



PALMERSTON NORTH  
COMMUNITY SERVICES COUNCIL  
Sharing strengths - empowering community

**Submission to the  
Productivity Commission  
Inquiry  
On More Effective Social  
Services**

**Submission to the Productivity Commission – More Effective Social Services  
From the Palmerston North Community Services Council (PNCSC)  
For and on behalf of the Palmerston North Community Sector.**

## **INTRODUCTION**

Palmerston North Community Services Council (PNCSC) welcomes this opportunity to make a submission to the Productivity Commission, both from our own perspective and as an advocate for the community sector of Palmerston North.

The Mission of PNCSC is ***"To take a lead role in facilitating the empowerment of community groups to participate in and contribute to the community and its wellbeing"***

### ***"Sharing Strengths, Empowering Community"***

PNCSC is an umbrella organisation for over 100 community groups across our city. For over 40 years we have worked to ensure that community organisations in Palmerston North get the support they need. We provide members with a range of services and development support, are a positive leadership and advocacy voice for the local community sector, and seek to identify common issues and coordinate a collaborative response. We work to understand the diverse needs of our members, including identifying gaps in capacity and skills to address challenges, and then providing training opportunities and comprehensive resources to address them. We are committed to upholding the principles of the Treaty of Waitangi, and developing and maintaining bi-cultural and multi-cultural partnerships in the community.

PNCSC's membership reflects the diverse range of social services identified in the Issues Paper. Some are large organisations holding a number of significant contracts to deliver social services for government. Many are much smaller, seeking funding from a multitude of sources including Gaming Trusts and Philanthropic Trusts as well as government contracts. Together the services they deliver support the majority of social outcomes identified in Figure 3 of the Issues Paper. All member organisations are affected by the matters discussed in the Issues Paper and want to deliver services that contribute to a safe, thriving and connected community although, as is to be expected, they hold a variety of views on the role of government in supporting these social services. In addition, not all are comfortable with using the discourse of the marketplace ('efficiency' and 'productivity') in relation to such services.

## **FORMAT OF SUBMISSION**

Rather than seek to make broad statements on behalf of our membership, the bulk of this submission contains responses to individual questions directly from organisations themselves. These responses were gathered following an open meeting on 4 November at which the Issues Paper was discussed.

Where appropriate, PNCSC also makes some general comments. This format:

- Reflects that PNCSC, like many small community organisations, lacks the organisational capacity to comprehensively respond to all the important issues raised by this review;
- Accommodates the diversity of views and priorities within our membership and wider community;
- Provides a safe way for our members to 'speak out' about issues that concern them;
- Allowed our members to contribute in a manageable way that reflected their lack of time and expertise.

## **GENERAL INTRODUCTION**

We very much appreciate that the Commission wishes to make recommendations that are grounded and workable, by initially developing a deeper understanding of the social services landscape, the organisations that influence social service provision, the diversity of services, service providers and client needs.

The irony of such a review into improving the efficient delivery of social services is that contributing to this submission required time away from their core service delivery by those most affected. Most small organisations with part-time/volunteer staff, who are already working to tight timeframes with high levels of reporting and bureaucracy and do not have time available to respond to the 56 questions in the timeframe allowed. A lack of response from such organisations by no means demonstrates that they are happy with the status quo, are not bothered or are unaffected.

In addition, the complexity of the contracting environment and the government sector means that while organisations often have a handle on how their own contracts work they do not necessarily know about, or understand, how all the different contracts with other organisations affect the sector as a whole. Even PNCSC as an umbrella organisation finds it difficult to properly comprehend the context in which we operate.

In preparing this submission we have had the opportunity to read the submissions of the following organisations: Barnados, ANCAD, Methodist Social Services, National Council of Women, and the South Waikato Social Services Collective. While we do not necessarily agree with everything they state we do support the general tenor of these submissions, and in particular that "one size does not fit all".

The social services sector is in crisis. This is our inescapable conclusion following the Palmerston North Social Wellbeing Forum in April 2014, a review of the national ComVoices State of the Sector survey and our own local State of the Sector forum in November 2014, together with the following responses to

your questions. The assumption that social services are generally ineffective is very concerning. As an organisation who takes particular interest in our members, we have seen amazing outcomes through service delivery, and the hard work and dedication that community workers contribute to society.

Access Manawatu	Environmental Network Manawatu
Association of Students at UCOL	Housing Advice Centre
Barnardos	Methodist Social Services
Brain Injury Association Central Districts Inc	Palmerston North Women's Health Collective
CanTeen	Parentline
Days for Girls	Rangitaane Iwi / Best Care Whakopai Hauora

## RESPONSES TO THE QUESTIONS:

### Q1: What are the most important social, economic and demographic trends that will change the social services landscape in New Zealand?

- ◆ *We have identified that refugees are bringing a change to the landscape of Palmerston North. There is a trend of loss of resilience amongst the low income sector. The level of need seems to be more embedded and more intense help is needed.*
- ◆ *We have an ageing population with people working longer, parents working (and so don't spend so much time with children), children increasingly in formal care arrangements, expectation around parenting has changed but there are enormous work pressures on parents.*
- ◆ *There is an increasing gap between rich and poor. New Zealand society would greatly benefit if its wealth can be shared more equably to ensure that the most vulnerable community members have adequate food, housing, support, etc. We are all interdependent and the country's leaders should acknowledge this by taking steps to close this gap, as has been actioned in other countries like Scandinavia where they are widely admired for their courage to work towards societal equality.*
- ◆ *The effect of most people working long hours and so don't have the time to volunteer. Most groups seem to struggle to find enough volunteers, however this might change as the baby boomers age and leave work.*
- ◆ *From an environmental and community resilience perspective, there is a concern about the impact of climate change upon the social service landscape. Climate change will certainly impact over time on the economic wellbeing of people, as changing weather patterns, extreme weather events (ie. Floods, erosion, droughts and severe winds) and sea level rise. There will be multiple economic, social and demographic impacts, including impacts upon the production and cost of food and other commodities, on insurance costs and on people living in coastal communities, especially in low lying areas such as Foxton and Himatangi Beach. The cost of petrol is likely to continue to increase over time, which will impact hardest upon those with the least discretionary income. It will also impact on social service providers who send people out into the community.*

### Q2: How important are volunteers to the provision of social services?

- ◆ *Social services wouldn't exist or be able to provide the level of support they do if it was not for volunteers.*
- ◆ *Crucial! Volunteers can only be well supported when a paid Manager is able to provide them with training, to be skilled at the work they are involved with and feel that they are a valued member of an organisation. There is always a need for a back-up plan for the turnaround of volunteers; staff retention is difficult because funding has not increased to the sector for a significant number of years, and the expectation is that community organisations do more with less.*

- ◇ *There is a tension between the increased deification of the volunteer and the expectation of increased professionalism and specialization among organisations, particularly those that receive significant government funding. Changing social trends mean volunteers are looking for meaningful experiences and cannot be relied upon to do the behind the scenes administration that allowed funds to be targeted at service delivery.*
- ◇ *There is the issue of volunteer Governance Boards, who are expected to understand complicated contracting and financial management processes, without the required training or support. Highly skilled governance Board members are in demand and can be hard to source as many are already over-committed.*

**Q3: What role do Iwi play in the funding and provision of social services and what further role could they play?**

- ◇ *Iwi have a vested interest in raising social outcomes, particularly for Maori as this in turn provides a stronger infrastructure for Iwi, hapu and whanau development. At this point in time many Iwi provide social services, be it formal or informal. In Palmerston North for example, an Iwi provider has recently teamed up with six other Maori health and social service providers to find better ways of delivering social services, with part of this process being the delivery of whanau ora (on the ground) to whanau within the Midcentral DHB region. Having more money towards the evaluation of delivery of whanau ora would be beneficial for Iwi, and other New Zealanders in need.*

**Q4: What contribution do social enterprises make to providing social services and improving social outcomes in New Zealand?**

- ◇ *The business of community organisations is to provide social services. Social Enterprise can take away resources from the core business of the provision of social services, and is a huge risk to organisations with little funds should it be unsuccessful. The dream would be that, if the money was of no issue, everyone would like to move towards social enterprise, but currently the best that can be managed is to come up with small scale ideas to raise money. There is also a concern about how social enterprise ventures relate to organisations' Trust Deeds/Constitutions, as there is a risk that they may have Charitable Status taken away if the rules are not followed appropriately.*
- ◇ *The concept of social enterprise is not necessarily well understood across the sector. While many new community organisations may be set up using a 'true' social enterprise model, others within the sector often consider having an opportunity shop to supplement their income to be an example of social enterprise. While a social enterprise model may better assure of the long term financial viability of some social service delivery, not all social services can necessarily be monetized in this way.*

**Q5: What are the opportunities for, or barriers to, social services partnerships between private business, not-for-profit social service providers and government?**

- ◇ *This could be a huge positive opportunity for both sectors. What seems to stop this process is purse strings, politics and self-preservation.*
- ◇ *The majority of businesses do not understand the complexity of funding in the social service sector. Relationships with businesses/government can work well, but it is also acknowledged that it can bring with it restrictions on how a community group operates its services. There can be taxable implications, conflicts of interest, and the requirement to meet Charity status. For this to happen, the goal and vision needs to be aligned.*
- ◇ *If Not-For-Profits partner up with private businesses, it can bring problems of being able to plan. For example, how long can they commit for (1 year/3 years)? If only 1 year how does the organisation plan properly? Another issue is that the government seems to be reducing services, meaning that Not-For-Profits have to pick up the pieces. There is a danger that if Not-For-Profits partner with private businesses then it is seen as the way it should be and government has no obligation to assist.*

**Q6: What scope is there for increased private investment to fund social services? What approaches would encourage more private investment?**

- ◇ *There would have to be huge incentives for this to happen, eg. Tax breaks. Would have to grow social conscience in a big way.*

**Q7: What capabilities and services are Maori providers better able to provide?**

- ◇ *Most Maori providers have access to a diverse range of community based services and infrastructure. Maori providers also tend to be embedded into their community, which allows them to easily navigate some of the more 'hard to reach' individuals. Maori providers can be more flexible than other mainstream services in their delivery.*
- ◇ *Possibly better able to provide services for Maori, but sometimes Maori choose to visit a non-Maori service. Maori within mainstream services also attract more Maori clientele.*

**Q8: Why are private For-Profit providers significantly involved in providing some types of social services and not others?**

- ◇ *Some private For-Profit providers do contract some services because they see the potential for profit, are able to create profit in those areas and do not remunerate staff well. Increasingly, the state's assessment of proposals is based on a business model therefore increasing For-Profit providers are being awarded contracts.*
- ◇ *Some organisations have found that there has been a decline in reporting. There seems to have been huge resources put into government departments with regard to "consulting with agencies", but very little money put into the coal face.*

- ◇ *Essentially, no one set of ideologies can prioritise all areas of need. Just as individuals prioritise their efforts to causes that affect them, so businesses do the same. For-Profit providers are limited by the requirement to create a profit; so when they do increase their services it will be into another area where a profit is guaranteed. Also, by focusing their attentions on one or a few particular services, the For-Profit sector can increase their profile, increase the expectations for the area and potentially expand – creating more profit.*

**Q9: How successful have recent government initiatives been in improving commissioning and purchasing of social services? What have been the drivers of success, or the barriers to success, of these initiatives?**

- ◇ *The expectations of community groups are unrealistic.*
- ◇ *Community groups have experienced mixed levels of success with government initiatives. It has been difficult to get any increase in contract funding, however ‘new initiatives’ funding gives an opportunity to identify where community organisations need to go, and what needs to be applied to get there.*
- ◇ *The GETS service appears to produce some interesting decisions that are puzzling to many social service providers. Larger organisations have staff responsible for acquiring funding, whereas smaller organisations have staff who are not specialized in this area, giving the larger organisations an advantage, even if they may not be the best and most connected service to the community in which the service is to be delivered.*
- ◇ *Whanau ora is successful as it has allowed the collaboration of seven Maori Health and social service providers, aligning service provision and concentrating resources which means better, quicker and more convenient services for whanau. The key drivers have been Maori Leadership on the alliance model and the provision of a whanau centric model of service “Te Ara Whanauora”. Barriers to success include ... lack of understanding amongst key government partners of whanau ora delivery; gate keeping and suspicion of new ways of doing things, and lack of investment.*

**Q10: Are there other innovations in commissioning and contracting in New Zealand that the Commission should explore? What lessons could the Commission draw from these innovations?**

- ◇ *Some commissioning and contracting processes appear to be creating hierarchies within the NGO sector, eg. Whanau Ora and ACC, with suppliers as an additional layer to prior systems. This creates more levels of accountability and expense for NGO’s who require funding.*

**Q13: Where and when have attempts to integrate services been successful or unsuccessful? Why?**

- ◇ *Refugee Services have recently become integrated with the Red Cross. With the changes to the Refugee Program contract with MBIE, every Resettlement Area are now responsible for local orientation programs to every newly arrived former Refugee age 18-65 years old. This Orientation*



*program is delivered in Manawatu over 6 sessions (6 times per year) covering Health, Housing, Financial Literacy, Keeping safe in NZ, Community Support and Strong Families. This program is delivered in collaboration with other Service Providers within Palmerston North.*

*Social Workers within the Organization work with families for the first 6-12 months of their resettlement and then refer families to other Service Providers e.g. CAB. This service deliver excellent information regarding Immigration advice, information about other services available and assist families with their integration within the wider Community.*

**Q14: What needs to happen for further attempts at service integration to be credible with providers?**

- ◆ *In the current environment we have very complicated silo systems, meaning that individuals have to navigate a myriad of service providers and support services, having to repeat themselves; a time consuming, frustrating and exhaustive process. Through integration of services this has the potential to improve the problem. Using a Collective Impact approach, cross-sector alignment would occur, with government and corporations being essential partners. It would also have a positive impact on measurements and outcomes. Getting to the point of implementing service integration is the challenge, with the time constraints put on organisations to consider anything apart from service delivery. Also, people often get confused between ‘partnering, collaborating and integrating’. There are also challenges to face with any of these arrangements (ie. Competition, commitment and control).*

**Q15: Which social services are best suited to client-directed budgets? What would be the benefit of client-directed budgets over existing models of service delivery? What steps would move the service in this direction?**

- ◆ *Best suited are the sectors where clients can easily make good choices about their wellbeing (eg. A person with a disability knows what they need). Client-directed budgets are a positive thing, as it’s empowering and clients can make their own choices. Where there is only one option, or very limited options in service providers, this might not hold any value and could lead to more providers providing to smaller client numbers, making services fragmented and everyone doing lots of things and not doing anything ‘well’. Who determines the client budget? These types of funding require assessment and allocation services (eg. NASC’s,) which add cost to delivery. Some providers with client specific budgets hold funding and don’t pass this on to other services brought in to complete the package of support required.*

**Q16: Which social services do not lend themselves to client-directed budgets? What risks do client-directed budgets create? How could these risks be managed?**

- ◆ *If clients cannot manage budgets, then funding might be spent and needs not met. Clients may choose services that have feel-good effects and instant gratification, but effect no change in clients’ lives or the change not in the best interests of children.*
- ◆ *Over spending*

**Q17: What examples are there of contract specifications that make culturally appropriate delivery easy or more difficult?**

- ◇ *Reporting on how organisations deliver in culturally appropriate ways is easy enough. It's impractical to specify that a certain percentage of people engaging should be of a specific ethnicity but important to ensure that the needs of any ethnic percentage are met.*

**Q18: How could the views of clients and their families be better included in the design and delivery of social services?**

- ◇ *Clients and family's views could be collected via research, social media, focus groups and feedback (client evaluation of services). To a large degree, clients choose what services they access and the service deliverers take on that feedback to adapt their services to better meet the need. There needs to be consistent engagement with the client and their service provider in their own community.*
- ◇ *Currently our organisation has a good system of its clients/membership, who have input into Strategic Planning for the agency both locally and nationally. This is done with Committees, Member Advisory Boards and also having members on the Board.*
- ◇ *The clients of many social services may face barriers to contributing to conventional consultation and feedback processes. These barriers may be practical such as illiteracy, English as a second language, social isolation and lack of transport or computer access. They may also take the form of distrust in government and authority, previous experience of being ignored and a feeling of stigma or shame at discussing what are often sensitive issues. This means that the government and providers need to go to where the clients are, literally and metaphorically, when designing or evaluating services. They also need to be responsive, as word of mouth of an unsatisfactory experience of a service can spread fast. This may require a timely review of contractual terms.*

**Q19: Are there examples of service delivery decisions that are best made locally? Or centrally? What are the consequences of not making decisions at the appropriate level?**

- ◇ *The demographics and social service landscape of one location can vary greatly from another. This can greatly influence not only the need or demand for a particular service but how, and if, it will be accessed. Barriers to clients' accessing services can vary greatly. These may include the reputation of the contracted provided, their location, transportation costs and linkages with other providers. These need to be established at the outset to ensure that local providers are appropriately chosen, funded and held accountable for performance.*
- ◇ *The role of Councils is not addressed in the report. Regardless of the position taken on the appropriateness of local government involvement in the delivery of social services, Councils contain significant resources and contacts to assist with establishing such local knowledge. There is scope for central government to better tap this knowledge to better inform contracting decisions.*

- ◆ *Local umbrella organisations, such as PNCSC, remain valuable ways that government can ensure that local consultation takes place and decisions are made at the appropriate level.*
- ◆ *Not all organisations have national bodies and even those that do, do not provide the same services in all geographical locations. If a decision is made centrally, the information that decision makers have may not be accurate regarding the quality and ability of a service to effect change.*
- ◆ *A consequence would be miscommunication (ie. The left hand not knowing what the right hand is doing)*

**Q22: What is the experience of providers and purchasing agencies with high-trust contracts? Under what circumstances are more relational contracts most likely to be successful or unsuccessful? Why?**

- ◆ *Ministry of Social Development Capability Investment Resource (CIR) round 1 & 2 funding was good, however it was inflexible in how it was used. This is a good example of money not well spent because of this inflexibility and lack of forethought by funders as to what organisations' needs would be and what would be required to achieve the best outcomes.*

**Q25: What are the opportunities for and barriers to using information technology and data to improve the efficiency and effectiveness of social service delivery?**

- ◆ *For community organisations it may be said there are two digital divides. The first is between 'the haves' and 'the have nots' among their clients. While a significant number of clients lack computer and or internet access, an ever increasing number also expect to access services or at least information about services online. This brings us to the second digital divide, between organisations who have the resources to develop and maintain an effective IT infrastructure and those who do not. In general, community organisations struggle to access the funding to build adequate and responsive client management systems, websites and reporting systems that will allow them to deliver the more professional, visible and accountable social services that government agencies are now seeking.*
- ◆ *PNCSC are currently working on a project with Palmerston North City Council to survey and develop solutions to IT and how it affects community organisations. Questions being asked are broken into 3 categories – procurement, training, maintenance/upgrades.*
- ◆ *We have to be careful that analysis is broad and includes all causative factors. So much of what we do can only be measured in the context of the clients' lives. Data analysis doesn't really capture some of the important change and what a service captures is often very short term, whereas change is that peoples' lives can be identified most accurately over long periods of time, eg. The outcomes of changes in parenting practices aren't seen until the next generation. However, technology can be utilized to improve and make efficient work processes.*
- ◆ *Lack of money and expertise.*

**Q34: For what services is it most important to provide a relatively seamless transition for clients between providers?**

◇ *All services that are aiding the client through life (eg. Health, work, etc).*

**Q36: What are the most important benefits of provider diversity? For which services is provider diversity greatest or most limited? What are the implications for the quality and effectiveness of services?**

◇ *There is more of an opportunity for clients to have a choice. We don't all want to go to the same supermarket, so why should clients be expected to all go to the same provider. Different services often come from a different cultural perspective which is important for the client.*

◇ *Also, providers can offer a different level of service, eg. Some budgeting services offer a budgeting service where you can obtain advice on how to manage your own budget and yet there are other budget services that will actually take over your finances and manage them for you whilst resourcing you to take back the financial management of your finances at a later date. Both have advantages and are necessary in different circumstances.*

◇ *Some services, such as prisoner's rehabilitation services, are limited by the choice of providers and are only funded for certain areas or certain people, eg. Those who haven't been in prison for a certain length of time or the age of the prisoner. This can mean that some clients miss out on the service because they do not fit the criteria that the organisation receives funding for. This means additional screening of clients to assess whether they are eligible for the service.*

◇ *Provider diversity brings about empowerment and choice. In any sector, when this is taken away it disempowers the client.*

**Q38: Do government agencies engage with the appropriate people when they are commissioning a service?**

◇ *Not always. They often just engage with the big players who do not make up the majority of social service providers. There needs to be a mix of different size service providers.*

**Q39: Are commissioning agencies making the best choices between working with providers specializing in services to particular groups, or specifying cultural competence as a general contractual requirement?**

◇ *The positive side for the government is that they often get the service at the cheapest financial outlay. The negative side is that only providers who are geared up to engage in the contract service have the opportunity. Sometimes the contract is given to providers who are large, but not local. Often local providers have a more holistic approach to working with the clients and are knowledgeable, and also what other local organisations can do to help a client.*

**Q41: Which types of services have outcomes that are practical to observe and can be reliably attributed to the service?**

- ◆ *Where the organisation is responsible for being part of the end-user's journey, outcomes can be easily measured. Where organisations provide resources or advice where they can be used by the general public or other organisations to help their clients, actual outcomes can be quite hard to manage, eg. If a client goes to a service to get help with making contact with a landlord to tenant a property, once the appointment has been set up they have no idea whether they are successful in getting that property.*
- ◆ *In contrast, a member of the public may not even need to directly interact with a particular social service in order to benefit from it. This is particularly true of advisory type services as a previous client may transmit advice or information to another, who then makes a better decision. Others may feel comfortable taking a stand against another to ensure their safety or rights because they know that they can get help or assistance if required, this may be through provision of a safe house, legal advice or housing support.*

**Q47: Does the commissioning and purchasing system encourage bottom-up experimentation? Does the system reinforce successful approaches and encourage reform of less successful ones?**

- ◆ *There does seem to be funding available for a new and different approach, but it also appears to be at the expense of existing service funding. One particular organisation commented that their traditional contract has been on more of a grant funding type of arrangement, on a numbers basis, and this approach does not measure success or failure.*

**Q50: What are the benefits, costs and risks associated with using data to inform the development of social service programmes? How could the risks be managed?**

- ◆ *Capturing data can take years. Who would develop this, and how do you know you have all the boxes ticked for what you are trying to achieve.*

**Q51: How do the organisational culture and leadership of government agencies affect the adoption of improved ways of commissioning and contracting? In what service areas is the impact of culture and leadership most evident?**

- ◆ *Linked to the changing landscape of community organisations is, an increasing expectation of and culture of, professionalism. In public/private funding arrangements there are higher standards of accountability with more emphasis on planning and transparency. This makes organisations increasingly risk adverse, particularly the vast majority with insecure funding. Groups do not want to be associated with failure. Whilst entrepreneurs are allowed to fail, community organisations are expected to get it right all the time.*
- ◆ *With regard to clients and organisations, in order to thrive they need to be able to plan for the future, for themselves and their staff. To do this they need clear and certain rules/priorities,*

realistic and achievable expectations and wider public understanding and buy in of the system they are operating in, so that public expectations are realistic. As noted previously, the current social services landscape is complex and appears to be in constant flux.

- ◆ Government agency culture and leadership has a huge impact in commissioning and contracting. This is evident with the current 'business model' approach, focusing on achieving outcomes by decreasing social service expenditure through various fiscal measures to encourage less welfare dependence. This compares to the 'welfare model' approach adopted by some previous governments with the focus on improving individual and therefore community welfare through a more holistic approach to each person's situation and needs. This is evident presently in the business-like systems and processes of government agencies and the decrease in NGO 'grassroots' funding in favour of funding that supports NGO's that behave similarly to the present government agencies.

**Q53: What institutional arrangements or organisational features help or hinder the uptake and success of innovative approaches to service delivery?**

- ◆ *The different ways an organisation is funded means that there can be an adhoc approach to funding and service delivery. Funding and service delivery often fit like a jigsaw, and if you lose a piece of the puzzle there is a gap which can make the service delivery sporadic in the way it meets clients' needs.*
- ◆ *Contract stipulations can be tight and a new need might not be able to be accommodated because of this. Inability of advisors to tweak/amend contracts. A lot of things still have to be done the same old way and the tight contract for specific outcomes.*
- ◆ *Need a visionary and someone to be able to think outside the box.*

**Q55: Are there important issues for the effective commissioning and contracting of social services that will be missed as a result of the Commission's selection of case studies?**

**Q56: Are you willing to meet with the Commission? Can you suggest other interested parties with whom the Commission should consult?**

- ◆ *Absolutely! Combined with Q55, a more robust, consistent and informal consultation with the sector would be useful, as well as drawing on existing current resources, such as Palmerston North's Social Wellbeing Forum 2014 Report.*