



AGENDA ITEM:

CABINET: 9 MARCH 2021

**CORPORATE & ENVIRONMENTAL
OVERVIEW & SCRUTINY COMMITTEE:
11 MARCH 2021**

Report of: Corporate Director of Transformation and Resources

Relevant Portfolio Holder: Councillor I Moran

**Contact for further information: Ms A Grimes (Extn. 3211)
(E-mail: alison.grimes@westlancs.gov.uk)**

SUBJECT: QUARTERLY PERFORMANCE INDICATORS (Q3 2020/21)

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To present performance monitoring data for the quarter ended 31 December 2020.

2.0 RECOMMENDATIONS TO CABINET

2.1 That the Council's performance against the indicator set for the quarter ended 31 December 2020 be noted.

2.2 That the call-in procedure is not appropriate for this item as the report will be submitted to the meeting of the Corporate & Environmental Overview & Scrutiny Committee on 11 March 2021.

2.0 RECOMMENDATIONS TO CORPORATE & ENVIRONMENTAL OVERVIEW & SCRUTINY COMMITTEE

2.1 That the Council's performance against the indicator set for the quarter ended 31 December 2020 be noted.

4.0 CURRENT POSITION

- 4.1 Members are referred to Appendix A of this report detailing the quarterly performance data for key performance indicators. The performance information aims to help demonstrate performance in service-specific information.
- 4.2 The suite of indicators for 2020/21 includes the quarterly indicators provided in Appendix A.
- 4.3 There are 47 items within the quarterly suite. Of the 36 PIs with targets reported:
- 26 indicators met or exceeded target
 - 4 indicators narrowly missed target
 - 6 were 5% or more off target.

A direct comparison with the same quarter of the previous year is not possible due to changes in indicators and targets, however performance in Q3 2019/20 gave 24 (from 42) performance indicators on or above target at that time. Due to the temporary suspension of some SLAs relating to the Revenues and Benefits Service the number of 'data only' items has increased to 11.

- 4.4 Performance plans are prepared by service managers for those indicators where performance falls short of the target by 5% or more for this quarter. These plans provide the narrative behind the outturn. Progress on actions from previous Performance Plans where indicators are no longer red are provided in Appendix C.

6.0 SUSTAINABILITY IMPACTS

- 6.1 The information set out in this report aims to help the Council improve service performance. There are no significant sustainability impacts associated with this report/update and, in particular, no significant impact on crime and disorder.

7.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 7.1 There are no direct financial or resource implications arising from this report.

8.0 RISK ASSESSMENT

- 8.1 This item is for information only and makes no recommendations. It therefore does not require a formal risk assessment and no changes have been made to risk registers as a result of this report. Monitoring and managing performance information data helps the authority to ensure it is achieving its corporate priorities and key objectives and reduces the risk of not doing so.

9.0 HEALTH AND WELLBEING IMPLICATIONS

9.1 There are no health and wellbeing implications arising from this report.

Background Documents

There are no background documents (as defined in Section 100D(5) of the Local Government Act 1972) to this Report.

Equality Impact Assessment

The decision does not have any direct impact on members of the public, employees, elected members and / or stakeholders. Therefore no Equality Impact Assessment is required.

Appendices

Appendix A: Quarterly Performance Indicators for Q3 October-December 2020/21

Appendix B: Performance Plans

Appendix C: Actions from Previous Performance Plans

APPENDIX A: QUARTERLY PERFORMANCE INDICATORS

Icon key					
PI Status			Performance against same quarter previous year		
	OK (within 0.01%) or exceeded	26		Improved	22
	Warning (within 5%)	4		Worse	14
	Alert (by 5% or more)	6		No change	9
	PIs awaiting data	0	/	Comparison not available	2
	Data only	11		Awaiting data for comparison	0
	'Data only' awaiting data	0		Total number of indicators/data items	47

Shared Services ¹

PI Code & Short Name	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Current Target	Comments	Benchmark ²	Q3 20/21 vs Q3 19/20	Quarter Status
ICT1 Severe Business Disruption (Priority 1)	100%	100%	100%	100%	100%	100%	100%	100%	99%		/		
ICT2 Minor Business Disruption (P3)	99%	100%	99%	100%	99%	100%	100%	99%	97%		/		
ICT3 Major Business Disruption (P2)	100%	100%	100%	100%	100%	100%	100%	100%	98%		/		
ICT4 Minor Disruption (P4)	99%	100%	100%	100%	100%	100%	100%	100%	98%		/		
R1 % of Council Tax collected	96.46%	28.96%	56.04%	83.52%	96.29%	27.55%	53.74%	80.21%		Decisions taken by the council in support of residents and businesses with regards to COVID have severely impacted revenue collection activity. Previously agreed targets on recovery SLAs have therefore been suspended.	^L 19/20 Lower Quartile		
R2 % council tax previous years arrears collected	25.88%	8.1%	13.74%	20.02%	23.68%	4.66%	19.76%	21.33%	N/A	As above	/		
R3 % of Business Rates	98.22%	29.65%	56.14%	80.98%	98.02%	24.16%	49.13%	69.49%		As above	^L 19/20 Second		

Collected (NNDR)												Quartile		
R4 Sundry Debtors % of revenue collected against debt raised	96.95%	51.95%	75.49%	89.93%	94.36%	29.26%	73.61%	79.71%		As above	/			
B1 Time taken to process Housing Benefit/Council Tax Support new claims and change events (days)	6.16	6.11	7.37	7.79	7.73	17.63	17.37	15.00	12.00	Updated Performance Plan attached at Appendix B1	/			
B2 Overpayment Recovery of Housing Benefit overpayments (payments received)	£370,939	£104,163	£186,937	£282,724	£377,501	£52,607	£95,842	£158,547	£144,713		/			





















Corporate & Customer Services

PI Code & Short Name	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Current Target	Comments	Benchmark ²	Q3 20/21 vs Q3 19/20	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value					
BV8 % invoices paid on time	98.59%	98.99%	98.49%	97.73%	98.21%	96.70%	97.89%	93.94%	98.75%	This relates to around 5,900 invoice processed in total. A reminder about process has been circulated to staff.	/		
WL85a Website: no. visits ³	167,748	202,891	115,041	144,440	186,128	174,099	143,104	124,761			/		
WL85b Website: no. online forms submitted	2,190	10,996	7,195	4,239	4,150	28,451	7,450	4,967		Q3 figures are consistent with the annual trend. Three quarters of the online submissions are via Service Now	/		
WL85c Website: No. of payments processed online	13,065	21,067	17,820	14,092	12,011	33,173	16,849	14,605		In line with last year's Q3 data	/		
WL90 % of Contact Centre calls answered	61.6%	76.1%	84.6%	92.2%	93.4%	95.6%	96.4%	97.5%	88.0%	Relates to over 19K attempted calls.	/		
WL108 Average answered waiting time for callers to the contact centre (seconds)	326	185	141	82	74	37	36	23	145		/		







PI Code & Short Name	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Current Target	Comments	Benchmark ²	Q3 20/21 vs Q3 19/20	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value					
WL130 No. Service Now Customer Accounts	N/A	10,085	20,794	22,861	24,734	32,072	34,786	37,031			/		
WL131 No. Social Media Followers (WLBC FB, Twitter)	N/A	7,167	7,660	8,115	9,567	10,865	11,584	12,594	12,163		/		
WL132 FTE working days lost due to sickness absence per average FTE	N/A	2.38	2.95	2.55	2.59	1.94	1.51	1.19	2.02		/		
WL143 % of external calls to back office answered	N/A	85%	85%	84%	82%	74%	81%	80%		Relates to over 35K attempted calls.	/		

Environmental Services







PI Code & Short Name	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Current Target	Comments	Benchmark ²	Q3 20/21 vs Q3 19/20	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value					
ES01 No. grass cuts undertaken on the highway between April-October	N/A	3	6	7	7	4	7	8	8		/		
ES02 No. grass cuts undertaken in Sheltered Accommodation between April-October	N/A	3	7	9	9	4	7	9.6	10	Fractional outturn due to wet weather conditions preventing final cut on all sites	/		
ES04 % locations inspected falling into categories A/B - Litter (cumulative)	N/A	98.31%	98.74%	98.99%	99.15%	99.81%	100%	100%	90.00%	Collection period reported is cumulative to November	^A Q3 20/21 Top quartile		
ES06 % locations inspected falling into categories A/B - Dog Fouling (cumulative)	N/A	100%	100%	100%	100%	100%	100%	100%	90.00%	As above	^A Q3 20/21 Top quartile		
ES07 % locations inspected falling into categories C/D - Overflowing Litter Bins	N/A	08.70%	12.50%	12.12%	10.53%	00.00%	02.22%	01.06%	10.00%	Collection period reported is April-November Updated Performance Plan progress attached at Appendix C.	^A Q3 20/21 Second quartile		

PI Code & Short Name	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Current Target	Comments	Benchmark ²	Q3 20/21 vs Q3 19/20	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value					
(cumulative)													
ES08 % locations inspected falling into categories A/B - grounds maintenance (includes grass and shrubbery) (cumulative)	N/A	N/A	N/A	N/A	92.53%	100%	99.80%	99.79%	85.00%	Collection period reported is April-November	^A Q3 20/21 Top quartile	/	
ES11 % locations inspected falling into categories C/D - Detritus (cumulative)	N/A	04.41%	05.30%	04.94%	04.16%	00.39%	03.04%	02.21%	10.00%	As above	^A Q3 20/21 Second quartile		
ES14 Average of missed bins per fortnight (recycling / green)	N/A	131 ⁴	53	104	102	61	65	80	50	Updated Performance Plan attached at Appendix B2.	/		
ES15 Average of missed bins per fortnight (recycling / blue)	N/A	131 ⁴	49	123	122	76	77	90	50	As above	/		
ES16 Average of missed bins per fortnight (garden waste / brown)	N/A	41	55	75	67	68	100	53	50	As above	/		
ES17 Average of missed bins per fortnight (refuse / grey)	N/A	66	58	136	172	73	91	110	50	As above	/		
ES18 Flytip incidents reported	N/A	338	345	263	337	343	541	327			/		
NI191 Kerbside residual household waste per household (Kg)	122.11	118.91	136.35	144.36	144.26	85.13 ⁵	82.1	85.13	125		/		
NI192 Percentage of kerbside household waste sent for reuse, recycling and composting	40.21%	49.31%	43.37%	37.42%	35.07%	52.50% ⁵	53.20%	52.50%	50.00%		/		
WL122 % Vehicle Operator Licence Inspections Carried Out within 6 Weeks	100%	100%	98.72%	100%	100%	100%	100%	100%	100%		/		

Growth & Development Services

PI Code & Short Name	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Current Target	Comments	Benchmark ²	Q3 20/21 vs Q3 19/20	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value					
NI 157a Processing of planning applications: Major applications	100%	100%	92.86%	100%	85.71%	100%	100%	100%	75.00%	The Planning Service is undergoing a Service Review. As part of this processes and PIs including targets will be reviewed.	^L 2018/19 Upper quartile		
NI 157b Processing of planning applications: Minor applications	86.79%	84.48%	93.55%	86.27%	84.91%	85.96%	90.00%	89.36%	80.00%		^L 2018/19 Second quartile		
NI 157c Processing of planning applications: Other applications	90.68%	93.62%	90.78%	87.97%	92.50%	91.38%	96.75%	93.75%	85.00%		^L 2018/19 Second quartile		

Housing & Regulatory Services

PI Code & Short Name	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Current Target	Comments	Benchmark ²	Q3 20/21 vs Q3 19/20	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value					
HS27 % of properties with a valid Landlord Gas Safety Record (homes and buildings)	100.0%	100.0%	100.0%	100.0%	100.0%	99.5%	99.1%	99.9%	100.0%	Following our directive to our gas contractor we have succeeded in reducing the "at risk" properties to 6. In addition we have compiled a revised gas procedure which will be discussed and issued to the contractor Heat 2000.	/		
HS28 % of properties with a valid Electrical Installation Condition Report (homes and buildings)	98.8%	95.1%	95.4%	97.2%	97.6%	97.5%	98.7%	98.0%	100.0%	Despite the new Covid-19 restrictions we continue to reduce our out of date EICRs and the report relates to 114 properties out of date. These are profiled in a separate program and we will continue to focus on this list of properties. In addition we are on target to complete our 2020/2021 program.	/		
HS29 % non-domestic that require an asbestos	100.0%	100.0%	99.4%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		/		

PI Code & Short Name	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Current Target	Comments	Benchmark ²	Q3 20/21 vs Q3 19/20	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value					
management survey/re-inspection													
HS30 % of non-domestic properties with fire risk assessment in place	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		/		
HS31 % of properties covered by water hygiene risk assessment (homes and buildings)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		/		
HS32 % emergency repairs completed on time	N/A - PI not developed at this time					100%	100%	100%	100%	Data relating to contractual KPIs are reported at monthly Operational and Core meetings.	/	/	
TS1a Rent collected from current and former tenants as a % of rent owed (excluding arrears b/f).	N/A	104.53	100.55	102.53	101.74	101.12	99.37	100.38	100.04	We are ensuring that those claiming UC secure direct payments to the rent account if necessary and are fully aware of how to pay rent. The team continue to promote payments by direct debit, payment of rent in advance and optimize use of discretionary housing payments.	^H 19/20 Upper Quartile		
TS11 % of rent loss through dwellings being vacant	0.94%	0.7%	0.72%	0.79%	0.87%	1.36%	1.45%	1.47%	0.99%	Updated Performance Plan attached at Appendix B3.	^H 19/20 Second Quartile		

Wellbeing & Leisure Services

PI Code & Short Name	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Current Target	Comments	Benchmark ²	Q3 20/21 vs Q3 19/20	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value					
HW01 No. attending health, wellbeing and sport activities & courses		3,712	3,238	2,292	1,892	0	0	19		Covid restrictions/closures meant we could not deliver centre based activities for most of the quarter. In the small window of the centres opening, a course was started and referrals seen but minimal uptake due to health implications of	/		

PI Code & Short Name	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Current Target	Comments	Benchmark ²	Q3 20/21 vs Q3 19/20	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value					
										referrals. Serco staff who deliver weight/exercise referral courses were also on flexi furlough throughout November/December.			

Notes:

¹ Managed through LCC/BTLS contract. Contractual targets are annual. Quarter targets are provided as a gauge for performance only. ICT data and RBS data reflect progress to year end.

² Annual benchmarking information is provided as an indication of the Councils performance compared with other Councils. Most PIs are locally developed and therefore do not have comparison data. Where the Council is a member of a benchmarking group (^a APSE 'Whole service', ^H Housemark Peer Group) that source is used (and may provide more current comparison data) otherwise information is taken from published sources in ^L LGA Inform against All English District Local Authorities. Data periods available for comparison due to collection and verification mechanisms and comparator groups are therefore dependent on the information source and may therefore have a delay before the previous year is available.

³ WL85a Website: no. visits Q2 19/20 - Due to a change in data collection technology data collected between 21 August to 10 October is not complete. The issue has been resolved.

⁴ ES14 & 15: Q1 19/20 reflected outturn for both blue and green bins. The data is split for Q2 19/20 onwards.

⁵ A review of performance data gathering and process within the new Environmental Services team identified that the categorisation and coding detail used for all waste collections had not previously been used to its full capacity. Refined coding has been used for Q1 submissions onwards. Previous quarter data cannot be retrospectively assessed to bring it into line with the improved categorisation.

PERFORMANCE PLAN	
Indicator	B1 Time taken to process Housing Benefit/Council Tax Support new claims and change events
Reason(s) for not meeting target	
Impact from increased benefits workload as a result of COVID 19	
Additional commentary / background	
<p>The outturn for Q3 is 15 days against a target of 12 and continues to improve toward the annual SLA Target. As a result of COVID, the service continues to receive high volumes of claims which impacts on performance.</p> <p>Whilst claim activity has slowed slightly compared to earlier in this financial year, New claims received to date in 20/21 compared to the same period in 19/20 have increased by nearly 20% and Change of Circumstances received increased by 7%.</p> <p>The increase in Universal Credit backlog claims received via the DWP also continues to impact on the performance of the Benefit Service. Although the service is processing these claims in a timely fashion once received, the effective start dates registered with the DWP at first point of claim are used in the calculation of the claim time which continue in many cases to date back many weeks, hence impacting on the overall time taken to process.</p> <p>In addition, the Service continues with a number of additional activities i.e. support to Housing in processing manual adjustments to Housing Rent Accounts for backdated adjustments due to the inadequacy of the automated systems in this respect and support to the Test and Trace payment process.</p> <p>The Service has entered its busiest Quarter of the year in terms of critical preparation for the annual calculation and notification of updated Benefit notifications for the 21/22 financial year, which is also supported from within existing staff resources, working additional hours throughout this period</p> <p>The above additional work activity continues to be supported by overtime working and general commitment from staff.</p> <p>Despite the above additional commitments, it is hoped that the annual SLA target of 12 days will be met subject obviously, to further fluctuations on demand due to the impact of COVID.</p> <p>Proposed actions</p> <p>We will continue to monitor and resource plan accordingly to best meet the increased Benefits workload. This includes having staff work overtime and at weekends to help deal with the increasing work volumes and where necessary reduce backlogs.</p> <p>As a result of this management to date, we have seen a reductions in the number of days by Q3 (15) from 17.37 in Q2, despite continuously increasing volumes. This will remain a key focus of service delivery as we aspire to improve performance in this area over the coming months.</p> <p>It should be noted however that that potential further increases in claims and possibly backlogs are anticipated as a result of the impact of the second national lockdown.</p>	

Resource implications

As outlined above

Priority

Resources are being prioritised to mitigate impact.

Future targets Target is a contractual annual SLA. Quarter targets are provided as a gauge for performance only. No change currently planned.

Action plan**Tasks to be undertaken**

Managing resource to help improve performance includes staff working overtime and at weekends.

Completion due date

Action is currently being implemented.

PERFORMANCE PLAN	
Indicator	ES14: Average of missed bins per fortnight (recycling green - paper & cardboard) ES15: Average of missed bins per fortnight (recycling blue - comingled) ES16: Average of missed bins per fortnight (recycling brown - garden waste) ES17: Average of missed bins per fortnight (refuse/grey)
Reason(s) for not meeting target	
<p>The target has not been achieved for Q3 2020/21.</p> <p>The Q4 2019/20 performance plan committed to improvements by Q3 however due to restrictive ways of working during COVID with the introduction of additional ancillary vehicles for social distancing the current PI's cannot be achieved as performance monitoring of individual team performance is unable to be undertaken.</p> <p>A second Waste Management Loader travelling to site independently, parking and re-parking a vehicle numerous times during the productive working hours to keep up with the Refuse Collection Fleet Vehicle has detrimentally impacted upon controlled performance by teams. The current situation is continually monitored however due to H&S advice and industry guidance it is not possible at this time to withdraw the use of additional vehicles.</p> <p>The focus at the time is to maintain the morale of the teams and ensure all control measures are in place as a duty of care to those individuals and in doing so protect the resource to enable continued service delivery.</p>	
Additional Commentary and proposed actions	
Due to restrictive ways of working during COVID, these performance indicators have not been achieved.	
Resource Implications –	
Priority –	
Future Targets - No change to current target of 50 missed bins per fortnight per waste stream during this financial year.	
The presentation of PI for missed bins will be reviewed for 2021/22 to show percentage completion of collections Boroughwide as this will be a more meaningful representation of the data with relevant context.	
Action Plan	
Tasks to be undertaken	Completion Date
Monitor control measures, review risk assessments, if additional vehicles can be withdrawn as per industry guidance and H&S advice, former performance monitoring processes will be resumed. Not currently possible to benchmark performance against like for like collection data due to differing ways of working during COVID.	On-going

PERFORMANCE PLAN	
Indicator	TS11 - % rent loss through dwellings being vacant
Reason(s) for not meeting target	
<p>Due to COVID we have seen an impact on resources and resulting delays in the void process. We have additional days been added to the void relet time to enable the contractor to complete a more thorough clean of the property prior to being let due to COVID.</p>	
Additional commentary / background	
<p>Staffing resources, working arrangements due to localised risk assessments for COVID and power supplies have all impacted on the turnaround of properties.</p>	
Proposed actions	
<ul style="list-style-type: none"> • Response and void maintenance is provided for Council homes by Wates Property Services Ltd. Monthly meetings are held with Wates to review the process and ensure performance is being managed. • A series of internal meetings are scheduled in which we have revisited the existing process map to ensure it remains fit for purpose and that we identify processes which are not adding value or causing delays. These meetings will be ongoing until we have achieved target and then will be reviewed. • We will be tracking every property on a weekly basis and identify delays and how we can resolve any issues. 	
<p>The tenancy services team, the property services team and the contractors will be working closely together to improve performance and reduce void loss.</p>	
Resource implications	
<p>There is currently no increase to staffing resources however there is an increased cost due to COVID cleans to ensure the property is suitable for re-letting. In addition we have had to pay for generators to supply power to some void properties where we cannot reconnect the power source readily.</p>	
Priority High	
Future targets void performance for properties are monitored and managed through the contract KPI's which are reported on a monthly basis – however these may change if national or local lockdowns are introduced to manage further outbreaks of COVID19.	
Action plan	
Tasks to be undertaken	Completion due date
Mapping of void process	February 2021
Begin implementation of any changes required	February 2021

ACTIONS FROM PREVIOUS PERFORMANCE PLANS

APPENDIX C

Indicator	Task created following Q	Tasks to be undertaken	Completion Date	Progress	Comment
ES07 % of locations inspected falling into categories C/D – Overflowing Litter Bins	Q4 19/20	Agree locations with provider for trial of compaction bins (timescale could be impacted by COVID restrictions for installation)	Spring 2021	Corporate Overview & Scrutiny Committee have asked for a further report regarding the installation of compaction litter bins to be brought to the March 2021 committee to ensure that it is the appropriate investment for West Lancs at this time given recent scrutiny of Council finances due to COVID.	Outturn for Q3 is 1.06% (Green)

Performance plans often include actions which, by the time of publication, have already been completed and/or become part of the day to day ongoing operations of a service. The above table details those actions from Performance Plans in previous quarters that contained a future implementation date.