

Lake District National Park Authority
Risk Register

Corporate and Business Plan Risks

1 October 2026

BP36 External Factors impacting the Authority

Description	There is a risk that future events beyond our immediate control (e.g. epidemics / pandemics, catastrophic flooding, landscape / infrastructure instability, wider political and economic factors) create additional workload and resource requirements or undermine delivery of our objectives, which could result in the delivery of the Business Plan being compromised.
Risk Owner	Pete Notley, Head of Resources
Control mechanisms in place	• Established process in place for monitoring the delivery of Service Plans (quarterly by Heads of Service and the Strategic Leadership Team) and the Business Plan (monthly by the Strategic Leadership Team; quarterly by Authority) to understand the impact of additional workload and prioritisation. • Appropriate financial reserves are in place and are regularly reviewed (quarterly by Authority), to ensure adequate financial resilience. • Business Continuity Plan is in place and maintained ready for implementation, to ensure remote working access and continued delivery of core business as far as possible.
Mitigation actions planned for 2026/27	• Continue to regularly monitor progress against key activities in Service Plans and the Business Plan. • Maintain the Business Continuity Plan. • Continue to regularly review reserve holdings and ensure adequate financial resilience. • Maintain presence and input on key strategic planning groups to ensure early understanding of arising issues.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 October 2026)
Delivery of corporate plans	Medium	**6** / Low	March 2031	**9** / Medium

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

Description	There is a risk that if it is considered that our attributes of Outstanding Universal Value are not being managed in such a way as to maintain integrity and authenticity as a World Heritage Site, this could result in being put on the UNESCO (United Nations Educational, Scientific and Cultural Organisation) 'at risk register'; significant reputational damage; and ultimately the loss of World Heritage Site status (which has a low likelihood).
Risk Owner	Hanna Latty, Director of Sustainable Development and Assistant Chief Executive
Control mechanisms in place	• There is active Partnership engagement with Historic England, DCMS (Department for Digital, Culture, Media and Sport), ICOMOS (International Council on Monuments and Sites), the World Heritage Site Steering Group and appointed Specialist Advisors, and UNESCO to manage and monitor the attributes of Outstanding Universal Value.
Mitigation actions planned for 2026/27	• Continue to use the suite of Authority and Partnership monitoring tools to monitor the attributes of Outstanding Universal Value and deliver commitments made in the 2024 State of Conservation report. • Complete the 2026 State of Conservation report.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 October 2026)
Reputation	Medium	**4** / Low	March 2031	**4** / Low

BP44 Farming in Protected Landscapes (FiPL)

Description	There is a risk that poor management of the FiPL scheme could lead to a failure to deliver it, which could result in reputational damage and a missed opportunity to maximise benefits and to deliver future programmes supporting the agricultural transition. There is also a risk that the resource requirements for the FiPL scheme could overburden Authority resources, which could result in the delivery of other priorities being impacted.
Risk Owner	Rob Allison, Head of Strategy and Partnerships
Control mechanisms in place	• The FiPL scheme is being delivered using our agreed project management framework. • The scheme has been developed to fit resources available and has aligned its priorities to maximise resources available to achieve both the Authority's and Partnership's Plan ambitions. • Established process in place for monitoring the delivery of Service Plans (quarterly by Heads of Service and the Strategic Leadership Team) and the Business Plan (monthly by the Strategic Leadership Team; quarterly by Authority). • A planned communications strategy is in place.
Mitigation actions planned for 2026/27	• Continue to deliver robust governance around the project board and Local Assessment Panel ensuring funder expectations are delivered, including spend expectations.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 October 2026)
Reputation	Medium	**8** / Medium	March 2029	**9** / Medium

BP46 Human Resourcing

Description	There is a risk that the challenging recruitment market leads to vacancies remaining unfilled, which could impact negatively on teams' morale, well-being and delivery.
Risk Owner	Ben Leavesley, Head of People and Organisational Development
Control mechanisms in place	• Applicant Tracking System 'Webrecruit' with in-built careers page embedded. • Line manager recruitment training delivered. • Role established in the People team with a focus on recruitment and payroll. • Retention management tools established, for example market factor supplements, professional development funding and employee assistance programmes.
Mitigation actions planned for 2026/27	• Develop the 'climb your own mountain' recruitment campaign, continuing to present the Authority in a professional, forward thinking way, including presentation of the employee value proposition and renewed job descriptions. • Continue to develop the recruitment strategy to meet the needs of the Authority (e.g. for passive candidates, under-represented groups, disciplines with skills shortages).
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 October 2026)
Staff recruitment and retention	High	**4** / Low	March 2027	**4** / Low

BP48 Development Management – Enforcement

Description	There is a risk that failure to ensure appropriate compliance with planning controls through effective and timely investigation and enforcement, including formal enforcement action, could result in adverse impacts upon the scenic beauty and cultural heritage of the National Park and World Heritage Site from unauthorised development, and in reputational damage.
Risk Owner	Andrew Smith, Head of Development Management
Control mechanisms in place	• Action plan in place following review of service delivery by Government's Planning Advisory Service in 2022. • Financial reserves are in place and are regularly reviewed to ensure financial resilience, within the context of the Authority's wider finances.
Mitigation actions planned for 2026/27	• Apply agreed resources for planning enforcement casework service delivery.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 October 2026)
Legal and statutory duties	Low	**6** / Low	March 2027	**9** / Medium

BP50 Commercial Strategy

Description	There is a risk that we fail to successfully deliver our commercial strategy which could result in ineffective use of capital resources and / or reputational harm to the Authority.
Risk Owner	Pete Notley, Head of Resources
Control mechanisms in place	• Robust business cases and delivery plans are developed for all commercial strategy projects, which are approved by the Commercial Strategy Board / Resources meetings. • Project delivery reports are provided to the identified Senior Responsible Officer and Commercial Strategy Board / Resources meetings. • Benefits realisation reports, including the Commercial Strategy Board's benefits tracker, are monitored by the Commercial Strategy Board / Resources meetings.
Mitigation actions planned for 2026/27	• Continue to manage all commercial strategy projects in line with the established control mechanisms.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 October 2026)
Commercial strategy and income from fees and charges	Medium	**8** / Medium	March 2031	**6** / Low

CO4 SAC (Special Area of Conservation) Planning Reviews

Description	There is a risk that there may be a requirement to review and change planning permissions, which could result in liability for compensation payments and reputational damage.
Risk Owner	Andrew Smith, Head of Development Management
Control mechanisms in place	• Appropriate independent advice taken as required. • Continuing engagement with Natural England around potential habitats impacts. • Engagement with Defra (Department for Environment, Food and Rural Affairs) and MHCLG (Ministry of Housing, Communities and Local Government), as necessary.
Mitigation actions planned for 2026/27	• Initial review to identify affected sites. • Action plan to be put in place and implemented for all affected sites, considering relevant statutory review mechanisms as necessary (e.g. modification, discontinuance, revocation and prohibition). • Continue to engage with Natural England around potential habitats impacts. • Liaise closely with Defra and MHCLG to mitigate risks.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 October 2026)
Financial Governance	Low	**6** / Low	March 2027	**6** / Low

CO35 Greenside Mine – maintain site stability

Description	There is a risk that the site and in particular tips may become unstable, which could result in a requirement for more extensive maintenance works and attention.
Risk Owner	Rob Allison, Head of Strategy and Partnerships
Control mechanisms in place	• Memorandum of Understanding established with the Mining Remediation Authority. • Agreed inspection regime in place, with the Mining Remediation Authority carrying out twice-yearly inspections. • Established process in place for monthly inspections / monitoring and for minor works to be completed.
Mitigation actions planned for 2026/27	• Maintain surface drainage and complete any identified minor works. • Continue monthly inspections / monitoring. • Maintain the agreed inspection regime.
Contingency plans	• Close site and prevent unauthorised access. • Communicate with impacted stakeholders. • Seek further guidance and support from the Mining Remediation Authority.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 October 2026)
Legal and statutory duties	Low	**5** / Medium	March 2031	**5** / Medium

CO36 Employee Engagement

Description	There is a risk that whilst employees are broadly positive in most areas of the Authority, there are some challenges for communication and collaboration, which could impact on staff morale and productivity.
Risk Owner	Ben Leavesley, Head of People and Organisational Development
Control mechanisms in place	• Organisational Development and Engagement Plan in place. • Annual Staff Surveys in place, with action plan. • Improved induction programme in place to ensure new employees have a positive introduction to the whole organisation and have all the information they need to excel in their new roles.
Mitigation actions planned for 2026/27	• Continue to support line managers with team development, where appropriate. • Produce 2026/27 Organisational Development and Engagement Plan, roll out across the organisation and ensure line managers are facilitating the opportunity for teams to engage with different events.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 October 2026)
Staff recruitment and retention	High	**6** / Low	March 2027	**4** / Low

CO38 Reputation Management

Description	There is a risk that the Authority will gain a negative reputation if we do not communicate our work effectively with target audiences. This could impact the Authority in a range of ways, such as reducing public trust and devaluing our brand, affecting many areas of operation. Scope includes the work of the Authority (statutory and Business Plan) and corporate communications; it does not include Partnership responsibilities or park-wide issues outside of our control.
Risk Owner	Sarah Calderbank, Head of Communications and Engagement
Control mechanisms in place	• An established rolling media training programme is in place for staff. • Media issues and forward look is a standing agenda item at the monthly Strategic Leadership Team meetings. • Established process in place to identify projects and issues that are likely to generate a high level of public interest, and to work with teams to develop communications plans and mitigation actions.
Mitigation actions planned for 2026/27	• Media training programme to continue to ensure staff are well equipped to be a spokesperson for the Authority. • Proactive monitoring of emerging and ongoing issues in media and social media by the Communications team. • Continue to discuss issues generating media and social media interest with the Strategic Leadership Team. • Continue to provide regular briefings to Executive Board, the Chair, members and project leads to mitigate public relations risks. • Support delivery of community engagement activities, such as parish council events.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 October 2026)
Reputation	Medium	**8** / Medium	March 2027	**4** / Low

CO40 Cyber Risk and Data Security

Description	There is a risk that a cyber attack disabling Authority systems or infrastructure, or a data breach, could result in the loss or release of sensitive information.
Risk Owner	Pete Notley, Head of Resources
Control mechanisms in place	• Up to date cyber security measures and testing are in place. • Key software and applications have been migrated to cloud-based solutions. • The Authority can remotely wipe devices / digital information if lost. • Regular GDPR (General Data Protection Regulation) training and updates provided to staff and members. • Cyber insurance in place. • Cyber Essentials accreditation in place.
Mitigation actions planned for 2026/27	• Maintain up to date cyber security measures and testing. • Continue to provide regular GDPR training and updates to staff and members. • Regular monitoring of security status and logs through MS Defender.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 October 2026)
Data security and cyber risks	Low	**4** / Low	March 2031	**9** / Medium

CO41 Resource Availability

Description	There is a risk that inflationary pressures, coupled with risks around the National Park Grant, continue to place pressure on the Authority's ability to fund and deliver its Business Plan. Failure to deliver against the approved budgets may also lead to material changes to the resources projected in the Medium Term Financial Strategy (MTFS).
Risk Owner	Pete Notley, Head of Resources
Control mechanisms in place	• Medium term financial projections are maintained and monitored, building in reasonable assumptions around inflation. • Commercial strategy is in place and being delivered, to grow earned income or to consider delivery models where direct delivery is not providing value for money. • Established processes in place to implement efficiencies and savings through the budget setting round and through monthly outturns. • In-year budget monitoring is completed monthly across all services, for capital and revenue, to ensure that any variances are reported and fed into both the short and medium term projections.
Mitigation actions planned for 2026/27	• Continue to maintain and monitor medium term financial projections, including a list of potential efficiency measures that could be enacted if required. • Continue to deliver the commercial strategy. • Continue to implement efficiencies and savings through the budget setting round and through monthly outturns. • Identify and pursue other sources of revenue and capital grant funding to support the delivery of the Business Plan.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 October 2026)
Financial Governance	Low	**4** / Low	March 2029	**6** / Low

CO56 Workforce Planning

Description	There is a risk that without robust succession and deputisation plans in place, the Authority may have vulnerability around roles that are a single point of failure or are at a senior level, which could result in an inability to meet the organisation's strategy or could affect day to day operations.
Risk Owner	Ben Leavesley, Head of People and Organisational Development
Control mechanisms in place	• Honorarium and deputisation process in place within policies. • Training and Continuous Professional Development budgets (and Apprenticeship Levy) in place for training needs. • Career graded roles embedded within the organisation.
Mitigation actions planned for 2026/27	• Identify deputy / deputies within each team structure, with individual training needs analysis to ensure continuity of service. • Outline recruitment plans for each senior role or single point of failure. • All responsibilities and accountabilities held for all single post holders i.e. Section 151 Officer. • Continue to apply career graded roles as required and appropriate.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 October 2026)
Staff recruitment and retention	High	**6** / Low	March 2027	**4** / Low

CO59 Potential groupthink impact on decision making

Description	There is a risk of lack of challenge to decision making due to the profile of the management team and members which could mean we reach consensus too quickly without sufficient challenge, leading to poor decisions and a reputational risk.
Risk Owner	Gavin Capstick, Chief Executive
Control mechanisms in place	• The risk is reviewed monthly by the Strategic Leadership Team and quarterly by Authority. • Established process in place for the Communications team to review key decisions from a public relations perspective. • Away hours allow members a private space for challenge.
Mitigation actions planned for 2026/27	• Continue to ensure the Authority consults with a broad range of partners about key decisions. • The Communications team to continue to review key decisions from a public relations perspective. • Continue to use member away hours to allow a private space for challenge. • Explore how we can broaden the background and representation of members.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 October 2026)
Reputation	Medium	**8** / Medium	March 2031	**4** / Low

CO60 Brockhole – rental partners

Description	There is a risk that rental partners at Brockhole can't operate from the site as planned, which may result in reduced income for the LDNPA or greater costs from involvement in operating the site.
Risk Owner	Pete Notley, Head of Resources
Control mechanisms in place	• Regular meetings take place with all partners on site to ensure good relationships are built and any issues are raised well in advance of lease review points. • Active contract monitoring to ensure significant terms of leases are being fulfilled by all parties.
Mitigation actions planned for 2026/27	• Continue to hold regular meetings with all partners on site to ensure good relationships are built and any issues are raised well in advance of lease review points. • Active contract monitoring to ensure significant terms of leases are being fulfilled by all parties.
Contingency plans	• None currently required.

Risk appetite work area	Risk appetite level	Tolerable risk score / level	Target date to close risk	Current risk score / level (1 October 2026)
Commercial strategy and income from fees and charges	Medium	**8** / Medium	March 2029	**6** / Low

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**
	1	**2**	**3**	**4**	**5**

Likelihood

Definition	Probability	score					
Is expected to occur in most circumstances and / or minimal, if any, mitigation in place	**Very High** 80 - 100%	**5**	**5**	**10**	**15**	**20**	**25**
Will probably occur and / or few actions or plans to mitigate and risk trend very high if no action taken	**High** 60 - 80%	**4**	**4**	**8**	**12**	**16**	**20**
Might occur at some time in the future and / or mitigation action only partly in place	**Medium** 40 - 60%	**3**	**3**	**6**	**9**	**12**	**15**
Could occur but doubtful and / or mitigation expected to work	**Low** 20 - 40%	**2**	**2**	**4**	**6**	**8**	**10**
May occur but only in exceptional circumstances and / or highly mitigated	**Very Low** < 20%	**1**	**1**	**2**	**3**	**4**	**5**

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