Market Research Report for:

Biannual Survey of Residents
May 2007

Part I

Methodology and Questionnaire

Prepared for:

Christchurch City Council
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1. Introduction

Christchurch City Council began surveying residents on a regular basis in 1991 with the introduction of an Annual Survey of Residents. Over the last decade, the annual survey has included a mix of questions focusing on customer satisfaction and resident perceptions of city issues. The Annual Survey of Residents was conducted by Statistics New Zealand from 1991 to 1997, the National Research Bureau Ltd from 1998 to 2004 and by Opinions Market Research Ltd in 2005 and 2006. This Biannual Survey of Residents conducted in March 2007 by Opinions Market Research, is the first in a new format outlined below.

As a result of changes to the Council’s information demands and changes in the legislated environment, the Council has moved to a biannual resident’s survey format with surveys to run in early March and early September each year. The move to a Biannual format would address the need for more frequent surveying to better enable the Council to track and respond to emerging issues in the community. It would also allow for better coordination of the measurement of resident perceptions of the Council’s performance, as well as track the city’s progress toward achieving its community outcomes.

2. Objectives

The objectives of the survey were:

To provide statistically reliable measures of the views of Christchurch residents on a range of services and facilities provided by Christchurch City Council.

The survey has been designed to produce statistical indicators which will provide measures of performance as set down in the Council’s performance indicators for specified service delivery areas.

The statistical indicators combined with additional factors will aid Council decision making and policy formulation, and help to determine proprieties for resource allocation.

3. Survey Coverage

The survey coverage encompassed a representative sample of 770 Christchurch residents aged 15 years and over:

- Who had lived in Christchurch for the 12 months before the date of the interview and
• Who lived in private households in the Christchurch area with access to a telephone. At the 2001 Census there were 121,833 households in Christchurch of which 97.4% had access to a telephone. The total population sampled for this research comprised 118,670 households. (This information is not available yet from the 2006 Census.)

The following people were excluded:

• Those who were too mentally or physically ill to take part.

• Those without access to a telephone (2.6% of the households in Christchurch)

• Those away for the survey period.

4. Sample Selection

The sample was selected using stratified random sampling techniques. Random sampling was combined with quota sampling to ensure a representative sample of Christchurch residents. The sample was randomly selected from telephone listings drawn for each ward and quotas were set on age and gender within each ward.

This mix of random sampling and quota sampling ensured the achieved sample was representative in terms of age and gender and it was geographically proportionate (i.e., the proportions of the six Christchurch City Council wards reflected their actual sizes).

The final stage was the selection of one respondent from every qualifying household. If more than two eligible respondents qualified then the respondent selected to take part in the research was the person who was next to have a birthday.

5. Survey Methodology

The survey methodology was a telephone methodology whereas the methodology prior to 2005 was a face to face methodology. The adoption of a telephone methodology was seen as advantageous in terms of efficiency, however certain limitations did apply:

• only households with access to a telephone could be included in the survey sample

• response rates for telephone survey have been declining due to (i) excessive interviewing; (ii) competing demands on respondents’ time and attention; and (iii) increasingly negative views towards survey research.

A process of multiple call backs to reduce non-response was implemented for this survey (for further details, refer to the section on fieldwork).
6. Fieldwork

All interviews were conducted by the trained and experienced Opinions Market Research Ltd Interviewer Team. This team comprised some 35 experienced interviewers who were trained by Opinions Market Research Ltd.

Interviewers attended a briefing session with the Research Manager and Field Manager prior to interviewing commencing and interviewers were briefed on the following areas:

- background to the research
- sampling methodology and application
- questionnaire administration and completion
- project quality control requirements and
- interviewer time schedule requirements.

Each interviewer had a number of interviews to complete and this was monitored on daily basis by the Field Supervisor. After every two days of interviewing all completed questionnaires were checked by the Supervisor and each interviewer’s progress monitored. The Supervisor kept a tally of completed questionnaires and when the required number was completed, the surveying was stopped.

To improve response rates and ensure each household had an equal opportunity to respond to the survey, at least three call back attempts (i.e., a minimum of four call attempts) were made to each selected household prior to replacement. These call backs were made at different times of the day and on different days of the week. In households where the eligible respondent refused or was unavailable, the household and respondent was replaced. No substitution was permitted within households.

Interviewing took place between 1 – 29 March 2007 and the approximate interview length was 20 - 30 minutes.
7. Survey Accuracy

To ensure the survey has an accuracy of 3% at the 90% confidence level, a sample size of 770 was interviewed.

The following table shows the total sample was representative in terms of age and gender according to the 2006 Census:

<table>
<thead>
<tr>
<th></th>
<th>2006 Census</th>
<th>Sample Achieved (Total Christchurch)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>770 %</td>
</tr>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>48</td>
<td>48</td>
</tr>
<tr>
<td>Female</td>
<td>52</td>
<td>52</td>
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<tr>
<td>Age</td>
<td></td>
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<tr>
<td>15 – 24</td>
<td>19</td>
<td>19</td>
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<tr>
<td>25 – 49</td>
<td>44</td>
<td>44</td>
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<tr>
<td>50 – 64</td>
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<td>20</td>
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<tr>
<td>65+</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td>Ward</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burwood/ Pegasus</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>Fendalton/ Waimairi</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Ferrymead/ Hagley</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>Heathcote/ Spreydon</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>Papanui/ Shirley</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td>Riccarton/ Wigram</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>Banks Peninsula</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>
The following tables show the sample achieved within each ward, was representative in terms of age and gender according to information provided by Statistics New Zealand based on the 2006 Census:

<table>
<thead>
<tr>
<th>Ward</th>
<th>Burwood/ Pegasus</th>
<th>Fendalton/ Waimairi</th>
<th>Ferrymead/ Hagley</th>
<th>Heathcote/ Spreydon</th>
<th>Papanui/ Shirley</th>
<th>Riccarton/ Wigram</th>
<th>Banks Peninsula</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Male</td>
<td>47</td>
<td>45</td>
<td>47</td>
<td>48</td>
<td>47</td>
<td>50</td>
<td>49</td>
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<tr>
<td>Female</td>
<td>53</td>
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<td>53</td>
<td>50</td>
<td>51</td>
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<tr>
<td>Age</td>
<td>%</td>
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<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
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<tr>
<td>15 – 24</td>
<td>16</td>
<td>16</td>
<td>19</td>
<td>16</td>
<td>17</td>
<td>18</td>
<td>17</td>
</tr>
<tr>
<td>25 – 49</td>
<td>46</td>
<td>47</td>
<td>40</td>
<td>43</td>
<td>47</td>
<td>48</td>
<td>47</td>
</tr>
<tr>
<td>50 – 64</td>
<td>21</td>
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<td>22</td>
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<tr>
<td>65+</td>
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<td>18</td>
<td>18</td>
<td>15</td>
<td>16</td>
</tr>
</tbody>
</table>
8. **Response Rate**

A total of 770 interviews were completed and the response rate was 44%.

TOTAL NUMBERS DRAWN FROM THE SAMPLE: 4795
- Ineligible respondents: 1,464
- Non contacts: 941
- Refusals: 979
- Disconnected numbers: 569
- Unable to participate: 72
- **Contacts:** 770

**Note:**

If a respondent did not meet the scope and coverage defined in the survey, or they did not fall within the required quota, they were classified as ineligible respondents.

If a household could not be contacted (three call back attempts i.e. a minimum of four call attempts were made to each selected household prior to replacement) or if the required person in the household was unavailable to be interviewed, they were classified as non-contacts.

If respondents were unwilling to participate they were classified as refusals. There was no distinction made between those eligible or not eligible to participate among this group.

Those unable to participate due to language barriers/illness were classified as unable to participate.

\[
\text{Response rate} = \frac{\text{eligible respondents (770)}}{\text{eligible respondents + refusals (1749)}}
\]
9. Questionnaire Development

The questionnaire was designed and pre-tested by AC Nielson in conjunction with Christchurch City Council.

The final version of the questionnaire was further refined by Opinions Market Research, in consultation with Christchurch City Council.

The questionnaire consisted of a screener, to eliminate ineligible respondents, followed by twelve sections encompassing a range of topics covering the main areas of Christchurch City Council’s service delivery.

The questionnaire in March 2007 was completely revised and therefore in only a few cases, could results be compared with 2005 and 2006. Even so, some of the relevant questions that could be compared had wording changes, which compromised direct comparisons with 2005 and 2006.
10. Reliability of the Survey Estimates

All surveys are subject to sampling error and non sampling error. Sampling error refers to the difference between the estimate derived from a sample, as opposed to the 'true' value that would result if a Census of the whole population were undertaken in the same conditions.

Sampling error is reduced as the size of the sample interviewed is increased. By employing random sampling techniques with quota sampling, sampling error is also reduced. In the case of this survey, the sample size (770 respondents) was chosen, to ensure an accuracy of 3% at the 90% confidence level. In addition, the sample was selected from randomised telephone listings provided by telecom, according to a quota, to ensure the sample was free of bias in terms of age, gender and geographic location.

Aside from sampling error associated with selecting a sample, a variety of non sampling errors can occur in surveys. Non sampling errors arise during the course of undertaking survey activities, and include factors such as poor questionnaire design, poor interviewing techniques, errors in data collection, errors in data processing and data analysis.

The following steps were taken to reduce the impact of non sampling error to ensure the reliability and validity of the information obtained from the survey:

- The questionnaire was designed by AC Nielson in conjunction with Christchurch City Council and piloted (pre-tested) prior to commencement of interviewing. This was done to ensure that problems with the intended survey questions were rectified prior to conducting the main survey study, to maximise the reliability and validity of the resulting survey data.

- The interviewers were thoroughly briefed prior to commencement of the survey, the briefing covered the following areas:
  
  - Background to the research;
  - Sampling methodology and application;
  - Questionnaire administration and completion;
  - Project quality control requirements; and
  - Interviewer time schedule requirements.

- To ensure the sample was not over-represented by people who tended to stay at home, interviewing was conducted in the weekday evenings and at the weekend.
• To reduce non-response bias, at least three call back attempts (i.e., a minimum of four call attempts) were made to each selected household prior to replacement. These call backs will be made at different times of the day and on different days of the week. In households where the eligible respondent refused or was unavailable, the household and respondent was replaced.

• A ten percent audit of each interviewer’s work was undertaken by the Research Supervisors to ensure the work was undertaken in accordance with instructions and achieved desired quality standards.

• A ten percent audit of the questionnaires entered was undertaken for accuracy. As a quality control process, data cleaning was completed prior to any audit or production of data tables. The total number of data items checked in the audit was 4,484 (59 data items by 76 questionnaires). There were no data entry errors found during the audit.

• The analysis in the report was peer reviewed and all figures checked for accuracy.
11. Questionnaire

**SCREENING AND QUOTA MANAGEMENT**

Q1a. Firstly, can I just check that you actually live in Christchurch City, which includes Banks Peninsula?

   Yes (CONTINUE)
   No (CLOSE WITH THANKS)

Q1b. Have you lived for at least the past 12 months in the Christchurch City Council area?

   Yes (CONTINUE)
   No (CLOSE WITH THANKS)

Q2. Which suburb of Christchurch do you live in?

   Suburb (CONTINUE)
   Refused (THANK AND CLOSE)
   Don’t know (THANK AND CLOSE)

Q3. WARD. DO NOT ASK, CODE FROM Q2.

   Burwood/Pegasus
   Heathcote/ Spreydon
   Fendalton/ Waimairi
   Papanui/ Shirley
   Ferrymead/ Hagley
   Riccarton/ Wigram
   Banks Peninsula

Q4. RECORD GENDER

   MALE ................. 1
   FEMALE .............. 2

Q5. Into which of the following age groups do you come? ..............................

   15 - 24
   25 - 49
   50 - 64
   65 years and over
   refused ...................... CLOSE

INTRODUCTION: This survey is one of several ways in which Council obtains feedback from residents about its performance. It is designed to provide feedback about how well Council is currently delivering services and a similar survey will be run again next year. Once every three years Council will be undertaking a survey to identify areas where it needs to make a greater effort and any areas that are becoming less important for the future.
In this survey I’m going to ask you to tell me how satisfied you are with some of the activities Council is involved with. In some cases you may feel you don’t know enough about the topic I’m asking you about to express an opinion, and that’s OK. There are no right and wrong answers, it’s your general impressions of what Council is currently doing that we are interested in.

Throughout this survey, we will be asking you to rate your satisfaction using a five-point scale. The categories are: very satisfied, satisfied, neither satisfied nor dissatisfied, dissatisfied and very dissatisfied.

### CULTURAL AND LEARNING SERVICES

**Q6.** First of all, I have a few questions about art galleries and libraries. In the last 12 months, have you……
- Visited the Christchurch Art Gallery
- Visited the Christchurch City Council central library on the corner of Gloucester St and Oxford Terrace
- Used the Christchurch City Council mobile library
- Visited any of the other Christchurch City Council community libraries
- Visited Our City O-Tautahi, this is Christchurch City Council’s original Municipal Chambers on the corner of Worcester Boulevard and Oxford Terrace

(DO NOT READ OUT) None of these
(DO NOT READ OUT) Don’t know

**Q7.** **IF NOT VISITED CHRISTCHURCH ART GALLERY IN LAST 12 MONTHS (NOT CODED AT Q6) READ OUT…..**Even though you may not have visited it recently, I’d like you to think about Christchurch Art Gallery, the exhibitions on display and the facilities provided. Overall how satisfied or dissatisfied are you with Christchurch Art Gallery? **READ OUT SCALE**

*IF VISITED CHRISTCHURCH ART GALLERY READ OUT……..**Thinking about Christchurch Art Gallery, the exhibitions on display and the facilities provided, overall, how satisfied or dissatisfied are you with the Christchurch Art Gallery? **READ OUT SCALE:**

- Very satisfied ..................................5
- Satisfied .......................................4
- Neither satisfied nor dissatisfied .........3
- Dissatisfied ...................................2
- Very dissatisfied .............................1

( DO NOT READ OUT) Don’t know/NA …6

**Q8.** **FOR EACH OTHER SERVICE VISITED AT Q6 ASK…..**Thinking about all aspects of the services provided at…**INSERT SERVICE.,** overall, how satisfied or dissatisfied are you with **INSERT SERVICE**
FOR EACH OTHER SERVICE NOT VISITED AT Q6 ASK…..Even though you may not have visited…INSERT SERVICE……recently, I’d like you to think about all aspects of the services provided there. Overall, how satisfied or dissatisfied are you with INSERT TEXT……?

Neither satisfied nor dissatisfied satisfied very satisfied very dissatisfied dissatisfied satisfied

The central library on the corner of Gloucester St and Oxford Tce

the Mobile library

Community libraries, excluding the Central library on the corner of Gloucester St and Oxford Tce, and excluding the Mobile library

Our City O-Tautahi, Christchurch City Council’s original Municipal Chambers on the corner of Worcester Boulevard and Oxford Terrace.

CITY DEVELOPMENT

Q9. Now on to a different topic. Council seeks to protect and conserve the city’s heritage, by protecting old buildings or sites from damage or loss. How satisfied or dissatisfied are you that the Council adequately recognizes and supports the protection and conservation of the City’s heritage?

Very satisfied ..........................................5
Satisfied ..................................................4
Neither satisfied nor dissatisfied .............3
Dissatisfied .............................................2
Very dissatisfied .......................................1
(DO NOT READ OUT) Don’t know/NA …6

Q10. In the last 12 months, Council has been undertaking a number of initiatives to revitalize the central city, which are intended to provide encouragement for people to return to the central city to live, and to enjoy and spend time in the heart of the city. These include things like the refurbishment of the City Mall and development of central city lanes such as Litchfield Lane and Poplar Lane. How satisfied or dissatisfied are you with Council’s activities in relation to…?

Neither satisfied nor dissatisfied satisfied very satisfied very dissatisfied dissatisfied satisfied

the look and feel of the central city

planning and managing for growth of the central city.............
COMMUNITY SUPPORT

Q11. Now I’d like to ask you about different ways in which Council provides support to the community. Which of the following types of community support provided by the Council were you aware of before I mentioned it?

- yes, aware
- not aware
- DK
- early learning centres
- community grants
- providing and maintaining affordable social housing

RECREATION AND LEISURE

Q12. Now I have some questions about recreation and leisure. Which of the following Council facilities have you used in the last 12 months?

- yes, used
- not used
- DK
- a Council swimming pool, either to swim, or as a spectator for aquatic activities
- a Council leisure centre
- Jade stadium, The Westpac Sport and Entertainment Complex, QEII Stadium (excluding the swimming pool)
- or Porritt Park

Q13. FOR EACH FACILITY USED AT Q12 ASK Q13, IF NONE USED SKIP TO Q14

Thinking now about all aspects of the services provided at these facilities, based on your overall impressions, how satisfied or dissatisfied are you with………..?

- neither satisfied nor dissatisfied
- very satisfied
- satisfied
- very dissatisfied
- dissatisfied
- dk/na

Council swimming pools

Council leisure centres


Q14 Council provides a range of community recreation programmes. This includes programmes like Learn to Swim, School holiday programmes and local festivals. Were you aware that Council provides these sorts of programmes before I mentioned it?

- yes
- no
- don’t know
Q15. Council supports a range of events and festivals, such as Classical Sparks, World Buskers Festival, Christmas in the Park and local community festivals such as the Aranui and Barrington community festivals. Were you aware that Council supports these types of events and festivals before I mentioned it?

yes  
no  
don’t know

Q16. Based on your overall impressions of these events and festivals, how satisfied or dissatisfied are you with them?

Very satisfied  
Satisfied  
Neither satisfied nor dissatisfied  
Dissatisfied  
Very dissatisfied  
Don’t know/NA

Q17. Council also provides support for sports activities. This includes grants and marketing support for sports organisations, bidding and funding to host international and national sports events, training for volunteers, and support for participation programmes. Were you aware of this before I mentioned it?

yes  
no  
don’t know.

PARKS AND OPEN SPACES

Q18. Now I have some questions about parks and open spaces. Which of the following have you visited in the last 12 months?

yes, visited  
not visited  
DK

The Botanic Gardens  
A local or district park – these are either smaller, local neighbourhood parks or parks with sports fields attached  
Larger reserves or open areas used for outdoor recreation such as Bottle Lake Forest or the Port Hills
Q19. Overall how satisfied or dissatisfied are you with…….? 

<table>
<thead>
<tr>
<th></th>
<th>very satisfied</th>
<th>satisfied</th>
<th>neither satisfied nor dissatisfied</th>
<th>very dissatisfied</th>
<th>dk/na</th>
</tr>
</thead>
</table>

The Botanic Gardens

Local or district parks

Larger reserves or open spaces used for outdoor recreation such as Bottle Lake Forest or the Port Hills

Q20. Now thinking about rivers, streams and waterways in Christchurch City, overall, how satisfied or dissatisfied are you with how well Council maintains the rivers, streams and waterways and their banks?

If asked which rivers and streams, say: All rivers, streams and waterways, including the Heathcote, Styx and Avon rivers.

Very satisfied
Satisfied
Neither satisfied nor dissatisfied
Dissatisfied
Very dissatisfied
(DO NOT READ OUT) Don’t know/NA

Q21. Thinking about the collection of stormwater, which is the run off resulting from rain, how satisfied or dissatisfied are you with the removal of stormwater in Christchurch?

Very satisfied
Satisfied
Neither satisfied nor dissatisfied
Dissatisfied
Very dissatisfied
(DO NOT READ OUT) Don’t know/NA
Q22. Now I’d like you to think about water supply in Christchurch. How satisfied or dissatisfied are you with……?

The taste of the water

The pressure of the water

Q23. Council is actively encouraging residents to use less water, especially during the summer months. Were you aware of this before I mentioned it?

yes
no
don’t know

Q24. How effective or ineffective do you think Council has been in actually encouraging residents to use less water during the summer? READ OUT SCALE.

Very effective
Effective
Neither effective nor ineffective
Ineffective
Very ineffective
Don’t know/NA

REFUSE MINIMISATION AND DISPOSAL

Q25. Now on to a different topic. How satisfied or dissatisfied are you with the rubbish collection service provided by Christchurch City Council?

Very satisfied
Satisfied
Neither satisfied nor dissatisfied
Dissatisfied
Very dissatisfied
(DO NOT READ OUT) Don’t know/NA
Q26. Council is encouraging recycling, to reduce the amount of solid waste material taken to its landfill sites. Were you aware of this before I mentioned it?

yes
no
don’t know

Q27. How effective or ineffective do you think Council is in actually encouraging residents to recycle? READ OUT SCALE.

Very effective
Effective
Neither effective nor ineffective
Ineffective
Very ineffective
(DO NOT READ OUT) Don’t know/NA

ECONOMIC DEVELOPMENT

Q28. Council is involved in a number of programmes designed to foster economic development in Christchurch city. These include programmes designed to increase the number of visitors to Christchurch, and to increase business growth and employment. Were you aware of this before I mentioned it?

yes ......................................................1
no ........................................................2
don’t know ...........................................6

REGULATORY SERVICES

Q29. Council bylaws are used to regulate activities in the community in relation to new buildings, changes to existing buildings, food safety, dog control and noise control. Council regulates these activities by issuing consents and licenses, undertaking regular inspections, and enforcing bylaws. Based on your overall impressions, how satisfied or dissatisfied are you that Council is…?

processing applications for resource consents and building permits in a timely manner

inspecting and enforcing resource consents and building permits

inspecting and enforcing food safety bylaws

ever satisfied very satisfied
nor satisfied nor dissatisfied
very satisfied dissatisfied
dk/na
Q30. Now I have a few questions about traffic and transport. How satisfied or dissatisfied are you with…?

<table>
<thead>
<tr>
<th>Traffic flow on the roads at peak times</th>
<th>saturated</th>
<th>very satisfied</th>
<th>neither satisfied nor dissatisfied</th>
<th>satisfied</th>
<th>very dissatisfied</th>
<th>dk/na</th>
</tr>
</thead>
<tbody>
<tr>
<td>traffic flow on the roads at off-peak times</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>the amount of off-street parking in the central city</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>the amount of off-street parking at shopping malls</td>
<td></td>
<td></td>
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<tr>
<td>lanes for bicycles on the road way</td>
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<tr>
<td>off-road cycle ways, including mountain bike trails walkways linking streets or suburbs, for example, access ways and shortcuts.............</td>
<td></td>
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<tr>
<td>pedestrian malls such as Cashel Street Mall or High Street Mall</td>
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</tr>
</tbody>
</table>

OVERALL SATISFACTION WITH COUNCIL SERVICES

Q31. I'd like you to think about all the dealings you've had with Christchurch City Council, all the things it has done over the last 12 months, and all the services and facilities that Christchurch City Council provides. How satisfied or dissatisfied would you say you are with the performance of Christchurch City Council in delivering its services over the last 12 months?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied
- Don't know/NA

THINGS DONE WELL AND OPPORTUNITIES FOR IMPROVEMENT

Q32. Often when we do these surveys, it’s the detailed things people tell us about what Council is doing well, and what it’s not doing quite so well, that provide the most powerful feedback.

Thinking about all the services we’ve talked about today, can you describe in as much detail as possible, the service you feel the Council is performing the best in delivering.
Q33. Of all the services we’ve talked about today, which is the service that you feel is most important for Council to improve over the next 12 months? Please describe in as much detail as possible, what you think Council should be doing to improve its performance in this area.

PROBE FULLY FOR REASONS IT IS IMPORTANT FOR COUNCIL TO IMPROVE IN THIS AREA.