

CHILD AND FAMILY SERVICES DIVISION

Divisional Goals

- To work with child and family services authorities, community-based agencies, regional offices, community access area teams, and others, to keep children safe and protected, assist people affected by family violence and family disruption, and promote the healthy development, well-being and inclusion of children and families.
- To improve parents' access to quality and affordable child care that assists in the healthy development of children and the social, economic and labour market participation of parents.
- To support the development and maintenance of healthy relationships between parents and children and their extended family networks, address the needs of children in need of protection or alternative care, and assist people affected by family violence and family disruption.
- To assist community organizations and communities to increase their capacity to support the healthy development, well-being and inclusion of children and families.
- To provide policy, program, financial and other assistance and support to authorities, service providers and other organizations to help achieve our mission.
- To work collaboratively with communities, community organizations, other governments, other funders, and other sectors to improve outcomes and results for children and families.

Divisional Responsibilities

- Administers *The Child and Family Services Act*, *The Child and Family Services Authorities Act*, *The Adoption Act*, *The Intercountry Adoption (Hague Convention) Act* and *The Community Child Day Care Standards Act*.
- Provides central program management of strategic initiatives for Child and Family Services Division programs and co-management of strategic initiatives for other divisions within the department.
- Provides program, policy and administrative direction and support for services to children in care, child protection and adoption services to communities and families in accordance with *The Child and Family Services Act* and *The Adoption Act*. These services are delivered by child and family services agencies and regional offices. As well, there are specialized services delivered by other agencies.
- Licenses and provides program and financial support to child care facilities and subsidies on behalf of eligible families.
- Provides funding, program and administrative direction and support to a wide continuum of community-based agencies, which offer services to abused women, their children, and men with abusive behaviours.
- Provides funding, program and administrative direction to a continuum of community-based agencies offering services to at-risk children and families and provides policy support to the Family Conciliation program.

Programs and services administered by the division are directed and supported by three branches:

- Strategic Initiatives and Program Support
- Child Protection
- Family and Community Support

STRATEGIC INITIATIVES AND PROGRAM SUPPORT

Objectives

- To provide central program and policy management support for the division and the programs delivered within the division.
- To co-manage implementation of major new initiatives and to ensure collaboration between the operational branches in the division, as well as cooperation with other key departments.
- To coordinate long-term strategies for the Child and Family Services Division within the department and across government.
- To enhance the quality of divisional programs by conducting program evaluations and providing advice to the operational branches on how to incorporate best practice approaches into service delivery.
- To ensure fiscal accountability by assisting branches to manage financial resources and relationships with agencies.
- To provide recommendations on legislative changes to support government initiatives and priorities.

Responsibilities

- Develops an annual strategic plan for the division in consultation with the operational branches.
- Develops implementation plans for new initiatives or major reforms to existing services.
- Provides inter-sectoral coordination of strategies for children across government departments.
- Conducts research and program evaluations and advises operational branches and agencies on best practice models.
- Provides consultation on the development of standards for service delivery.
- Coordinates the financial management functions for the division including the annual Estimates of Expenditures, cash flow and variance analysis and maintains accountability for public funds administered through the division.
- Reviews legislation and regulations and makes recommendations on amendments.

09-4A Strategic Initiatives and Program Support

Expenditures by Sub-Appropriation	Actual 2003/04 \$000	FTE	Estimate 2003/04* \$000	Variance Over/(Under)	Expl. No.
Total Salaries and Employee Benefits	1,032.5	16.00	989.9	42.6	
Other Expenditures	55.6		54.6	1.0	
Aboriginal Justice Inquiry - Child Welfare Initiative	4,837.1		4,950.5	(113.4)	
Total Other Expenditures	4,892.7		5,005.1	(112.4)	

* 2003/04 Estimate reflects an allocation from Enabling Appropriations for increased salary costs related to the General Salary Increase.

Activities/Highlights in 2003/04

During 2003/04, the branch engaged in the following key activities:

- Continued to co-manage provincial participation in restructuring of child welfare services resulting from the implementation of the Aboriginal Justice Inquiry – Child Welfare Initiative (AJI-CWI). The branch, in cooperation with the Aboriginal partnership, completed activities that were necessary to proclaim *The Child and Family Services Authorities Act* and accompanying regulations, and coordinated and supported the transfer of resources and cases from non-Aboriginal to Aboriginal child welfare agencies in the first of the areas to implement the AJI-CWI restructuring (Interlake and Eastman areas). The Aboriginal partnership includes the Assembly of Manitoba Chiefs, Manitoba Keewatinook Ininew Okimowin and the Manitoba Metis Federation.
- Provided support to the division-wide strategic planning effort, with emphasis on enhancing the means to coordinate and collaborate in the management of initiatives, the development of policy and in the timely response to issues.
- Participated in the ongoing implementation of Manitoba's commitments related to the Early Childhood Development strategy by encouraging and supporting the development of the Manitoba Children's Agenda in partnership with the federal government.
- Participated in the continuing implementation of the Integrated Service Delivery initiative.
- Coordinated the financial management functions for the division including the annual Estimates of Expenditures, cash flow and variance analysis and processing of accounts.
- Managed the development of a new computer-based intake management system that will be delivered and installed in child welfare agencies throughout the province in the coming year.
- Provided coordination of policy development consistent with government priorities, departmental objectives and available resources.

CHILD PROTECTION

Objectives

- To ensure that the community and families provide for the well-being of their children under *The Child and Family Services Authorities Act, The Child and Family Services Act and The Adoption Act.*
- To manage, direct and support branch programs to ensure effective service delivery within available budgetary and human resources.
- To plan and develop a comprehensive continuum of child and family services throughout the province designed to support, supplement and, where necessary, substitute for parental care. This responsibility includes administrative, program and funding support for the four Child and Family Services Authorities to provide high-quality services in accordance with provincial statutory requirements, policy direction and budgetary allocations.

The branch's programs include Child and Family Resources and Authority Relations.

Responsibilities

- Participates with stakeholders in the development of strategic plans for the child and family services system.
- Ensures service sites have the equipment, training and support necessary to use the Child and Family Services Information System and ensures that the system's performance and functionality is enhanced as resources allow.
- Directs, coordinates and evaluates the development of program and service delivery options consistent with government and department objectives and with changing needs.
- Identifies alternate approaches to the delivery of services to children, families and communities through community development initiatives.
- Identifies policy development issues; reviews and recommends changes to legislation and regulations; and implements approved policies, legislation and regulations.
- Establishes a relationship with each Authority to ensure compliance with *The Child and Family Services Act, The Child and Family Services Authorities Act and The Adoption Act.*
- Establishes foundational standards for service delivery and monitors Authority compliance.
- Establishes standards and licensing requirements for child care facilities, issues licences and monitors and audits licensed facilities.
- Promotes high-quality services delivered by child and family services agencies through consultation, training, research and evaluation.
- Develops funding mechanisms, reviews financial requirements and maintains accountability for public funds, with respect to branch programs.
- Administers centralized provincial services including the Adoption, Post-Adoption, Paternity and Child Abuse Registries, the Child and Family Services Information System, criminal risk assessments, service provider investigations, residential placements, inter-provincial relations and enquiry.

09-4B Child Protection

Expenditures by Sub-Appropriation	Actual 2003/04 \$000	FTE	Estimate 2003/04* \$000	Variance Over/(Under)	Expl. No.
Total Salaries and Employee Benefits	2,547.6	46.50	2,550.8	(3.2)	
Other Expenditures	2,086.0		1,651.2	434.8	1
Authorities and Maintenance of Children	127,976.9		119,455.8	8,521.1	2
The Family Support Innovations Fund	735.6		828.0	(92.4)	
Total Other Expenditures	130,798.5		121,935.0	8,863.5	

* 2003/04 Estimate reflects an allocation from Enabling Appropriations for increased salary costs related to the General Salary Increase.

1. The variance is due to increases in legal services.
2. The variance is primarily attributable to increased costs at Winnipeg Child and Family Services, increased salary related costs for child care treatment centres/residential care facilities, increased costs in financial assistance for Child Maintenance, subsidized adoptions and salary parity for the First Nations Agencies.

Activities/Highlights in 2003/04

- Developed the following partnerships:
 - Under the auspices of the Prairie Child Welfare Consortium, a joint venture of social work faculties and government ministries in the three prairie provinces, began the development of a profile of children with disabilities receiving child welfare services, both in care and out of care, to better understand their needs and services requirements.
 - With the federal/provincial/territorial Directors of Child Welfare Committee, began work on a national capacity to collect information on outcomes in child welfare.
- Developed an electronic intake system.
- Implemented a new process for Child Abuse Registry checks.
- Provided transitional support for newly established Authorities after the November 2003 proclamation of *The Child and Family Services Authorities Act*.
- Developed a plan for implementation of training for the Child and Family Services Information System (CFSIS) and intake system.

Centralized Provincial Services	2002/03	2003/04
Licensed Facilities	108	110
Licensed Beds	664	682
Managed Beds	228	228
Training		
Caseworker	371	267
Issue Specific	70	170
Youth Care	381	317
Supervisor	186	225
Authority Determination	75	91
Registries		
Selected Adoption Placements ¹	110	83
Private Placements Opened ²	22	24
De Facto Placements Opened ³	12	23
Extended Family ⁴	8	6
Intercountry Placements ⁵	36	47
Post-Adoption Registrations	677	594
Post-Adoption Reunions	340	275
Child Abuse Investigations ⁶	2,231	1,961
Child Abuse Registrations (# Incidents)	352	279
Employers/Others Using Registry	651	729
Child Abuse Registry Checks	42,590	42,394
Criminal Risk Assessments	8,929	8,453
Repatriations	11	9
Inter-provincial Alerts	339	341
Intake & Inquiry Concerns	614	600

¹ Child placed by director or agency with permanent guardianship.

² Child placed by biological parent.

³ Child adopted by person who has cared for him/her without financial assistance for at least two years.

⁴ Child adopted by family member who has cared for him/her for at least six months.

⁵ Child from another country adopted by an approved applicant in Manitoba.

⁶ Includes all investigations not only those by provincial investigator. Ten First Nations agencies did not report.

Provincial Caseload by Category

as at March 31, 2004 (numbers include both federal and provincial responsibility)

Service Providers	Number of Children in Care	Number of Families Receiving Services	Number of Unmarried Adolescent Parents	Total
FIRST NATION NORTH AUTHORITY				
Awasis Agency of Northern Manitoba	233	591	33	857
Cree Nation Child and Family Caring Agency	192	166	0	358
Island Lake First Nations Family Services	120	176	31	327
Kinisao Sipi Minisowan Agency	93	118	15	226
Nisichawayasihk Cree Nation Family and Community Services	59	80	3	142
Sub-Total	697	1,131	82	1,910
FIRST NATION SOUTH AUTHORITY				
Anishinaabe Child and Family Services	221	139	0	360
Dakota Ojibway Child and Family Services	261	289	8	558
Intertribal Child and Family Services	91	296	4	391
Peguis Child and Family Services	76	92	0	168
Sagkeeng Child and Family Services	67	35	39	141
Southeast Child and Family Services	501	294	14	809
West Region Child and Family Services	318	462	0	780
Sub-Total	1,535	1,607	65	3,207
GENERAL AUTHORITY				
Child and Family Services of Central Manitoba	122	248	10	380
Child and Family Services of Western Manitoba	213	662	59	934
Churchill Health Centre	12	9	0	21
Jewish Child and Family Service	17	233	0	250
Eastman Region	54	91	0	145
Interlake Region	70	145	0	215
Northern Region	339	299	5	643
Parkland Region	108	239	1	348
Winnipeg Region ¹	2,615	3,464	113	6,192
Sub-Total	3,550	5,390	188	9,128
METIS AUTHORITY				
Metis Child, Family and Community Services ²	0	0	0	0
Sub-Total	0	0	0	0
TOTAL	5,782	8,128	335	14,245

¹ Winnipeg Child and Family Services became a branch of government April 1, 2003.

² Created in September 2003. Cases are to be transferred in 2004/05.

Number of Children In Care by Aboriginal Status

as at March 31, 2004 (numbers include both federal and provincial responsibility)

Service Providers	Inuit	Metis	Non Status	Treaty Status	Not Aboriginal	TOTAL
FIRST NATION NORTH AUTHORITY						
Awasis Agency of Northern Manitoba	0	0	9	224	0	233
Cree Nation Child and Family Caring Agency	0	0	4	188	0	192
Island Lake First Nations Family Services	0	0	0	120	0	120
Nisichawayasihk Cree Nation Family and Community Services	0	0	5	54	0	59
Kinisao Sipi Minisowan Agency	0	0	1	92	0	93
Sub-Total	0	0	19	678	0	697
FIRST NATION SOUTH AUTHORITY						
Anishinaabe Child and Family Services	0	2	10	209	0	221
Dakota Ojibway Child and Family Services	0	0	1	260	0	261
Intertribal Child and Family Services	0	0	3	88	0	91
Peguis Child and Family Services	0	0	6	70	0	76
Sagkeeng Child and Family Services	0	0	0	67	0	67
Southeast Child and Family Services	0	0	4	497	0	501
West Region Child and Family Services	0	0	7	311	0	318
Sub-Total	0	2	31	1,502	0	1,535
GENERAL AUTHORITY						
Child and Family Services of Central Manitoba	1	12	7	55	47	122
Child and Family Services of Western Manitoba	0	22	10	96	85	213
Churchill Health Centre	4	1	0	6	1	12
Jewish Child and Family Service	0	0	0	0	17	17
Eastman Region	0	22	1	9	22	54
Interlake Region	0	22	2	10	36	70
Northern Region	0	37	27	246	29	339
Parkland Region	0	35	10	45	18	108
Winnipeg Region ¹	4	357	155	1,375	724	2,615
Sub-Total	9	508	212	1,842	979	3,550
METIS AUTHORITY						
Metis Child, Family and Community Services ²	0	0	0	0	0	0
Sub-Total	0	0	0	0	0	0
TOTAL	9	510	262	4,022	979	5,782

¹ Winnipeg Child and Family Services became a branch of government April 1, 2003.

² Created in September 2003. Cases are to be transferred in 2004/05.

Number of Children In Care by Legal Status

as at March 31 (Numbers include both federal and provincial responsibility)

Service Providers	2001/02			2002/03			2003/04					
	Wards	VPA ¹	Other	Total	Wards	VPA ¹	Other	Total	Wards	VPA ¹	Other	Total
FIRST NATION NORTH AUTHORITY												
Awasis Agency of Northern Manitoba	114	36	71	221	123	28	84	235	100	25	108	233
Cree Nation Child and Family Caring Agency	162	19	40	221	181	2	29	212	152	1	39	192
Island Lake First Nations Family Services	57	39	38	134	75	21	13	109	85	22	13	120
Nisichawayasihk Cree Nation Family and Community Services	37	4	13	54	41	20	13	74	45	21	27	93
Kinisao Sipi Minisowan Agency	12	18	21	51	16	23	10	49	22	12	25	59
Sub-Total	382	116	183	681	436	94	149	679	404	81	212	697
FIRST NATION SOUTH AUTHORITY												
Anishinaabe Child and Family Services	155	33	8	196	143	31	14	188	154	26	41	221
Dakota Ojibway Child and Family Services	217	10	77	304	211	10	45	266	193	24	44	261
Intertribal Child and Family Services	50	11	3	64	48	23	0	71	56	22	13	91
Peguis Child and Family Services	46	26	2	74	43	19	3	65	45	26	5	76
Sagkeeng Child and Family Services	30	14	10	54	30	13	10	53	33	24	10	67
Southeast Child and Family Services	228	211	9	448	290	102	7	399	327	141	33	501
West Region Child and Family Services	216	63	44	323	222	50	41	313	235	44	39	318
Sub-Total	942	368	153	1,463	987	248	120	1,355	1,043	307	185	1,535
GENERAL AUTHORITY												
Child and Family Services of Central Manitoba	63	30	24	117	63	42	33	138	51	45	26	122
Child and Family Services of Western Manitoba	132	16	49	197	139	15	55	209	140	20	53	213
Churchill Health Centre	4	5	2	11	4	9	2	15	8	4	0	12
Jewish Child and Family Service	3	1	9	13	10	2	4	16	7	0	10	17
Eastman Region	23	10	15	48	26	11	17	54	20	17	17	54
Interlake Region	43	15	16	74	56	19	19	94	46	17	7	70
Northern Region	178	67	108	353	186	28	124	338	198	30	111	339
Parkland Region	86	6	19	111	68	7	35	110	80	10	18	108
Winnipeg Region ²	1,552	362	513	2,427	1,692	391	442	2,525	1,748	431	436	2,615
Sub-Total	2,084	512	755	3,351	2,244	524	731	3,499	2,298	574	678	3,550
METIS AUTHORITY												
Metis Child, Family and Community Services ³	0	0	0	0	0	0	0	0	0	0	0	0
Sub-Total	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	3,408	996	1,091	5,495	3,667	866	1,000	5,533	3,745	962	1,075	5,782

¹ Voluntary Placement Agreement.

² Winnipeg Child and Family Services became a branch of government April 1, 2003.

³ Created in September 2003. Cases are to be transferred in 2004/05.

Number of Children In Care by Placement Type

as at March 31, 2004 (numbers include both federal and provincial responsibility)

Service Providers	Foster Homes ¹	Residential Care ²	Other Placement Resources ³	Selected Adoption Probation	Other Non-Pay Care Living Arrangements ⁴	Total
FIRST NATION NORTH AUTHORITY						
Awasis Agency of Northern Manitoba	144	5	66	1	17	233
Cree Nation Child and Family Caring Agency	111	16	35	2	28	192
Island Lake First Nations Family Services	98	7	0	2	13	120
Nisichawayasihk Cree Nation Family and Community Services	58	0	0	0	1	59
Kinisao Sipi Minisowan Agency	72	5	6	0	10	93
Sub-Total	483	33	107	5	69	697
FIRST NATION SOUTH AUTHORITY						
Anishinaabe Child and Family Services	185	8	23	0	5	221
Dakota Ojibway Child and Family Services	184	4	51	0	22	261
Intertribal Child and Family Services	79	4	6	0	2	91
Peguis Child and Family Services	57	3	16	0	0	76
Sagkeeng Child and Family Services	36	4	26	0	1	67
Southeast Child and Family Services	399	34	52	0	16	501
West Region Child and Family Services	236	7	46	0	29	318
Sub-Total	1,176	64	220	0	75	1,535
GENERAL AUTHORITY						
Child and Family Services of Central Manitoba	77	10	17	2	16	122
Child and Family Services of Western Manitoba	137	17	38	5	16	213
Jewish Child and Family Service	17	0	0	0	0	17
Churchill Health Centre	4	8	0	0	0	12
Eastman Region	46	1	2	0	5	54
Interlake Region	42	8	15	2	3	70
Northern Region	179	28	92	1	39	339
Parkland Region	64	9	18	0	17	108
Winnipeg Region ⁵	1,704	165	537	74	135	2,615
Sub-Total	2,270	246	719	84	231	3,550
METIS AUTHORITY						
Metis Child, Family and Community Services ⁶	0	0	0	0	0	0
Sub-Total	0	0	0	0	0	0
TOTAL	3,929	343	1,046	89	375	5,782

¹ Includes regular rate and special rate foster homes.

² Includes private group homes, own-agency group homes, and residential treatment centres.

³ Includes places of safety.

⁴ Includes St. Amant Centre, Manitoba Youth Centre, hospitals and other facilities.

⁵ Winnipeg Child and Family Services became a branch of government April 1, 2003.

⁶ Created in September 2003. Cases are to be transferred in 2004/05.

Child Maintenance Provincial Days of Care
Actuals 2003/04

Agency/Region	Foster & Special Rate Care			Residential Care*	Total
	Level I	Level II-V	Sub-Total		
Child and Family Services Agencies					
Winnipeg Child and Family Services	246,951	575,566	822,517	50,412	872,929
Child and Family Services of Central Manitoba	6,012	27,664	33,676	2,056	35,732
Child and Family Services of Western Manitoba	15,130	45,778	60,908	5,963	66,871
Jewish Child and Family Service	0	6,648	6,648	0	6,648
Churchill Health Centre	915	1,168	2,083	2,606	4,689
Sub-Total	269,008	656,824	925,832	61,037	986,869
Native Agencies					
Dakota Ojibway Child and Family Services	10,357	10,985	21,342	0	21,342
West Region Child and Family Services	9,581	38,119	47,700	1,179	48,879
Southeast Child and Family Services	13,026	36,197	48,223	513	48,736
Intertribal Child and Family Services	3,519	11,802	15,321	557	15,878
Anishinaabe Child and Family Services – West	11,448	29,407	40,855	1,454	42,309
Awasis Agency of Northern Manitoba	4,562	6,396	10,958	47	11,005
Cree Nation Child and Family Caring Agency	3,402	15,077	18,479	850	19,329
Island Lake First Nations Family Services	588	8,616	9,204	0	9,204
Peguis Child and Family Services	5,114	11,437	16,551	238	16,789
Kinosao Sipi Minisowin Agency	216	4,864	5,080	72	5,152
Sagkeeng Child and Family Services	1,763	4,644	6,407	0	6,407
Nisichawayasihik Cree Nation Family and Community Services	1,902	618	2,520	133	2,653
Sub-Total	65,478	177,162	242,640	5,043	247,683
Regional Offices					
Eastman	7,209	11,349	18,558	656	19,214
Interlake	16,338	10,901	27,239	1,363	28,602
Parkland	10,674	24,148	34,822	1,718	36,540
Norman	21,679	11,834	33,513	2,379	35,892
Thompson	41,036	28,256	69,292	5,748	75,040
Directorate	0	0	0	6,060	6,060
Sub-Total	96,936	86,488	183,424	17,924	201,348
TOTAL	431,422	920,474	1,351,896	84,004	1,435,900

* Includes group homes and child care treatment centres.

History of Funding (\$000)
2001/02 to 2003/04

Service Provider	2001/02	2002/03	2003/04
Child and Family Services Agencies			
Winnipeg Child and Family Services	\$89,994.6	\$88,645.6	\$61,609.9*
Child and Family Services of Central Manitoba	3,863.6	3,839.9	3,840.3
Child and Family Services of Western Manitoba	5,755.6	5,891.1	6,563.1
Jewish Child and Family Service	465.4	587.3	760.4
Churchill Health Centre	176.2	195.9	139.9
Sub-Total	100,255.4	99,159.8	72,913.6
Native Agencies			
Dakota Ojibway Child and Family Services	1,082.4	1,105.1	1,183.0
West Region Child and Family Services	3,812.9	3,829.2	3,929.6
Southeast Child and Family Services	2,887.6	3,107.4	3,595.1
Intertribal Child and Family Services	850.1	1,029.3	1,140.0
Anishinaabe Child and Family Services – West	2,606.0	2,450.8	2,670.5
Awasis Agency of Northern Manitoba	998.5	714.2	867.9
Cree Nation Child and Family Caring Agency	1,650.9	1,651.0	1,672.2
Island Lake First Nations Family Services	497.5	518.4	522.1
Peguis Child and Family Services	883.4	988.4	1,040.2
Kinosao Sipi Minisowin Agency	113.2	261.0	353.3
Sagkeeng Child and Family Services	327.7	374.8	466.3
Nisichawayasihik Cree Nation Family and Community Services	87.1	172.9	187.4
Sub-Total	15,797.3	16,202.5	17,627.6
Regional Offices			
Eastman	735.1	906.6	1,070.2
Interlake	1,657.6	1,520.0	1,425.8
Parkland	1,989.7	2,105.3	2,285.3
Norman	1,577.1	1,862.4	2,182.3
Thompson	3,358.9	3,365.0	3,440.2
Sub-Total	9,318.4	9,759.3	10,403.8
Directorate Programs	742.2	775.8	836.9
MANDATED AGENCIES SUB-TOTAL	126,113.3	125,897.4	101,781.9
Treatment Centres – Grants	5,791.7	5,891.6	6,147.2
Residential Care	17,289.7	17,668.0	19,161.9
Other Agencies/Programs	7,048.0	7,738.6	885.9
TOTAL	\$156,242.7	\$157,195.6	\$127,976.9

* The decrease in funding for Winnipeg Child and Family Services in 2003/04 is due to salary and operating costs now being provided through the Community Service Delivery Division. This change occurred as part of the department's Integrated Service Delivery initiative.

FAMILY AND COMMUNITY SUPPORT

Objectives

- To provide funding, program and administrative direction to a continuum of community-based agencies offering services to at-risk children and families.

Responsibilities

- Provides policy, program support and administrative management for the following programs:
 - Child Day Care
 - Family Violence Prevention
 - Community Support

Child Day Care

Objectives

- To promote sustainable, accessible, affordable, high-quality early childhood learning and care that supports the positive development of children and their families and to assist child care facilities to meet established standards of care.
- To plan and develop innovative means of meeting the child care needs of parents, to promote positive developmental care for children, including those with special needs and to support parental participation in early childhood care and education services.

Responsibilities

- Develops legislation, regulations, policies and standards relating to early childhood learning and care in Manitoba.
- Supports safe, accessible and affordable high-quality child care.
- Monitors compliance with standards and regulations.
- Oversees the Subsidy Program budget, which provides financial assistance to eligible families.
- Assesses centres' financial operations and provides grants to eligible facilities.
- Assists families participating in employment and training to find and maintain suitable child care.
- Supports inclusion of children with special needs in child care.
- Reviews and adjusts regulations, policies and systems to support continuous program development, through the Child Day Care Regulatory Review Committee.
- Classifies all child care assistants and early childhood educators who work in licensed child care centres.
- Provides competency-based training to enable child care assistants to obtain an Early Childhood Educator II classification.

- Provides training grant funding to newly licensed family child care providers and currently licensed family child care providers and child care assistants who successfully complete a relevant and accredited 40-hour course.

09-4C-1 Child Day Care

Expenditures by Sub-Appropriation	Actual 2003/04 \$000	FTE	Estimate 2003/04* \$000	Variance Over/(Under)	Expl. No.
Total Salaries and Employee Benefits	874.1	16.50	881.2	(7.1)	
Other Expenditures	401.2		405.2	(4.0)	
Financial Assistance and External Agencies	62,739.1		63,852.4	(1,113.3)	1
Total Other Expenditures	63,140.3		64,257.6	(1,117.3)	

* 2003/04 Estimate reflects an allocation from Enabling Appropriations for increased salary costs related to the General Salary Increase.

1. The variance is due to the average cost per child in subsidy decreasing and under expenditure in operating grants.

Activities/Highlights in 2003/04

- Increased the total budget for child care by an additional \$6 million bringing the total to nearly \$76 million to implement year two of *Manitoba's Five-Year Plan for Child Care*, which includes initiatives to improve quality, accessibility and affordability.
- Increased financial assistance in the form of operating grants to child care facilities to increase wages and incomes for service providers and to assist them to meet established standards of care. Annual grants were increased per child space to the following amounts:

Centre Spaces		Family Child Care Home Spaces	
Infant	\$6,760	Infant	\$707
Preschool	\$2,132	Preschool	\$246
School age	\$ 606	School age	\$246

- Provided new operating grant funding for 788 child care spaces.
- Redirected funding from underutilized child care spaces to 22 nursery schools to fund 225 spaces and to 12 full time centres to fund 42 spaces.
- Provided one-time only start-up funding to 17 centres to help with capital improvements, such as program equipment, office and leasehold improvements.
- Implemented a new \$250.00 training grant for newly licensed family child care providers, as well as for existing providers and child care assistants, who successfully complete a 40-hour accredited course in early childhood education.
- Increased funding to expand Child Day Care's competency-based training programs in order to enroll and graduate more trained Early Childhood Educators.

- Increased funding to continue the public education and student recruitment campaign for early childhood education – “Growing Minds... Growing Opportunities,” which is aimed at attracting more students to the field of early childhood education.
- Continued to work with Manitoba Advanced Education and Training to increase the number of students enrolled in approved early childhood training programs.
- Increased funding for the Subsidy Program to cover cost increases and to support more subsidized children, as well as to cover additional costs for full-day care for school age children given the new school year start date after Labour Day, effective September 2003. In 2003/04, an average of 11,568 children received subsidized child care every four-week period.
- Increased funding for the Children with Disabilities Program to support more children with disabilities and provide wage increases for their workers.
- Released the final phase of Child Care Online, which included online tools for service providers to help them complete their budgets and apply for grants.
- Continued to meet with the Child Day Care Regulatory Review Committee on improving the child care system in Manitoba.
- Participated in an international review of Canada’s early childhood education and care system, which was conducted by the Organisation for Economic Co-operation and Development (OECD).

Centres and Homes
Total Facilities and Spaces
2002/03 to 2003/04

Centres	2002/03		2003/04	
	No. of Centres	No. of Spaces	No. of Centres	No. of Spaces
Fully Funded	468	16,708	489	17,388
Unfunded Non-Profit	42	2,227	33	2,290
Private	42	1,721	45	1,747
Total	552	20,656	567	21,425

Homes	2002/03		2003/04	
	No. of Homes	No. of Spaces	No. of Homes	No. of Spaces
Fully Funded	496	3,454	499	3,511
Unfunded	94	667	92	698
Total	590	4,121	591	4,209

Fully Funded Centres and Homes
as of March 31, 2004

Region	Centres		Homes		Total	
	No. of Centres	No. of Spaces	No. of Homes	No. of Spaces	No. of Facilities	No. of Spaces
Winnipeg	267	11,604	214	1,480	481	13,084
Westman	62	1,546	151	1,082	213	2,628
Eastman	45	1,111	23	180	68	1,291
Central/ South Central	47	1,359	28	212	73	1,571
Interlake	23	560	46	285	69	845
Parkland	23	509	15	105	38	614
Norman	0	0	0	0	0	0
Thompson	22	699	22	167	44	866
Total	489	17,388*	499	3,511	986	20,899

* The total number of spaces in centres includes 1,035 unfunded spaces in funded centres.

Private Centres
as of March 31, 2004

Region	Total No. of Facilities	Total No. of Spaces
Winnipeg	42	1,704
Other Regions	3	43
Total	45	1,747

Licensing Orders, Suspensions, Refusals
2003/04

Facilities	Number of Licensing Orders*	Licence Suspensions/Refusals
Non-profit centres	0	-
Private centres	0	-
Homes	0	-
Total	0	-

* A licensing order is issued under Section 18 of The Community Child Day Care Standards Act when serious violations of licensing regulations occur.

**MANITOBA'S FIVE-YEAR PLAN FOR CHILD CARE
STATUS REPORT**

PROVINCE'S FIVE-YEAR TARGETS	YEAR 1 2002/03	YEAR 2 2003/04	TOTAL YEARS 1& 2
1. Increase salaries for early childhood educators by 10%	2% salary increase	2% salary increase	4% salary increase
2. Increase incomes for family child care providers by 10%	.5% revenue increase	.5% revenue increase	1% revenue increase
3. Train 450 more early childhood educators	<p align="center">Graduates</p> Competency Based Assessment (CBA) 9 CBA-Prior Learning Assessment (PLA) 23 Modified CBA-PLA 11 Workplace - TOTAL GRADUATES 43	<p align="center">Graduates</p> Competency Based Assessment (CBA) 7 CBA-Prior Learning Assessment (PLA) 16 Modified CBA-PLA 5 Workplace 22 TOTAL GRADUATES 50	93 Graduates to date
4. Designated training for new family child care providers	No action	New regulation developed requiring new providers licensed after January 1, 2003 to complete an approved 40-hour course on family child care or early childhood education within 1 year of being licensed	Accomplished
5. 5,000 more spaces	347 spaces in 29 centres	788 spaces	1,135 spaces
6. Expand nursery schools and link closer to other early childhood development initiatives	Review underway – scan of currently licensed nursery schools	Review underway	No action to date
7. Adjust income levels and allowable deductions so more low- and middle-income families are eligible	Review underway	Review underway	No action to date
8. Reduce \$2.40/day non-subsidized parent fee	Review underway	Review underway	No action to date
9. More subsidies	No action	Increased subsidized children and full-day cost for school days before labour day provided, \$1,628.5	Funding provided to accommodate more children using licensed subsidized child care
10. Expand CBA	Funding provided	Funding provided	Ongoing
11. Public education and recruitment campaign to attract more students to the field	Website information, fact sheets, brochure, poster, display unit, banner, advertising, career fairs	\$25,000.00	Ongoing
12. Incentives for family child care providers and Child Care Assistants to begin training	No action	\$250.00 per candidate for training grants	82 Grants approved
13. Freeze maximum daily parent fees	Done	Done	Accomplished
14. Incentives to encourage family child care for infants	No direct action; discussion about directing funds to public education about the value of licensed child care		

Family Violence Prevention

Objectives

- To promote the elimination of intimate partner violence through the development and support of community-based services; and
- To provide policy and program direction, as well as funding, to specialized services for women, their children and men caught in the cycle of family violence. These services are delivered by 34 agencies in the community across the province.

Responsibilities

- Provides grants, monitors, and evaluates agencies' financial operations and service delivery to ensure accountability for public funds.
- Develops and implements policies and program standards for women's shelters, and support services for women, children and men caught in the cycle of family violence.
- Provides program consultation and support to external agencies.

09-4C-2 Family Violence Prevention

Expenditures by Sub-Appropriation	Actual 2003/04 \$000	FTE	Estimate 2003/04* \$000	Variance Over/(Under)	Expl. No.
Total Salaries and Employee Benefits	517.8	9.00	517.3	.5	
Other Expenditures	99.1		99.9	(0.8)	
External Agencies	9,811.9		9,996.0	(184.1)	1
Total Other Expenditures	9,911.0		10,095.9	(184.9)	

* 2003/04 Estimate reflects an allocation from Enabling Appropriations for increased salary costs related to the General Salary Increase.

1. The variance is due to delays in implementation of contracts respecting Lavoie Initiatives.

Activities/Highlights in 2003/04

- Provided training opportunities for staff at Family Violence Prevention funded agencies.
- Provided ongoing consultation with service providers regarding policy issues and specific operational matters, as well as assistance in case management of client issues.
- Continued the annual quality assurance reviews in support of services to women, children and men caught in the cycle of violence.
- Monitored the implementation of recommendations in agency audit reviews.
- Continued to ensure that all funded agencies have current, signed contracts/Service Purchase Agreements, standards and corresponding program manuals.

- Continued to work with key community stakeholders and other relevant government departments to identify existing gaps in services and develop program responses.
- Continued to organize and support regional meetings on family violence prevention with relevant stakeholders (Royal Canadian Mounted Police, Addictions Foundation of Manitoba, Child Welfare, etc.) in order to foster a community-based prevention/intervention approach based on communication, support and referral.
- Continued to represent Family Violence Prevention on several interdepartmental/intergovernmental/inter-agency committees and advisory/planning groups on a local, national and international level.
- Increased core grant funding at all Family Violence Prevention agencies.
- Provided funding to a women's anger management group for women in Brandon and the surrounding area with anger behaviours who have been in an abusive relationship.
- Provided new funding for a supervised access/exchange service in Selkirk (the Interlake/Eastman Visitation Service) – a satellite program of the Winnipeg Children's Access Agency.
- Developed new contract funding to The Laurel Centre to provide services to women for longer-term therapy to address issues of abuse and chemical dependency.
- Revised program standards manuals for residential second-stage housing programs, women's resource centres, shelters, and urban support programs to further strengthen and support program goals and outcomes.
- Developed and implemented a program standards manual for the Men's Resource Centre.
- Contributed to the development of the program website, including resource and contact information, family violence awareness education and relevant service links.
- Provided a one-day workshop on Board Governance for the Boards of Directors of the ten women's shelters in Manitoba.
- Continued to support Domestic Violence Prevention Month with the month-long promotional campaign titled "Promises aren't the only things that get broken" with the distribution of buttons, posters, pamphlets and bus shelter advertisements.
- Continued the focussed effort to coordinate family violence law, policy and protocol within government and other levels of government.

Range of Services

Women's Resource Centres

Nine Women's Resource Centres provide individual counselling, information and referral, outreach and support groups to women affected by domestic violence, as well as educational programs, volunteer training and community development activities.

- Fort Garry Women's Resource Centre Inc.
- Interlake Women's Resource Centre Inc.
- Lakeshore Women's Resource Centre Inc.

- North End Women's Centre Inc.
- Pluri-elles Manitoba Inc.
- Swan Valley Crisis Centre Inc.
- Snow Lake Centre in Family Violence Inc.
- The Women's Centre
- Women's Safe Haven/Resource Service Inc.

Women's Shelters

Ten Women's Shelters provide emergency accommodations and supportive counselling to women and their children who are victims of family violence.

- Eastman Crisis Centre Inc.
- Ikwe-Widdjitiwin Inc.
- Parkland Crisis Centre Inc.
- Portage Women's Shelter Inc.
- Nova House Inc.
- South Central Committee on Family Violence Inc.
- The Pas Committee for Women in Crisis Inc.
- Thompson Crisis Centre Inc.
- Osborne House Inc.
- Westman Women's Shelter (YWCA Brandon)

Information/Crisis Lines

A provincial toll-free information/crisis line (1-877-977-0007) offers an accessible source of information and support for individuals seeking assistance due to violence in their families or in the families of someone they are concerned about.

Residential Second-Stage Housing Programs

Four Residential Second-Stage Housing Programs offer protective, affordable long-term housing and services for women leaving an abusive relationship but who have extensive outstanding needs. These programs also provide comprehensive emotional and practical support including individual and group counselling, parenting support, and information.

- Alpha House
- L'Entre-temps des franco-manitobaines Inc.
- Samaritan House Ministries Inc.
- W.I.S.H. (Women in Second-Stage Housing) Inc.

Urban Support Programs

Six Urban Support Programs located in Winnipeg provide individualized counselling, open and closed support groups, longer-term counselling services, training to other service providers and public education.

- Evolve Program - Klinic Community Health Centre Inc.
- Family Violence Counselling Program - Ma Mawi Wi Chi Itata Centre Inc.
- Family Violence Counselling Program - Nor'West Co-op Community Health Centre
- Immigrant Women's Counselling Services - Nor'West Co-op Community Health Centre
- Native Women's Transition Centre
- The Laurel Centre

Specialized Programs

Seven Specialized Programs, including Supervised Access Services, Couples' Counselling, the Men's Resource Centre and programs for men affected by family violence.

- Elizabeth Hill Counselling – Couples' Counselling Program
- The Men's Resource Centre
- Winnipeg Children's Access Agency
- Brandon Access/Exchange Services
- Thompson Access/Exchange Centre
- Couples' Counselling Program - YWCA of Brandon
- Men's Program – The Counselling Centre

Number of Clients Served by Residential Second-Stage Programs

2001/02 to 2003/04

Type of Program	2001/02	2002/03	2003/04
Interim Housing*	77	182	169
Long-Term Second Stage**	181	199	133
Total	258	381	302

* Includes women and children in Shelter Interim Housing.

** Includes residential and non-residential women and children. The totals no longer include follow-up clients who, by definition, have already been counted as residential clients.

Number of Clients Accessing Urban Support Programs

2001/02 to 2003/04

	2001/02	2002/03	2003/04
Total	2,022	2,338	3,425

Number of Calls Received by Shelter Crisis/Information Lines

2001/02 to 2003/04

Type of Service	2001/02	2002/03	2003/04
Osborne House	8,419	8,276	7,862
Ikwe Widdjiitwin*	2,974	11,601	10,533
Other Shelter Crisis Line Calls	8,619	10,284	10,613
Total	20,012	30,161	29,008

* Ikwe does receive calls through the provincial toll-free 1-877 crisis/information line as all Manitoba shelters do. Ikwe has also maintained its own line in support of enhanced access to services for women in rural Aboriginal communities.

Number of Residential Bednights - Women's Shelter Services
2001/02 to 2003/04

Type of Agency	2001/02	2002/03	2003/04
Shelters	46,970	44,503	45,049
Women's Resource Centres*	1,210	732	3,247
Total	48,180	45,235	48,296

* Increase in resource centre bednights in 2003/04 due to inclusion of Women's Safe Haven residential data.

Number of Clients Served by Shelters
2001/02 to 2003/04

Type of Service	2001/02	2002/03	2003/04
Crisis Intervention:			
Residential	1,906	1,677	1,555
Non-residential	1,084	716	714
Children's Counselling*	2,517	1,472	1,289
Follow-Up Counselling	617	627	535
Total	6,124	4,492	3,558**

* Children's Counselling includes residential and non-residential services.

** Includes residential and non-residential women and children. Due to a change in statistical reporting, the total for 2003/04 no longer includes 535 follow-up clients who, by definition, have already been counted as residential clients.

Number of Clients Served by Women's Resource Centres
2001/02 to 2003/04

	2001/02	2002/03	2003/04
Total*	28,709	35,879	32,033

* Includes information/referral, and counselling clients.

History of Funding to External Agencies by Type of Service (\$000)

Category	2001/02	2002/03	2003/04
Shelters	\$3,947.5	\$4,052.0	\$4,113.2
Fee Waiver	56.3	54.6	48.1
Facility Cost	633.4	633.4	633.4
Per Diem	1,085.1	1,090.8	1,081.5
Shelter Sub-Total	5,722.3	5,830.8	5,876.2
Committees	19.5	20.6	20.9
Second Stage	352.0	412.5	418.9
Urban Support Program	1,456.1	1,632.6	1,695.7
Women's Resource Centres	1,072.4	1,164.5	1,225.1
Lavoie Inquiry Initiatives	516.3	501.2	575.1
Total	\$9,138.6	\$9,562.2	\$9,811.9

Community Support

Objectives

- To contribute to the promotion of the healthy social development of children, families and communities (particularly disadvantaged communities) through the development and management of a continuum of early intervention and prevention services for at-risk children, families and communities.

Responsibilities

- Establishes and maintains relationships with community-based agencies to manage and develop a continuum of early intervention and prevention services for at-risk children, families and communities and integrated service delivery development.
- Participates in processes to identify the need for community support and community development.
- Represents the division and the department regarding community support and community development issues.
- Provides funding to community-based agencies and ensures compliance with accountability requirements.
- Provides policy support, advice and consultation concerning community support issues and funded agencies.
- Provides policy support, advice and consultation to the Family Conciliation Program that provides information/referral services, conciliation counselling, court-ordered assessments, including brief consultations, group programs for children, mediation and comprehensive mediation and parent education.
- Develops and implements a "community support" policy framework to guide the work of agencies and government in the way they deliver programs and services to help meet the needs and foster the healthy social development of at-risk children, families and communities.

09-4C-3 Community Support

Expenditures by Sub-Appropriation	Actual 2003/04 \$000	FTE	Estimate 2003/04 \$000	Variance Over/(Under)	Expl. No.
Total Salaries and Employee Benefits	248.6	4.00	302.8	(54.2)	
Other Expenditures	20.9		21.7	(0.8)	
External Agencies	7,548.1		7,548.1	0.0	
The Family Support Innovations Fund	642.5		642.5	0.0	
Total Other Expenditures	8,211.5		8,212.3	(0.8)	

Activities/Highlights in 2003/04

During 2003/04, the branch engaged in the following key activities:

- Provided funding to 27 agencies, who deliver approximately 74 programs for children and families.
- Coordinated the review, negotiations, revision and implementation of service purchase agreements with funded agencies.
- Participated in the ongoing planning and implementation of the department's Integrated Service Delivery initiatives.
- Managed funding, community, and agency relations issues and requests regarding funded-agency programs and projects.
- Reviewed and provided advice on a number of proposals received by other programs in government.
- Participated on a number of inter-departmental and inter-governmental committees.

Family Conciliation

The Family Conciliation program is delivered through the department's Community Service Delivery Division, and is the social services component of the Court of Queen's Bench, Family Division. Policy responsibility for Family Conciliation rests with the Community Support Program, Child and Family Services Division.

Family conciliation services are provided in Winnipeg directly by Family Conciliation as part of the Winnipeg Services Branch, and in other areas of the province by regional office staff, funded by the Rural and Northern Services Branch of the Community Service Delivery Division in the Westman, Parkland, Northern, and Thompson regions.

Family Conciliation's objective is to ensure the availability of a range of high-quality dispute resolution services to families disrupted by separation or divorce, and where ongoing parenting of the children is of primary concern.

Family Conciliation's objective is achieved through the following activities:

- administration of Family Conciliation services (Winnipeg), which provides social services support to the Family Division of the Court of Queen's Bench, including information/referral, court-ordered assessments including brief consultation, mediation, conciliation, counselling, group programs, and the Parent Information Program;
- development and monitoring of program policies and service standards across the province;
- provision of training, consultation, and leadership in the development of regional services; and
- consultation with other agencies, professionals and the public.

These activities involve the provision of the following services:

- **Information and Referral** is an intake service. Individuals and families are assisted in addressing issues and identifying possible solutions, informed of community and government services that may be appropriate to their situation, and are referred accordingly.
- **Conciliation Counselling** is short-term, separation-related counselling focussed on parents' and children's adjustment to family reorganization after separation/divorce.
- **Mediation** is a structured, short-term intervention to assist families undergoing separation/divorce in developing a parenting plan, to maintain a continuing relationship among children, parents, and extended family, and to protect children from parental conflict. This is a preferred intervention for resolving custody/access conflicts. Parents may also choose to mediate financial issues arising from their separation (comprehensive mediation) regarding child support, spousal support, and division of marital property.
- **Court-Ordered Assessment Reports** provide comprehensive family evaluations, professional opinions, and recommendations to the court concerning the best interests of children in custody, access, and guardianship matters. This process serves as a vehicle for the resolution of custody/access/guardianship disputes by providing information that can be used in settlement meetings, lawyer negotiations, or litigation as circumstances warrant. It serves parents, children, lawyers, and the court by recommending courses of action and available resources that may serve to ameliorate the destructive impact of conflict on the families involved.
- **Brief Consultation Service** (Pilot Project) provides brief consultation for families and children in a shorter time frame, focuses on the "voice of the child" for children ages 11 to 16, and offers additional information in a consultative format for issues related to time sharing, child developmental needs, parental communication, and other aspects of parenting plans for children of all ages.
- **The Parent Education Program**, "For the Sake of the Children," educates and focuses parents on the needs of their children in the context of divorce. It is very helpful to all separating parents, and is an essential first step to mediation.
- **Children's Therapeutic Group** for children aged 8 to 12, assists children experiencing trauma, loss, and reorganization after divorce. This ten-week session is designed for children living in families experiencing severe parental conflict.
- **Staff presentations** on children and divorce to community organizations, and participation in various community and government committees.

Activities/Highlights in 2003/04

- Provided high quality family conciliation services, which resulted in a total of 2,588 client service contacts and 4,043 clients served through the Parent Information Program, "For the Sake of the Children," for which implementation and development has continued.
- Provided conciliation counselling services (36 client service contacts).
- Provided mediation services to 616 families.
- Completed a total of 328 court-ordered assessment reports.
- Provided Brief Consultation Services to 133 families.
- Delivered children's workshops, involving 39 children.

In addition to these accomplishments, ongoing activities in 2003/04 included:

- Continued public information and education, through numerous presentations and meetings, to inform the public of the needs of divorcing families, and the services provided by Family Conciliation.
- Continued education to describe the service to lawyers and the courts, to encourage more appropriate referral and utilization of the service.
- Review and determination of effective educational programming for divorcing/separating parents and their children.
- Continued development and review of program guidelines.
- Continued use of focussed assessment services to meet the differential needs of families experiencing separation and divorce.
- Continuation of the Brief Consultation Service to provide the court and families with consultation on matters before the court within a shorter time frame and with an emphasis on the "voice of the child" for children ages 11 to 16 and consultation in other matters related to children of all ages.

Family Conciliation Service Profile

Type of Service	2001/02				2002/03				2003/04								
	Wpg	West - man	Park- land	Thomp- son	Wpg	West- Man	Park- land	Thomp- son	Wpg	West- man	Park- land	Thomp- son	Wpg	West- man	Park- land	Thomp- son	Total
Information and Referral	1,676	690	-	126	1,650	661	-	134	1,853	599	11	98	2,455	10	2,455	27	2,588
Conciliation Counselling	17	4	1	4	6	4	-	17	15	3	8	9	29	1	36	1	36
Mediation	453	81	14	41	480	102	2	34	461	95	23	25	626	8	626	12	616
Court-Ordered Assessment Report	186	43	13	13	183	43	8	12	255	34	11	10	254	8	254	18	328
Brief Consultation Service	31	-	-	-	122	-	-	-	133	-	-	-	122	-	122	-	133
Children's Group	18	-	-	-	18	-	-	-	20	7	-	-	18	-	18	12	39
Parent Education Program	3,090	346	102	13	3,026	289	-	34	3,432	339	96	49	3,485	136	3,485	127	4,043
TOTAL	5,471	1,164	130	197	5,485	1,099	10	231	6,169	1,077	149	191	6,988	163	6,988	197	7,783

Family Conciliation Mediation Referral Sources

Referral Source	Winnipeg			Westman Region			Parkland Region			Thompson Region			Northern Region		
	2001/02	2002/03	2003/04	2001/02	2002/03	2003/04	2001/02	2002/03	2003/04	2001/02	2002/03	2003/04	2001/02	2002/03	2003/04
Court	18%	18%	25%	6%	7%	7%	7%	-	8%	9%	8%	8%	-	-	8%
Lawyer	13%	13%	4%	30%	26%	26%	7%	-	4%	35%	50%	50%	-	25%	-
Self	64%	66%	71%	57%	62%	62%	79%	100%	88%	41%	42%	42%	100%	75%	84%
Other	5%	3%	-	7%	5%	5%	7%	-	-	15%	-	-	-	-	8%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%