



Draft Long Term Plan 2021-31

Activity Plan

**Office of the Mayor & Chief Executive,
and Treaty Partner Relations**

Adopted 4 March 2021

Approvals

Role	Position	Name	For Draft LTP	
			Signature	Date of sign-off
Activity Manager	Director, Office of Mayor and Chief Executive	Duncan Sandeman		2 February 2021
Activity Manager	Principal Advisor, Ngāi Tahu Relationship	Shayne Te Aika		2 February 2021
Finance Business Partner	Head of Business Partnership	Patricia Christie		4 February 2021

Authors and Advisors to this Activity Plan

Group	Business Unit	Position	Name

Table of Contents

- 1. What does this activity deliver?4
- 2. Community Outcomes – why do we deliver this activity?5
- 3. Strategic Priorities – how does this activity support progress on our priorities?6
- 4. Increasing Resilience7
- 5. Specify Levels of Service7
- 6. Does this Activity Plan need to change as a result of a Service Delivery Review (S17A)?.....9
- 7. What levels of service are we proposing to change from the LTP 2018-28 and why? 10
- 8. How will the assets be managed to deliver the services? 11
- 9. What financial resources are needed?..... 12
- 10.How much capital expenditure will be spent, on what category of asset, and what are the key capital projects for this activity? 14
- 11.Does this activity have any significant negative effects on social, economic, environmental or cultural wellbeing, now or in the future? 14
- 12.What risks are identified and what controls and mitigations are planned?..... 14

1. What does this activity deliver?

- **Provide information, support and advice to the Mayor, Deputy Mayor and Councillors, and Chief Executive**
- **Manage relationships with Treaty partners and Mana Whenua**

The role of the Mayor is set out in section 41A of the Local Government Act and this includes providing leadership to other members of the territorial authority and people in the district; and leading the development of the territorial authority's plans, policies and budgets. Likewise the role of the Chief Executive is detailed under section 42 of the same Act. The Chief Executive is responsible, amongst other things, for implementing the decisions of the local authority, providing advice to members of the local authority and community boards, ensuring the effective and efficient management of the activities of the local authority; and acting as the principal administrative officer for the local authority.

To assist both the Mayor and the Chief Executive to discharge their statutory duties, along with the Deputy Mayor, Councillors and the Executive Leadership Team, the Office of the Mayor and Chief Executive provides them with information, support and advice. In 2019 this included coordinating the provision of 148 briefings and 14 workshops to Councillors, providing 217 staff memos, answering on either the Mayor or Chief Executive's behalf 1,534 items of correspondence and providing advice and answers to 1,358 elected member questions. The Office supports the Mayor, Deputy Mayor, Councillors and executive leadership to participate and maintain significant external relationships, including the Canterbury Mayoral Forum, Greater Christchurch Partnership, and with Central Government, by providing comprehensive policy advice by coordinating and analysing information from across the organisation and from external sources as well as providing executive support. The Office supports the Mayor in preparing her for around 450 external meetings and 600 internal meetings during a 12 month period. The Office manages the around 450 invitations the Mayor receives annually, including attendance at major international conferences and interactions with central and local government counterparts.

It should also be noted the Office of the Mayor and Chief Executive is responsible for the delivery of Civic and International Relations, which is covered under its own Activity Plan.

Manage relationships with Treaty partners and Mana Whenua

Through legislative frameworks Christchurch City Council is obligated to engage with, and strengthen relationships with Māori, premised on Te Tiriti o Waitangi as well as subsequent legislation such as the [Local Government Act 2002](#), the [Resource Management Act 1991](#) and [Te Rūnanga o Ngāi Tahu Act 1996](#). Combined, these documents set the basis of consultation with Iwi and Mana Whenua to ensure that the views and values of Māori are considered across Council activities as we make decisions about the city, its resources and the environment. Land, water (all forms) and the natural environment are of significant cultural value for Māori – similarly this is true for the wider Christchurch community.

Council directly engages with iwi - Te Rūnanga o Ngāi Tahu, and six of the Papatipu Rūnanga whom fall within the Council catchment as mana whenua of respective rohe: Te Ngāi Tūāhuriri Rūnanga, Te Hapū o Ngāti Wheke, Wairewa Rūnanga, Te Rūnanga o Koukourāata, Ōnuku Rūnanga and Te Taumutu Rūnanga. The six papatipu rūnanga collectively formed a body (Te Kahui Kahukura) to engage at the strategic level with Council to advance mutual goals, namely to support the environment, social, cultural and economic wellbeing of the Christchurch District for the benefit of the whole community. This engagement is achieved through committee under the auspices of the Te Hononga - Papatipu Rūnanga Committee which meets quarterly. Whilst the council specifically recognises the special relationship with Iwi and mana whenua, it also engages with wider Māori that are present in the city through Te Rūnanga o Nga Maata Waka specifically on urban Māori community matters.

At the operational level the relationship is strengthened through the Ngāi Tahu Relationship Team who report directly to the Chief Executive. The purpose of this team is to foster working and strategic relationships between the Council and Papatipu Rūnanga on a daily basis. The team also guide Council staff on cultural substance of policies, procedures and strategies set within Christchurch City Council.

In 2019 the Ngāi Tahu Relationship Team provided:

- Significant cultural support directly to the Mayor and Chief Executive
- Delivered weekly Te Reo Māori upskilling to the Mayor, and Councillors collectively, and on an individual basis
- Provided cultural narratives and input toward all newly released or revised CCC strategies, plans, and policies
- Delivered quarterly training seminars to CCC staff on ‘Engaging with Iwi’
- Delivered 9 x Te Reo Māori courses per quarter to CCC operational staff
- Facilitated engagement with iwi and rūnanga on a daily/weekly basis to deliver cultural impact assessments and environmental impact assessments
- Answered daily queries from CCC operational staff on cultural perspectives pertaining to CCC projects and activities.
- Made significant cultural contributions to EQ memorials, the March 2019 Response, the EQ apologies and delivered Iwi engagement seminars into the development of chief executive
- Engaged on a daily and weekly basis with Iwi and Papatipu Rūnanga to facilitate CCC responses to their queries

Notwithstanding the legal obligations of Te Tiriti, Christchurch City Council is strategically committed to building on the relationship with Te Rūnanga o Ngāi Tahu and the Te Hononga – Papatipu Rūnanga partnership, reflecting mutual understanding and respect of a key partner.

2. Community Outcomes – why do we deliver this activity?

Both the external and internal services this Activity provides support progress towards all of the Community Outcomes, due to the Activity’s wide engagement across all Council work programmes.

This Activity additionally enables the Council to fulfil its legislative obligations in respect of engagement with Māori under Te Tiriti. This work means the Activity makes a significant contribution to progress on the *Active participation in civic life* Community Outcome. The Council is committed to strengthening the relationship between CCC, Te Rūnanga o Ngāi Tahu and the Te Hononga-Papatipu Rūnanga partnership, reflecting mutual understanding and respect for a key partner. This relationship supports the environmental, social, cultural and economic wellbeing of the Christchurch District for the benefit of the whole community so, again, also supports progress towards all of the Community Outcomes.

Note the performance measures and targets used to measure the difference the activity makes for the community outcomes is in the Level of Service table in Section 5.

3. Strategic Priorities – how does this activity support progress on our priorities?

The Office of Mayor and Chief Executive, and Treaty Partner Relations, supports progress on all five Strategic Priorities.

Strategic Priorities	Activity Responses
Enabling active and connected communities to own their future	<p>This Activity prioritises opportunities for the Mayor and Chief Executive to meet and seek the views of community members via formal and informal events, consultations and discussions. In addition, this Activity provides the opportunity to assist Māori to achieve their economic and environmental aspirations.</p> <p>Iwi and Papatipu Rūnanga are able to quickly reach into their respective communities through Marae based operations to enable and connect whanau.</p>
Meeting the challenge of climate change through every means available	<p>This Activity coordinates the Mayor and CE’s participation in climate-related processes, to provide visible leadership on this priority. In addition, the Activity’s work to build the Council/ Ngāi Tahu relationship provides mutual opportunities to explore how we preserve, replenish and protect our natural resources and the environment, as well as combating potential threats (climate change and other global emergencies, drawing on the expertise of Iwi and Papatipu Rūnanga.</p>
Ensuring a high quality drinking water supply that is safe and sustainable	<p>A critical priority for Ngāi Tahu in the relationship with the Council is to ensure this relationship provides opportunities to learn from each other regarding protecting our fresh water, its sources, tributaries and pathways as a precious natural tāonga. This tāonga requires high levels of positive governance and protection. Papatipu Rūnanga are able to provide valuable cultural input into managing, and measuring potential solution through enacting kaitiakitanga – (stewardship), and rangatiratanga (leadership authority).</p>
Accelerating the momentum the city needs	<p>This Activity supports the Mayor and CE to engage in work to accelerate the momentum the city needs. The Ngāi Tahu relationship team are additionally helping to embed mana whenua cultural narratives and responsiveness into the city plan in order to create a vibrant and culturally responsible city and to carve a path for wider cultural success and integration of other nationalities, ethnicities.</p> <p>Papatipu Rūnanga and mana whenua continue to contribute cultural support to city events and other activation opportunities to create city momentum.</p> <p>The cultural narrative is a unique component of CHCH City.</p>
Ensuring rates are affordable and sustainable	<p>This Activity supports the Mayor and CE to lead discussions on rates sustainability and cost-cutting.</p> <p>Additionally, partnering with iwi and mana whenua could potentially provide viable alternatives, compromises and different solutions where there is true benefit for all concerned.</p> <p>Active and mutual engagement with Māori can speed up resource management and environmental issues which may either help reduce overall processing and implementation costs (time and fiscal).</p>

4. Increasing Resilience

The Office of Mayor and Chief Executive, and Treaty Partner Relations supports these leaders in providing direction to the organisation as a whole and to specific business units within the organisation to address specific shocks or stressors. The advice provided specifically addresses issues, such as natural disasters, climate change, demographics, housing and social equity, globalisation and health.

Internally, the Treaty Relations team support the Office of the Mayor and Chief Executive by providing cultural direction to the organisation as a whole as well as supporting specific business units within the organisation to address specific cultural matters that arise on Council projects. Externally, the team links the organisation to Iwi and Mana Whenua both operationally and strategically. The advice provided specifically addresses issues across mutual interests – e.g. demographics, housing and social equity, health, globalisation, climate change, catastrophic events etc.

5. Specify Levels of Service

LOS number	C/M ¹	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
Provide information, support and advice to the Mayor, Deputy Mayor and Councillors, and Chief Executive										
4.1.25.1	M	Provide direct advice and administrative support to the Mayor, Deputy Mayor and Councillors			Provide information, support and advice within 48 hours, or as priorities are agreed.	Provide information, support and advice within 48 hours, or as priorities are agreed.	Provide information, support and advice within 48 hours, or as priorities are agreed.	Provide information, support and advice within 48 hours, or as priorities are agreed.	The information, advice and logistical support to carry out their functions, duties and powers effectively and efficiently. Note the potential for an IT solution for managing information requests.	Supports all the Community Outcomes

¹ C/M – Community or Management level of service (LOS)

Community LOS - Previously known as LTP LOS. These are LOS that are community facing and will be published in our Statement of Service Provision.

Management LOS - Previously known as Non-LTP LOS. These are LOS that are measured in the organisation to ensure service delivery.

LOS number	C/M ¹	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
4.1.25.2	M	Provide direct advice and support to the Chief Executive and administrative support to the Executive Leadership Team			Provide information, support and advice within 48 hours, or as priorities are agreed.	Provide information, support and advice within 48 hours, or as priorities are agreed.	Provide information, support and advice within 48 hours, or as priorities are agreed.	Provide information, support and advice within 48 hours, or as priorities are agreed.	The information, advice and logistical support to carry out their functions, duties and powers effectively and efficiently.	Supports all the Community Outcomes
Manage relationships with Treaty partners and Mana Whenua										
4.1.23	C	Maintain positive Iwi and Mana Whenua relationships			Iwi & Mana Whenua convey that they are satisfied or very satisfied with the relationship and project outcomes	Iwi & Mana Whenua convey that they are satisfied or very satisfied with the relationship and project outcomes	Iwi & Mana Whenua convey that they are satisfied or very satisfied with the relationship and project outcomes	Iwi & Mana Whenua convey that they are satisfied or very satisfied with the relationship and project outcomes	Strategic - direct feedback through quarterly Te Hononga-Papatipu Committee engagement. Option to develop an annual survey. Operational - direct feedback during project collaboration at operational level with respective Rūnanga. Option to develop an annual survey.	Supports all the Community Outcomes
4.1.24	C	Facilitate opportunities for iwi and mana whenua to actively contribute in decision making processes			Iwi and Mana Whenua are satisfied or very satisfied with the level of engagement and opportunities to contribute to decision making	Iwi and Mana Whenua are satisfied or very satisfied with the level of engagement and opportunities to contribute to decision making	Iwi and Mana Whenua are satisfied or very satisfied with the level of engagement and opportunities to contribute to decision making	Iwi and Mana Whenua are satisfied or very satisfied with the level of engagement and opportunities to contribute to decision making	Strategic - direct quarterly feedback through Te Hononga-Papatipu Rūnanga Committee attendance. Operational - direct feedback from participating Rūnanga during and at	Supports all the Community Outcomes

LOS number	C/M ¹	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
					in areas of mutual interest	in areas of mutual interest	in areas of mutual interest	in areas of mutual interest	completion of joint projects of mutual interest CCC can evidence iwi and mana whenua decision making in the delivery of community outcomes.	
4.1.31	M	Provide CCC staff access to the Treaty Relations team for cultural support to strategy, policy and procedure development			Treaty relations team onsite availability @ 20hrs per week	Treaty relations team onsite availability @ 20hrs per week	Treaty relations team onsite availability @ 20hrs per week	Treaty relations team onsite availability @ 20hrs per week	Onsite availability (by calendar review) Customer feedback (CCC managers/project leads)	Supports all the Community Outcomes
4.1.32	M	Provide CCC staff access to develop their cultural understanding to engage successfully with Iwi and Mana Whenua	6 x Te Reo 101 courses 3 x Te Reo 102 courses 3 x Maori 101 courses		Treaty relations team offer per annum: 12 courses	Treaty relations team offer per annum: 12 courses	Treaty relations team offer per annum: 12 courses	Treaty relations team offer per annum: 12 courses	Number of courses conducted and number of attendees by each course	Supports all the Community Outcomes

6. Does this Activity Plan need to change as a result of a Service Delivery Review (S17A)?

No S17A Service Delivery Review for this planning period.

7. What levels of service are we proposing to change from the LTP 2018-28 and why?

Activity/ Level of Service	Change from 2015-25 LTP	Reason	What will be done differently	Options for consultation and engagement
AMENDMENTS				
4.1.25.1 Provide direct advice and administrative support for Mayor 90% + satisfaction with support provided	LOS target replaced with responsiveness target. Provide information, support and advice within 48 hours, or as priorities are agreed.	LOS to focus on responsiveness to requests for information by the Mayor, Deputy Mayor and Councillors	Level of service will remain the same, within 48 hours, or as priorities as agreed.	Management-level level of service, no need for consultation
4.1.25.2 Provide direct advice and administrative support to the Mayor: 160 hours per week 4.1.26.2 Provide direct advice and administrative support to the Mayor: 60 hours per week Provide direct advice and administrative support to the Chief Executive: 160 hours per week	LOS target replaced with responsiveness target. Provide information, support and advice within 48 hours, or as priorities are agreed. Focused on support for Chief Executive and administrative support to the Executive Leadership Team 4.1.26.2 no longer required	LOS to focus on responsiveness to requests for information by the Chief Executive and administrative support to the Executive Leadership Team	Level of service will remain the same, within 48 hours, or as priorities as agreed.	Management-level level of service, no need for consultation
4.1.26.1 Provide direct administrative support for Deputy Mayor and Councillors 80% satisfaction with services	To be combined with 4.1.25.1	LOS to focus on responsiveness to requests for information by the Deputy Mayor and Councillors. Merged with 4.1.25.1 to focus on a single level of service, to provide direct advice and administrative support	To be combined with 4.1.25.1. Level of service will remain the same, within 48 hours, or as priorities as agreed.	Management-level level of service, no need for consultation
4.1.23 Mana whenua satisfaction with opportunities provided with for consultation and input: Satisfied or Very Satisfied	4.1.23 Maintain positive Iwi and Mana Whenua relationships: Iwi & Mana Whenua convey that they are satisfied or very satisfied with the relationship and project outcomes	Clarification of the purpose of the LOS, to seek Iwi & Mana Whenua views about whether they are satisfied or very satisfied with the relationship and project outcomes.	Ensure that a survey is conducted annually, with feedback incorporated into reporting and opportunities for improvement actioned.	LOS to also be set at Community level, not management level. Specific consultation not recommended as the amendment clarifies arrangements already in place.

Activity/ Level of Service	Change from 2015-25 LTP	Reason	What will be done differently	Options for consultation and engagement
4.1.24 Maori satisfaction with opportunities provided for consultation and input: Satisfied or Very Satisfied	4.1.24 Facilitate opportunities for iwi and mana whenua to actively contribute in decision making processes: Iwi and Mana Whenua are satisfied or very satisfied with the level of engagement and opportunities to contribute to decision making in areas of mutual interest	Clarification of the purpose of the LOS, to seek Iwi & Mana Whenua views about whether they are satisfied or very satisfied with the level of engagement and opportunities to contribute to decision making in areas of mutual interest	Ensure that a survey is conducted annually, with feedback incorporated into reporting and opportunities for improvement actioned.	LOS to also be set at Community level, not management level. Specific consultation not recommended as the amendment clarifies arrangements already in place.
NEW				
4.1.31 Treaty relations team onsite availability @ 20hrs per week	New	To include reference to the services provided to staff at CCC. Target aligned to budget provision	This is a continuation of services already being provided	Inclusion of management level measure will not require consultation
4.1.32 Treaty relations team offer per annum: 12 courses	New	To include reference to the services provided to staff at CCC. Target aligned to budget provision	This is a continuation of services already being provided	Inclusion of management level measure will not require consultation
DELETIONS				

8. How will the assets be managed to deliver the services?

No Asset Management Plan for this activity.

9. What financial resources are needed?

Office of the Mayor & Chief Executive, and Treaty Partner Relations											
000's	Annual Plan 2020/21	LTP 2021/22	LTP 2022/23	LTP 2023/24	LTP 2024/25	LTP 2025/26	LTP 2026/27	LTP 2027/28	LTP 2028/29	LTP 2029/30	LTP 2030/31
<i>Activity Costs before Overheads by Service</i>											
Staff Support & Advice to Mayor	1,041	1,015	1,027	1,060	1,091	1,118	1,144	1,173	1,205	1,237	1,269
Treaty & Mana Whenua Relations	380	392	400	408	417	425	434	442	452	461	470
	1,421	1,407	1,428	1,468	1,508	1,542	1,578	1,615	1,656	1,698	1,740
<i>Activity Costs before Overheads by Service</i>											
Direct Operating Costs	351	393	401	409	418	426	435	444	453	462	472
Direct Maintenance Costs	2	2	2	2	2	2	2	2	2	2	2
Staff and Contract Personnel Costs	1,035	976	988	1,019	1,050	1,075	1,101	1,129	1,159	1,191	1,221
Other Activity Costs	34	36	37	38	38	39	40	41	42	43	45
	1,421	1,407	1,428	1,468	1,508	1,542	1,578	1,615	1,656	1,698	1,740
Activity Costs before Overheads	1,421	1,407	1,428	1,468	1,508	1,542	1,578	1,615	1,656	1,698	1,740
Overheads, Indirect and Other Costs	740	563	575	579	596	617	634	649	671	682	699
Depreciation	-	-	-	-	-	-	-	-	-	-	-
Debt Servicing and Interest	-	-	-	-	-	-	-	-	-	-	-
Total Activity Cost	2,161	1,970	2,002	2,047	2,103	2,159	2,212	2,264	2,327	2,380	2,438
Funded By:											
Fees and Charges	-	-	-	-	-	-	-	-	-	-	-
Cost Recoveries	-	-	-	-	-	-	-	-	-	-	-
Total Operational Revenue	-	-	-	-	-	-	-	-	-	-	-
Net Cost of Service	2,161	1,970	2,002	2,047	2,103	2,159	2,212	2,264	2,327	2,380	2,438
Funding Percentages:											
Rates	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Fees and Charges	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grants and Subsidies	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Cost Recoveries	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Funding Consideration

Local Government Act 2002 Section 101 Funding Consideration. The following tables are based on the financials from the previous page:

Funding Policy

Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
-	-	Medium	-

The table above shows how Council has considered funding in relation to the Activity, using a simple high / medium / low scale:

- User-pays – the degree to which the Activity can be attributed to individuals or identifiable groups rather than the community as a whole;
- Exacerbator-pays – the degree to which the Activity is required as a result of the action (or inaction) of individuals or identifiable groups;
- Inter-generational equity – the degree to which benefits can be attributed to future periods; and
- Separate funding – the degree to which the costs and benefits justify separate funding for the Activity.

Where an Activity is paid for through a number of funding mechanisms, Council’s practice is to meet its operating costs in the first instance from fees & charges and grants & subsidies (subject to the considerations outlined above). If the Activity requires further operational funding, this remainder is funded through rates.

Operating Cost Funding Policy

This table below shows Council’s broad funding target for the Activity (i.e. how much is paid for by individuals / groups, and how much by the community as a whole), and the associated funding mechanism used (i.e. general rates, targeted rates, user charges, etc.). As the precise balance between individual / group and community funding may vary in practice (particularly for volumetric fees and charges), the funding target for each of the below tables is expressed in broad terms rather than specific percentages:

- Low = this source provides 0%-25% of the funding for this Activity;
- Medium = this source provides 25%-75% of the funding for this Activity; and
- High = this source provides 75%-100% of the funding for this Activity.

Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
n/a	High	• n/a	• General Rates (High)

10. How much capital expenditure will be spent, on what category of asset, and what are the key capital projects for this activity?

No capital projects are planned for this activity.

11. Does this activity have any significant negative effects on social, economic, environmental or cultural wellbeing, now or in the future?

Negative Effect	Mitigation
Social	No negative impacts
Economic	No negative impacts
Environmental	No negative impacts
Cultural	No negative impacts

12. What risks are identified and what controls and mitigations are planned?

Risk	Planned Controls and Mitigation
Negative outcomes through deterioration of the relationship, lack of consultation and lack of opportunity for Iwi and mana whenua to engage in mutual decision making in areas/works of mutual interest.	Close monitoring of the relationship by the Treaty Relationship Team and early advice to the office of the Mayor & Chief Executive, and leadership. Open engagement with Iwi and mana whenua.
<p>Impact of Covid-19 response</p> <p>The Office of the Mayor and Chief Executive was established in February 2020 as a result of a change process. The process of imbedding the operations of this office to ensure the Mayor and the Chief Executive are supported as intended has been impeded by the COVID-19 response. Additionally the effects of the response on the Councils OPEX budget will flow onto the filling of vacant positions in the office. This in turn could impede the ability to meet the identified levels of service.</p>	<ul style="list-style-type: none"> Priority will be given to embedding processes and procedures in the office to ensure levels of support can be delivered. A review will be conducted of the effectiveness of the new structure in July/August 2020.
Post Covid 19, CCC recovery projects may place significantly more demand on Iwi and mana whenua engagement (environmental and cultural impact assessments) which may create additional funding pressures on OPEX budget (Treaty SLA).	<ul style="list-style-type: none"> Set priorities of work to reduce pressure. Proactively manage and regularly review to identify any key pressures in advance/as early warning mechanism.