



Service Plan for 2007/08

(covering April 2007 – March 2010)

Service Plan for: City Development and Transport

Directorate: City Strategy

Service Plan Holder: Damon Copperthwaite

Workplans:

City Development
Transport Planning
Network Management
Engineering Consultancy
Highway Infrastructure
Emergency Planning
Capital Programme

Director: Bill Woolley

Signed off:

Date:

EMAP : City Strategy – Ann Reid

Signed off:

Date:

Section 1: The Service

Service description

City Development and Transport functions are both strategic and operational and are carried out in six teams identified as:-

City Development
Transport Planning

Network Management
Highways Infrastructure

Engineering Consultancy
Emergency Planning

Supported by the Capital Programme Manager

Each of the teams develop strategies and policies. These strategies and policies are delivered both in-house and by the use of external consultants and contractors. These services include:-

Strategic:-

- Contribute to the development of the corporate strategy and sustainable community strategy
- Development and implementation of strategic documents such as the Local Development Framework and the Local Transport Plan
- Promote the use of alternatives to the private car including public and other environmentally friendly modes of transport
- Development of the Council's Emergency planning function
- Engaging in the regional agenda particularly in relation to land use planning, emergency planning and transport
- Provide the strategic and policy framework for decision making and investment on key sites, which help shape the economic, social and environmental fabric of the city
- Secure the funding which enables the Council to fulfil its strategic investment role, predominantly in transport
- Secure the funding and guide the expenditure required to maintain Council assets such as highways
- Develop and implement the relevant strategic objectives and policies for the effective management of the highway network
- Secure the availability of public transport services not provided commercially

By their nature these activities are part of a continuous process of development, implementation, monitoring and reviews.

Operational:-

- Design and procurement of schemes and services relating to all aspect of the group
- Maintenance of transport related assets
- Improving Safety
- Enforcement and Control

In some areas it is the same staff who carry out both strategic and operational services. As with the strategic activities some address particular sections of the Community or are delivered to certain areas of the City, their impact is, in many cases, city wide.

City Development

The team is responsible for the Local Development Framework (LDF) which sets the spatial vision and strategic policies for the development of York. They also work at a regional level on the Regional Spatial Strategy (RSS). These documents and plans will form the policy framework for decision making on development in the city. The team also prepare area action plans for major parts of the city such as the city centre and the north west corridor including York Central and

British Sugar. City Development also produce the development planning briefs to guide the form of development on major sites, which it then project manages, working with the developer, to ensure they are developed in accordance with the appropriate policies. It carries out research, monitoring and information functions to support these activities and provides demographic and socio economic statistics for the Council. It also has a key input into other key strategies on housing, the economy, transport and the sustainable community. It has no operational functions.

Transport Planning

The team collaborates with City Development on input to the RSS and LDF; its principal focus is developing and ensuring delivery of the Councils transport strategy and policies and reflects them in expenditure programmes that are included in the Local Transport Plan and in reports back to central government. The team collects and monitors all the data relevant to the LTP, including safety, and manages the communication strategy for transport issues. It also carries out and comments on Traffic Modelling of the existing and anticipated future traffic growth in the City.

The team procures services to deliver the strategy, either through direct contracts with public transport suppliers or through upgrading of the transport infrastructure around the City. It also undertakes bus contract monitoring and administers the concessionary fare pass and token schemes. Schools and businesses are assisted with their travel plans and events and campaigns are run to promote sustainable travel. The team plays a major role in road safety including provision of a variety of educational and practical training for all sections of the community.

Network Management

The team acts as, manages and is responsible for many of the Highway Authority functions. This includes the management of highway users and exercises the Council's obligations under the Traffic Management Act. The team manages computerised traffic control (UTMC) and bus priority and information (BLISS) systems. It is also responsible for public rights of way and advising on highway matters in relation to planning applications. The team develops city parking strategy and management.

The team maintains public rights of way, traffic signals and CCTV equipment. It is also responsible for parking enforcement and licensing of pavement cafes, the adoptions and the alley-gating programme.

Engineering Consultancy

The team develops strategies and policies in relation to the city's bridges, land drainage and city wide structures including the city walls. They work closely with City Development to prepare the Strategic Flood Risk Assessment as part of the LDF.

The team carries out the detailed design of highway improvement, public transport, city walls and drainage schemes, then procures and manages the contracts for their implementation. They also carry out the safety audits required to ensure that schemes meet the necessary standards. The team has a lead responsibility for management of a range of water courses and the response to flood emergencies.

Highway Infrastructure

The team acts as part of the Highway Authority developing strategies and policies in relation to the maintenance of carriageways, footways, street lighting and associated features. It has overall responsibility for all highway maintenance budgets.

The team carries out safety, reactive and development inspections as well as those in relation to New Roads and Streetworks Act. They also carry out and / or organize the surveys to assist in development of maintenance programmes and development of the asset management plan. They provide a service for third party insurance claims, managing, monitoring and supporting the defence of these claims. The delivery of the service is provided by an a number of external contractors responsible for delivering programmes of highway maintenance works.

Emergency Planning

The emergency planning team ensures that the Council can respond effectively in the event of a major incident or business disruption. The Emergency Planning Unit prepares and maintains the Council's Emergency Handbook and other emergency plans working closely with our stakeholders through national, regional and sub regional as well as on an individual basis to ensure compliance with statutory requirements and best practice.

The Emergency Planning unit ensures the council has appropriate systems and procedures in place to secure business continuity and comply with statutory requirements and best practice.

Capital Programme Manager

Working closely with the other teams, particularly Engineering Consultancy and TPU to develop coherent and affordable capital programmes and ensuring that schemes are brought forward in at the right time for implementation. Undertaking special projects on behalf of the group.

The impact of these services are on the City's 180,000 residents, as well as all the visitors, who are among the 12 million pa. bus passengers, and who also utilize the City's 754 kms of road, 1150 km of footways and 230km of public rights of way. Approx 180 highway and other schemes are implemented each year, 50% of the road network is gritted when adverse weather conditions are expected, and at any one time 20-25 development sites will be being progressed. In an average year detailed advice is given on 150 of the most significant planning applications, 300 requests for development advice are handled, and 2500 other queries and requests are dealt with.

Also in an average year around 100 schemes are designed, 1200 road openings (excavations) are dealt with, 26,000 penalty charge notices are issued in connection with 9000 parking spaces.

Service Objectives (Statements of Intent not in priority order)

- SO1. Implementation of improvement priority IS2: Increase the use of public and other environmentally friendly modes of transport
- SO2. Contribute significantly to improvement statement IS5: Improve the quality and availability of decent affordable homes in the city
- SO3. Contribute to other improvement statements within the corporate strategy.
- SO4. Contribute to the development of a City Strategy/Community Strategy.
- SO5. Contribute to the regional transport agenda.
- SO6. Implementation of the local transport plan.
- SO7. Provide a framework for the future transport needs of the City.
- SO8. Make travel into and around York easier and safer.
- SO9. Encourage the use of sustainable modes of transport.
- SO10. Make sustainability a key requirement of contracts and construction.
- SO11. Maximise the funding available from government and developers to improve the highway and public transport networks.
- SO12. Secure the provision of socially needed transport.
- SO13. Monitor the effect and ensure the efficient administration of concessionary fares
- SO14. Improve road safety.
- SO15. Improve the condition of the highway asset (including footpaths and other rights of way) in such a way as to minimise future maintenance.

- SO16. Improve the standards of maintenance for the off highway cycle and pedestrian networks.
- SO17. Maintain the highway asset in a safe condition.
- SO18. Manage contracts to ensure design objectives are achieved within budget.
- SO19. Manage the highway network so as to minimise congestion and delays to public transport.
- SO20. Ensure the effective enforcement of regulations and standards relating to parking and work in the highway.
- SO21. Contribute to the objectives of the Safer York Partnership.
- SO22. Ensuring the Council has appropriate systems and procedures for emergencies and business continuity
- SO23. Raising awareness of business continuity within the City
- SO24. Progress the statutory Local Development Framework for the city in accordance with an agreed Local Development Scheme.
- SO25. Provide a development planning service for key development sites in the City including sites in the Councils ownership.
- SO26. Provide a framework for future land use needs of the City.
- SO27. Provide supplementary planning guidance on key development sites and policy topics.
- SO28. Help to deliver quality affordable housing in the city through our planning policies.
- SO29. Contribute to the development of the Regional Spatial Strategy.
- SO30. Provide a research & information service to City Development and others as required.
- SO31. Progress the major development opportunities for York Northwest in partnership with other key agencies.
- SO32. Contribute to the preparation of a sustainable communities strategy.
- SO33. Contribute to the work of the Future York group and the review of the economic development strategy.
- SO34. Complete the CPA question relating to Sustainable Communities and Transport.
- SO35. Ensure the Health and Safety of staff and customers of the services provided.
Contribute to and implement the Corporate Action Plan and response to the first year of the HSE Strategic Intervention.

Section 2: The Drivers

Driver type	How might this affect our service	Sources
<p>External drivers</p> <ul style="list-style-type: none"> • Regional Spatial Strategy • Regional Transport Strategy • Local Development Framework • New Major City Developments • Road Transport Bill • Leeds City Region 	<p>Sets policy context for LDF. Staff intensive to secure proper input into regional agenda.</p> <p>High - staff diverted away from local issues and delivery of programmes. Possibility of funding from regional sources.</p> <p>Key priority to deliver to GoYH timescales within the resources available.</p> <p>Significant increase in number of major sites puts strain on limited staffing resources.</p> <p>Staff resources will need to allocated to investigate the implications and to implement as necessary.</p> <p>Staff resources will be significant to input into a range of planning, transport, housing and economic development issues.</p>	
<p>Corporate drivers</p> <ul style="list-style-type: none"> • Review of the Community Strategy • Corporate Strategy – IS2; Increase the use of public and other environmentally friendly modes of transport. 	<p>Critical link between LDF core strategy and sustainable community strategy requires significant involvement of the group.</p> <p>Gives focus and direction to a priority within the corporate strategy and will divert resources away from other activities.</p>	

<ul style="list-style-type: none"> • Corporate Strategy – IS5; Improve the quality and availability of decent, affordable homes in the city. • Corporate Strategy - All improvement priorities. • Contribution to Local Area Agreement. • Comprehensive Performance Assessment – Sustainable Communities and Transport 	<p>Supporting other improvement statements within the corporate strategy will divert resources away from other activities.</p> <p>Supporting other improvement statements within the corporate strategy will divert resources away from other activities.</p> <p>Significant links and joined up working needed with LDF to deliver spatial elements of the strategy.</p> <p>We will need to use resources to develop the response and information needed to support the assessment. This will have a significant impact on senior management capacity.</p>	
<p>Directorate drivers</p> <ul style="list-style-type: none"> • Business Continuity within the Directorate. • Contribution to the City Strategy. • Contribution to Future York Group 	<p>Completion of Business Continuity Plans throughout the Council will need to be intensively resourced.</p> <p>Significant links and joined up working needed with LDF to deliver spatial elements of the strategy.</p> <p>This external challenge to review York’s economic strategy requires significant input from across the group.</p>	
<p>Service drivers</p> <ul style="list-style-type: none"> • Traffic Management Act. 	<p>Risk are high of government intervention that will need to be delivered with the time scales and resources available.</p>	

<ul style="list-style-type: none"> • Implementation of the Local Transport Plan. • Review of Parking. • Procurement of a PFI provider for highway maintenance. • Implementation of the Civil Contingencies Act. • Reducing Capital Programme. 	<p>Working at a local and regional level the support necessary to implement the introduction will place demands upon the current staff resources.</p> <p>If there is an under recovery of income then there is a high risk that other services that are reliant upon it will need to be reduced.</p> <p>If the council is successful with the expression of interest there will be a need to secure the resources necessary to deliver the procurement project and will place additional requirements on staff to support the development of an outline business case.</p> <p>Working at a local and regional level the support necessary to implement the introduction will place demands upon the current staff resources.</p> <p>Our ability to deliver on target both locally and nationally. Significant staffing issues to manage in the consultancy.</p>	
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Section 3: Critical Success Factors (CSFs)

CSFs for 2007/08	Why a CSF?
Co-ordination of the Sustainable Communities & Transport Question in CPA	The self assessment will need to be a comprehensive exercise that is fully evidenced as this will impact on the Council's overall score.
Meeting LDS/LDF milestones	The City is disadvantaged by the lack of an adopted Local Plan. Meeting the milestones will mean that the LDF core policies will fill this gap as soon as possible and ensure a good Planning Delivery Grant.
Delivery of key development briefs and meeting other key project milestones.	Projects such as Castle Piccadilly, York Northwest, Hungate, Nestle, and Terry's are key to achieving many corporate objectives.
Compliance with Civil Contingencies Act 2004 and regulations.	CCA 2004 provides new statute for both Emergency Planning and Business Continuity, compliance will ensure effective arrangements are in place and a good score for CPA.
Corporate Priority IS2 - Increase the use of public and other environmentally friendly modes of transport	This priority is the principal responsibility of this group and is critical to the improvement change necessary for the city
Contributing to the draft Regional Spatial Strategy and its implementation	The draft RSS will be subject to further public consultation in late spring 2007 before adoption later in 2007. We need to ensure proper input to safeguard York's planning interests within the region.
Introduction of full concessionary fares scheme	If not managed and introduced properly could have a damaging effect upon bus customers. There could be significant financial implications to be addressed for the council.
Contribution to the Regional Transport Initiatives based upon the TIF bid.	By having an input into the initiative we will be able to ensure York's position in the region on transport issues is being maintained.

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
IS1 - Decrease the tonnage of biodegradable waste and recyclable products going to landfill	<ul style="list-style-type: none"> • We re cycle material bound for the tip to produce a good quality type 1/2 sub base material. We store taken up natural materials and pcc flagstones for re use on maintenance and future schemes. • Minimisation of life expired street lighting lamps going to landfill or to specialist treatment. • We provide the key planning input into the joint NYCC/CYC waste management strategy and the joint PFI bid to improve waste facilities in the city.
IS2 - Increase the use of public and other environmentally friendly modes of transport	<ul style="list-style-type: none"> • We are leading on this and our proposals are outlined in the Improvement Plan.
IS3 - Improve the actual and perceived condition and appearance of city's streets and open spaces	<ul style="list-style-type: none"> • We maintain the asset so it is fit for purpose and where possible looks it. • NM's Street Clutter work will improve the look of the environment. • Routine maintenance and targeted resurfacing works programmes. • Street Lighting maintenance repair and lighting levels. • Grass Cutting, gulley cleaning, road markings, amenity planting areas, trees, surfaces, signs and signals all contribute to the condition and appearance and are managed and maintained within this team. •
IS4 - Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York	<ul style="list-style-type: none"> • Assist with the alley-gating schemes. • CCTV monitoring of the part of the city. • Take into account crime and disorder issues in the preparation of all development briefs and area plans to ensure "designing out crime" principles are included.
IS5 - Increase people's skills and knowledge to improve future employment prospects	<ul style="list-style-type: none"> • Promote and encourage training of staff.
IS6 - Improve the contribution that Science City York makes to economic prosperity	<ul style="list-style-type: none"> • Ensure the infrastructure is in place and fit for use so development is not impeded but rather encouraged. This includes allocating a range of sites within the local plan and LDF and ensuring SCY needs/opportunities are considered in development briefs. • Through LDF make economic prosperity a key factor in the development of the issues and options for the cities land use planning.

<p>IS7 - Improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest</p>	<ul style="list-style-type: none"> • We promote environmentally solutions to tackle age old problems, eg safecote instead of neat rock salt, quieter materials are used for surfacing schemes. Promote drop crossings to aid prams, wheelchairs etc at crossing points when we do footway schemes. • Promotion of walking and cycling in the city by encouraging through smarter campaigns, infrastructure works to footways, footpaths and cycle ways. • Take health issues into account in developing key strategies and plans such as LDF and LTP.
<p>IS8 - Improve the life chances of the most disadvantaged and disaffected children, young people and families in the city</p>	
<p>IS9 - Improve the quality and availability of decent affordable homes in the city</p>	<ul style="list-style-type: none"> • Through the major developments team work in partnership with other teams around the council to achieve the affordable housing policy on all major developments. • Commissioning of the detailed housing needs studies to support this approach.
<p>IS10 –13 Improving our organisational effectiveness</p>	<ul style="list-style-type: none"> • Play an active part in shaping the council's organisational effectiveness

Links to other plans

- Safer York Partnership strategy
- Local Transport Plan
- Regional Spatial Strategy and related strategies (eg housing, economic, transport and sustainable development)
- Community Strategy
- York and North Yorkshire sub-regional investment plan
- Economic Development Strategy
- Local Agenda 21 Strategy
- Safer York Partnership Strategy
- Air Quality Action Plan
- Biodiversity Action Plan
- Housing Strategy
- Recreation/Active Leisure Strategies
- Waste Strategy

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvement

Outcomes	Measures					Actions
	Measure	Current	2006/07 Target	2007/08 Target	2008/09 Target	
Improved customer focus and response	C1 - Telephone calls are answered within Customer First standards across CDT	93.5% (Apr – Dec)	95%	95%	95%	Make staff aware of the standards and put in place processes to meet them
Improved customer focus and response	C2 - Correspondence replied to within 10 days across City Development and Transport	95.6% (Apr – Dec)	95%	95%	95%	Make staff aware of the standards and put in place processes to meet them
Improve advance notice of works to customers following procurement of works.	C3 - G13 % of pre-works letters received 1 week or more prior to commencement	94.3% (Apr-Sept)	95%	95%	95%	Review performance criteria with service providers.
Improvement to local bus services	C4 - BVPI 104.% of respondents satisfied with local bus services.	74% (2005/06)	72%	74%	76%	Carry out a customer survey of local bus services
Ability to address the concerns of people to the condition of roads and footways	C5 - VH37 % of people satisfied with the condition of roads and pavements in York	56% (2005/06)	50%	50%	50%	Carry out a customer survey of reasons for dissatisfaction
Improved customer focus and response	C6 - PS1 - % of all correspondence responded to within 10 working days	82% (Apr – Dec)	82%	82%	82%	Make staff aware of the standards and put in place processes to meet them
Improved customer focus and response	C7 - G14 - % of inspections completed within 4 working days of request	95% (2005/06)	98%	98%	98%	Ensure that systems and resources meet the 4 day target.

Process based improvement

Outcomes	Measures					Actions
	Measure	Current	2006/07 Target	2007/08 Target	2008/09 Target	
Increase in the number of bus passenger journeys a year	P1 - BVPI 102 – Number of bus passenger journeys a year	14.5 million	15.4 million	15.9 million	16.43 million	The corporate priority IS2 identifies a series of actions to be taken to address this indicator
Reduction in the number killed and seriously injured on the city's roads.	P2 - BVPI 99a(i) Maintain the downward trend in KSI casualties.	114 (2005/06)	102	95	88	New road safety initiatives aimed at driver behaviour
Reduce the number of lamp outages throughout the city	P4 - COLI 33a % of streetlamps not working excluding vandalism (previous BVPI 98)	1.1% (Apr - Dec)	1.05%	1.0%	0.95%	New contract due to be awarded that includes a change to bulk change of lights throughout the city that will reduce the number of outages over a period of time
Increase the numbers cycling into the city either for work, access to services or recreation	P7 - LTP A5(i) - Cycle usage - a.m. peak to city centre	6.3% (2005/06)	6.4%	6.5%	6.6%	The corporate priority IS2 identifies a series of actions to be taken to address this indicator
All repairs to the highway are carried out within the contracted period	P8 - G16 - Percentage of serious highway repairs carried out within 3 days of the issue of instructions to the contractor	91.8% (Apr – Dec)	92%	92%	92%	Improved monitoring of the service by the client and contractor organizations and introducing measures to ensure the targets are met and improved
	P9: Invoices paid within 30 days for CDT	New indicator no data available	80%	80%	80%	

Finance based improvement

Outcomes	Measures					Actions
	Measure	Current	2006/07 Target	2007/08 Target	2008/09 Target	
The cost of the contracts is kept within the budget.	F1 - COLI 1 - Cost per passenger journey on all subsidised bus services	£0.53 (2005/06)	To be confirmed	To be confirmed	To be confirmed	Monitoring of the service and retendering of the contracts later in the year to ensure the service meets the targets. Monitor the service and retender at the beginning of the year.
To ensure the cost of maintenance achieves the highest possible rating in comparison with other similar authorities	F2 - HS01 (ex-BVPI95) - Cost of maintaining a streetlight	£49.03 (2004/05)	To be confirmed	To be confirmed	To be confirmed	
	F3: Spend against budget for CDT and portfolios	<100%	<100%	<100%	<100%	

Staff based improvement

Outcomes	Measures					Actions
	Measure	Current	2006/07 Target	2007/08 Target	2008/09 Target	
To meet the performance and development review criteria for staff	S1 - % staff in CDT appraised in the last 12 months	81%	100%	100%	100%	Monitor the programme and set timescales and dates for reviews Review and monitor staff sickness particularly long term and implement the sickness policy Reduce excessive working hours, carry out regular reviews of staff workloads Create opportunities for staff to broaden their
Reduce in the amount of time lost through staff sickness.	S2 - Number of staff days lost to sickness (and stress) across CDT (days/full time)	8.24 days	Less than 10 days	Less than 10 days	Less than 10 days	
Reduce the number of days lost through staff sickness	S3 - Days lost for stress related illness as a percentage of sickness days taken within CDT	4.42% (Apr – Dec)	Not target based	Not target based	Not target based	
Improve the number of staff satisfied with their job	S4 - % of staff within	66%	N/A	75%	N/	

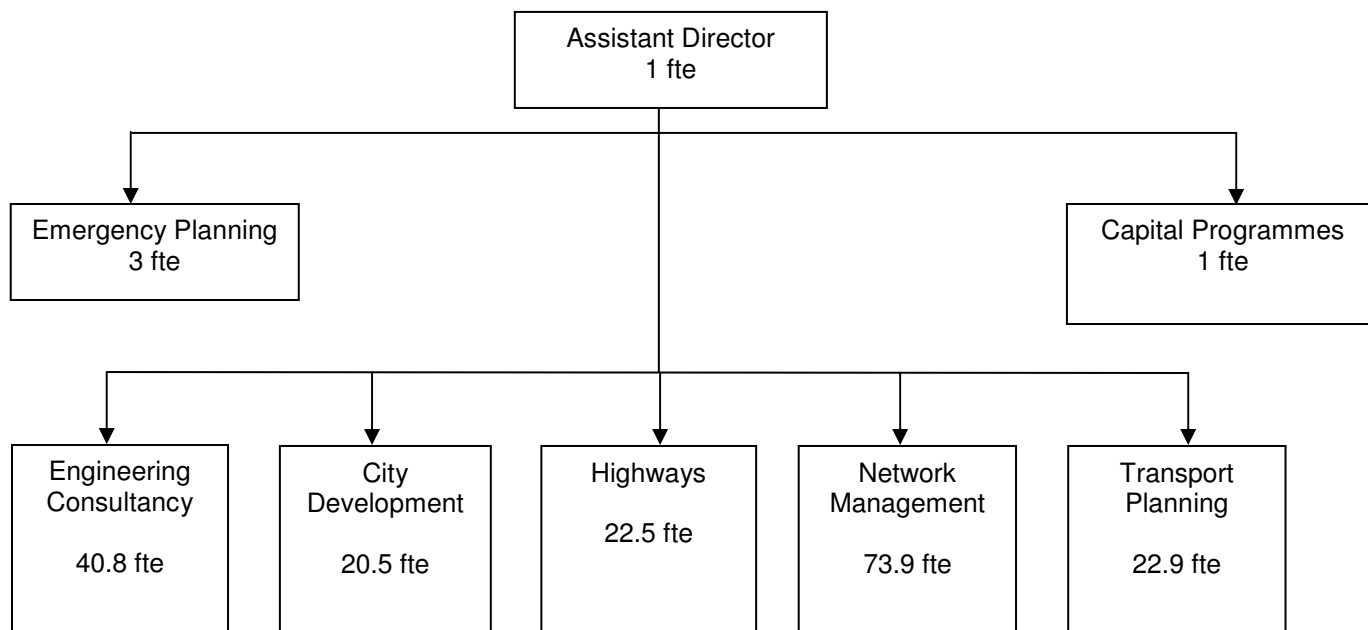
	CDT expressing satisfaction with their job (AD level)	(2005/06)	every 18 months		every 18 months	work skills and experience, remove as much uncertainty as possible.
	S5: % starters completing induction process within CDT	60% (05/06)	80%	80%	80%	
	S6: % leavers completing exit process within CDT	90%	80%	80%	80%	

Section 6: Corporate Issues

Actions/Evidence	Deadline
Equalities action/s	
<ul style="list-style-type: none"> • Consult with equalities team on approach to future information provision • Ensure all groups are consulted with on service provision • Make all documents available in large print, Braille and in different languages • Review S106 agreements costs to ensure these reflect requirements for equalities • Review public transport services with respect to infrastructure and information • Review all signs and signals comply with legislation • Improve ease of pedestrian movement at roadworks • Apply modern codes of practice to meet the needs of the disabled on the highway • Provision of dropped kerbs, tactile crossings and pedestrian crossing points on all new works • Carry out audit of public rights of way to meet the needs of the disabled • Ensure equalities and access issues are fully considered in all public consultation exercises 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing
Operational Risk – red risk action/s	
<ul style="list-style-type: none"> • Financial viability of the external service providers has to be maintained to ensure continuity of service delivery • Plans dealing with the impact of severe weather or natural disasters need to be reviewed • Introduction of full concessionary bus fares • Responding to the requirements of the Traffic Management Act 	<ul style="list-style-type: none"> • Ongoing • May 2008 • Jan 08 • Ongoing
Gershon – Efficiency improvement	
<u>Competitiveness statement</u>	
<ul style="list-style-type: none"> • All future maintenance and new works contracts to be competitively tendered through long term framework contracts adopting partnering agreements • All externally sourced services will follow the procurement guidelines and meet the Council's financial regulations • All of the Councils social/community and educational transport requirements are currently being examined with a view to making the operations and tendering procedures more efficient through the use of economies of scale. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing

Section 7: Resources

Please provide details of your resources:



Budget

	<u>2006/07</u>	<u>2007/08</u>
Employees	£ 5,761k	£ 5,779k
Premises	£ 5,519k	£ 5,730k
Transport	£ 136k	£ 139k
Supplies and Services	£ 1,961k	£ 2,453k
Miscellaneous	£ 6,014k	£ 6,057k
– Recharges	£2,710k	£2,715k
– Other	£3,304k	£3,342k
Capital Financing	£ 5,398k	£ 5,398k
Gross cost	£24,789k	£25,556k
Less Income	£12,239k	£12,579k
Net cost	£12,550k	£12,797k

There has been a 2% increase in our budget since last year. This is due to £583k pay and prices, £495k growth and £-831k savings.

Section 7: Monitoring and reporting arrangements

The Group Management Team will review progress on this service plan on a monthly basis as part of its weekly meetings.

Progress will be reported to City Strategy EMAP as part of the quarterly monitoring report.

