                                             | Business Continuity Plan                   | Green        |
| 13                                                                             | Brockhole Partners                         | Green        |
| 14                                                                             | Property Asset Management Strategy         | Red          |
| 15                                                                             | Ranger Volunteering                        | Green        |
| 16                                                                             | Car Parks                                  | Green        |
| 17                                                                             | Carbon Sequestration                       | Amber        |
| <b>Priority: Nature Recovery</b>                                               |                                            |              |
| <b>Nature Recovery</b>                                                         |                                            |              |
| 18                                                                             | Nature Restoration Fund                    | Green        |
| 19                                                                             | Sale of Biodiversity Net Gain Units        | Green        |
| 20                                                                             | Coast to Coast Nature Corridor             | Green        |
| 21                                                                             | LDNPA Responsible Body                     | Green        |
| 22                                                                             | Love Windermere                            | Green        |
| 23                                                                             | Rusland Moss                               | Green        |

| No.                                                                      | Action                                    | Status |
|--------------------------------------------------------------------------|-------------------------------------------|--------|
| <b>Priority: Communities and Economy</b>                                 |                                           |        |
| <b>Thriving Communities and Economy</b>                                  |                                           |        |
| 24                                                                       | Windermere Gateway                        | Amber  |
| 25                                                                       | Affordable Housing                        | Green  |
| 26                                                                       | Local Plan Review                         | Green  |
| <b>Nutrient Neutrality</b>                                               |                                           |        |
| 27                                                                       | Nutrient Credit Sale                      | Green  |
| 28                                                                       | Local Nutrient Mitigation Fund            | Green  |
| 29                                                                       | Nutrient Mitigation Interventions         | Green  |
| <b>Planning Casework – advice, applications, compliance</b>              |                                           |        |
| 30                                                                       | Planning Applications                     | Green  |
| 31                                                                       | Planning Compliance                       | Amber  |
| 32                                                                       | Tree Work Applications                    | Green  |
| <b>Priority: Viable Traditional and Nature-Friendly Farming</b>          |                                           |        |
| <b>Farming</b>                                                           |                                           |        |
| 33                                                                       | Hefting Strategy                          | Green  |
| 34                                                                       | Landscape Connections                     | Green  |
| 35                                                                       | Farming in Protected Landscapes           | Amber  |
| 36                                                                       | Landscape Recovery Scheme                 | Green  |
| <b>Priority: Historic Environment</b>                                    |                                           |        |
| <b>Historic Environment</b>                                              |                                           |        |
| 37                                                                       | Conservation Areas                        | Green  |
| 38                                                                       | Scheduled Monuments                       | Green  |
| 39                                                                       | Listed Buildings                          | Green  |
| <b>Priority: Health and Wellbeing, Inspiration, Responsible Visiting</b> |                                           |        |
| <b>Access and Recreation</b>                                             |                                           |        |
| 40                                                                       | Small Lakes Byelaws                       | Green  |
| 41                                                                       | Keswick to Threlkeld Linking Path Project | Amber  |
| 42                                                                       | Network Plan                              | Green  |
| 43                                                                       | Keswick to Threlkeld Bridge Work          | Green  |
| 44                                                                       | Deliver Rights of Way Agency Agreement    | Green  |
| 45                                                                       | Rights of Way Agency Agreement Funding    | Green  |
| 46                                                                       | Miles without Stiles                      | Amber  |

| No.                       | Action                                                     | Status   |
|---------------------------|------------------------------------------------------------|----------|
| 47                        | Out There Strategy                                         | Green    |
| 48                        | Access for All Projects                                    | Amber    |
| <b>Visitor Engagement</b> |                                                            |          |
| 49                        | Strategic Visitor Management Group – Implement 2025 Review | Complete |
| 50                        | Strategic Visitor Management Group – Implement Action Plan | Green    |
| 51                        | Wasdale Visitor Management                                 | Green    |
| 52                        | Borrowdale and Buttermere Visitor Management               | Green    |
| 53                        | Visitor Management Volunteering                            | Green    |
| 54                        | Visitor Communications                                     | Green    |

**Key:**

|                     |                                                     |
|---------------------|-----------------------------------------------------|
| <b>Complete</b>     | Action closed – planned work has been delivered     |
| <b>Green</b>        | Planned work is substantially on track              |
| <b>Amber</b>        | Risk to delivering planned work                     |
| <b>Red</b>          | Planned work will not be delivered                  |
| <b>Not Complete</b> | Action closed – planned work has not been delivered |

**Table 2: Key actions – comments**

| No.       | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Status              |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <b>2</b>  | <b>Defra Pathfinder</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Not Complete</b> |
|           | Defra have withdrawn the proposal for a Lake District National Park focussed Pathfinder; therefore, this action cannot be progressed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                     |
| <b>5</b>  | <b>Partnership's Plan Adoption</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Complete</b>     |
|           | The Partnership's Plan was approved by the Lake District National Park Partnership on 12 May; and approved for adoption as our statutory management plan by Authority on 24 June.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                     |
| <b>8</b>  | <b>Interpretation Strategy</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Complete</b>     |
|           | <p>Phase one of the UNESCO (United Nations Educational, Scientific and Cultural Organisation) Industrial Heritage Trail UK has now been successfully completed, marking a significant milestone in the delivery of this collaborative national initiative between World Heritage Sites, with launch of the trail on 27 June.</p> <p>The English Lake District World Heritage Site has played a collaborative role in the development of the project as part of its Interpretation Strategy action plan, promoting the area's internationally significant agro-pastoral and industrial heritage, including the historic slate industry, mining, woodland industries, water-powered mills and the transport networks that supported their development. The trail launch was featured as part of the Authority blog and included reach out to a number of potential new World Heritage Site brand ambassadors.</p> <p>Building on this success, we are exploring a second phase which, subject to funding and other partner commitment, could focus on expanding visitor engagement through enhanced interpretation, stronger destination partnerships, coordinated marketing and the development of themed itineraries and educational resources.</p> |                     |
| <b>14</b> | <b>Property Asset Management Strategy</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Red</b>          |
|           | A potential candidate for the Rural Asset Manager (lead surveyor) post withdrew their interest at the start of June. The role has been re-advertised and, if recruitment is successful, we may be able to start the work this financial year. However, the delays with recruitment and with commencing the work mean it is very unlikely that the action will be completed by the end of March 2027.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                     |
| <b>17</b> | <b>Carbon Sequestration</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Amber</b>        |
|           | No carbon sequestration options have been identified yet. Stacking carbon sequestration with Biodiversity Net Gain at Storms Estate was investigated, but this has been ruled out. There may be potential opportunities associated                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                     |

| No.       | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Status       |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
|           | <p>with other projects on other properties, such as Glenridding Common, but these have yet to be assessed for viability, or quantity of sequestration, or cost.</p> <p>We will continue to explore options for projects or mechanisms to assist with emission reduction. The work to restore Rusland Moss will, in this Business Plan year, only contribute to emission reduction – it will take many years before the habitat is able to sequester carbon.</p>                                                                                                                                                     |              |
| <b>24</b> | <b>Windermere Gateway</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Amber</b> |
|           | <p>The station masterplan work is progressing as planned. Options shared with Vision Group (3 June) for public consultation in July (Community Conversation events on 3 and 4 July, plus online survey).</p> <p>Amber rating is due to delays receiving a revised appraisal of housing options from development partner Urban Splash (including affordable housing), and need for Homes England discussion regarding these options and future funding opportunities.</p> <p>The programme governance is being reviewed in light of this new phase, including involvement of the new Cumbria Combined Authority.</p> |              |
| <b>31</b> | <b>Planning Compliance</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Amber</b> |
|           | <p>On-hand case numbers remain too high. We have successfully appointed two new, part-time, fixed-term investigators. This will bring additional capacity to the service.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                       |              |
| <b>35</b> | <b>Farming in Protected Landscapes (FiPL)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Amber</b> |
|           | <p>Personnel resource could be a significant issue this summer, with newly recruited staff (Farming Officer maternity cover and Assistant Farming Officer vacancies) not starting for a couple more weeks, then needing induction and briefing to bring them up to speed. We will be focussing on supporting our remaining FiPL project officers to maintain levels of customer service over this busy time, whilst further developing Wildlife Rich Habitat Funding project proposals.</p>                                                                                                                         |              |
| <b>41</b> | <b>Keswick to Threlkeld Linking Path Project</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Amber</b> |
|           | <p>There is a risk that the planning application will need to be withdrawn due to increased parking concerns. Meeting pending to review options for this, to see if any concerns can be mitigated.</p> <p>We are awaiting a decision from Cumberland Council on whether they will take over ownership of two bridges.</p> <p>Designs have been received for the new trail.</p>                                                                                                                                                                                                                                      |              |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Action                                                            | Status          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|-----------------|
| 46                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Miles without Stiles</b>                                       | <b>Amber</b>    |
| Five of six planned new Miles without Stiles routes were launched early in June, which should help to increase the percentage of routes which meet their designation. The sixth planned route, the Wow Trail in Whinlatter Forest, has been delayed as Forestry England are planning forestry works which will close large sections of the route between June and October. The Rangers are now in the midst of bridge building season. We will focus them back onto Miles without Stiles work in the autumn. |                                                                   |                 |
| 48                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Access for All Projects</b>                                    | <b>Amber</b>    |
| We have been awarded £167,000 this year. We have a list of potential projects but have yet to confirm which ones are to go ahead. We hope to have confirmation in July from the Access and Recreation Programme Board.                                                                                                                                                                                                                                                                                       |                                                                   |                 |
| 49                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Strategic Visitor Management Group – Implement 2025 Review</b> | <b>Complete</b> |
| The work is complete. The Strategic Visitor Management Group agreed its 2026 Tactical Action Plan based on a review of the 2025 season. Delivery of the action plan is being monitored and reported via action 50 'Strategic Visitor Management Group - Implement Action Plan'.                                                                                                                                                                                                                              |                                                                   |                 |

## Annex 3: Overall Service Performance

### Resources

**Lead:** Pete Notley, Head of Resources

| Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Green |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| <b>Service Plan delivery</b><br>Overall, Service Plan delivery is on track.<br>Some key areas of note from the quarter: <ul style="list-style-type: none"><li>• Coniston Boating Centre received substantial assurance in its recent internal audit.</li><li>• Both the Commercial Property and Coniston Boating Centre teams helped support the delivery of the K7 Festival in May.</li><li>• The Finance team prepared the statement of accounts by the statutory deadline (30 June).</li><li>• We have recruited a new GIS Developer, who is due to start in early August.</li></ul> |       |
| <b>Performance against Key Performance Indicator (KPI) targets</b><br>Most key performance indicators which we have data for are on track, with a green status.<br>A small number of appraisals were not completed by the end of June deadline, but there has been a significant improvement on the previous year. We might not reach the year-end target of 95 per cent to be completed by the end of July (88 per cent of those due by the end of June were completed on time), but we are expecting 100 per cent of staff to have had an appraisal by the end of August.             |       |
| <b>Management of service risks</b><br>Both the service level risks are rated green. These relate to Resources team staffing; and income from third party agreements (including car park leases / management agreements and rental income). There are currently no issues noted.                                                                                                                                                                                                                                                                                                         |       |

## People and Organisational Development

**Lead:** Ben Leavesley, Head of People and Organisational Development

| Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Green |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| <b>Service Plan delivery</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |       |
| <p>Service Plans are on track and there are no proposed changes this quarter.</p> <p>Volunteering has seen delays in delivery of service expansion. Initial plans were to have visitor management and expanded Ranger duties in operation by Easter, but this is looking more likely to be in place towards the start of summer.</p> <p>Within the HR team there has been a risk, due to a team member's maternity leave, that some priority one work within the Service Plan (essential statutory work / regulatory requirements) may suffer. However, maternity cover has been arranged with a six week handover which should maintain team continuity.</p> <p>Performance Management actions within the Service Plan are either complete or substantially on track. There are no foreseen changes to the Performance Management actions to date.</p> |       |
| <b>Performance against Key Performance Indicator (KPI) targets</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |       |
| <p>People and OD KPIs review the following key metrics: completion of staff appraisals, staff sickness, staff engagement (via employment surveys), staff turnover, and staff training. A key focus this and next quarter is on mandatory training. Our aim is to embed a culture of renewed and continuous training, including cyber security.</p> <p>Within the Volunteering team, the KPIs look at service delivery and include metrics on the volume and satisfaction of volunteer led activity, volunteer activity contribution, and volunteer satisfaction. The wider Authority also has important KPIs such as performance management governance (updates completed on time). We also monitor the carbon emissions of the service, with an ambition to reduce.</p>                                                                                |       |
| <b>Management of service risks</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |       |
| <p>We have one service level risk (data management) which is reporting a green status, with a low likelihood (score of 2) and low impact (score of 2) predicted by the end of the service year. The risk is that staff across the Authority do not update key corporate systems in line with the Performance and Risk Management Strategies (in the Plan Reporting, Performance Indicator and Risk Register databases). Systems are effective and in place, and we have a realistic yet ambitious target of 95 per cent.</p>                                                                                                                                                                                                                                                                                                                            |       |

## Communications and Engagement

**Lead:** Sarah Calderbank, Head of Communications and Engagement

| Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Green |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| <b>Service Plan delivery</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |       |
| Communications:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |       |
| Proactive strategies managed a range of stories and issues including visitor management, Coast to Coast, Information Centre closures, Henry's Castle heritage, deer strategy launch, water safety and incident, Partnership's Plan, algal blooms, and planning casework.                                                                                                                                                                                                                                                                                                                                                                                              |       |
| Digital and brand deliverables: new LDNPA and Coniston Boating Centre websites, corporate brand refresh, venison toolkit, Wasdale shuttlebus, and water safety signs and engagement materials. Social media continues to grow in engagement and targeted reach of new audiences.                                                                                                                                                                                                                                                                                                                                                                                      |       |
| Partnership comms: increased resources to lead strategy and comms for Strategic Visitor Management Group, World Heritage Site, Love Windermere and Lake District National Park Partnership.                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |       |
| Engagement:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |       |
| Learning and engagement: delivery at two schools for Windermere catchment programme, planning for Green Careers Day, developed new two-year action plan, including Youth Voice.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |       |
| Information Centres: management restructure and recruitment complete. Full staffing from September 2026. Trading broadly as expected. Continue search for Keswick.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |       |
| <b>Performance against Key Performance Indicator (KPI) targets</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |       |
| <ul style="list-style-type: none"><li>• Appraisals have been completed with all office-based teams and are ongoing within our operational teams.</li><li>• Timely completion of performance and risk updates is tracking to target.</li><li>• Completion of sickness absence records is lower than expected; however, return to work meetings are taking place.</li><li>• The website KPI is being reviewed to account for the new site and our digital goals. New indicators are being developed for social media targets.</li><li>• The Contact Centre call answering KPI is on target.</li><li>• A new Comms and Engagement Strategy is being developed.</li></ul> |       |
| <b>Management of service risks</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |       |
| Resourcing for Strategic Visitor Management Group communications is uncertain, which may affect delivery during 2026. Information Centres continue to be under-resourced in quarter one, risking delivery of income in limited areas. Resourcing is expected to increase in quarter two.                                                                                                                                                                                                                                                                                                                                                                              |       |

## Development Management

**Lead:** Andrew Smith, Head of Development Management

| Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Amber |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| <b>Service Plan delivery</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |       |
| <p>Overall, the service continues to perform satisfactorily, with planning application performance consistently above Government thresholds, and tree work applications processed in a timely manner. Planning enforcement remains an area of challenge and concern due to persistently high casework numbers and complexity.</p> <p>The service is fully staffed against budgets; however, longer term the aspiration remains to increase Support team and digital capacity to improve resilience, support Government digital ambitions, and strengthen application processing. A review of service costs will begin in the autumn, including consideration of locally set fees. A growth bid for an affordable housing delivery officer has also been made.</p> <p>Key pressures remaining are high enforcement caseloads, appeal activity, fluctuating application volumes, and significant non-core work such as consultations, complaints, and corporate requests.</p> <p>Biodiversity Net Gain requirements remain challenging, while Land Registry data migration is still pending. Enforcement risks are being managed effectively, supported by additional staffing.</p> |       |
| <b>Performance against Key Performance Indicator (KPI) targets</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |       |
| <p>Planning application performance remains consistently above Government targets and is adequate. However, we continue to strive for improvements in performance and less reliance on extension of times. Tree application speed of decision remains excellent.</p> <p>The vast majority of enforcement site visits are now undertaken within three weeks. However, on hand case numbers are over three times our target level, and many case resolution times remain far too long.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |       |
| <b>Management of service level risks</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |       |
| <p>The service continues to be impacted by complex pieces of casework which have a disproportionate impact on service delivery.</p> <p>Enforcement case numbers remain unacceptably high overall, with some cases absorbing significant staff time, particularly in terms of dealing with the public and parish councils.</p> <p>Our SAC planning review is now progressing.</p> <p>The service remains fully staffed.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |       |

## Strategy and Partnerships

**Lead:** Rob Allison, Head of Strategy and Partnerships

| Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Amber |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| <b>Service Plan delivery</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |       |
| Key elements of the Service Plan are not on track or are at risk, including:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |       |
| <ul style="list-style-type: none"><li>Property Asset Management Strategy (red status). Due to ongoing recruitment challenges to the Rural Asset Manager position, this work will not be completed, although if a person is appointed to the role the task may commence.</li><li>Windermere Gateway (amber). There have been delays in receiving a revised appraisal of housing options. Station work is progressing well though.</li><li>Farming in Protected Landscapes (amber). There have been changes in staffing due to recruitment and maternity leave. Two new starters will be joining in the next couple of months. But there are challenges associated with generating interest in submitting applications and assessing proposals. Another challenge is that there was no forward spend as year five was supposed to be the end of the programme.</li><li>Landscape Connections (green). A workshop with stakeholders will help determine timescales and resource needed which may impact on other pieces of work in the Service Plan.</li><li>Hefting strategy (green). We are awaiting data from external partners. Again, timelines are tight to align to state of conservation reporting.</li></ul> |       |
| Other Service Plan activity is broadly on track or complete, with significant achievements.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |       |
| <b>Performance against Key Performance Indicator (KPI) targets</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |       |
| <ul style="list-style-type: none"><li>We achieved the target for holding return to work meetings for sickness absence.</li><li>Good progress continues to be made on timely plan reporting.</li><li>We completed 71 per cent of appraisals by the end of June, missing the target of 95 per cent. We are aiming to get the remainder completed by the end of July.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |       |
| The majority of KPIs are end of year (annual) indicators and related to PLTOF (Protected Landscapes Targets and Outcomes Framework) indicators, so there is no update on these at this time.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |       |
| <b>Management of service risks</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |       |
| The Partnership's Plan has been adopted, so this risk will now be closed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |       |
| Property risks continue to be managed through the control mechanisms and mitigation, though resource is stretched due to vacancies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |       |
| The natural capital risk is being managed, with progress being made on the woodland management plan project at Rusland.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |       |

## Rangers

**Lead:** Steve Gaskell, Head of Rangers

| Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Green |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| <b>Service Plan delivery</b> <p>There has been some reshuffling of workloads between staff to accommodate staff vacancies and long-term sickness in the service.</p> <p>This period has seen intense work to support the Bluebird event, both for the exemption and the monitoring. The event went ahead without any large impact on the locality.</p> <p>The Small Lakes Byelaws review work is progressing well, with an internal delivery group now looking at how the byelaws can be administered and monitored.</p> <p>There is project delivery concern for the Keswick to Threlkeld Linking Path project due to increased parking concerns with the planning application. This is currently being reviewed.</p> <p>Rights of Way maintenance work is progressing well, with some good Ease of Use survey results. The Coast to Coast maintenance project has secured £97k for priority works not delivered through the capital delivery.</p> <p>The pressure for managing key hot spot areas for visitor management has remained high in areas like Wasdale and Buttermere and Borrowdale. The active use of Area Action Plans is assisting in delivering agreed actions, although there remain some shortfalls in delivery with certain partners. These issues have been escalated.</p> <b>Performance against Key Performance Indicator (KPI) targets</b> <p>Some positive news on the rights of way Ease of Use results from May. The figures have improved and are currently exceeding targets. It is pleasing to see such a significant improvement, which reflects the huge amount of hard work put in by the teams over the last year. It is also really encouraging to see that the focused effort on fingerposts is clearly having a positive impact.</p> <p>The planned Fix the Fells work that is not funded will be affected slightly by the Fix the Fells Partnership Manager vacancy. This post has been advertised by the National Trust and interviews are planned for late July.</p> <b>Management of service risks</b> <p>The unsealed roads surveying work is progressing well. Following receipt of the recommendation from UNESCO, we reviewed what we could achieve in terms of surveys within a three year period, where we would have sufficient evidence to consider traffic regulation orders. The cost for the revised programme is currently £65k, over the three years. The Authority is currently committed to £40k of funding, which is paying for three years of vehicle counts on nine routes, and one year of attitudinal surveys on three routes. The intention is to repeat the attitudinal surveys on three routes again (at a cost of £25k). We hope to have received some of the attitudinal survey results in the next couple of months.</p> |       |

## Annex 4: Risk Management

**Table 1: Corporate and Business Plan risks – summary**

| No.  | Risk                                                | Risk appetite level | Tolerable risk score / level | Current risk score / level | Above tolerance | Status | Direction since Q4                                         |
|------|-----------------------------------------------------|---------------------|------------------------------|----------------------------|-----------------|--------|------------------------------------------------------------|
| CO40 | Cyber Risk and Data Security                        | Low                 | 4 / Low                      | 9 / Medium                 | Yes             | Amber  | ↔ No change                                                |
| BP36 | External Factors impacting the Authority            | Medium              | 6 / Low                      | 9 / Medium                 | Yes             | Amber  | ↔ No change                                                |
| BP48 | Development Management – Enforcement                | Low                 | 6 / Low                      | 9 / Medium                 | Yes             | Amber  | ↔ No change                                                |
| BP44 | Farming in Protected Landscapes                     | Medium              | 8 / Medium                   | 9 / Medium                 | Yes             | Amber  | ↑ Worse<br>Low to medium level<br>Green to amber status    |
| CO41 | Resource Availability                               | Low                 | 4 / Low                      | 6 / Low                    | Yes             | Green  | ↔ No change                                                |
| CO35 | Greenside Mine – maintain site stability            | Low                 | 5 / Medium                   | 5 / Medium                 | No              | Green  | ↔ No change                                                |
| CO4  | SAC (Special Area of Conservation) Planning Reviews | Low                 | 6 / Low                      | 6 / Low                    | No              | Green  | ↓ Improved<br>Medium to low level<br>Amber to green status |
| CO38 | Reputation Management                               | Medium              | 8 / Medium                   | 6 / Low                    | No              | Green  | ↑ Worse<br>Current risk score 4 to 6                       |

| No.  | Risk                                                  | Risk appetite level | Tolerable risk score / level | Current risk score / level | Above tolerance | Status | Direction since Q4                                                                                                     |
|------|-------------------------------------------------------|---------------------|------------------------------|----------------------------|-----------------|--------|------------------------------------------------------------------------------------------------------------------------|
| CO60 | <b>NEW: Brockhole – rental partners</b>               | Medium              | 8 / Medium                   | 6 / Low                    | No              | Green  | n/a<br>NEW risk                                                                                                        |
| BP50 | <b>Commercial Strategy</b>                            | Medium              | 8 / Medium                   | 6 / Low                    | No              | Green  |  Worse<br>Current risk score 4 to 6 |
| BP38 | <b>World Heritage Inscription</b>                     | Medium              | 4 / Low                      | 4 / Low                    | No              | Green  |  Improved<br>Amber to green status  |
| BP46 | <b>Human Resourcing</b>                               | High                | 4 / Low                      | 4 / Low                    | No              | Green  |  No change                          |
| CO36 | <b>Employee Engagement</b>                            | High                | 6 / Low                      | 4 / Low                    | No              | Green  |  No change                          |
| CO56 | <b>Workforce Planning</b>                             | High                | 6 / Low                      | 4 / Low                    | No              | Green  |  No change                          |
| CO59 | <b>Potential groupthink impact on decision making</b> | Medium              | 8 / Medium                   | 4 / Low                    | No              | Green  |  No change                         |

**Key:**

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

**Table 2: Corporate and Business Plan risks – comments**

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Risk                                            | Above tolerance | Status |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-----------------|--------|
| CO40                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Cyber Risk and Data Security</b>             | Yes             | Amber  |
| <p>No change to the current risk score or status since last quarter. The risk remains above tolerance.</p> <p>Work is ongoing to ensure staff and members are completing all cyber security training. We have introduced a key performance indicator this year for all services which will monitor the percentage of mandatory cyber security e-modules which have been completed. This is to encourage compliance and highlight the issue to managers and staff. There have been noticeable improvements in some areas; however, more progress is required.</p>                                                 |                                                 |                 |        |
| BP36                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>External Factors impacting the Authority</b> | Yes             | Amber  |
| <p>No change to the current risk score or status. The risk remains above tolerance.</p> <p>There continues to be a heightened sense of geopolitical uncertainty which may impact on the Authority. The expected price shocks from the war in the Middle East have not yet materialised fully but the last Bank of England Monetary Policy Committee report noted "The conflict in the Middle East means that prospects for global energy prices are highly uncertain".</p>                                                                                                                                       |                                                 |                 |        |
| BP48                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Development Management – Enforcement</b>     | Yes             | Amber  |
| <p>No change to the current risk score or status. The risk remains above tolerance.</p> <p>The backlog of cases remains high and is slightly increasing as we move into the summer.</p> <p>Planning risks are managed and mitigated by good casework awareness, and initial site visits continue to be conducted promptly. Reputational risks linked to slow resolution continue but are localised. Managing expectation around casework remains challenging at times. We continue to progress formal action to a timetable of weekly actions. We continue with focussed prosecutions with external support.</p> |                                                 |                 |        |

| No.  | Risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Above tolerance | Status |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------|
|      | <p>A small number of cases are particularly time consuming, with a forthcoming public inquiry occupying substantial case planner and manager time over several weeks. Staff capacity remains a challenge, but investigator recruitment has successfully appointed two part-time staff.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |        |
| BP44 | <p><b>Farming in Protected Landscapes</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Yes             | Amber  |
|      | <p>The current risk score has increased from 4 (low level risk) to 9 (medium level risk), taking the risk above tolerance. And the status has changed from green to amber.</p> <p>This is due to staff resource issues this summer. We have appointed to the Farming Officer's maternity cover and to the Assistant Farming Officer post, but there will be more than a month's gap in resources for these roles before the appointees start in post. And once in post, it will take time to induct and support our new colleagues to be performing as the project requires.</p>                                                                                                                                                                  |                 |        |
| CO41 | <p><b>Resource Availability</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Yes             | Green  |
|      | <p>No change to the current risk score or status. The risk remains above tolerance.</p> <p>We have set a balanced budget for this and the next two financial years, with some additional revenue and capital resource to allocate. There is an inflationary risk associated with events in the Middle East, although at present it is not judged that these will have a material impact. Employers have put forward a 3.3 per cent best and final offer on the pay award, which is lower than the assumption in the budget, and we are running a number of vacant posts.</p> <p>The target date to close the risk has been amended to 31 March 2029, which is the end of our three year indicative settlement and actuarial valuation period.</p> |                 |        |

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

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

**LDNPA Risk Matrix**

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

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

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