A picture containing food, fruit

Description automatically generated

|  |
| --- |
| 54 Centre Avenue West  Altona, MB  R0G 0B2 |
| Pandemic Planning Document |
| Business Continuity Plan |
|  |
|  |
| The Pandemic Planning Document outlines how our Centre will be prepared for a potential pandemic influenza. The main consequence of a pandemic influenza would be a large number of people being ill at the same time, which could decrease the number of staff working at our Centre and reduce the level of service provided. |

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## 1. Identification of the Child Care Facility

|  |  |  |
| --- | --- | --- |
| Facility Name | Address | Facility Number |
| Kiddie Sunshine Centre Inc. | 54 Centre Ave W  Altona, MB R0G 0B2 | 1079 |

## 2. Pandemic Plan

|  |  |
| --- | --- |
| Date Developed | March 19, 2020 |
| Date of Board Approval | March 30, 2020 |
| Dates of Update | September 18, 2020 |

During a pandemic, the Centre will follow the directions from the Government and Public Health Officials.

## 3. Pandemic Planning Committee

|  |  |  |
| --- | --- | --- |
| Name | Position | Specific Responsibilities |
| Patricia Klassen | Director | * Centre administration (finances, personnel) * Communication with families, Board of Directors, Childcare Coordinator |
| Dolores Deppe | Assistant Director | * Providing support to the Director and staff * Assist with Centre administration |
| Lilli Hagin | ECE II | * Representing staff |
| Laura Wiebe  Jenna Book | Board of Directors | * Support and/or lead the Director * Represent the Board of Directors |

## 4. Team Leader for Pandemic Planning

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Team Leader** | | | | |
| Name | Position | Office # | Cell # | Email |
| *Patricia Klassen* | *Director* | *204-324-5369* | *204-324-1681* | [*kscdirector19@gmail.com*](mailto:kscdirector19@gmail.com) |
| **Designated Alternate #1** | | | | |
| Name |  | Office # | Cell # | Email |
| *Dolores Deppe* | *Assistant Director* | *204-324-5369* | *204-324-3131* | [*depped2241@gmail.com*](mailto:depped2241@gmail.com) |
| **Designated Alternate #2** | | | | |
| Name |  | Office # | Cell # | Email |
| *Laura Wiebe* | *Board Chair* | *204-324-0252* | *204-216-0903* | [*laura.a.wiebe@gmail.com*](mailto:laura.a.wiebe@gmail.com) |

### 4.1. Team Leader’s Responsibilities

|  |
| --- |
| * coordinate the development of the Pandemic Plan. |
| **In an emergency situation:** |
| * ensure the health, safety and well-being of children and staff |
| * coordinate all aspects of the emergency situation on behalf of the childcare facility * make all necessary decisions in the event of an emergency * report all necessary decisions to the Board of Directors (if applicable) |
| * coordinate the continuation of critical services and management of the facility |
| * make sure information is communicated in a timely manner to staff, parents and the board |
| * make sure the childcare coordinator for your area is kept informed, and any other government officials as required |
| * make sure that all the necessary measures are taken to reduce and manage the impact of the emergency situation |
| * make sure that staff members are familiar with their responsibilities and know how to respond in an emergency |
| * manage staff absenteeism and ensure sufficient staffing to meet required staff – child ratios and other critical services |
| * authorize and track necessary expenses to deal with the emergency situation |
| * assess the emergency’s impact on the continuation of operations and services |

## 5. Prevention & Routine Health Practices

Kiddie Sunshine Centre will follow all Public Health advisories with respect to prevention and control of infection. Employees will be taught and expected to follow all basic infection control practices (Reference: Infection Control Guidelines for Early Learning and Child Care Facilities).

The Centre will promote the following practices to staff and children:

* Frequent hand hygiene which includes hand washing and/or the use of hand sanitizers (staff and parents only). This is the single most important practice to reduce the transmission of infectious agents.
* Cough etiquette which includes covering your cough or sneeze, discarding tissues in waste baskets and practicing hand hygiene after. If no tissues are available, cough into your upper sleeve.
* Staying at home and avoiding crowds if ill or not feeling well and seeking medical attention or calling Health Links as necessary.
* Staff will teach and observe children to ensure basic infection control practices.
* Staff will implement a “Health” Curriculum including posters, books, and songs about health, diet and exercise.
* Cleaning and Sanitizing schedules will be in place and posted.
* Healthy routine practices poster will be posted (hand washing, diapering, sanitizing).
* Staff and children will be washing their hands upon arrival at the centre.
* Activities such as baking, cooking and children helping with snack will be suspended.
* Children and staff will play outdoors as much as possible.

### 5.1. Environmental Cleaning

The Centre will develop a cleaning and sanitizing schedule for high touch surfaces such as:

* Toys (plastic and wood), children’s books
* Computer keyboards, mouse, telephones, shelves, lockers, doorbells, door handles, light switches, faucet handles, handles of strollers and wagons, cupboard handles
* sinks, faucets, toilets, washrooms
* other common surfaces such as playground gate, countertops, tables, chairs, microwave, fridge, garbage can and diaper pail lids

Play-dough, sand, water play, stuffed animals and dress-up clothes won’t be provided during a pandemic.

The Centre Director/designated alternate will monitor and implement adjustments to maintenance (sanitizing and cleaning) during a pandemic.

### 6. Exclusion and Illness Protocol

Any child/staff who exhibits the following symptoms of influenza like illness will be excluded for the duration of the illness.

* FEVER (which is a temperature above 38℃ (100.4℉) measured rectally or by ear, above 37.7℃ (99.1℉) measured in the armpit, 37.5℃(99.5℉) measured by mouth.
* NEW COUGH

Fever and cough are often accompanied by one or more of the following:

* aching muscles and joints
* headache
* severe weakness and fatigue
* sore throat
* runny nose
* Children can have additional gastrointestinal symptoms such as nausea, vomiting and diarrhea, but these symptoms are uncommon in adults.

It is important to determine if these symptoms are related to a new infection or if they are related to a pre-existing condition, such as allergies.

**Symptoms of COVID-19**

Those who are infected with COVID-19 may have little or no symptoms. You may not know you have symptoms of COVID-19 because they are similar to a cold or flu.

Symptoms may take up to 14 days to appear after exposure to COVID-19. This is the longest known infectious period for this disease.

COVID-19 symptoms have included:

* Fever
* Cough
* Difficulty breathing
* Pneumonia in both lungs

### 6.1. Illness Exclusion Policy for Children

Parents/guardians are expected to monitor the health of their children for symptoms of influenza like illness at home. Parents will advise childcare staff of any influenza like illnesses in family members residing in the same home.

The Centre may conduct a health screening prior to admitting any child to the program (see form in appendix 3).

The childcare staff will monitor the health of the children throughout the day and immediately isolate children who become ill with influenza like illness.

Children will be isolated in the cot/storage area and supervised by an employee.

Every effort will be made to ensure pregnant employees do not care for children in isolation.

Parents/guardians will be expected to pick up or arrange for pick up for their child within 30 minutes of being contacted.

Children may return to the childcare centre once they are symptom free, without any fever reducing medications, and can fully participate in all routines and activities.

Parents with influenza like illness are expected to arrange for an alternate adult to drop off and pick up their child.

### 6.2. Illness Exclusion Policy for Childcare Staff

Employees are expected to monitor their own health for symptoms of influenza like illness. Staff will advise the director of any influenza like illnesses in family members residing in the same home.

Employees who will be absent due to illness will contact the Centre Director/designate alternate to report their absence and will disclose any symptoms that are flu related.

Employees who develop any signs of influenza like illness during work hours must report immediately to the Centre Director/alternated designate. Employees will be isolated in the staff room until they leave the centre.

Employees who observe any signs of influenza like illness in co-workers must report immediately to the director.

Staff may return to the childcare centre once they are symptom free, without any fever reducing medications.

### 7. Closure

The Board of Directors and Centre Director/designated alternate will make every effort to keep the Centre open without compromising the health, safety, and wellbeing of children and adults.

However, the Centre will close if:

* the Centre Director/designated alternate, in consultation with the Pandemic Planning Committee and the Child Care Coordinator/designated alternate representative from the licensing authority, decide that the program cannot operate in compliance with the license issued by Manitoba Families - Manitoba Early Learning & Child Care.
* **OR** if the Centre Director/designated alternate, in consultation with the Pandemic Planning Committee and Child Care Coordinator/designated alternate representative from the licensing authority, decide they are not confident the organization can ensure the health, safety, and wellbeing of the children and adults.
* **OR** if management staff are unavailable to perform critical services and functions and no qualified alternate can be appointed.
* **OR** if ordered to do so by local authorities.

Parents will be informed that once closed, the centre may remain closed until the centre receives approval from local authorities to re-open and/or the majority of employees are able to resume duties.

The centre may re-open on a staggered basis as staff recover.

The Centre Director/designated alternate will continue the essential tasks required to maintain the organization, to monitor the situation, and implement plans to transition to resume regular business operations as soon as possible.

### 8. Operating for Front Line Workers during Centre Closure

The Centre Director/designated alternate and Board of Directors will consider continues operation, caring for children of parents that work in essential services. The decision to do so will be based on staff availability and recommendations from the Childcare Coordinator. Parents/guardians will be asked to put their name on a list (self-declaration form) if they are working in essential services and needing childcare during a pandemic related Centre closure.

If the Centre offers childcare during the general Centre closure the following rules apply:

* Keeping group sizes to a maximum of 8 children.
* Asking parents/guardians to drop off and pick up their child/ren at the door, staying 6 feet apart from staff.
* Strictly following all prevention and routine health practices (Reference: Infection Control Guidelines for Early Learning and Child Care Facilities).
* Parents/guardians will ensure the Centre can contact them/alternate contacts at all times.
* The Centre has the right to discontinue childcare service at any time if the Centre can no longer comply with the regulation of staff: child ratio.

### 9. Finances

In order to ensure the ongoing financial viability of the childcare Centre:

* The regular fee payment policies during children’s absences will apply unless otherwise advised by Manitoba Early Learning & Child Care.
* The regular fee payment policies may be waived during centre closure.
* The Centre expects the Government of Manitoba to continue regular operating grant, inclusion support payments and subsidy payments.
* The Centre will establish a business continuity fund and identify a reasonable amount required to cover additional expenses that may arise (e.g. staffing cost, additional substitute cost, janitorial service, supply cost).
* The Centre Director/designated alternate will keep track of additional expenses incurred by pandemic preparedness and business continuity procedures.

### 

### 10. Business Continuity

The Centre Director/designate alternate will identify critical services that must continue to be delivered to ensure organizational survival and meet legal or other contractual obligations.

The Centre Director/designate alternate will develop an Operations Manual which describes their own essential tasks and:

* Prepare written instructions to guide designate alternates,
* Document the location of key information, equipment, and means of access (passwords),
* Document contact information for essential people or organizations on who the Centre depends.

The Centre Director/designate alternate will identify which additional employees develop a business continuity plan for their specific job/role (e.g. room supervisor, inclusion worker).

Business continuity plans for each employee will be kept in the designated space and will be kept current by each employee.

### 10.1. Critical Services or Functions (that must be continued)

|  |  |  |
| --- | --- | --- |
| **Name/Position** | **Details of Service or Function** | **Staff for reassignment** |
| Patricia Klassen  Director | Compliance with Child Care Regulations to ensure heath, safety and well-being of children  Pandemic planning | Dolores Deppe  Assistant Director,  Lenda Letkeman  ECE II |
| Patricia Klassen  Director | Facility report, ISP staff grant, Subsidy  Enrolment - Waitlist | Dolores Deppe  Assistant Director |
| Patricia Klassen  Director | Enter payroll  Benefits, Pension, MCCA membership |  |
| Patricia Klassen  Director | Parent billing  Invoicing/Receipting |  |
| Patricia Klassen  Director | Cheque Signing  Online Banking  Deposits |  |
| Patricia Klassen  Director | Accounts Payable |  |
| Patricia Klassen  Director | Liability Insurance |  |
| Patricia Klassen  Director | Scheduling staff and substitutes | Dolores Deppe  Assistant Director |
| Patricia Klassen  Director | Prepare child schedules to meet ratio  contact parents if schedules need to change | Dolores Deppe  Assistant Director,  Lenda Letkeman  ECE II |
| Patricia Klassen  Director | Report to and consult with pandemic team if 10% of children/staff are absent due to illness | Dolores Deppe  Assistant Director |
| Patricia Klassen  Director | Report to Child Care Coordinator (Angela Wall, 204 822-2868) any suspected cases | Dolores Deppe  Assistant Director,  Lenda Letkeman  ECE II |
| Patricia Klassen  Director | Communicate with parents regards changes to service/ alternate care etc.  Call parents if children are sick | Lenda Letkeman  ECE II |
| Patricia Klassen  Director | Order supplies& groceries | Dolores Deppe  Assistant Director,  Lenda Letkeman  ECE II |
| Patricia Klassen  Director | Orientation of substitutes (explaining routines such as food preparation, sanitizing, diapering) | Dolores Deppe  Assistant Director,  Lenda Letkeman  ECE II |
| Patricia Klassen  Director | Make changes to fobs/centre access for staff outside operating hours |  |
| Patricia Klassen  Director | Parent relations/communication | Dolores Deppe  Assistant Director,  Lenda Letkeman  ECE II |

Critical services and functions are those that, if discontinued even for a very brief time, could have serious consequences for children, parents and staff and the effective operation of the childcare facility.

### 10.2. Non-critical Services or Functions (that could be discontinued or changed)

Non-critical services or functions may have a variety of activities associated with them. Some or all of the activities may be discontinued or changed during a pandemic, freeing up staff to perform critical services or functions.

|  |  |
| --- | --- |
| **DISCONTINUE** | **CHANGE** |
| Program planning time for staff | Include inclusion worker into staffing ratio |
| New registrations - orientation | Determining a priority list for childcare service (who can keep children home or has alternative care options) |
| Before and/or after school care for school age children | Altering hours of operation |
| Nursery School Program | Modify snack menus (use canned and frozen products) |
| Scholastic orders | Use paper plates/cups to avoid dishes |
| Hot Lunch Program | Staff break times (reduce to 1/2-hour lunch) |

### 11. Staff Reassignment and Substitutes

During a pandemic, staff absenteeism could be significant, and it may be necessary to identify and use additional substitutes to maintain critical services and continue operation of our childcare facility.

### 11.1. Reassignment

* Part time employees will be asked to increase their hours to fill in for absent staff.
* Trained staff will have to combine groups to support untrained staff.

### 11.2. Substitutes

* All substitutes must submit an application for classification as a childcare worker.
* All substitutes must provide a Criminal Record Check and Child Abuse Registry Check.
* Substitutes will receive an orientation to the Centre, including behaviour management and emergency procedures.

### 11.3. Potential Substitutes

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name and Contact information** | **Classification** | **Criminal Record Check** | **Child Abuse Registry Check** | **Substitute Orientation** |
| Lora Dyck | **x** CCA  ECE  Requested | **x** Completed  Waiting | **x** Completed  Waiting | **x** Completed  Not Completed |
| Helene Wegner | CCA  **x**ECE  Requested | **x** Completed  Waiting | **x** Completed  Waiting | **x** Completed  Not Completed |

### 12. Balancing Ratio of Staff and Children

Based on information gathered during previous pandemic events it is estimated that absenteeism rates could reach 35% over the course of a pandemic:

It is recognized that changes and adjustments will be required on an hour to hour or day to day basis at the height of a flu/virus pandemic. The centre will designate an employee with the responsibility for planning and communicating with parents and staff.

If the centre would have a reduced number of staff available due to illness the following adjustments may be taken in order to continue to meet the staff: child ratio regulation:

* Changing the hours of operation to 8 hours/day (e.g. 9:00 a.m. to 5:00 p.m.),
* Offering parents alternating days of care,
* Combining groups of children,
* Reducing enrollment on a day to day basis by cancelling one or more nursery school classes, asking those who use childcare for the purpose of socialization to keep their children home, asking those who have alternate arrangements available to care for their children to use that source of help.
* Increasing staff work hours and pay overtime.

### 14. Personnel

Employee absences (vacation, professional development) for non-health reasons will be cancelled if employees are needed to cover for absent employees.

The Centre will strive to continue wages and benefits to regular full time and part time employees for as long as financially feasible for the organization, once accrued sick time, and vacation time has been depleted, or as directed by the MELCC.

Employees who are ill, or care for sick family members who reside with them may use their sick time, banked time and vacation time or apply for short term disability if applicable.

If the Centre closes, employees may be temporarily laid off and those eligible can apply for EI benefits unless other financial support will be provided through the government.

Employees will likely have to absorb some alternate job duties and will likely relinquish some job responsibilities during a pandemic.

### 15. Communication Planning

Communication is an essential element during a Pandemic.

### 15.1. Communication with Staff

* The Executive Director/designated alternate will ensure the Centre has a crisis staffing plan developed and ready to implement.
* The Executive Director/designated alternate will provide all employees with contact information for each other, including current telephone and email addresses.
* Employees who develop any signs of influenza like illness during work hours must report immediately to the Executive Director/designated alternate.
* Employees who will be absent due to illness will contact the Executive Director/designated alternate to report their absence and will disclose any symptoms that are flu related.
* Employees will contact the Executive Director/designated alternate and the person designated (for opening staff) to report an absence and the symptoms by 6:00 a.m. (5:15 a.m. for opening staff).
* Employees who observe any signs of influenza like illness in co-workers must report immediately to the Executive Director/designated alternate.
* Employees will monitor operations related to their job, and immediately report any change that may be pandemic related to the Executive Director/designated alternate.

### 15.2. Communication with Families

* Parents/guardians will be advised to have a back-up childcare plan.
* The Centre Director/designate alternate will distribute all correspondence for families coming from the Manitoba Early Learning & Child Care and/or Manitoba Health related to the pandemic.
* Information and updates on the pandemic will be posted on the parent bulletin board and Centre website.
* The Centre Director/designate alternate will communicate with families through email or phone calls.
* Parents/guardians will ensure the Centre can contact them/alternate contacts at all times.
* Parents will know who to contact and how to contact a representative of the Centre, after hours, or if the Centre is closed.
* Parents/guardians will contact the centre by 9:00 a.m. to report an absence and symptoms.
* Parents/guardians will be notified of the presence of influenza like illness.

### 15.3. Communication with Government Officials

The Centre Director/designate alternate will provide the following information to their Child Care Coordinator if reporting all pandemic influenza/virus cases that are suspected (symptoms may be present), diagnosed (has attended the physician’s office where based on symptoms physician has diagnosed the pandemic influenza/virus), or confirmed (lab test results have confirmed the symptoms as pandemic influenza/virus):

* Name of Facility and location
* Age of child
* If it is a staff member – list title
* Has child/staff been absent from the facility and for how long or is this person back at the facility?
* Date suspected, diagnosed or confirmed
* Has the individual(s) been hospitalized?
* Number of other staff or children that have been sick with flu-like symptoms and may be away from the facility
* If Public Health has been contacted.
* If families have been notified.

(Reminder: no personal health information including names can be released)

### 16. Governance

The Board of Directors will approve the Pandemic Flu/Virus Business Continuity Plan.

The Board of Directors will assume full decision-making authority if required, meaning standing committees and/or sub-committee meetings may be suspended.

The Centre will have a crisis management policy that identifies the crisis management team to assume leadership if the Board of Directors is not available (e.g. the Chairperson, Vice-Chairperson, the Centre Director/designate alternate).

The Centre Director/designate alternate will ensure he/she and/or an authorized decision maker is on duty for the hours of operation of the Centre and that all employees know who that person/those persons are.

### 17. This Pandemic Plan

Copies of this plan will be provided to:

The Centre Director: Patricia Klassen

The Assistant Director: Dolores Deppe

Senior employees who have assigned responsibilities: Lilli Hagin

The Board of Directors:

Laura Wiebe (Chairperson)

Nicole Friesen (Vice-Chairperson)

Jenna Book (Treasurer)

Renee Neufeld (Secretary)

Shelley Hildebrandt, Irma Njoroge Kungu, Sandina Mace (Members at large)

The Childcare Coordinator: Angela Wall

### 17.1. Contact Information

The following contact information can be found in the appendix of this Pandemic Plan.

* Emergency numbers as required under childcare regulations
* Childcare coordinator
* Health Links
* Public Health Nurse
* Public Health Inspector
* Childcare facilities in the area
* Lists of contact information for regular staff members
* List of contact information for additional substitutes
* List of contact information for the Board of Directors

### 18. Suppliers

Suppliers of cleaning and sanitizing products (as of March 2020):

S&G Grocery Suppliers, Wpg 204-792-6575

Prairie West, Wpg 204-224-1890

Eco Plus, Winkler 204-331-4854

Sam Wollman Ent. 204-228-1280

## Appendix 1

### Emergency Contacts

|  |  |
| --- | --- |
| Fire | 911 |
| Police | 911 |
| RCMP | 204-324-6970 |
| Hospital | 204-324-6411 |
| Poison Control | 204-787-2591 |

|  |  |  |
| --- | --- | --- |
| Child Care Coordinator | Angela Wall | (204) 822-2868 |
| Public Health Nurse |  | 204-324-2351 |
| Public Health Inspector | Ateeb Khan | (204) 822-2849 |
| Health Links |  | 1-888-315-9257 |

### Child Care Facilities in the Area

|  |  |  |
| --- | --- | --- |
| Rhineland Child Care | Lynda Mensch | 204-324-6543  [childcare@blsd.ca](mailto:childcare@blsd.ca) |
| Busy Nest Day Care - Morris | Tara Mills | 204-746-2258  busynest@mymts.net |
| Emerson Kinder College | Jacqueline Peters | 204-373-2921 [emersonkindercollege@mymts.net](mailto:%250Bemersonkindercollege@mymts.net) |

## 

## Appendix 2

### Employee Contact Information

|  |  |  |
| --- | --- | --- |
| **Patricia Klassen** | **204-324-1681** | ittap.05@gmail.com |
| **Dolores Deppe** | **204-324-3131** | depped2241@gmail.com |
| **Abigail Heppner** | **204-304-1319** | abbs\_softball5@hotmail.com |
| **Kayley Abrams** | **431-733-1324** | calliezach44@hotmail.com |
| **Lenda Letkeman** | **204-324-7933** | lendafriesen@gmail.com |
| **Lilli Hagin** | **204-304-0842** | lillihagin@gmail.com |
| **Allison Heinrichs** | **204-319-0539** | am\_heinrichs@hotmail.com |
| **Jocelyn Klassen** | **204-304-2048** | joselynklassen@gmail.com |
| **Judith Baerg** | **204-362-3465** | judebaerg@gmail.com |
| **Allyson Heppner** | **204-304-1470** | allyson415@hotmail.com |
| **Tanya Sawatzky** | **204-324-7438** | tanyasaw7@gmail.com |
| **Val Giesbrecht** | **204-324-6990** | vg\_shalom@hotmail.com |

### Board of Directors Contact Information

|  |  |  |
| --- | --- | --- |
| **Laura Wiebe, Chairperson** | **204-216-0903** | [laura.a.wiebe@gmail.com](mailto:laura.a.wiebe@gmail.com) |
| **Nicole Friesen, Vice -Chair** | **204-898-7553** | [nklassen\_35@hotmail.com](mailto:nklassen_35@hotmail.com) |
| **Jenna Book, Treasurer** | **204-304-1565** | [jenna.l.book@gmail.com](mailto:jenna.l.book@gmail.com) |
| **Renee Neufeld, Secretary** | **204-324-3719** | [reneeneufeld89@gmail.com](mailto:reneeneufeld89@gmail.com) |

### Substitute Contact Information

|  |  |  |
| --- | --- | --- |
| **Lora Dyck** | **204-319-0641** | aldadyck@msn.com |
|  |  |  |
|  |  |  |
|  |  |  |

## Appendix 3

### Health Screening Form

This screening will be completed by, iron behalf of, all persons wishing to enter Kiddie Sunshine Centre Inc. during a pandemic outbreak.

**Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Name of child/adult: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Screening form completed by: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Symptoms:** Are there any of the following symptoms?

**Cough**  Yes No

**Fever (greater than 38C)** Yes No

**Difficulty Breathing**  Yes No

**Have you travelled within the past 14 days?** Yes No

**Decision: Admitted**

**Not Admitted**

Representative of Centre: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_