



# QUARTERLY PERFORMANCE REPORT



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

Quarter 1 2014-2015 (1<sup>st</sup> April – 30<sup>th</sup> June)

**Working together  
for a safer Scotland**



**Falkirk Council**

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## 1. INTRODUCTION

This performance report provides information on our prevention, protection and operational response activities within the Falkirk area over the period Quarter 1 2014-2015, (1st April – 30<sup>th</sup> June).

The Scottish Government provides an overarching vision for public services. This vision is supported by 16 National Outcomes which demonstrate commitment to creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable growth. The Scottish Fire and Rescue Service (SFRS) can make a significant contribution to improving these outcomes in the Falkirk area by contributing to the Community Planning arrangements across the area.

The national priorities for the SFRS are set out in the Fire and Rescue Framework for Scotland. The SFRS Strategic Plan outlines how the SFRS will deliver against these priorities and the outcomes against which this delivery can be measured.

The priorities contained within the Local Fire and Rescue Plan for the Falkirk area reflects the Falkirk Area Strategic Community Plan 2010-2015, the Falkirk Community Safety Partnership Strategic Assessment 2011-2014 and the Falkirk Community Safety Partnership, Single Outcome Agreement 2014-17. The Single Outcome Agreement includes a range of key themes focused on delivering improved outcomes for the Falkirk area communities. The key themes which this plan contributes to are;

- Economic Recovery and Growth,
- Early Years, Children and Young People,
- Safer, Stronger Communities and Reducing Reoffending,
- Health Inequalities and Physical Activity,
- Outcomes for Older People,
- Poverty and Welfare Reform.

The aims of the local Fire & Rescue Service in the Falkirk area are to reduce deaths, injuries and damage to property from fires and other emergency events. We aim to achieve this by working in partnership, being pro-active and targeting our prevention and protection activities to where they are most required, based on evidence.

Within the Local Fire and Rescue Plan for Falkirk 2014 - 2017, 7 priorities for the local Fire and Rescue Service have been identified;

- |             |  |
|-------------|--|
| Priority 1. | Local Risk Management and Preparedness,            |
| Priority 2. | Reduction of Accidental Dwelling Fires,            |
| Priority 3. | Reduction in Fire Casualties and Fatalities,       |
| Priority 4. | Reduction of Deliberate Fire Setting,              |
| Priority 5. | Reduction of Fires in Non Domestic Property,       |
| Priority 6. | Reduction in Casualties from Non Fire Emergencies, |
| Priority 7. | Reduction of Unwanted Fire Alarm Signals.          |

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## 2. Performance Scorecard

We measure how well we are meeting our priorities using six key indicators, depicted below:

Key Performance Indicator	Q1 2011/12	Q1 2012/13	Q1 2013/14	Q1 2014/15	Quarterly Comparison RAG Rating	Year to Date RAG Rating
Accidental dwelling fires	25	21	30	22	●	●
Fire casualties and fatalities	6	1	7	2	●	●
Deliberate secondary fires	159	87	127	81	●	●
Non domestic property fires	21	13	17	8	●	●
Casualties from Non Fire Emergencies	11	17	8	11	■	■
Unwanted False Alarm Signals (UFAS)	283	294	275	273	●	●

### Key

Red	10% more than previous result or local target not met (worse than)	■
Amber	Up to 9% more than previous result or local target not met (worse than)	▲
Green	Equal to or better than previous result / or local target met (better than)	●

### Note

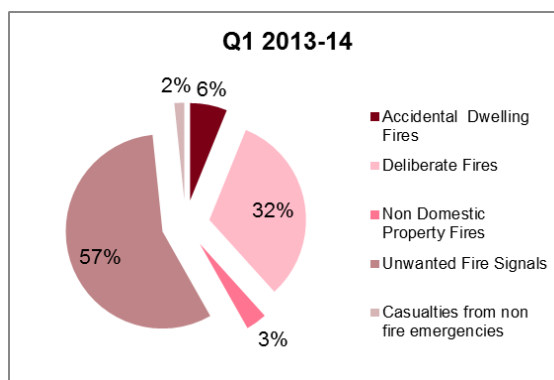
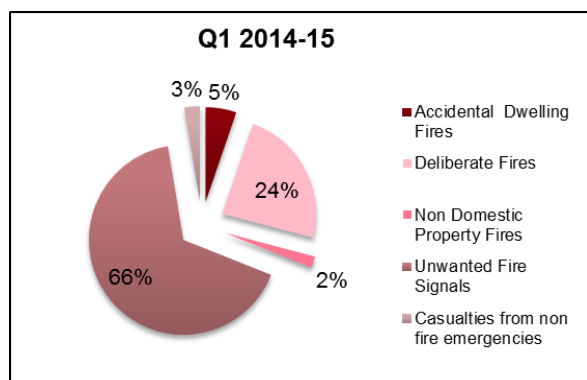
Quarterly comparison RAG Rating = The reporting period compared to the average of the three previous quarterly reporting periods.

Year to Date RAG Rating = The cumulative total of all quarterly performance in current year compared to cumulative total of all quarterly performance in previous year.

### Incident Overview

In the reporting period the SFRS responded to 507 incidents, this represents an decrease of 87 incidents compared to the same reporting period last year.

The charts below illustrates a breakdown incident types attended by the SFRS:



### 3. Priority Performance Report

Priority 1. Local Risk Management and Preparedness
<p>The Service must identify, prioritise and plan to meet the risks in each local community.</p> <p>We said we would:</p> <ul style="list-style-type: none"><li>• train our staff to deal with our local risks</li><li>• gather and analyse risk information</li><li>• work with partners to mitigate risks</li><li>• deal with major events</li></ul>
Train our staff to deal with our local risks
<p>All our operational staff have continued to undertake routine and risk specific skill acquisition and maintenance training. Appendix 1 provides some specific details on training that has been undertaken.</p>
Gather and analyse risk information
<p>All our operational staff continue to gather and analyse local risk information and operational intelligence which is used in our preparations to resolve incidents.</p> <p>We conduct Post Incident debriefs to identify any lessons that can be learned from our preparedness and response to emergency events.</p> <p>We use Urgent Operational Intelligence Briefings to inform our operational staff of any safety critical information that ensure their, and the communities, continued safety.</p>
Work with partners to mitigate risks
<p>We continue to be an active member of the Forth Valley Local Resilience Partnership.</p> <p>We share information with local authority partners and other key stakeholders (e.g Police Scotland, Scottish Ambulance Service, Falkirk Council Emergency Planning Department) to ensure emergency event risks are mitigated.</p> <p>The Forth Valley Local Resilience Partnership Risk Management Sub Group is currently reviewing risk mapping within the Forth Valley area.</p>
Deal with major events
<p>There were no major fire events or significant emergency events in this reporting period.</p>

## Priority 2. Reduction of Accidental Dwelling Fires

Accidental dwelling fires can have devastating effects on our community. The SFRS is committed to keeping people safe in their homes. We share information with partners to make sure that the right people get the right information they need, particularly those who are vulnerable due to age, isolation or addiction. Reduction of Accidental Dwelling Fires contributes to the Falkirk CPP Single Outcome Agreement of; Early Years, Children and Young People, Safer, Stronger Communities and Reducing Reoffending, Health Inequalities and Physical Activity, Outcomes for Older People, and Poverty and Welfare Reform.

### Results

Against a local target of continually reducing Accidental Dwelling Fires on a year on year basis that contributes towards the SFRS target of a 10 % reduction, over a three-year rolling period, we have seen a 27% decrease in incidents compared to the same reporting period in 2013/14. However, in this reporting quarter compared to the previous quarter the trend in incidents is slightly upward. It is noted that the incidents /10,000 population is below that of a comparator local authority and Scotland, but the trendline is on an upward trajectory.

### Reasons

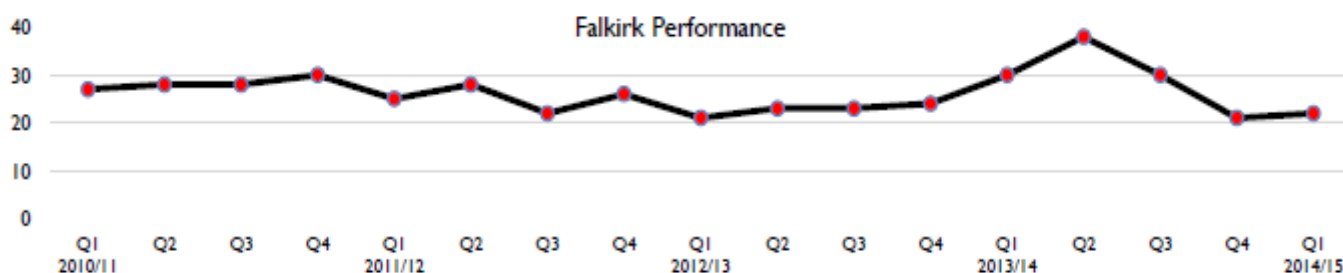
The number of accidental dwelling fires has reduced significantly in relation to the same period last year. Historic evidence indicates the main cause of accidental fires in dwellings continues to be from cooking. However from the 22 incidents in Q1, we see a reduction from the main cause (cooking) from 13 in 2013/14 down to 7 in Q1 2014/15.

### Actions

The number of HFSV undertaken in private dwellings in the Falkirk area for the reporting period was 426. Operational crews have also performed 25 Post Domestic Incident response visits in this period. The PDIR visits target areas where fires have occurred and are intended to inform and prevent incidents occurring in the surrounding area.

The Falkirk area has benefitted from a range of community initiatives during Q1 which includes : leaflet drops, replacing faulty smoke detectors, 15 school talks and 11 fire safety talks to other groups.

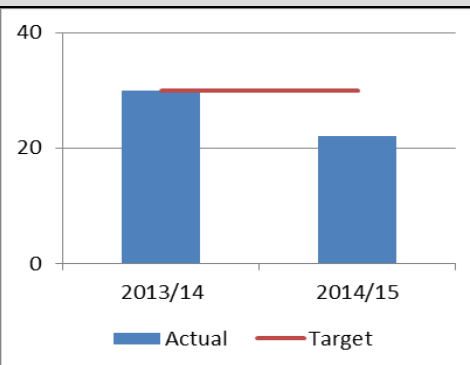
### Five year data for Falkirk ( Incidents)



### Ward Level Performance Data (Incidents)

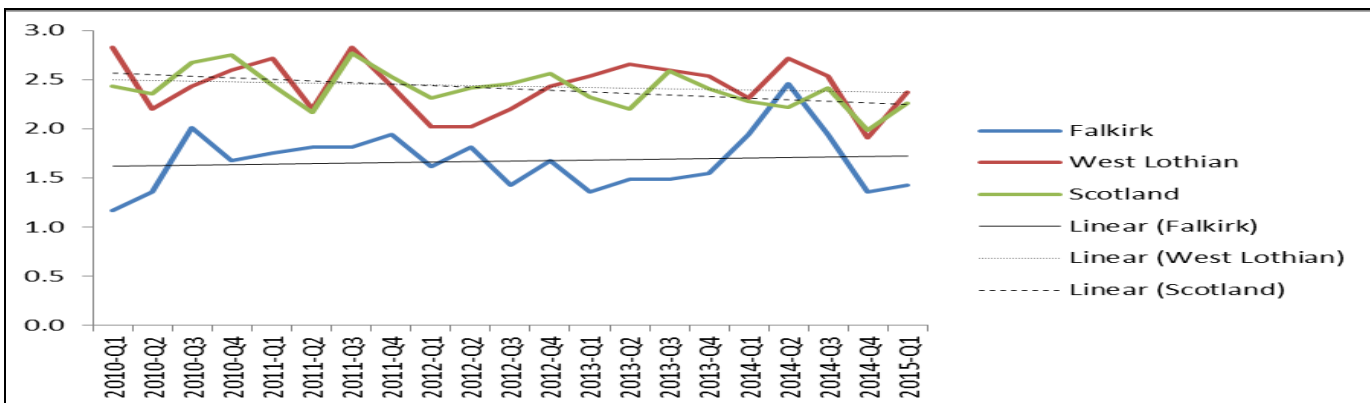
Q1 ward ave. for Falkirk - 2	2010/11	2011/12	2012/13	2013/14	2014/15	Sparkline
Bo'ness and Blackness	4	5	1	3	4	
Bonnybridge and Larbert	2	1	1	2	1	
Carse, Kinnaid and Tryst	0	3	2	4	2	
Denny and Banknock	4	2	2	4	1	
Falkirk North	5	3	5	5	4	
Falkirk South	4	4	4	1	3	
Grangemouth	6	3	2	6	4	
Lower Braes	2	1	3	1	2	
Upper Braes	0	3	1	4	1	

### Year to Date Data (Incidents)



YTD (Q1)  
(Reporting Year V Previous Year)

Comparative Data (All Accidental Dwelling Fires per 10,000 head of population (Benchmark local authority area and Scotland as a whole)).



### Priority 3. Fire Casualties and Fatalities

Fire casualty and fatality rates provide an indication of the amount of serious, life-threatening fires that occur. This can indicate not only the success of SFRS in reducing the number of life risk fires through community fire safety and similar activities, but also their success in response activity in saving lives. Reduction of Fire Casualties and Fatalities contributes to the Falkirk CPP Single Outcome Agreement of; Early Years, Children and Young People, Safer, Stronger Communities and Reducing Reoffending, Health Inequalities and Physical Activity, Outcomes for Older People, and Poverty and Welfare Reform.

#### Results

There were no reported Fatalities in the reporting period and only 2 casualties due to fires. Against a local target of continually reducing Fire Casualties on a year on year basis that contributes towards the SFRS target of 5% reduction, per year over a three-year rolling period, we have seen a 60 % decrease in casualties compared to the same reporting period in 2013/14. Therefore, in this reporting period the trend in casualties continues downward. It is noted that casualties/1,000,000 population is below that of a comparator local authority and Scotland and that the trendline is showing a downward trend.

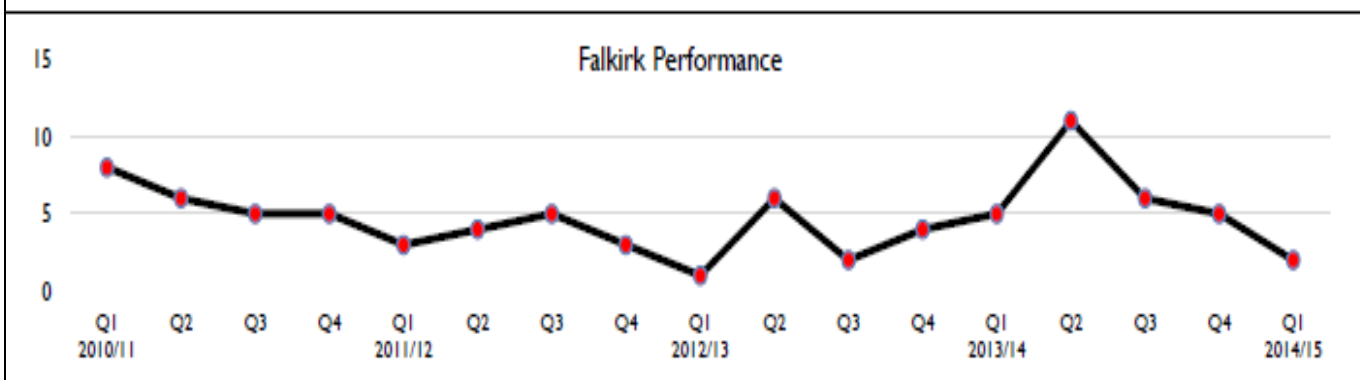
#### Reasons

The reduction in accidental cooking incidents may have contributed to the reduction of fire casualties.

#### Actions

Q1 period 8 properties had smoke detectors installed in the Falkirk area and 426 HFSV were completed.

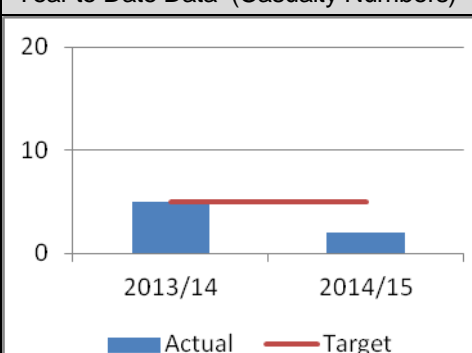
#### Five year data for Falkirk (Casualty Numbers)



#### Ward Level Performance Data (Casualty Numbers)

3a11 - Non-fatal fire casualties (excl. precautionary checkups)						
Q1 ward ave. for Falkirk - 0	2010/11	2011/12	2012/13	2013/14	2014/15	Sparkline
Bo'ness and Blackness	5	2	0	0	2	
Bonnybridge and Larbert	0	0	0	0	0	
Carse, Kinnaid and Tryst	0	0	0	0	0	
Denny and Banknock	0	0	0	3	0	
Falkirk North	0	0	0	2	0	
Falkirk South	1	0	0	0	0	
Grangemouth	2	0	0	0	0	
Lower Braes	0	0	1	0	0	
Upper Braes	0	1	0	0	0	

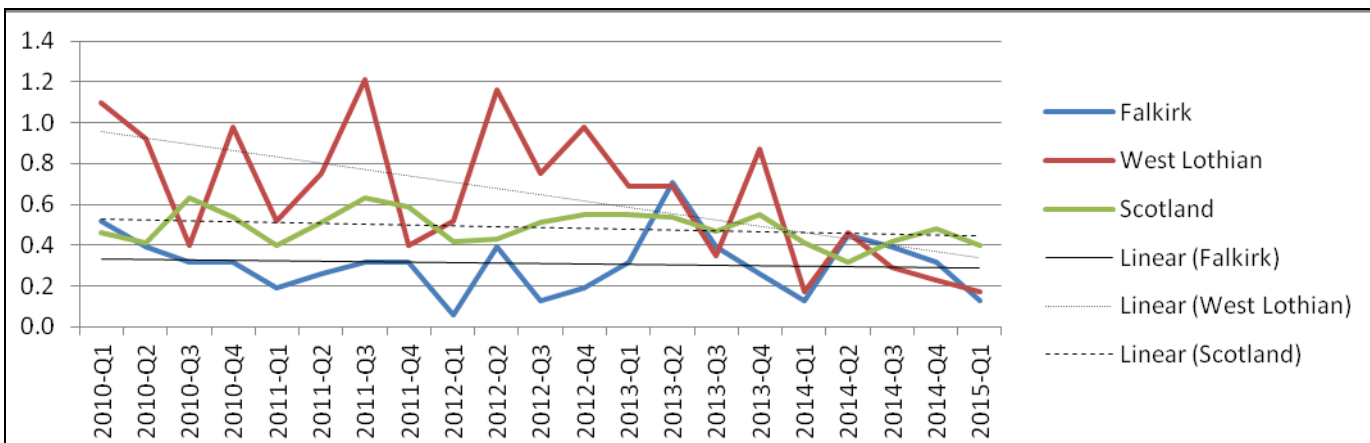
#### Year to Date Data (Casualty Numbers)



YTD (Q1)  
(Reporting Year V Previous Year)

Comparative Data (Casualties per 1,000,000 head of population (Benchmark local authority area and Scotland as a whole)).





#### Priority 4. Reduction of Deliberate Fire Setting

Deliberate fire setting is a significant problem for the SFRS and in the Falkirk area. In the main, deliberate fires are secondary fires whose categories are; refuse, grassland and derelict buildings incidents. There is a close link between deliberate secondary fires and other forms of anti-social behaviour. Reduction of Deliberate Fire Setting contributes to the Falkirk CPP Single Outcome Agreement of; Economic Recovery, Growth and Employment, Early Years, Children and Young People, Safer, Stronger Communities and Reducing Reoffending and Outcomes for Older People.

##### Results

Against a local target of continually reducing Deliberate Fire Setting on a year on year basis, we have seen a 36% decrease in incidents compared to the same reporting period in 2013/14, however the trend line shows an upward rise in relation to Q4. It is noted that Deliberate Fire Setting /10,000 population trendline is below a comparator local authority and Scotland. The majority of deliberate secondary fire incidents involved grasslands & trees, however there has been a reduction in these incident types from 72 in 2013/14 to 43 in 2014/15. Deliberate secondary fires utilising refuse/wheelie bins have been used as the fuel on 29 occasions in Q1.

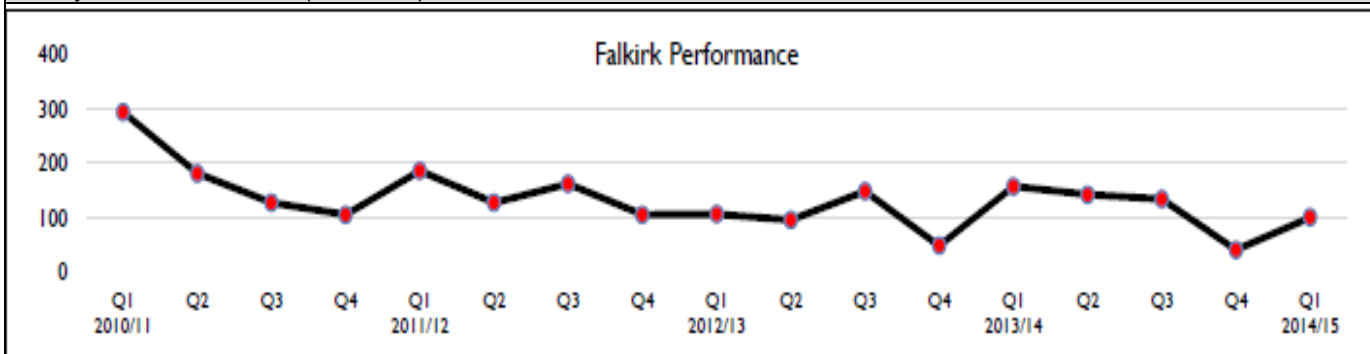
##### Reasons

It is recognised that the improved Spring weather historically presents an increase in incidents in relation to Q4. However the significant decrease from 127 to 81 incidents when comparing the same period last year highlights that community safety partnership working initiatives, which includes the Spring thematic action plan could be a contributing factor to the downward trend from Q1 2013/14 compared to Q1 2014/15.

##### Actions

We used a range of methodologies as part of the Spring Thematic Action Plan to reduce Deliberate Fire Setting, Details of these are provided in Appendix 3.

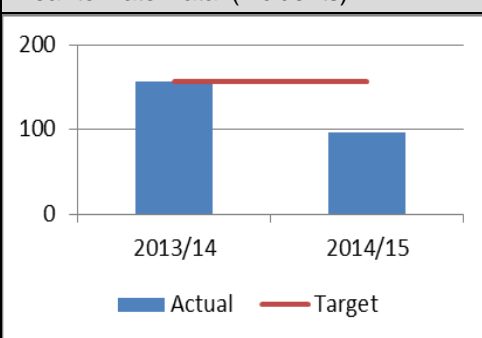
##### Five year data for Falkirk ( Incidents)



##### Ward Level Performance Data (Incidents)

1a - All deliberate fires						
Q1 ward ave. for Falkirk - 11	2010/11	2011/12	2012/13	2013/14	2014/15	Sparkline
Bo'ness and Blackness	49	31	17	18	6	
Bonnybridge and Larbert	15	9	4	15	6	
Carse, Kinnaird and Tryst	17	12	8	8	5	
Denny and Banknock	37	22	21	22	15	
Falkirk North	53	29	18	32	15	
Falkirk South	45	17	14	28	15	
Grangemouth	19	17	3	12	10	
Lower Braes	33	38	12	12	10	
Upper Braes	25	10	8	9	17	

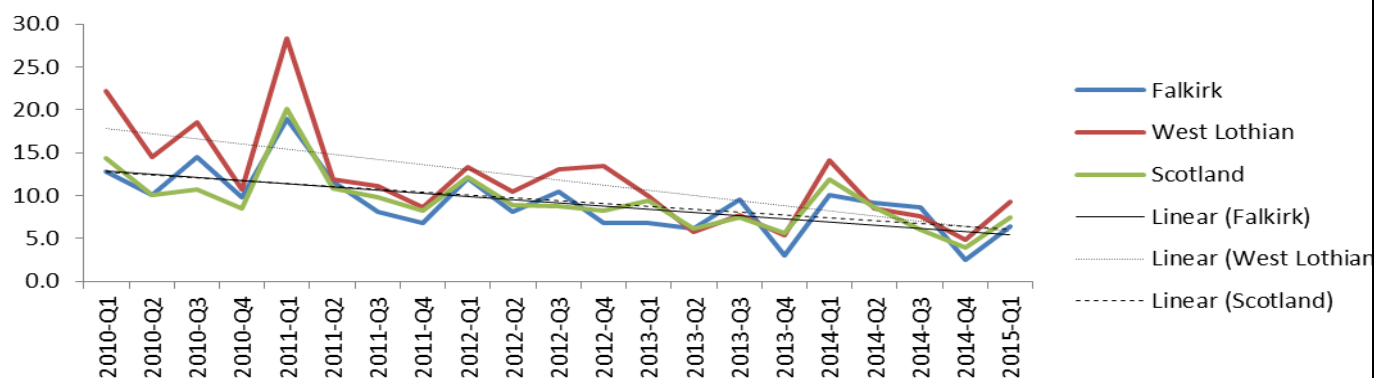
##### Year to Date Data (Incidents)



YTD (Q1)  
(Reporting Year V Previous Year)



Comparative Data (Deliberate Fires per 10,000 head of population (Benchmark local authority area and Scotland as a whole)).



## Priority 5. Reduction of Fires in Non Domestic Property

Fires in Non Domestic Property can have a detrimental affect on the built environment and the prosperity of the local area. Non-domestic fires are classed as fires which took place in buildings that are not domestic households. Reduction of Non Domestic Property contributes to the Falkirk CPP Single Outcome Agreement of; Economic Recovery, Growth and Employment, Safer, Stronger Communities and Reducing Reoffending and Outcomes for Older People

### Results

Against a local target of continually reducing Non Domestic Property fires on a year on year basis, that will contribute to the SFRS target of continually reducing the number of fires in Non Domestic Property, we have seen a 52 % decrease in incidents compared to the same reporting period in 2013/14. It is noted that Fires in Non Domestic Property /10,000 population trendline in the Falkirk Council area is downward compared to a comparator local authority and Scotland. *(Footnote, the relatively low event rates needs to be taken into cognisance when considering % increase/decreases.*

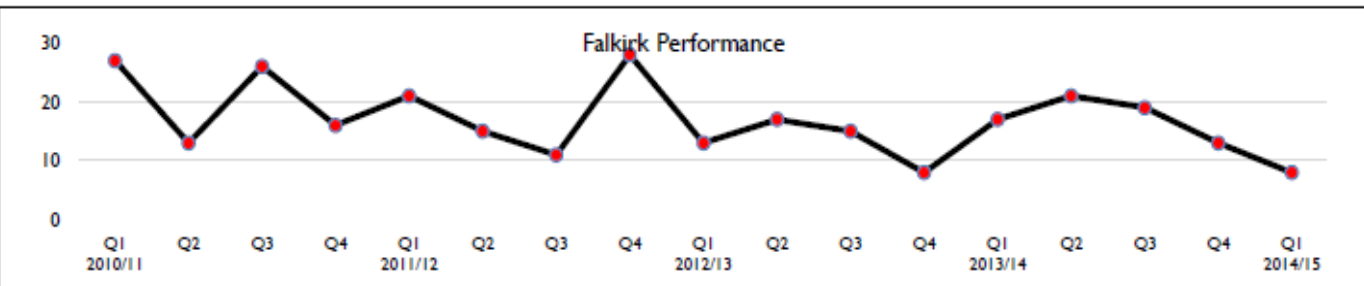
### Reasons

There is no specific trend emerging from Fires in Non Domestic Property.

### Actions

The number of post fire audits performed in the reporting period was 6 . As part of the Spring Thematic Action Plan 36 schools were provided fire safety visits.

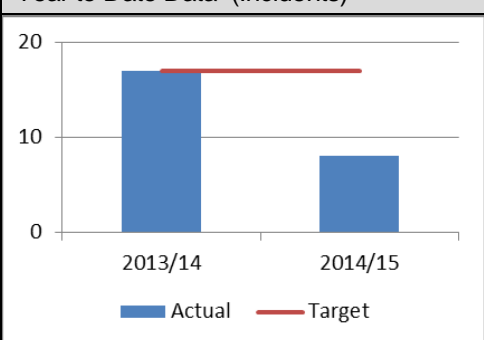
### Five year data for Falkirk ( Incidents)



### Ward Level Performance Data (Incidents)

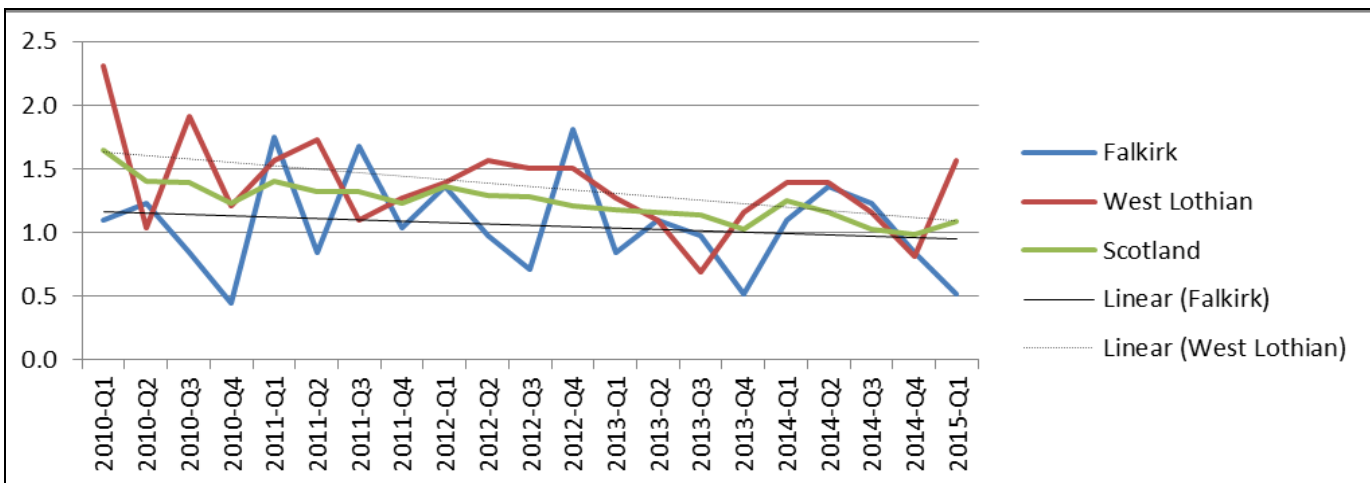
4a - Non domestic fires						
Q1 ward ave. for Falkirk - I	2010/11	2011/12	2012/13	2013/14	2014/15	Sparkline
Bo'ness and Blackness	5	4	0	2	0	
Bonnybridge and Larbert	2	4	0	3	2	
Carse, Kinnaid and Tryst	1	2	2	0	0	
Denny and Banknock	1	1	3	3	1	
Falkirk North	6	3	1	1	0	
Falkirk South	0	1	0	2	0	
Grangemouth	4	1	1	1	1	
Lower Braes	3	4	5	3	1	
Upper Braes	5	1	1	2	3	

### Year to Date Data (Incidents)



YTD (Q1)  
(Reporting Year V Previous Year)

Comparative Data (Fires in Non Domestic Property per 10,000 head of population (Benchmark local authority area and Scotland as a whole)).



## Priority 6. Reduction in Casualties from Non Fire Emergencies

While much of this risk is outwith SFRS control, responding to Non Fire Emergencies is a key part of our activities. The SFRS is committed to working with partners and other stakeholders to drive continuous improvement in this area. Reduction of Casualties from Non Fire Emergencies contributes to the Falkirk CPP Single Outcome Agreement of, Safer, Stronger Communities and Reducing Reoffending, Health Inequalities and Physical Activity and Poverty and Welfare Reform.

### Results

Against a local target of continually reducing in Casualties from Non Fire Emergencies on a year on year basis, that will contribute to the SFRS target of continually reducing the number of Casualties from Non Fire Emergencies, we have seen a 40 % increase in the number of casualties from non fire emergencies compared to the same reporting period in 2013/14. Appendix 5 provides additional information on Casualties from Non Fire Emergencies.

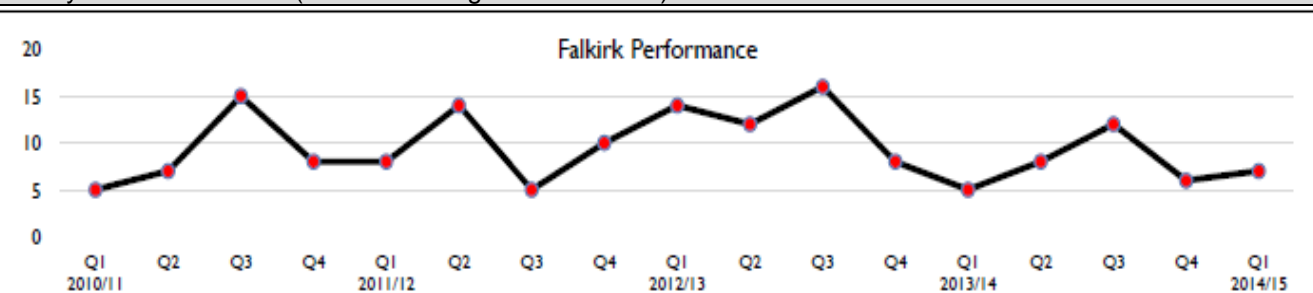
### Reason

The increase from 5 casualties to 7 casualties are all derived from road traffic collision (RTC) incidents. The SFRS were also actively involved in the provision of assisting another agency gain access to 1 fatality and 1 casualty during the Q1 reporting period from non-fire emergencies.

### Actions

The continued delivery of the Safe Drive Stay Alive programme targeting young people is an excellent partnership approach to reducing road traffic collisions.

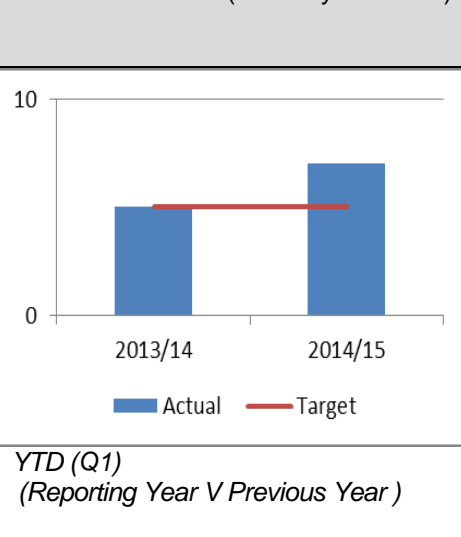
### Five year data for Falkirk (Non Fire Emergencies incidents)



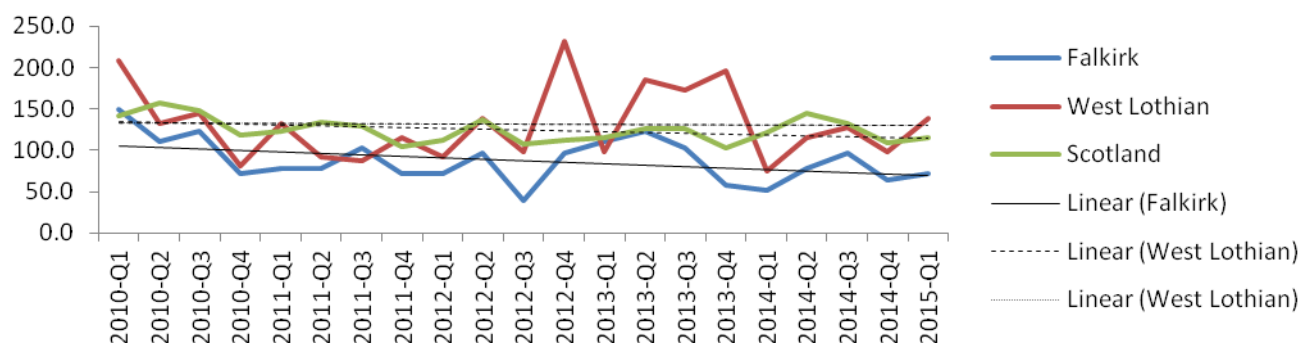
### Ward Level Performance Data (Casualty Numbers)

6a - Non-fatal casualties per RTC						
Q1 ward ave. for Falkirk - 1	2010/11	2011/12	2012/13	2013/14	2014/15	Sparkline
Bo'ness and Blackness	0	0	0	0	1	
Bonnybridge and Larbert	1	1	0	3	0	
Carse, Kinaird and Tryst	0	2	0	1	0	
Denny and Banknock	0	0	3	0	2	
Falkirk North	2	0	2	0	0	
Falkirk South	2	1	0	1	0	
Grangemouth	0	2	4	0	2	
Lower Braes	0	1	5	0	1	
Upper Braes	0	1	0	0	1	

### Year to Date Data (Casualty Numbers)



Comparative Data ( Non Fatal Cusualties per 1,000,000 head of population (Benchmark local authority area and Scotland as a whole)).



## Priority 7. Unwanted Fire Alarm Signals

Unwanted Fire Alarm Signals (UFAS) are those occasions when an automated fire alarm system activates and results in the mobilisation of SFRS resources, when the reason for that alarm turns out to be something other than a fire emergency. The SFRS is committed to working with partners and other stakeholders to reduce Unwanted Fire Alarm Signals which contributes to the Falkirk CPP Single Outcome Agreement of, Economic Recovery, Growth and Safer, Stronger Communities and Reducing Reoffending .

### Results

Against a local target of continually reducing UFAS on a year on year basis, that will contribute to the SFRS target of continually reducing the number of UFAS, we have seen a 1 % decrease in incidents compared to the same reporting period in 2013/14. It is noted that the the incident rate per 10,000 population of UFAS trendline in the Falkirk Council area is lower than that of a comparator local authority and Scotland. However the trend line is on an upward trajectory.

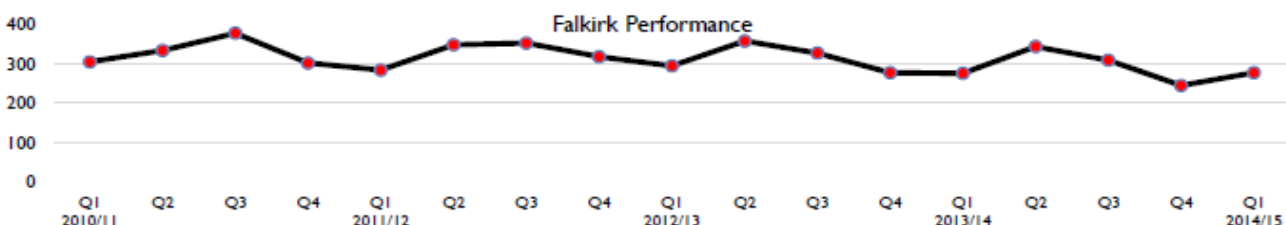
### Reasons

The level of UFAS has decreased only slightly over the Q1 reporting period, with 16% of all UFAS calls coming from hospital establishments.

### Actions

Through preventative steps the number of UFAS calls from one particular premises that has a high occurrence rate has decreased significantly in comparison with Q1 2013/14. We continue to work with dutyholders to reduce UFAS and note the future developments in the SFRS shall see the introduction of a national UFAS policy.

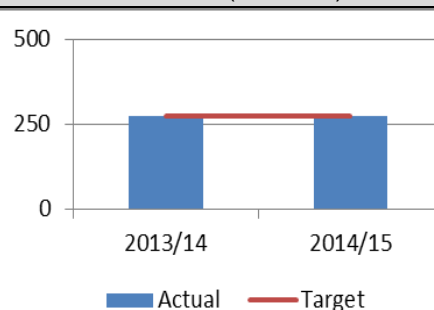
### Five year data for Falkirk (Incidents)



### Ward Level Performance Data (Incidents)

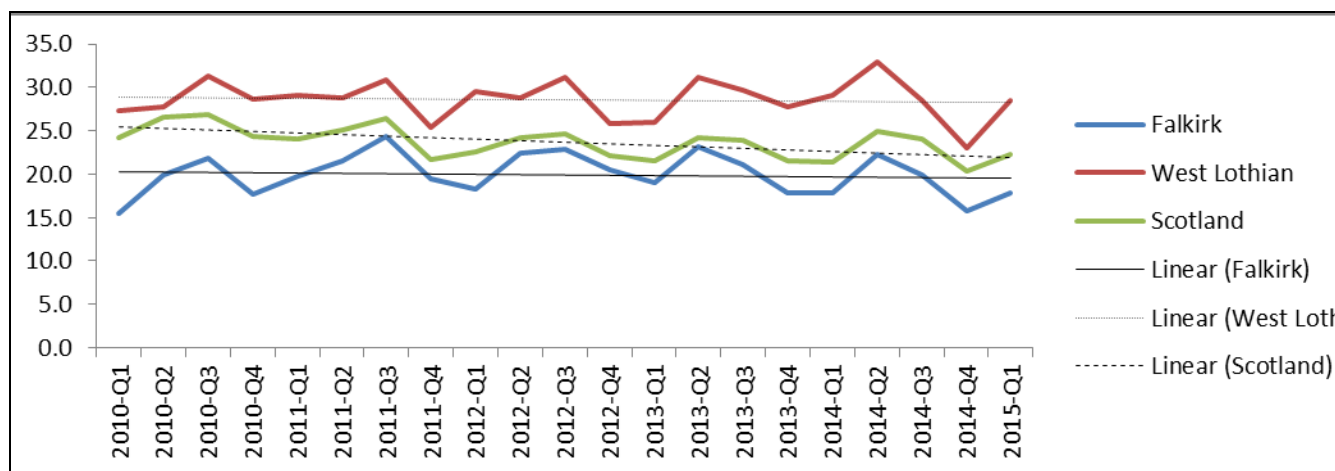
10a - False Alarms - All						
Q1 ward ave. for Falkirk - 31	2010/11	2011/12	2012/13	2013/14	2014/15	Sparkline
Bo'ness and Blackness	24	10	13	17	11	
Bonnybridge and Larbert	30	51	72	73	63	
Carse, Kinnaird and Tryst	22	18	14	19	25	
Denny and Banknock	22	23	22	20	13	
Falkirk North	88	65	52	62	67	
Falkirk South	45	29	29	26	25	
Grangemouth	19	32	35	26	36	
Lower Braes	30	37	37	21	17	
Upper Braes	24	18	20	11	19	

### Year to Date Data (Incidents)



YTD (Q1)  
(Reporting Year V Previous Year)

Comparative Data (Unwanted Fire Alarm Signals per 10,000 head of population (Benchmark local authority area and Scotland as a whole)).



## 4. Appendices

### Appendix 1

Priority 1 Risk Management and Preparedness

Training and Employee Development

Exercising/Training

Exercise Type	Exercise Number	Location
Internal SFRS	4	New Forth Crossing, Dalmeny Tank Farm, Hound Point, Ineous Grangemouth Complex
External Multi Agency Exercises	4	Disco 60 1 Technical advisor training for MICC members 2 Awareness training for MICC members

### Appendix 2

Priority 2 Accidental Dwelling Fires

HFSV for Q1 reporting period = 426

Post Domestic Incident Reviews for Q1 reporting period = 25

A national sheltered housing Thematic Action Plan initiative resulted in every sheltered home in Falkirk being visited to provide advice, generate a HFSV and build relationships with management.

Priority 3 Fire Casualties and Fatalities

The information below reflects some of the front line community safety activity within the Falkirk council area.

Community Safety Engagement Activity

SFRS identified a vulnerable person who continually presented a danger to herself & through partnership working the individual has been re-located and provided with full time care.

### Appendix 3

Priority 4 Deliberate Fire Setting

36 Fire safety talks to schools were delivered prior to and during the Q1 period, and a further 16 fire safety talks to groups visiting fire stations were also delivered.

The introduction of weekly community safety partners meetings involving partners from, Police Scotland, Social Services, Housing and SFRS, reviews all incident types including secondary fires with the view to developing actions/measures to mitigate the re-occurrence of incidents, has proved very positive.

The provision of diversionary programmes within Falkirk and SFRS involvement in multi-agency tasking in relation to Anti-social Behaviour, contributes to the reduction of Anti-social Behaviour related fires which generally fall into the category of Deliberate Secondary fires.

The introduction of the proactive initiative derived from the monthly Community Planning Partnership Tasking Group, which focuses on emerging threats provided direct action from partner agencies to increase patrols to known areas of secondary fires, leaflet drops to nearby schools ensures resources are being committed to local hot spots to prevent and reduce future incidents.

It is indicative that the Spring Thematic Action Plan and the introduction of the Multi Agency partnership approach to reducing secondary fires during the Q1 reporting period has contributed to a reduction in secondary fires .

## **Appendix 4**

### *Priority 5 Non-Domestic Property Fires*

The information below reflects audit and inspection activities undertaken by our Community Safety Enforcement Team within Falkirk. The focus of planned audits within Falkirk continues to be high risk premises such as Care Homes, Houses of Multiple Occupancy, Hostels and Hotels.

The planned audits for HMO during Q1 reporting period have been completed.

The planned audits for high risk hotels during Q1 reporting period have been completed.

National sheltered housing thematic action plan completed.

## **Appendix 5**

### *Priority 6 Reduction in Casualties from Non Fire Emergencies*

#### *Breakdown of Incident Type*

Incident Type	Activity	Fatality	Casualty
Road Traffic Collision	12	0	7
Flooding	5	0	0
Water Rescue	1	0	0
Rescue From Height	1	0	0
Person Trapped	6	0	0
Person Fallen	0	0	0
Lift Rescue	1	0	0
Animal Rescue	6	0	0
Assist Other Agency	3	1	1
Services Not Required	2	0	0
Removal of rings	5	0	0

The SFRS is a member of a multi-agency approach to reducing Road Traffic Collision's and the associated casualties and fatalities. The continued delivery of the Safe Drive Stay Alive programme targeting young people is an excellent partnership approach to reducing road traffic collisions

## **5. Glossary**

### **Primary Fire**

Primary fires include all fires in non-derelict buildings and outdoor structures or any fires involving casualties or rescues or any fires attended by five or more appliances.

### **Secondary Fires**

Secondary fires are the majority of outdoor fires including grassland and refuse fires unless they involve casualties or rescues, property loss or if five or more appliances attend. They include fires in derelict buildings but not chimney fires.

### **Accidental Dwelling Fires**

Building occupied by households, excluding hotels, hostels and residential institutions. In 2000, the definition of a dwelling was widened to include any non-permanent structure used solely as a dwelling, such as caravans, houseboats etc. Caravans, boats etc. not used as a permanent dwelling are shown according to the type of property. Accidental includes fires where the cause was not known or unspecified.

### **Fire Fatality**

A person whose death is attributed to a fire is counted as a fatality even if the death occurred weeks or months later.

### **Fire Casualty**

Non-fatal casualties, injured as a direct result of a fire attended by the service. Includes those who received first aid at the scene and those who were recommended to go for a precautionary check. Does not include injuries to fire service personnel.

### **Deliberate Fire**

Fires where deliberate ignition is suspected.

### **Special Services**

Special Services are non-fire incidents requiring the attendance of an appliance or officer. The Fire (Scotland) Act 2005 placed a statutory duty on FRS to attend fires and road traffic accidents. It also included an additional function order that covers non-fire incidents such as rescues from collapsed buildings or serious flooding.

### **CPP**

Community Planning Partnership.

### **SOA**

Single Outcome Agreement.

### **Year to Date (YTD)**



Year to date is calculated from 1<sup>st</sup> April on the reporting year

RTC

Road Traffic Collision

UFAS

Unwanted Fire Alarm Signals

## Seasonal Community Safety Calendar

The seasonal calendar depicts a range of initiatives and activities that the SFRS and CPP partners will undertake throughout the year as part of our preventative strategies.

