

# REPORT

## Chief Officer's Update

Edinburgh Integration Joint Board

08 August 2023

### Executive Summary

The purpose of this report is to provide the Edinburgh Integration Joint Board (EIJB) with a summary of key areas of activity that support the delivery of the EIJB's strategic priorities. It has been developed with the objective of providing board members with a comprehensive update on key issues.

### Recommendations

It is recommended that the Edinburgh Integration Joint Board:

- a) note and comment on the content and structure of this new update report; and
- b) on the basis that the report is designed to provide updates and will not present items for decision making, agree to receiving future reports in the form of briefings.

### Directions

Direction to City of Edinburgh Council, NHS Lothian or both organisations	No direction required	✓
	Issue a direction to City of Edinburgh Council	
	Issue a direction to NHS Lothian	
	Issue a direction to City of Edinburgh Council and NHS Lothian	

## Report Circulation

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1. This report has not been circulated prior to submission to the Edinburgh Integration Joint Board (EIJB).

## Main Report

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2. To strengthen communication between the Interim Chief Officer and members of the Edinburgh Integration Joint Board, this is the first of a standard briefing report that is proposed will be submitted routinely. It is clear from feedback from members in recent months that there has been a disconnect between the board and the ongoing work of officers with progress or lack there-of, not being reported routinely.
3. This report aims to improve board members' understanding and will feature updates on:
  - Items of governance;
  - Items of strategy;
  - An overview of key issues impacting operational delivery and performance; and
  - National and local strategies.
4. The detailed report is attached as an appendix and members are asked to provide feedback on both the approach and content.
5. For future meetings it is proposed that this update is provided to members as a briefing. The paper is for information only and no decisions are being asked of members.

## Implications for Edinburgh Integration Joint Board

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### Financial

6. There are no direct financial implications arising from this report. As this report, is updating on activity, any financial implications arising from the workstreams included within this report, will be included within any specific report presented to the EIJB.

### **Legal / risk implications**

7. There are no direct legal and risk implications arising directly from this report. Some of the workstreams included within the report may have legal or risk implications in relation to compliance with legislation, risk arising as a result of the findings from local or national reports and these will be highlighted within any specific report presented to the EIJB.

### **Equality and integrated impact assessment**

8. As this report updates on work streams that are underway or work that requires to be undertaken, an equality and integrated impact assessment will be undertaken as part of the specific reporting to the EIJB on that workstream and would include the results of an EQIA. Therefore, an EQIA is not required for this report.

### **Environment and sustainability impacts**

9. There are no environmental or sustainability impacts arising from this report directly.

### **Quality of care**

10. There are no quality of care impacts arising directly from this report. There are some updates included within this report, that relate to issues that may have quality of care impacts and these will be explicitly reported as part of specific reporting on key workstreams (e.g., improvement plan).

## Consultation

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11. There has been no consultation undertaken directly on the contents of this reports. A range of consultation approaches have been undertaken in relation to the workstreams contained within this report.
12. This report is intended to give Board members an overview on key strategic activities being undertaken to deliver on the EIJB's strategic plan. If EIJB members wish particular updates on key areas, please contact [angela.brydon@edinburgh.gov.uk](mailto:angela.brydon@edinburgh.gov.uk).

## Report Author

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## APPENDIX

### EDINBURGH INTEGRATION JOINT BOARD – INTERIM CHIEF OFFICER’S UPDATE

#### Items of Governance

#### Integration Scheme

1. The revised Integration Scheme for the Edinburgh Integration Joint Board (the “EIJB”) must be reviewed every five years following a period of public consultation (in line with the review process detailed in the Public Bodies (Joint Working) Scotland Act 2014). The revised Integration Scheme was reviewed and approved by the [NHS Lothian Board](#) on 22 June 2022 and [City of Edinburgh Council](#) on 30 June 2022. The revised Integration Scheme for the EIJB was approved by Scottish Ministers on Monday 15 May 2023 and is effective from that date. The City of Edinburgh Council, NHS Lothian and the EIJB are required by statute to comply with its terms. The revised integration scheme can be found [here](#).

#### Internal Audit Updates

2. The Audit and Assurance Committee agreed the annual internal audit plan for the EIJB in March 2023 and undernoted are the three audits that have been agreed with indicative time scales:

Audit	High level scope	Timescales
Hosted Services	Review of budget, oversight and assurance arrangements established for hosted services.	Planned start - June 2023
Innovation and Sustainability Programme	Review of oversight and assurance for funding, progress and delivery of the innovation and sustainability programme (with specific focus on the bed based review and community mobilisation projects).	Indicative start – September 2023
Workforce Optimisation	Review of the governance and oversight processes to monitor delivery of the initial short term actions set out in the 'Working Together' the EIJB Workforce Strategy 2022-25, specifically the key strategic workforce priorities and commitments across the four key themes.	Indicative start – December 2023

3. Outcomes from these audits will be reported to Audit and Assurance Committee when complete.

#### **Edinburgh Health and Social Care Partnership structure and governance**

4. As Board members will be aware, there has been instability in leadership within the Edinburgh Health and Social Care Partnership. Work is underway to address this through the following:
  - Interim Chief Officer was appointed on 13 June 2023
  - Permanent Chief Officer post has been advertised and recruitment process is underway with interviews scheduled for August
  - The Service Director – Strategy retires on 31 August 2023. This post is being advertised with interim arrangements being finalised
  - Backfill for the Service Director- Operations while acting into Chief Officer role is being progressed
5. As set out in the improvement plan in June 2023, a restructure of the operational senior management team is now underway to strengthen line management, accountability, professional governance and responsibility. This is supported by staff, Trade Unions, NHS Partnership and the Chief Social Work Officer. Council and NHS Lothian HR colleagues advise this will take up to 5 months for completion.
6. The Scottish Government has been approached to provide senior social work support to the Partnership. This has been agreed and the Professional Advisor is currently working with the Interim Chief Officer to agree the main areas of practical support.
7. A review of governance arrangements within the Health and Social Care Partnership is currently underway, however, while that is being undertaken, the Executive has broadened its membership to include the Chief Social Work Officer, Chief Allied Health Professional, HR from the Council and NHS Lothian, NHS Lothian Partnership and Council Trade Unions representatives. This will improve informed decision making and ensure a stronger interface with staff, NHS Lothian and the Council.

## Items of Strategy

### Strategic Plan

8. The EIJB Strategic Planning Group (SPG) has overseen the development of the refreshed EIJB Strategic Plan over the past two years. Objectives and priorities have been redefined with a greater emphasis placed on outcomes and an attempt to better align activities, performance evaluation and benefits realisation.
9. The refreshed EIJB Strategic Plan takes account of the City of Edinburgh Council Business Plan and the Lothian Strategic Development Framework (LSDF). More detail regarding the transition to a National Care Service (NCS) is awaited as is detail on the implementation of the national Getting it Right for Everyone (GIRFE) policy. Both initiatives will inform future reviews of the EIJB strategy. The initial Integrated Impact Assessment (IIA) on the refreshed EIJB Strategic Plan sat on 24 October 2022. This IIA was further refined on 20 March 2023. Most recently, two well attended consultation sessions with providers and partners were co-hosted by EHSCP and EVOC on 3 February 2023 and 8 March 2023 respectively.
10. Final approval of the refreshed EIJB Strategic Plan has been delayed allowing consideration to be made of the:
  - Budget Savings proposals for the current financial year.
  - Impact of the Medium Term Savings Strategy (MTFS) over the next three years.
  - Improvement Plan responding to the recent Care Inspectorate Social Work and Adult Social Care inspections.
11. Version 7 of the draft Strategic Plan will be presented to the Strategic Planning Group (SPG) for consideration on 16 August 2023. Once further amended, the intent is to present the Strategic Plan to the EIJB by no later than December 2023. A consultation period will then be actioned.

### Innovation and Sustainability Portfolio

12. The Innovation and Sustainability Portfolio was established formally in June 2022 and is a key delivery mechanism for the ambitions set out in the strategic plan. Over recent months, the Innovation and Sustainability Portfolio has shifted its focus to support wider strategic programmes of work, which will widen the scope of the portfolio and place a firmer emphasis on the delivery of financial benefits. Key priorities include:

- The development and implementation of the Medium-Term Financial Strategy (MTFS)
  - The development and implementation of the Improvement Plans in response to recent Care Inspection reports
  - Interim support on preparations for an organisational restructure
  - And interim support on the wider Savings and Governance Programme
13. Alongside the resource required for these priorities, the team have continued to support a range of active projects, including: One Edinburgh (Total Mobile implementation, internal redesign, and external commissioning), Home First, Learning Disability, and Bed Based Review.
14. It is anticipated that the current approach to managing change programmes will adapt and evolve, and as a result in the coming months the Innovation and Sustainability Portfolio will merge into an overarching change programme to include a wider portfolio of savings and improvement work, into one coherent programme that will support delivery of our strategic ambitions.

### **Thrive Health and Social Care Commissioning Plan 2023 – 2026**

15. A stakeholder event was held on the 9 May at Napier university to help shape thinking in relation to the Thrive Adult Health and Social Care Commissioning plan. The event was attended by over 70 people representing EHSCP staff, NHS Lothian and third sector organisations and focused on sharing provocations, priorities, pleas and passions. Find out more [here](#).
16. We are currently working closely with NHS Lothian regarding the focused priorities for our mental health services as the Partnership continue to over utilise the number of beds at the Royal Edinburgh Hospital. A plan is in development for bringing this back in line, which will include work to increase community capacity, including within our Community Mental Health Teams.

### **Bed Based Review**

17. In June 2023, the EIJB and partners agreed to a refreshed approach to the bed based review. This included agreement to proceed with a strategic commissioning exercise, which will look to establish all the bed requirements for people across acute and community settings and underpinned by a full system pathway review to fully assess the bed configuration required now and in the future. It was acknowledged that the deadline of December 2023 would be challenging and any timescales set be realistic.



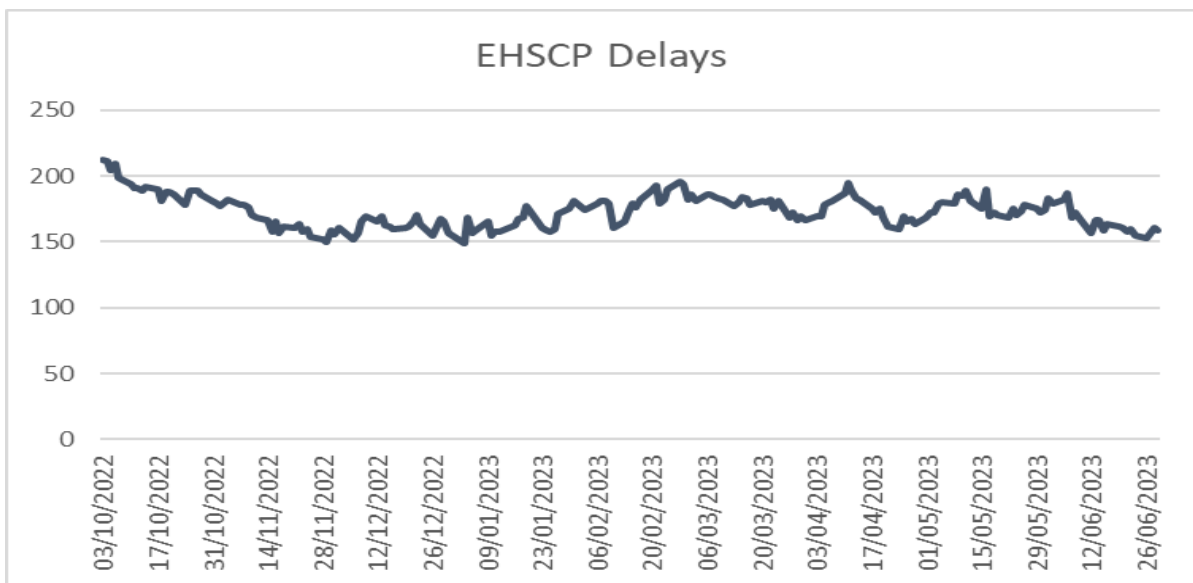
18. Full Council and the Council's Finance and Resources Committee agreed the following further actions:
  - That the Partnership look to bring forward alternative uses for the Drumbrae Care Home to support older peoples care needs and be presented to the next Finance & Resources (F&R) Committee after consultation with health and social care spokesperson (agreed at F&R).
  - further reports on this would be presented to the EIJB, Policy & Sustainability Committee and referred to the Governance, Risk and Best Value (GRBV) Committee during the six months commissioning exercise, including offering briefings as requested by the EIJB and to all Councillors to prevent the omission of information being made available for scrutiny.
  - the strategic commissioning team will involve councillors, lay members, Trade Unions as part of the team alongside Council officers.
19. Work is currently underway, working very closely with colleagues in NHS Lothian to develop a critical path for what it would take to move off Liberton. An operational lead has been identified to drive the work forward and we are in the process of reprioritising workloads to create capacity for taking this work forward. Once we have this in place, work will accelerate.
20. In the meantime, an initial specification has been drafted for an exercise to identify if the current level of demand and service provision continues, what number of beds would be required in the NHS Lothian and Health and Care system given population changes. Additionally, using validated optimal operating models, the exercise will identify what a resultant bed model will look like today and in the future.

### **Operational delivery and performance**

21. For the purposes of this update, we will focus on 4 key areas of performance, namely:
  - The number of people delayed in their discharge from hospital
  - The number of people waiting for a package of care, including people waiting in hospital and those waiting in the community
  - The number of people waiting for a social care assessment
  - The number of outstanding reviews.
22. A more detailed performance framework is currently in the process of being finalised, with reporting fortnightly of KPIs to the Chief Executives of City of Edinburgh Council and NHS Lothian and a more detailed report quarterly.

Delayed Discharges:

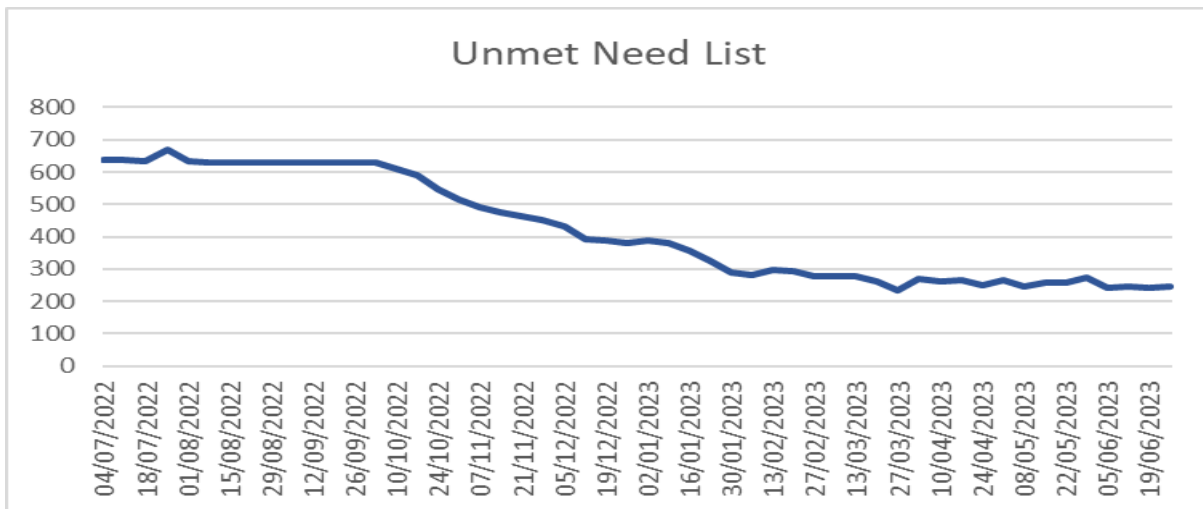
23. Delays have fluctuated throughout the period October 2022-June 2023 in line with seasonal pressures but have remained relatively steady throughout April to June 2023 with an average of 172 delays, and are currently at a lower rate than those seen during the same period last year. Throughout June we have seen improving performance in delays, as at 26 June 2023 there were 153 delays, a 20% decrease on the figure seen at the same time last year and a 25% decrease on the figure seen at the start of October 2022.



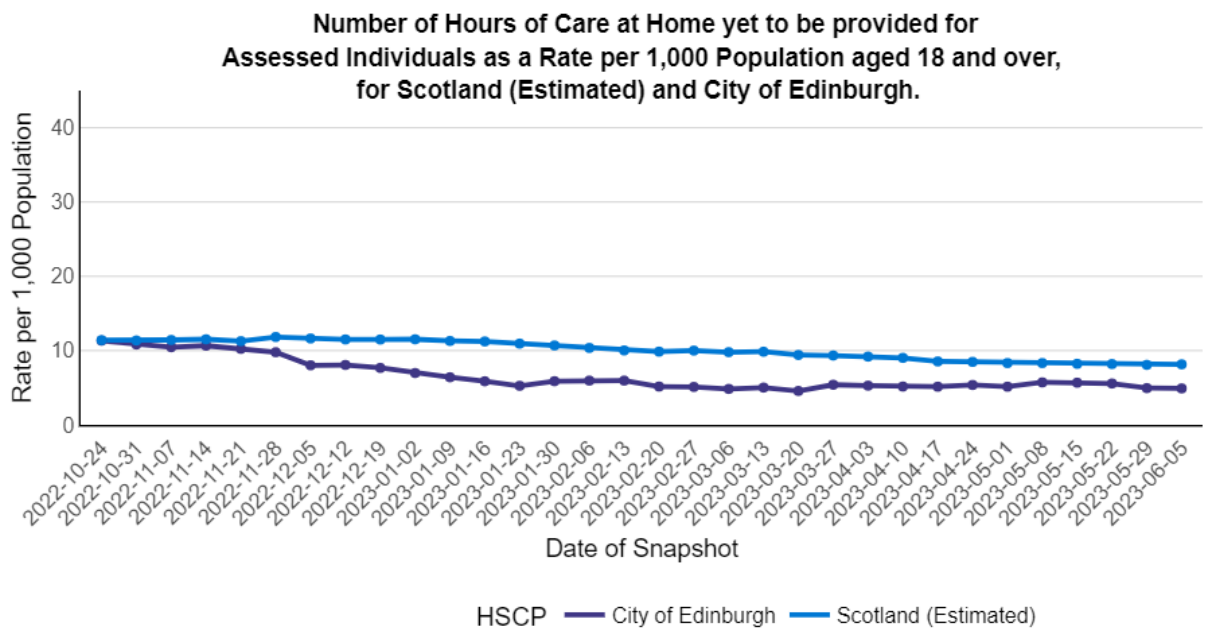
24. We are currently below our main trajectory for delays, and on track to end 2023/24 below 145 delays which would see us move into the top 50% of partnerships for Delayed Discharge performance.
25. The latest benchmarking data from Public Health Scotland (PHS) (May 2023) indicates that City of Edinburgh (CoE) continues to see steady rates of delays. In May 2023, CoE ranked 19 out of 32 local authorities, improving from 21st position in April 2023 with a rate of 40.6 per 100,000 18+ population, just above the Scottish average of 39.2 per 100,000. The CoE rate is in therefore in line with many other areas.
26. Edinburgh continue to face more pressure with delays for elderly people, however has seen some recent improvement in performance with delays for those aged 75+, CoE ranked 23rd out of 32 local authorities in May 2023, moving up one from 24th in April 2023 with a rate of 2.9 people delayed per 1,000. We still have much more to do in this area to improve performance and get to an acceptable standard.

People waiting for a package of care:

27. Through October 2022-June 2023 we have seen a 58% overall reduction in the Unmet Need waitlist (from 609 to 256), however similar to delays there has been fluctuations across the month of June as services encounter issues with annual leave and unplanned absence. As at 26th June 2023 there were 256 people on the unmet need list, compared to 638 at the same time last year.



28. The Partnership continue to see improving performance for Number of Hours of Care at Home yet to be provided, and consistently remain below the national figure.



29. On 27 June 2023 the figure per 1,000 population for adults was 8.15 for Scotland (estimated) and 4.91 for Edinburgh. At the moment benchmarking between partnerships using this Public Health Scotland (PHS) data is not possible due to data quality issues within the Care at Home Dashboard, which the Partnership is aware of and is working closely with PHS to resolve.

People waiting for an assessment of social care:

30. The assessment waitlist has seen a slight reduction from 1,665 at the beginning of March to 1,497 on 26 June, however numbers continue to fluctuate within normal variation. Due to a data quality exercise and revised process/codes for waitlist data, the Partnership have limited historical data for the social care assessment waitlist to allow analysis. We have no data to compare nationally for the assessment waitlist as we are aware that some partnerships do not include reassessments in data submitted to PHS, which accounts for approximately 50% of the total figure for EHSCP.

Outstanding reviews:

30. We continue to have a significantly high number of reviews to be undertaken, with approximately 7000 reviews recorded as due in our system. There are 2 things to note about this, the first that reviews do not relate to individual people as it is review for service rather than review of the person. When we undertake a review of a person's needs, this may involve reviewing more than one service they receive. Secondly, there are significant quality issues with this data. However, even despite these two caveats, we have a significant challenge. That is why we are commissioning a team of social care staff to work through the backlog of reviews and work with people to ensure that their needs are met.

**Improvement plan**

31. At the June 2023 EIJB meeting, the board agreed the improvement plan in response to the Joint Inspection of Adult Support and Protection and the Inspection of Social Work and Social Care. This 'one plan' consolidated the actions identified to address the requirements raised in the 2 inspections and aligns with the medium-term financial strategy. Having one plan will make support us to link improvement, efficiency and oversight.
32. Implementation continues to develop in line with expectations with some key points to note being:
- Practice standards in development across all 4 localities;

- A temporary review and assessment team is in the recruitment process and will be established by the end of August. The objectives of the team will include addressing the backlog of reviews and ensuring needs are being met;
- Social work Quality Assurance Team (which spans children and adult services) has been bolstered, creating additional capacity for the EHSCP;
- Case recording procedures are being rewritten with roll out scheduled for late August 2023;
- All open cases are being reviewed to remove duplication and overdue closures;
- Supervision procedures have been developed and will be rolled out in August;
- The front door improvement Project Initiation Document has been agreed, this aims to redirect resources to the front door, improve early intervention and reduce assessment waiting lists;
- New adult support and protection arrangements have been implemented;
- Work with GPs to improve health inequalities is underway;
- The multi-agency safeguarding hub development is underway, working closely with police, education and VCS;
- A Change Board has been established which will oversee all change work. The first meeting is scheduled for 17 August 2023.

### **Recruitment and Retention**

33. Pressure on workforce staffing levels remains a key operational and strategic risk for the Edinburgh Health and Social Care Partnership. Whilst it is recognised as a national issue, Edinburgh has its own unique challenges exacerbated by high employment locally, the high cost of living in the city and reductions in overseas staff as a result of EU-exit. Towards the end of last year more focused effort has been made on recruitment and retention with slow but gradual progress being made. Our partners, City of Edinburgh Council and NHS Lothian, are fully aware of the workforce challenge and continue to support our recruitment and retention effort.
34. To date the following actions have been taken:
  - Recruitment (and Retention) Steering Group established.
  - Recommendations from City of Edinburgh Council HR team to speed up the on-boarding process are being trialled.



- Additional support staff recruited to support the on-boarding process for assessment and care management, home care and reablement and residential care home staff.
  - Capital City Partnership (CCP) engaged for two years from October 2022 to bolster entry level recruitment.
  - Bi-monthly neighbourhood recruitment fairs introduced and facilitated by CCP, aligned to the 20-minute neighbourhood model and promoting increased community engagement.
  - To date, there have been 5 recruitment fairs, 4 focused on City of Edinburgh Council roles and one on NHS Lothian, with around 600 attendees in total. More recruitment fairs are in the pipeline.
  - Improved marketing materials and for recruitment fairs and further marketing ideas in development.
  - Nursing workforce recovery plan has been developed with the support of the NHS Lothian Nurse Director.
35. Overall turnover remains broadly stable. There is a marked improvements in social work recruitment and in home care but rate of outflow remains a concern. To date, CCP figures show 113 applications submitted, 71 interviews offered, 46 job offers, 19 people started within their role, 14 pending and due to start. The remainder are those who have rejected or withdrawn from the process. Data shows that 90% of the referral source for these job offers have been from CCP events and projects.

### **Seasonal Flu Immunisation Programme 23/24**

36. On 18 April 2023, the Scottish Government confirmed the cohorts and eligibility criteria for the 2023/24 season flu immunisations programme. The programme continues to be a strategic and Ministerial priority and is designed to protect those most at risk of severe illness from flu and to support the resilience of the health and social care system during winter months. NHS Lothian will have lead responsibility for mass vaccination programmes.
37. The adult cohort remains the extended cohort same as last year and will be operationally delivered using the same model. Planning for the programme started in July 2023 with delivery likely to run between September and December 2023 in line with previous programmes;
- There will be mass vaccination clinics for the majority
  - The HSCP Vaccination Team will continue to deliver older adult care homes and housebound; and

Those of school age in school and pre-school will be delivered by the NHS Lothian wide service

### **Total Mobile**

38. Total Mobile, a scheduling system for use by our home care teams, started its roll out on 26 June. Colleagues in homecare and reablement in the north-west and citywide services are now using the Totalmobile app. This app provides a care optimised scheduling system which delivers a range of benefits for both colleagues and the people we provide care and support for. Social Care Workers can now:
- get quick access to important information they need to deliver care and support.
  - view a map to help them navigate around the city.
  - access online training and development.
  - check in and out of visits, improving worker safety and maximising capacity.
39. There are also huge benefits for the business support team and homecare and reablement organisers. As the app allows frontline staff to access information on their devices, they don't need to call into the office to get it. This frees up the office-based team to support frontline workers to deliver quality care and support.
40. A separate paper on the overarching One Edinburgh programme is on the agenda for this EIJB meeting.

### **National Care Home Contract**

41. The vote on the National Care Home Contract (NCHC) concluded on 7 July 2023. The vote returned a significant majority who decided to accept the 6% uplift to the NCHC effective from 10 April 2023. The vote indicated that 84% of those participating wished to accept the offer.
42. COSLA has now issued a minute of variation and the Partnership's Contracts Team is in the process of issuing for signature to allow the updated rates to be paid.
43. This has been the most challenging period of negotiation in relation to the NCHC and as a result some Scottish Care members will be disappointed by the outcome however, the Partnership will continue to work with the market on any future development of the contract.

## National/local reports & strategies

### National Care Service

44. On 17 April 2023, the Scottish Government formally requested and agreed an extension to the Stage 1 deadline beyond June 2023. Subsequently, the Finance and Public Administration Committee requested a new timetable for completion of Stage 1 of the Bill and a revised Financial Memorandum (FM) by 12 May 2023.
45. On 9 May 2023, the Scottish Government advised that a proposed Stage 1 timetable would be submitted to Parliament in due course. An updated FM would be provided to the Committee prior to the Stage 1 debate and after planned engagement with key stakeholders/partners over the summer period. On 23 May 2023, the Scottish Government announced that a range of regional co-design events are planned to take place between June and August 2023 and supplemented with additional local engagement activity. Further information can be found [here](#).
46. On 7 June 2023, Stage 1 of the Bill was further extended to 31 January 2024 through a motion agreed by Parliament. Given the further delays to timescales, it is not expected that the expected operational date of 2026 will be maintained and there is an increasing likelihood that the National Care Service proposals will be delivered over the course of two Parliamentary terms. A further update to the EIJB will be provided in due course.

### Integration Joint Boards Financial Analysis

47. On 6 April 2023, Audit Scotland published the [Integration Joint Boards \(IJBs\) Financial Analysis 2021/22](#) report. The report sets out the 2021/22 financial position and demonstrates how the pandemic has continued to impact the delivery of Integration Joint Board (IJB) savings plans.
48. In addition, it highlights the operating context of IJBs, their financial and service challenges, and the medium to longer term financial outlook of IJB's across Scotland and highlights considerable challenges and pressure on the workforce, due to continued recruitment and retention challenges.
49. The report also highlights that IJBs have reached the point where significant transformation is needed to ensure the long-term capacity, financial sustainability and quality of services individuals receive.



50. With a projected funding gap of £124 million for 2022/23 and the need for most IJBs to draw on reserves to bridge the gap, Audit Scotland recommends that the identification and delivery of recurring savings and reducing reliance on using reserves to fund revenue expenditure is key to ensuring long term financial sustainability.
51. The EIJB Medium Term Financial Strategy sets out the proposed programme approach to deliver long term financial suitability for services through transformational change and redesign.

### **Local Government in Scotland**

52. Audit Scotland published a report on [Local Government in Scotland](#) for 2023 on 17 May. This provides an overview on local government and highlighted the increased demand for services and workforce challenges which has been exacerbated by COVID19 and the funding provided to local government will reduce in real terms. It identified that there needed to be fundamental change through collaboration if Councils are to maintain services. This is relevant to the EIJB in terms of the operational delivery aspects in relation to those services delivered by the City of Edinburgh Council. There are several key messages, but the key points of relevance in relation to social work and social care are undernoted:
  - Page 8 – Performance in many areas of adult social care including delayed discharge. Satisfaction and service quality had all slowed or started to decline.
  - Page 11: Adult Social Care. There are signs that the sector is in crisis, with growing backlogs, declining satisfaction and no clear picture of demand or unmet need. Spending increased during the pandemic, continuing the longer-term trend. Homecare hours dropped slightly in 2020/21 before increasing to the highest levels ever recorded in 2021/22. Satisfaction continued to decline, and 2021/22 saw a drop of eight per cent in care services graded ‘good’ or ‘better’.
  - Commentary on the National Care Service including uncertainty, pages 22 and 23.
53. Key actions that need to be delivered related to social care and social work include:
  - Increase public transparency about the scale of service demands, backlogs, and changes to eligibility criteria to ration access.

- Strengthen the use of data to understand needs, make decisions and direct resources.
- Maximise collaboration by working with partners, wider public sector and third sector to redesign and provide services, whilst including service users and local communities in this process.
- Invest time and capacity in thinking radically about future operation models by setting out a clear vision for long-term policy and performance priorities.
- Improve workforce planning to effectively and deploy their existing workforce to build capacity, skills, strategic thinking, and workforce data needed for effective workforce planning.

54. This report should be considered by EIJB members when considering papers on proposals for services and how sustainable they can be during the current operating environment.

#### **Dementia Strategy**

55. The new national Dementia Strategy for Scotland: Everyone's Story was published on 31 May - Ministerial Foreword - New dementia strategy for Scotland: Everyone's Story - gov.scot ([www.gov.scot](http://www.gov.scot)). The Strategy follows a period of engagement with stakeholders across Scotland and describes a joint commitment by national and local government to a positive, shared vision for dementia in Scotland over the next 10 years. The Strategy commits to producing rolling 2 year delivery plans which will be developed with national and local oversight, with the first plan developed and agreed later this year with implementation from 2024-25. The Strategy describes the importance of:

- Ensuring people have pre and post diagnosis support.
- Taking steps to allow more people to live well in their communities.
- Leveraging the experience and expertise of those affected by the disease to design and deliver their own support.
- Enabling access to skilled and trauma-informed professionals, when necessary.