

Public   
Private

Report No. 12-11-1373  
Date: November 27, 2012

**HALIFAX REGIONAL SCHOOL BOARD**  
**September 30, 2012 – Quarterly Business Plan and Financial Update**

**PURPOSE:** To provide the Board with the September 30, 2012 second quarter business plan and financial update report.

**BACKGROUND:** The Audit Committee and Board are provided with a quarterly financial report to advise the Board on actual results compared to budget, to comment on variances and provide projections for the entire fiscal year.

This report also includes an update on the status of business plan priorities. This quarterly reporting to the Audit Committee and Board continues on a timely basis through-out the year to highlight progress with the business plan priorities and budget.

**CONTENT:** The attached report covers to the end of the second quarter of the 2012-2013 fiscal year and includes the following:

1. Business Plan Priorities – a status report on actions taken up to September 30, 2012, on business plan priorities approved for 2012-2013. In some instances, the report may also note planned activities for the remainder of the 2012-2013 school year.
2. Financial Report – a financial report of actual revenues and expenditures for the period July 1, 2012, to September 30, 2012, year to-date amounts, and projections for the full year, along with an explanation of major variances.

It should be noted that the Business Plan and Budget covers the period April 1, 2012, to March 31, 2013. However, most of the business plan priorities and budget initiatives are intended to be undertaken on a school year basis.

Many of the initiatives and spending plans in these documents are related to the new school year which commenced on September 1, 2012. While this report outlines many initiatives undertaken over the past six months, much activity and progress on priorities and initiatives will continue to be undertaken in the remaining months of the current school year.

Progress has been achieved to-date on the priorities for 2012-2013. Results are being achieved as planned in most priority areas.

Overall, projections indicate the Board will be on track to meet the approved budget targets. It is still early in the new school year and staffing adjustments continue. However, results to-date are on target.

**COST:** N/A

**FUNDING:** N/A

**TIMELINE:** N/A

**APPENDICES:** Quarterly Business Plan and Financial Update – September 30, 2012.

**RECOMMENDATIONS:** It is recommended that the Audit Committee receive the September 30, 2012, Quarterly Business Plan and Financial Update report for information.

**COMMUNICATIONS:**

<b>AUDIENCE</b>	<b>RESPONSIBLE</b>	<b>TIMELINE</b>
General Public and schools via web site	Doug Hadley	Upon agenda posting

**From:** For further information please contact Terri Thompson, Director of Financial Services, at 464-2000 extension 2241 or e-mail at [tthompson@hrsbc.ca](mailto:tthompson@hrsbc.ca), or Kathryn Burlton, Manager of Accounting and Purchasing, at 464-2000 extension 2843 or e-mail at [kburlton@hrsbc.ca](mailto:kburlton@hrsbc.ca)

**To:** Audit Committee – December 5, 2012  
Board – December 19, 2012

## **Quarterly Business Plan and Financial Update September 30, 2012**

### **Introduction**

This report provides information from staff on progress in implementing and achieving business plan priorities and a financial position update to the end of the second quarter of 2012-2013.

The Board prepares an annual Business Plan that outlines goals and priorities for the upcoming year. Although the Business Plan covers the fiscal year (April 1 – March 31), most of the priorities are planned on the basis of the school year (September 1 – June 30). Staff has prepared this progress report on Business Plan priorities, including actions on priorities at the beginning of the 2012-2013 school year to provide a timely update on work planned and undertaken.

This reporting is part of an accountability framework that provides assurance that the work of the Board is being directed to the Business Plan priorities and that the intended results are being achieved.

Similarly, staff prepares a quarterly financial report for the Board to provide timely information on actual revenues and expenditures in relation to the approved budget. Projections are also provided to advise the Board on any variances that may occur in relation to the approved budget for the entire fiscal year. This allows action to be taken on a timely basis if projected results are not in line with the budget.

This quarterly report is presented in two parts:

1. Business Plan Priorities – update on progress in implementing the priorities for 2012-2013 to September 30, 2012.
2. Financial Report – a report of actual revenues and expenditures for the second quarter of the 2012-2013 fiscal year, along with year to-date results, and projections for the remainder of the fiscal year.

### **Summary**

Progress has been achieved on the priorities in the 2012-2013 Business Plan. Results are being experienced as planned in most areas and progress is being made in achieving the Board's goals.

Financial results to the end of September 30, 2012 indicate the Board is tracking close to budget. Results will be monitored very closely over the remaining months of the fiscal year so that actions may be taken, where available, to ensure overall budget targets are met by year end.

#### **1. BUSINESS PLAN PRIORITIES**

On May 30, 2012 the Board approved the Business Plan and Budget for the 2012-2013 fiscal year.

The Board members and Senior Staff undertook a formal business planning process leading to the development of priorities for 2012-2013. The Board affirmed three goals for the year – to continue to improve student achievement and learning for all students, to achieve system-wide equity for students, and to continue to improve school safety.

Priorities have also been developed to support each of these goals.

Most of the work on these priorities is intended to be accomplished during the 2012-2013 school year. This second quarter report, which covers all of the activities undertaken since April 1, 2012, indicates that work is underway on most of these priorities. In some areas, this report may also highlight work planned to be undertaken for priorities during the remainder of this school year.

**BUSINESS PLAN PRIORITIES  
2012-2013**

<u>Priorities</u>	<u>Progress to Date</u>
<b><u>Business Plan Goal</u></b>	
<b>1. To continue to improve student achievement and learning for all students.</b>	
<p><b>a) Continue to implement the provincial “Succeeding in Reading” framework –</b></p> <p>The board will review and revise the current model of support for grade Primary and grade 1 through data analysis and consultations with teachers, principals and parents/guardians. Throughout the implementation, there will be ongoing monitoring and tracking of student progress. Further tracking will take place in grade 2.</p>	<p>An Early Literacy Support Interim report was shared with the governing board on April 25, 2012. Data was collected from all schools providing early literacy support and an initial review of the data was used to inform changes in the teacher support model, benchmarks and the positioning of support in French Immersion for the 2012-2013 school year. Board staff is in the process of completing the analysis of student data and an Early Literacy Support year-end report for 2011-12.</p>
<p><b>b) Enhance the integration of technology in the classroom to promote student engagement -</b></p> <p>The board will continue to implement the board’s Technology Strategy, including the ongoing support of 21<sup>st</sup> century learning. This implementation will also include the collection of data from schools, ongoing professional development, and the</p>	<p>The technology integration teacher leaders have provided site-based professional development to teachers including electronic portfolios, document cameras, video conferencing, interactive white boards, video streaming, and web design.</p> <p>Schools were provided site-based technology related data through the Getting to Great Survey.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<p>upgrade of infrastructure needed to expand to additional sites. All grade 6 classroom teachers will be supported by the Technology Integration Leadership Teachers (TILT) through the Information Economy Initiative (IEIE).</p>	<p>Fifty HRSB students registered for online courses during the first semester.</p> <p>In September, each elementary school identified a school-based technology integration champion to support the Grade 6 provincial Information Economy Initiative.</p> <p>Discovery Education licenses were purchased for all elementary schools and technology pilot sites.</p> <p>Additional netbooks were purchased to maintain the technology pilot at Caledonia Junior High.</p>
<p><b>c) Support exemplary teaching and instructional leadership development -</b></p> <p>Through the planning for improvement process, the board will support teachers to improve instruction and assessment practices in order to raise the bar and close the achievement gap for all students. Staff will collect data on the Principal Collaborative Learning groups model and use it to inform our plans for the next phase of this instructional leadership model. The board will promote partnerships such as the Nova Scotia Educational Leadership Consortium (NSEL) and DOE through the Instructional Leadership Academy and organize professional development for principals currently enrolled to share their learning with their colleagues.</p>	<p>In May 2012, principals were asked to provide feedback on their experience with the Collaborative Learning Group process. Comments were collated by Supervisors. Overwhelmingly, Collaborative Learning Groups were perceived as a positive experience:</p> <ul style="list-style-type: none"> <li>• 96% of the principals felt that the Collaborative Learning Group process was a valuable experience</li> <li>• 92% of principals felt that the CLG process helped them gain/develop new knowledge</li> <li>• 96% wanted this process to continue for the 2012-2013 school year</li> <li>• “I am pleased we are using this model as it allows us to do what we are asking our teachers to do – reflect, share, and learn with a focus on student achievement.”</li> <li>• “The conversations we had around our practice were invaluable.”</li> <li>• “This type of learning allowed me to try new ideas, share results and gain feedback.”</li> <li>• “Sharing allows for growth in our practice and to provide opportunities for new learning. I found this time very beneficial.”</li> <li>• “The information shared by fellow principals and other HRSB staff was directly related to my own professional practice at my school – very targeted and therefore, very meaningful.”</li> </ul> <p>Using the principals’ feedback, the process for this year’s Collaborative Learning Groups was refined to reflect principal learning needs, priorities within the Continuous School Improvement (CSI) process for our board, and what principals identified as a process which would best align with their efforts to improve student achievement.</p> <p>At the September 20 principals’ meeting, supervisors led principals through a reflection and</p>

<u>Priorities</u>	<u>Progress to Date</u>
	<p>goal setting exercise to select their Collaborative Learning Group for this year.</p> <p>Each Collaborative Learning Group met and further developed a plan for the second meeting which will be held November 15. Supervisors placed a strong emphasis on groups developing goals leading to action as opposed to topic discussions (moving from knowing to doing).</p> <p>Principals will link the work of their Collaborative Learning Groups to their professional growth goals. Coaching was provided to principals of schools in year four of the school improvement cycle in the spring of 2012 to support their instructional leadership.</p> <p>Last year, ten principals completed the Instructional Leadership Academy, sponsored by the Nova Scotia Educational Leadership Consortium (NSEL) and Department of Education. This year, 22 administrators began the Instructional Leadership Academy.</p> <p>Principals of schools in the first year of the Continuous School Improvement cycle, along with two teachers, participated in a one-day professional development session to support their efforts to improve student achievement.</p> <p>Professional development on the topic of data coaching was developed and delivered to all junior high principals in June 2012 to support their understanding of provincial literacy assessment data.</p> <p>To support teachers improving instruction and assessment, professional development was provided to all principals (English program P-3 teachers and French Immersion program grade 3 teachers) in relation to the new Active Young Readers Assessment Resource. This was done in collaboration with the Department of Education.</p>
<p>d) <b>Implement selected recommendations from the Superintendent’s Task Force on Alternative Education -</b></p> <p>The board will review the recommendations from the Superintendent’s Task Force on Alternative Education in order to develop an implementation plan with identified priorities for the 2012-2013 school year.</p>	<p>Senior Staff has reviewed the recommendations from the Superintendent’s Task Force on Alternative High Schools. Twelve of the 33 recommendations have been assigned to specific departments for action. Some are able to be implemented without cost; others require collaboration with principals and/or external groups. An interim report on progress for these recommendations will come forward to senior staff in early December.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<p><b>e) Implement a plan that supports the identification and programming for students with gifts and talents -</b></p> <p>Senior staff will consult with the governing Board on the Department of Education's guide, <i>Gifted Education and Talent Development</i>, in order to establish direction on supporting students with gifts and talents.</p> <p>An identification process for students with gifts and talents will be developed and, in consultation with the governing Board, a sample of schools will be selected as pilot sites to implement this process.</p> <p>In addition, data will be collected on students identified as gifted and talented to monitor implementation, track student progress and inform further decisions.</p> <p>Staff will continue to provide professional learning opportunities on gifted education and talent development for teachers and administrators.</p>	<p>To assist with this process, a brief overview on supporting students with gifts and talents has been prepared. The overview is based on the information provided in the provincial guide, <i>Gifted Education and Talent Development</i>.</p> <p>The Facilitator, Alternative Programming, has met with the Program Planning Specialists and Student Services Facilitators to discuss identification and programming for students with gifts and talents. Considerations for an identification process are in the process of being developed. List of potential pilot sites is in progress.</p> <p>Ongoing: A process for data collection will be developed.</p> <p>Ongoing: Staff is tracking professional learning opportunities provided.</p>

<u>Priorities</u>	<u>Progress to Date</u>																				
<b><u>Business Plan Goal</u></b>																					
<b>2. To achieve system-wide equity for students.</b>																					
<p><b>a) Continue to promote and encourage the self-identification of all students -</b></p> <p>Promoting self-identification continues to be a priority for the board. The collection of data will enable the board to identify student groups such as African Nova Scotian and Aboriginal learners so that schools are better able to serve all students.</p> <p>A video, featuring the African Nova Scotian and Mi'kmaq Board members, has been recorded and will be used as part of a promotional campaign to encourage self-identification among students and staff beginning in September 2012.</p> <p>The board will continue to work with the Department of Education and other partner groups to further encourage participation in self-identification. In addition, self-identification will be an on-going item on the principals' agenda in order to share successes and strategies.</p>	<p>The self-identification process is ongoing. A team of three School Administration Supervisors have been assigned the portfolio of self-identification. The team has been active gathering historical data such as identification rates and processes used to promote self-identification.</p> <p>To support self-identification during the late registration process in August, meetings were held with the Board's Communications staff to coordinate the release and website posting of a video by Irvine Carvery (Board Chair and African Nova Scotia Representative) and Kirk Arsenault (Mi'kmaq Representative) which promotes self-identification. It was posted on the HRSB website and instructions were sent to all principals to invite parents/students who were registering to view the video.</p> <p>During a professional development session with all guidance counselors in the HRSB, supervisors met to review the goal of self-identification and its importance. One important improvement to self-identification information is that the Department of Education has changed the registration form and students are now able to choose more than one ancestry and or aboriginal identity.</p> <p>As of October 10, 2012 the total student enrolment in the HRSB is 47,514. Of these students 30.12% (13,565) have chosen to self-identify. The following is a breakdown of each category, the number of students who have identified in that category and the percentage this represents of the entire HRSB population.</p> <table border="0"> <tr> <td>Aboriginal</td> <td style="text-align: right;">1,779</td> <td style="text-align: right;">1.6%</td> <td>of the total population *</td> </tr> <tr> <td>Acadian</td> <td style="text-align: right;">1,357</td> <td style="text-align: right;">2.86%</td> <td></td> </tr> <tr> <td>African descent</td> <td style="text-align: right;">1,772</td> <td style="text-align: right;">3.7%</td> <td></td> </tr> <tr> <td>Asian</td> <td style="text-align: right;">760</td> <td style="text-align: right;">1.6%</td> <td></td> </tr> <tr> <td>East Asian</td> <td style="text-align: right;">240</td> <td style="text-align: right;">0.51%</td> <td></td> </tr> </table>	Aboriginal	1,779	1.6%	of the total population *	Acadian	1,357	2.86%		African descent	1,772	3.7%		Asian	760	1.6%		East Asian	240	0.51%	
Aboriginal	1,779	1.6%	of the total population *																		
Acadian	1,357	2.86%																			
African descent	1,772	3.7%																			
Asian	760	1.6%																			
East Asian	240	0.51%																			

\* Please note these numbers are incorrect and will be changed in the next report  
September 30, 2012



<u>Priorities</u>	<u>Progress to Date</u>						
	<table border="0"> <tr> <td>European</td> <td>7,935</td> <td>16.7%</td> </tr> <tr> <td>Middle Eastern</td> <td>767</td> <td>1.6%</td> </tr> </table> <p>A plan has been developed to bring a board-wide focus to increasing the self-identification of ALL students in the HRSB. This will include initiatives such as :</p> <ul style="list-style-type: none"> <li>• Professional development with principals</li> <li>• Connections with the YMCA newcomers support program</li> <li>• A blitz to educate and promote self-identification</li> <li>• Professional development with school administrative assistants in preparation for the February 2013 registration.</li> </ul>	European	7,935	16.7%	Middle Eastern	767	1.6%
European	7,935	16.7%					
Middle Eastern	767	1.6%					
<p><b>b) Increase support and resources to assist schools in need -</b></p> <p>The board recognizes that some schools may require additional supports and resources to ensure all students have an equitable opportunity to achieve success. Schools with identified needs will receive differentiated support which could include additional staff, classroom materials and support from regional staff.</p>	<p>Requests for Mathematics and Literacy coaching support continue to be targeted based upon school needs in elementary and junior high schools. Fifty-two schools have received support from mathematics coaches and 51 schools have received support from literacy coaches. A French immersion (FI) literacy coach began supporting elementary FI schools in September.</p> <p>Mathematics network learning communities (NLCs) continue for elementary (math) teachers and principals in the J. L. Ilsley and Sir John A. Macdonald families of schools in alignment to their school's plan for improvement.</p> <p>In April 2012, substitute release and board consultant support was provided to three elementary schools (John W. MacLeod-Fleming Tower, Bell Park and Sheet Harbour) to enable teachers to engage in literacy professional development.</p> <p>In September, Schools Plus expanded to include all of the Dartmouth High and J.L. Ilsley family of schools in a new hub model of support.</p> <p>Additional staffing was provided to schools in need, such as those categorized as inner-city. Residual funds from the school book bureau were used to support specific schools with delivery of resources at the end of the school year.</p> <p>Support to small schools has been provided by adding to school instructional budgets.</p>						

<u>Priorities</u>	<u>Progress to Date</u>
<p><b>c) Continue to strengthen the focus and support for African Nova Scotian and Mi'kmaq students -</b></p> <p>The board will use self-identification information to monitor and support the academic success of African Nova Scotian and Mi'kmaq students.</p> <p>The board will monitor the implementation of the recommendations applicable to school boards, as outlined in <i>Reality Check</i>, a provincial review of key program areas in the BLAC Report, authored by Enid Lee.</p> <p>Schools will continue to support and encourage registration in African Canadian and Mi'kmaq studies-related courses.</p>	<p>In April, new teachers participated in professional learning sessions focusing on the meaning of Afrocentricity; Defining and Examining African Culture/Axioms. Historical information related to African Nova Scotian communities and culturally relevant/responsive instruction was discussed in order to gain a better understanding of African Nova Scotian students. Teachers were asked to share their reflections and next steps towards curriculum integration of the information presented.</p> <p>Staff will continue to implement board responsibilities as outlined in the Enid Lee report. For the first time, the Board has given preference to African Nova Scotian applicants for term teaching positions. A partnership with the Black Educators' Association to encourage teacher self-identification is underway and is anticipated to provide, by December, a reliable baseline for the number of African Nova Scotian teachers in the Board. The Board has also given preference to the hiring of Mi'kmaq applicants for term teaching positions.</p> <p>In order to graduate from High School in the province of Nova Scotia students need one of the following courses: African Canadian Studies 11; Canadian History 11/Histoire du Canada; Études Acadiennes 11; Gaelic Studies 11; or Mi'kmaq Studies 10. Students are currently enrolled in Mi'kmaq Studies 10 and Canadian History 11 in all of our high schools. Students are currently enrolled in African Canadian Studies 11 in thirteen of our high schools. In addition, a course in Gaelic studies is offered at Citadel High.</p> <p>Of the students currently enrolled in one of these required courses, 18.5% are in African Canadian Studies, 35.1% in Canadian History, 12.3% in Histoire du Canada and 32.5% in Mi'kmaq studies. As well 1.6% are enrolled in Gaelic studies. In addition two schools offer English 12 African Studies with a combined enrollment of 56 students.</p> <p>Supporting and encouraging registration in African Canadian Studies 11 and Mi'kmaq Studies 10 will be an item on the high school principals' meeting in November for discussion and follow up with the guidance counselors.</p>
<p><b>d) Develop and implement a plan for the effective and sustainable delivery of French Immersion -</b></p> <p>The board will develop a plan to implement the approved recommendations for the delivery of French Immersion.</p>	<p>Staff has prepared a presentation on French Immersion, including the current structure and School Advisory Council feedback to be shared with the new governing Board.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<p><b>e) Enhance inter-agency collaboration to provide services to our students -</b></p> <p>The board will expand its relationship with the IWK through initiatives such as “The Incredible Years”, an evidence-based parenting skills program.</p> <p>The board will continue its partnership with the Department of Justice to provide increased staff training in Restorative Practices.</p> <p>Staff will also be working on the establishment of the new Schools Plus hub in Spryfield based out of Rockingstone School.</p> <p>The board will enter into a Memorandum of Understanding to partner with the Bridge Centre for Arts and Technology (BCAT) to support at-risk high school students through programming developed and delivered at the BCAT site after school and on weekends.</p> <p>In addition, staff will be working with the north-end Dartmouth community on a potential second site for the Pathways to Education program.</p>	<p>There have been eight “Incredible Years” parenting skills sessions provided at several Schools Plus sites (Nelson Whynder, Ross Road, Harbour View, Joseph Howe, and St Joseph A McKay), where 64 parent/guardians have received this evidence-based training.</p> <p>We continue to reap incredible benefits from our collaboration with the IWK regarding the shared costing of our Coordinator for Students with Health Care Needs. We have had nothing but positive feedback on the support this position provides students, schools and staff on a daily basis.</p> <p>Student Services staff became a member of the Provincial Restorative Approaches Advisory Committee in September.</p> <p>In collaboration with the Department of Justice and Provincial Schools Plus, The Voices: A Program of Self Discovery and Empowerment for Girls program will be offered to Schools Plus staff and 16 guidance counselors on October 29 and 30.</p> <p>The new Schools Plus hub based out of Rockingstone School and supporting all schools in the J.L. Ilsley family of schools began operations in September.</p> <p>In June 2012, the HRSB and the Board of the Bridge Centre for Arts and Technology signed a Memorandum of Understanding to work together in partnership to support at-risk youth in our community.</p> <p>A group of community volunteers in the north-end of Dartmouth have been working to determine if their community qualifies for Pathways to Education Program support.</p> <p>They secured a knowledge grant from the United Way, and used it to fund their data collection and analysis of high school graduation rates in the specific community of Dartmouth North.</p>

<u>Priorities</u>	<u>Progress to Date</u>
	<p>They hired a consultant to complete the statistical analysis and collected data from the School Administration Department.</p> <p>Based on their findings and the community support, they are pursuing the Pathways to Education program for Dartmouth North.</p> <p>School Administration will liaise with them as their efforts continue, providing data, school reports and ongoing support to their efforts.</p> <p>HRSB collaborated with HRM and Sport Nova Scotia to support after school physical activities options for junior high school students.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<b><u>Business Plan Goal</u></b>	
<b>3. To continue to improve school safety.</b>	
<p><b>a) Continue to focus on anti-bullying initiatives -</b></p> <p>The board will review the report of the Cyberbullying Task Force – <i>Respectful and Responsible Relationships: There’s No App for That</i> –and consider its <b>recommendations</b> in the context of the programs and models of support currently being provided to schools on anti-bullying initiatives.</p>	<p>The <b>recommendations</b> of the report of the <i>Cyberbullying Task Force – Respectful and Responsible Relationships: There’s No App for That</i> were reviewed to determine what could be acted on in the short and long term. A team of three supervisors was assigned the Safe Schools portfolio and are in the process of examining the current programs and supports that are in place through Safe Schools. Between April 1 and September 30, 2012, the following initiatives responded to the above excerpt from the business plan:</p> <ul style="list-style-type: none"> <li>• Safe Schools has communicated regularly to schools through the Principals’ Memo sharing thoughts around the importance of how to stay safe while using the internet, how to respond to bullying and cyberbullying, and what a parent needs to know and do to protect their children in a technology-rich world. In addition to direct school communications, other initiatives have been undertaken to raise awareness around bullying and cyberbullying. <b>(Recommendation 18)</b></li> <li>• Through the HRSB Communications Department, Safe Schools “Tweeted” positive initiatives and events in HRSB schools. <i>Stand Up Against Bullying Day</i> which took place on the second Thursday in September was promoted and enhanced through the facilitated purchasing of pink T-Shirts and bracelets. In addition, schools were encouraged to develop their own awareness activities and the HRSB website showcased group photos as part of Anti-Bullying day displays. <b>(Recommendation 78)</b> Students were also encouraged to participate in raising awareness of bullying behaviours by developing artwork to represent the slogan “Bullying hurts everyone.”</li> <li>• In moving from awareness to site-based programming, Safe Schools has continued to provide anti-bullying presentations to requesting schools. A range of formats have supported students, staff and parents through site specific agendas that respond to each school’s unique needs and focus. Workshops were provided for individual classes to raise awareness and provide strategies to the victims of bullying and/or</li> </ul>

<u>Priorities</u>	<u>Progress to Date</u>
	<p>cyberbullying. As well as support for the victims the workshops assist the bystanders in identifying their role and responsibility in either being an active or passive participant when someone is being bullied.</p> <ul style="list-style-type: none"> <li>• Professional Development was delivered to secondary level school administrators and PEBS leaders in the spring of 2012 to explore the proactive use of incident referral data which is now readily available via the PowerSchool software system. <b>(Recommendation 2)</b></li> <li>• Safe Schools has provided ongoing direct support to individual cases, assisting students and families reporting incidents including those with elements of bullying and/or cyberbullying. <b>(Recommendation 18)</b></li> <li>• The Halifax Regional School Board has entered into a partnership with the Department of Justice to explore the Role of Restorative Practices in establishing and improving safe and positive school climates. Through this partnership, a supervisor from School Administration Department has been seconded to develop programming resources and facilitate implementation of a Restorative Approach. <b>(Recommendation 27 &amp; 55)</b></li> </ul>
<p><b>b) Continue to focus on mental health wellness and education -</b></p> <p>Professional development will be provided for “go-to” school-based staff to further their understanding and ability to identify mental health issues. There will be follow-up with the second year implementation of the high school mental health curriculum (grade 9 Healthy Living teachers).</p>	<p>In partnership with Dr. Stan Kutcher, Sun Life Financial Chair in Adolescent Mental Health, “Go-To” Teacher Training was provided to junior high and high schools in May. Invitations were sent out to 4 teachers from each high school and 2 teachers from each junior high school.</p> <p>HRSB hosted the Second Annual Academy of School Mental Health in July. Professional development will take place during the first semester to provide follow-up to the implementation of the high school mental health curriculum.</p>
<p><b>c) Decrease the number of workplace related injuries -</b></p> <p>The board will be reviewing work safety practices to develop a plan to strengthen a culture of safety. In consultation with WCB, the plan will be created with input from a committee including custodians,</p>	<p>WCB representatives met with the Superintendent, the Director of Operations and the Director of HR Services and recommended establishing a Committee to strengthen the safety culture. The “Doer’s Committee” has been established and has been meeting every three weeks since the end of August. The survey of Operations staff and supervisors has been completed and</p>

<u>Priorities</u>	<u>Progress to Date</u>
<p data-bbox="199 256 800 407">maintenance employees, administration, the NSUPE Union, technology, contractors and School Administration staff. This plan will be informed by surveys of all Operations Services staff and school principals.</p> <p data-bbox="199 440 800 678">Staff will continue regular meetings with WCB case managers to refine the process for timely and safe re-entries to the workplace. There will be further discussions with the NSTU in the hopes that, in partnership with the NSTU's long term disability carrier, a process can be developed so that teachers can return to work earlier in a manner that is less costly to the board.</p> <p data-bbox="199 711 800 769">The board will continue to deliver Nonviolent Crisis Intervention training to employees at all levels.</p> <p data-bbox="199 834 800 922">An online Occupational Health and Safety training quiz will go through final testing and will be rolled out starting in the 2012-13 school year.</p>	<p data-bbox="835 256 1944 344">analyzed. On October 10, a WCB employee facilitated the second of five safety workshops to a group of approximately 30 employees comprised of the Doer's Committee and Central Office staff from most departments.</p> <p data-bbox="835 440 1944 498">There have been six meetings with WCB representatives on return to work plans since April 1, 2012.</p> <p data-bbox="835 531 1944 589">A meeting with the NSTU representative on return to work plans from LTD will be scheduled in November.</p> <p data-bbox="835 711 1835 743">One hundred and fourteen employees have been trained in NVCI since April 1, 2012.</p> <p data-bbox="835 834 1856 893">The OHS automated quiz has been completed and will be rolled out to employees on a schedule determined appropriate by the Doer's Committee.</p> <p data-bbox="835 987 1923 1172">Unfortunately, the rate of on duty injuries has dramatically increased in the 2012-13 fiscal year. There have been 81 WCB claims since April 1, 28 of those including a time loss injury. The number of EPA WCB claims has been particularly concerning: fourteen EPAs documented an on duty injury in September, three of those being time loss injuries. There is also an increase in the medical costs associated with claims where there is no time loss. We plan to continue to get more information from WCB on the nature of these costs.</p>

## **2. FINANCIAL REPORT**

The following report outlines the General Fund and Supplementary Fund results for the three month period ending September 30, 2012, as well as year to-date results and projections for the remainder of the fiscal year.

The statements report a projected net deficit of \$641,400, but also include a planned use of accumulated surplus in the amount of \$677,800. This amount relates to the designation for accumulated surplus for Capital Amortization. As assets are amortized, the future value resides in the Board's accumulated surplus, and does not come from current year's operations. This results in a projected General Fund operating surplus of \$36,400. It is difficult to accurately project results for the remaining half of the fiscal year at this point. Staffing adjustments are still occurring and substitute teacher costs, utilities, and snow removal costs for the last six months of the fiscal year are difficult to predict at this time. Based on results to date, and barring any unusual circumstances, it is anticipated that budget targets can be met. The variance analysis at the end of this report provides explanations for significant variances from budget or from the same period last year.

The Supplementary Fund budget amounts were presented and approved before final figures were confirmed by Halifax Regional Municipality. The final revenue allocation to HRSB is \$21,700 lower than budgeted. Despite this variance, results to date indicate that the Supplementary Fund is projected to meet budget targets by year-end with no major issues.



**GENERAL FUND  
SUMMARY OF REVENUES AND EXPENDITURES  
SEPTEMBER 30, 2012**

	<b>Actual Jul - Sep 2012-2013</b>	<b>Actual Year to Date 2012-2013</b>	<b>Budget 2012-2013</b>	<b>% Budget Utilized</b>	<b>Projection 2012-2013</b>	<b>Proj% Bud Util</b>	<b>Projected Budget Variance</b>	<b>Actual Year to Date 2011-2012</b>	<b>Line</b>
<b>REVENUE</b>									
<b>Province of Nova Scotia</b>									
Formula Funding	61,766,981	133,908,862	266,066,700	50.3%	266,075,300	100.0%	-8,600	135,011,807	R1
Provincial Initiatives	1,484,303	2,464,205	4,750,800	51.9%	4,918,200	103.5%	-167,400	4,769,958	R2
Other Provincial Initiatives and Grants	1,587,575	4,952,711	4,570,100	108.4%	5,800,200	126.9%	-1,230,100	3,999,417	R3
<i>Subtotal</i>	64,838,859	141,325,778	275,387,600	51.3%	276,793,700	100.5%	-1,406,100	143,781,182	
<b>Halifax Regional Municipality</b>									
Mandatory Contribution	28,185,575	53,128,000	106,256,000	50.0%	106,256,000	100.0%	0	49,884,850	R4
<i>Subtotal</i>	28,185,575	53,128,000	106,256,000	50.0%	106,256,000	100.0%	0	49,884,850	
<b>Government of Canada</b>									
Adult EAL	-984	737,992	2,151,100	34.3%	2,183,200	101.5%	-32,100	965,447	R5
French Special Projects	68,850	68,850	231,500	29.7%	231,500	100.0%	0	107,782	R6
Minority Official Language	139,834	139,834	288,800	48.4%	266,300	92.2%	22,500	247,251	R7
Other Projects	83	47,849	0	n/a	75,000	n/a	-75,000	34,663	R8
<i>Subtotal</i>	207,782	994,524	2,671,400	37.2%	2,756,000	103.2%	-84,600	1,355,142	
<b>Board Generated Revenues</b>									
FLEC's Program	71,475	220,150	290,900	75.7%	434,000	149.2%	-143,100	227,495	R9
Investment Income	98,657	186,850	350,000	53.4%	361,800	103.4%	-11,800	180,780	R10
Summer School Fees	13,850	24,050	20,700	116.2%	24,100	116.4%	-3,400	20,716	R11
Facilities Rental	91,033	136,356	797,800	17.1%	745,600	93.5%	52,200	283,662	R12
EXCEL - Before and After School Program	1,725,521	3,908,702	7,092,900	55.1%	7,552,600	106.5%	-459,700	2,609,551	R13
International Services	343,814	1,140,357	2,666,600	42.8%	2,767,100	103.8%	-100,500	1,057,519	R14
Miscellaneous	8,546	201,344	37,400	538.4%	130,900	350.0%	-93,500	143,328	R15
<i>Subtotal</i>	2,352,896	5,817,809	11,256,300	51.7%	12,016,100	106.7%	-759,800	4,523,051	
<b>TOTAL REVENUE</b>	<b><u>95,585,113</u></b>	<b><u>201,266,110</u></b>	<b><u>395,571,300</u></b>	<b><u>50.9%</u></b>	<b><u>397,821,800</u></b>	<b><u>100.6%</u></b>	<b><u>-2,250,500</u></b>	<b><u>199,544,226</u></b>	

**GENERAL FUND  
SUMMARY OF REVENUES AND EXPENDITURES  
SEPTEMBER 30, 2012**

	Actual Jul - Sep 2012-2013	Actual Year to Date 2012-2013	Budget 2012-2013	% Budget Utilized	Projection 2012-2013	Proj% Bud Util	Projected Budget Variance	Actual Year to Date 2011-2012	Line
<b><u>EXPENDITURES</u></b>									
<b><u>SCHOOL ADMINISTRATION</u></b>									
<b>Salaries - Teachers</b>									
Classroom	37,251,167	81,385,310	161,401,400	50.4%	162,145,800	100.5%	-744,400	80,609,104	S1
Special Education	4,915,570	10,725,538	22,221,400	48.3%	21,920,000	98.6%	301,400	10,324,363	S2
Student Support	1,562,673	3,450,606	6,802,500	50.7%	6,854,400	100.8%	-51,900	4,776,129	S3
Library and Guidance	1,250,608	2,706,518	5,477,700	49.4%	5,496,800	100.3%	-19,100	2,581,042	S4
Teacher Administrators	5,331,154	11,490,323	23,469,200	49.0%	23,280,500	99.2%	188,700	11,314,169	S5
Board Administration	328,277	744,427	1,424,500	52.3%	1,407,200	98.8%	17,300	778,707	S6
Substitutes	665,338	4,378,444	12,221,800	35.8%	12,469,700	102.0%	-247,900	4,379,684	S7
<i>Subtotal</i>	51,304,787	114,881,167	233,018,500	49.3%	233,574,400	100.2%	-555,900	114,763,197	
<b>Salaries - Non-Teachers</b>									
Educational Program Assistants	4,002,595	8,620,417	18,765,800	45.9%	18,554,900	98.9%	210,900	8,663,723	S8
Library Support Specialists	121,343	249,471	464,500	53.7%	454,400	97.8%	10,100	286,549	S9
School Secretaries	438,379	2,120,984	5,687,800	37.3%	5,610,600	98.6%	77,200	2,184,511	S10
Board Administration	22,566	70,106	149,500	46.9%	137,900	92.2%	11,600	92,632	S11
Student Support	157,825	329,658	638,800	51.6%	640,800	100.3%	-2,000	294,792	S12
Security	22,847	62,443	116,200	53.7%	122,700	105.6%	-6,500	47,148	S13
Lunch Supervision	473,243	826,293	2,333,200	35.4%	2,333,200	100.0%	0	831,368	S14
<i>Subtotal</i>	5,238,799	12,279,371	28,155,800	43.6%	27,854,500	98.9%	301,300	12,400,724	
<b>Benefits</b>									
Statutory	3,022,691	8,175,338	14,313,900	57.1%	14,691,900	102.6%	-378,000	7,964,276	S15
Medical/Dental/SalCon	663,920	1,452,595	3,051,900	47.6%	3,004,000	98.4%	47,900	1,403,089	S16
Service Awards	478,550	1,037,100	2,078,600	49.9%	2,076,400	99.9%	2,200	1,030,650	S17
Pension	515,908	1,213,525	2,610,300	46.5%	2,702,900	103.5%	-92,600	1,218,742	S18
<i>Subtotal</i>	4,681,070	11,878,558	22,054,700	53.9%	22,475,200	101.9%	-420,500	11,616,757	
<b>Student Services</b>									
Travel - Student Services	9,428	28,521	89,500	31.9%	89,500	100.0%	0	30,726	S19
Other Non Salary Expenditures	1,666	2,789	15,000	18.6%	15,000	100.0%	0	8,402	S20
<i>Subtotal</i>	11,094	31,310	104,500	30.0%	104,500	100.0%	0	39,128	

**GENERAL FUND  
SUMMARY OF REVENUES AND EXPENDITURES  
SEPTEMBER 30, 2012**

	Actual Jul - Sep 2012-2013	Actual Year to Date 2012-2013	Budget 2012-2013	% Budget Utilized	Projection 2012-2013	Proj% Bud Util	Projected Budget Variance	Actual Year to Date 2011-2012	Line
<b>Program Support Resources</b>									
Classroom Supplies and Equipment	353,232	1,160,015	3,488,800	33.2%	3,539,000	101.4%	-50,200	1,263,954	S21
School Technology	82,211	99,495	731,000	13.6%	731,000	100.0%	0	155,470	S22
Data Lines	111,025	222,734	648,600	34.3%	648,600	100.0%	0	225,057	S23
Circuit/Resource Travel	18,106	64,818	187,100	34.6%	187,100	100.0%	0	89,294	S24
Textbook Credit Allocation	256,259	1,015,558	2,531,500	40.1%	2,531,500	100.0%	0	1,021,511	S25
Other Non Salary Expenditures	101,064	209,612	567,000	37.0%	565,700	99.8%	1,300	339,905	S26
Other Projects	12,248	92,346	155,900	59.2%	155,100	99.5%	800	90,625	S27
<i>Subtotal</i>	934,144	2,864,577	8,309,900	34.5%	8,358,000	100.6%	-48,100	3,185,814	
<b>Administration</b>									
Supplies and Materials	43,437	85,025	190,000	44.8%	190,000	100.0%	0	75,103	S28
Other Non Salary Expenditures	4,762	12,328	37,400	33.0%	37,400	100.0%	0	14,941	S29
<i>Subtotal</i>	48,199	97,354	227,400	42.8%	227,400	100.0%	0	90,044	
<b>Professional Development</b>									
System Leadership	541	5,176	50,000	10.4%	50,000	100.0%	0	12,307	S30
<b>International Services</b>									
Revenue	343,814	1,140,357	2,666,600	42.8%	2,767,100	103.8%	-100,500	1,057,519	S31
Expenditure	323,850	927,602	2,086,300	44.5%	2,154,400	103.3%	-68,100	869,162	S32
<i>Net Revenue</i>	19,963	212,755	580,300	36.7%	612,700	105.6%	-32,400	188,358	
<b>Summer School</b>									
Revenue	13,850	24,050	20,700	116.2%	24,100	116.4%	-3,400	20,716	S33
Expenditure	24,951	25,763	20,700	124.5%	25,800	124.6%	-5,100	24,764	S34
<i>Net Revenue</i>	-11,101	-1,713	0		-1,700		1,700	-4,048	
<b>Adult and Community Education</b>									
FLEC's - Night School	292	4,598	34,900	13.2%	34,900	100.0%	0	8,005	S35
Nova Scotia Student Adult Literacy	76,014	178,559	256,000	69.7%	403,900	157.8%	-147,900	113,784	S36
<i>Subtotal</i>	76,305	183,156	290,900	63.0%	438,800	150.8%	-147,900	121,789	
<b>Total School Administration</b>	<b><u>62,643,740</u></b>	<b><u>143,174,035</u></b>	<b><u>294,318,700</u></b>	<b><u>48.6%</u></b>	<b><u>295,263,000</u></b>	<b><u>100.3%</u></b>	<b><u>-944,300</u></b>	<b><u>143,123,686</u></b>	

**GENERAL FUND  
SUMMARY OF REVENUES AND EXPENDITURES  
SEPTEMBER 30, 2012**

<b>PROGRAM</b>	<b>Actual Jul - Sep 2012-2013</b>	<b>Actual Year to Date 2012-2013</b>	<b>Budget 2012-2013</b>	<b>% Budget Utilized</b>	<b>Projection 2012-2013</b>	<b>Proj% Bud Util</b>	<b>Projected Budget Variance</b>	<b>Actual Year to Date 2011-2012</b>	<b>Line</b>
<b>Salaries - Teachers</b>									
Special Education	1,319,961	2,762,684	5,652,800	48.9%	5,681,800	100.5%	-29,000	2,601,068	P1
Student Support	60,879	131,904	265,500	49.7%	265,500	100.0%	0	270,728	P2
Board Administration	643,171	1,395,824	2,832,800	49.3%	2,831,700	100.0%	1,100	1,396,045	P3
<i>Subtotal</i>	2,024,010	4,290,412	8,751,100	49.0%	8,779,000	100.3%	-27,900	4,267,841	
<b>Salaries - Non-Teachers</b>									
Board Administration	46,239	142,709	313,800	45.5%	283,000	90.2%	30,800	130,306	P4
Student Services Secretaries	12,169	58,436	209,600	27.9%	188,400	89.9%	21,200	76,289	P5
<i>Subtotal</i>	58,409	201,145	523,400	38.4%	471,400	90.1%	52,000	206,595	
<b>Benefits</b>									
Statutory	77,046	251,995	443,800	56.8%	444,900	100.2%	-1,100	247,477	P6
Medical/Dental/SalCon	11,410	26,173	50,700	51.6%	52,800	104.1%	-2,100	24,485	P7
Service Awards	21,875	43,750	87,500	50.0%	87,500	100.0%	0	46,450	P8
Pension	6,280	21,423	54,500	39.3%	50,900	93.4%	3,600	21,269	P9
<i>Subtotal</i>	116,611	343,341	636,500	53.9%	636,100	99.9%	400	339,681	
<b>Special Education and Student Support</b>									
Tutors/Support for Alternative Arrangements	5,354	58,191	90,000	64.7%	101,300	112.6%	-11,300	49,163	P10
Supplies and Materials	54,103	61,480	198,000	31.1%	198,000	100.0%	0	22,491	P11
Assistive Technology Equipment	81,625	123,518	287,700	42.9%	287,700	100.0%	0	91,237	P12
Innovation Challenge/Spec Ed Pilot Projects	77,038	172,224	426,000	40.4%	426,000	100.0%	0	170,355	P13
SEIRC	13,776	29,476	106,300	27.7%	106,300	100.0%	0	6,428	P14
Travel - Student Services	13,552	36,623	103,100	35.5%	103,100	100.0%	0	42,254	P15
Contracted Services	7,350	271,540	833,500	32.6%	956,300	114.7%	-122,800	276,048	P16
<i>Subtotal</i>	252,798	753,052	2,044,600	36.8%	2,178,700	106.6%	-134,100	657,976	
<b>Program Support Resources</b>									
Supplies and Materials	77,984	169,636	349,000	48.6%	326,500	93.6%	22,500	354,360	P17
Provincial Program Initiatives and Projects	342,258	1,198,803	3,402,400	35.2%	4,510,200	132.6%	-1,107,800	1,252,556	P18
<i>Subtotal</i>	420,243	1,368,439	3,751,400	36.5%	4,836,700	128.9%	-1,085,300	1,606,916	
<b>Administration</b>									
Supplies and Materials	7,067	19,422	46,000	42.2%	46,000	100.0%	0	15,886	P19
Other Non Salary Expenditures	6,305	18,341	56,000	32.8%	56,000	100.0%	0	17,646	P20
<i>Subtotal</i>	13,372	37,762	102,000	37.0%	102,000	100.0%	0	33,532	

**GENERAL FUND  
SUMMARY OF REVENUES AND EXPENDITURES  
SEPTEMBER 30, 2012**

	Actual Jul - Sep 2012-2013	Actual Year to Date 2012-2013	Budget 2012-2013	% Budget Utilized	Projection 2012-2013	Proj% Bud Util	Projected Budget Variance	Actual Year to Date 2011-2012	Line
<b>Professional Development</b>									
Curriculum Implementation	26,496	64,983	330,700	19.7%	416,300	125.9%	-85,600	73,667	P21
Health Promotion	-1,417	964	56,700	1.7%	33,700	59.4%	23,000	9,384	P22
Literacy Implementation	36,003	94,742	230,200	41.2%	215,000	93.4%	15,200	127,989	P23
Mathematics Implementation	-161	2,680	98,200	2.7%	63,400	64.6%	34,800	6,307	P24
Assessment and Evaluation	5,209	5,681	45,000	12.6%	81,900	182.0%	-36,900	10,528	P25
Planning for Improvement	3,255	10,931	61,100	17.9%	42,100	68.9%	19,000	12,848	P26
Student Services	2,412	38,524	72,300	53.3%	152,100	210.4%	-79,800	94,164	P27
RCH	7,526	19,894	212,300	9.4%	227,900	107.3%	-15,600	74,026	P28
<i>Subtotal</i>	79,323	238,399	1,106,500	21.5%	1,232,400	111.4%	-125,900	408,913	
<b>Total Program</b>	<b><u>2,964,765</u></b>	<b><u>7,232,550</u></b>	<b><u>16,915,500</u></b>	<b><u>42.8%</u></b>	<b><u>18,236,300</u></b>	<b><u>107.8%</u></b>	<b><u>-1,320,800</u></b>	<b><u>7,521,454</u></b>	
<b><u>BOARD SERVICES</u></b>									
<b>Board Governance</b>									
Honoraria and Benefits	25,617	51,233	102,600	49.9%	102,500	99.9%	100	51,233	B1
Supplies and Materials	2,273	3,672	5,000	73.4%	5,000	100.0%	0	2,665	B2
NSSBA Dues	0	85,000	100,000	85.0%	85,000	85.0%	15,000	100,000	B3
Other Non Salary Expenditures	24,514	34,743	474,400	7.3%	474,400	100.0%	0	31,447	B4
<i>Subtotal</i>	52,403	174,649	682,000	25.6%	666,900	97.8%	15,100	185,345	
<b>Board Services</b>									
Salaries	165,260	373,058	788,100	47.3%	791,300	100.4%	-3,200	546,226	B5
Benefits	22,527	58,187	120,400	48.3%	120,500	100.1%	-100	79,225	B6
Supplies and Materials	-6,881	28,572	83,200	34.3%	83,200	100.0%	0	35,620	B7
Professional Services	4,400	70,144	320,000	21.9%	320,000	100.0%	0	129,592	B8
Other Non Salary Expenditures	8,606	18,180	75,500	24.1%	75,500	100.0%	0	29,515	B9
<i>Subtotal</i>	193,913	548,141	1,387,200	39.5%	1,390,500	100.2%	-3,300	820,179	
<b>Total Board Services</b>	<b><u>246,316</u></b>	<b><u>722,790</u></b>	<b><u>2,069,200</u></b>	<b><u>34.9%</u></b>	<b><u>2,057,400</u></b>	<b><u>99.4%</u></b>	<b><u>11,800</u></b>	<b><u>1,005,524</u></b>	

**GENERAL FUND  
SUMMARY OF REVENUES AND EXPENDITURES  
SEPTEMBER 30, 2012**

	Actual Jul - Sep 2012-2013	Actual Year to Date 2012-2013	Budget 2012-2013	% Budget Utilized	Projection 2012-2013	Proj% Bud Util	Projected Budget Variance	Actual Year to Date 2011-2012	Line
<b><u>OPERATIONS SERVICES</u></b>									
<b>Administration</b>									
Salaries	390,415	805,657	1,672,800	48.2%	1,643,300	98.2%	29,500	810,690	O1
Benefits	83,680	186,439	364,600	51.1%	364,700	100.0%	-100	176,355	O2
Travel	7,066	10,574	53,000	20.0%	53,000	100.0%	0	12,744	O3
Other Non Salary Expenditures	17,301	32,993	54,500	60.5%	109,500	200.9%	-55,000	79,276	O4
<i>Subtotal</i>	498,462	1,035,663	2,144,900	48.3%	2,170,500	101.2%	-25,600	1,079,065	
<b>Custodial Services</b>									
Salaries	2,841,587	5,949,134	12,195,400	48.8%	12,405,700	101.7%	-210,300	5,759,536	O5
Benefits	907,035	1,894,854	4,022,100	47.1%	3,983,200	99.0%	38,900	1,839,186	O6
Supplies and Equipment	168,679	401,464	792,400	50.7%	792,500	100.0%	-100	335,674	O7
Building Rental Expense	424,242	850,696	1,703,200	49.9%	1,703,200	100.0%	0	797,268	O8
Contracted Services	146,898	320,224	2,114,600	15.1%	2,064,600	97.6%	50,000	339,662	O9
<i>Subtotal</i>	4,488,442	9,416,372	20,827,700	45.2%	20,949,200	100.6%	-121,500	9,071,326	
<b>Maintenance Services</b>									
Salaries	398,489	836,197	1,912,500	43.7%	1,826,300	95.5%	86,200	847,389	O10
Benefits	125,055	264,997	634,800	41.7%	596,900	94.0%	37,900	269,487	O11
Supplies and Equipment	766,664	1,538,570	4,100,600	37.5%	4,100,600	100.0%	0	1,929,926	O12
Vehicle Operating Expense	26,163	75,544	200,000	37.8%	200,000	100.0%	0	103,515	O13
Contracted Services - Maintenance	121,890	344,281	800,000	43.0%	800,000	100.0%	0	418,303	O14
Relocation Expenses	7,183	13,303	50,000	26.6%	50,000	100.0%	0	1,376	O15
<i>Subtotal</i>	1,445,443	3,072,893	7,697,900	39.9%	7,573,800	98.4%	124,100	3,569,996	
<b>Plant Operations</b>									
Insurance	162,863	358,404	742,300	48.3%	686,100	92.4%	56,200	387,907	O16
Utilities - Electricity	993,307	2,025,068	5,794,200	34.9%	5,828,500	100.6%	-34,300	2,196,447	O17
Utilities - Heating Fuel	181,661	1,298,834	7,484,100	17.4%	7,629,800	101.9%	-145,700	1,399,299	O18
Utilities - Water / Sewer	194,588	370,901	989,000	37.5%	989,000	100.0%	0	455,302	O19
Utilities - Telephone	11,251	28,184	67,000	42.1%	67,000	100.0%	0	33,651	O20
<i>Subtotal</i>	1,543,670	4,081,392	15,076,600	27.1%	15,200,400	100.8%	-123,800	4,472,606	

**GENERAL FUND  
SUMMARY OF REVENUES AND EXPENDITURES  
SEPTEMBER 30, 2012**

	<b>Actual Jul - Sep 2012-2013</b>	<b>Actual Year to Date 2012-2013</b>	<b>Budget 2012-2013</b>	<b>% Budget Utilized</b>	<b>Projection 2012-2013</b>	<b>Proj% Bud Util</b>	<b>Projected Budget Variance</b>	<b>Actual Year to Date 2011-2012</b>	<b>Line</b>
<b>Capital Projects</b>	1,180,055	3,039,098	1,057,900	287.3%	1,735,700	164.1%	-677,800	4,149,293	O21
<b>Student Transportation</b>	60,461	4,850,459	17,263,500	28.1%	17,277,000	100.1%	-13,500	4,454,576	O22
<b>Technology Services</b>									
Salaries	451,906	960,106	2,135,400	45.0%	2,029,400	95.0%	106,000	1,007,230	O23
Benefits	110,666	238,391	527,000	45.2%	503,500	95.5%	23,500	239,126	O24
Computer Services - Schools	61,785	71,952	110,000	65.4%	110,000	100.0%	0	63,532	O25
Computer Supplies - Administration	11,872	20,454	107,100	19.1%	107,100	100.0%	0	54,115	O26
O'Connell Drive Refresh	5,000	11,023	94,500	11.7%	94,500	100.0%	0	10,356	O27
P3 Information Technology Sinking Fund	344	953	684,500	0.1%	684,500	100.0%	0	0	O28
IEI Non Salary Expenses	43,027	62,564	122,900	50.9%	122,900	100.0%	0	58,895	O29
Travel	11,963	25,425	76,700	33.1%	76,700	100.0%	0	29,966	O30
Professional Services	1,656	40,829	368,000	11.1%	368,000	100.0%	0	36,643	O31
Telephone/Fax/Data	31,931	58,808	148,000	39.7%	148,000	100.0%	0	64,012	O32
<i>Subtotal</i>	730,151	1,490,507	4,374,100	34.1%	4,244,600	97.0%	129,500	1,563,875	
<b>Facilities Rentals</b>									
Revenue	91,033	136,356	797,800	17.1%	745,600	93.5%	52,200	283,662	O33
Salaries	41,313	100,746	422,800	23.8%	345,900	81.8%	76,900	119,248	O34
Benefits	8,658	18,825	91,200	20.6%	68,400	75.0%	22,800	24,786	O35
Service Contract	0	0	52,400	0.0%	52,400	100.0%	0	0	O36
Other Non Salary Expenditures	348	1,175	5,000	23.5%	5,000	100.0%	0	1,023	O37
<i>Subtotal</i>	50,319	120,746	571,400	21.1%	471,700	82.6%	99,700	145,057	
<i>Net Revenue</i>	40,713	15,610	226,400	6.9%	273,900	121.0%	-47,500	138,605	
<b>Total Operations Services</b>	<b><u>9,997,003</u></b>	<b><u>27,107,128</u></b>	<b><u>69,014,000</u></b>	<b><u>39.3%</u></b>	<b><u>69,622,900</u></b>	<b><u>100.9%</u></b>	<b><u>-608,900</u></b>	<b><u>28,505,794</u></b>	

**GENERAL FUND  
SUMMARY OF REVENUES AND EXPENDITURES  
SEPTEMBER 30, 2012**

	<b>Actual Jul - Sep 2012-2013</b>	<b>Actual Year to Date 2012-2013</b>	<b>Budget 2012-2013</b>	<b>% Budget Utilized</b>	<b>Projection 2012-2013</b>	<b>Proj% Bud Util</b>	<b>Projected Budget Variance</b>	<b>Actual Year to Date 2011-2012</b>	<b>Line</b>
<b><u>FINANCIAL SERVICES</u></b>									
<b>Administration</b>									
Salaries	328,812	688,534	1,481,400	46.5%	1,453,600	98.1%	27,800	730,380	F1
Benefits	76,426	165,436	343,700	48.1%	337,600	98.2%	6,100	166,447	F2
Supplies and Materials	45,826	75,916	215,000	35.3%	215,000	100.0%	0	93,825	F3
Travel	376	655	5,000	13.1%	5,000	100.0%	0	1,266	F4
Liability Insurance	64,289	128,579	258,800	49.7%	257,200	99.4%	1,600	129,375	F5
Professional Services	11,266	0	45,000	0.0%	45,000	100.0%	0	12,985	F6
Service Fees	37,463	36,240	30,000	120.8%	75,200	250.7%	-45,200	28,709	F7
<i>Subtotal</i>	564,459	1,095,359	2,378,900	46.0%	2,388,600	100.4%	-9,700	1,162,987	
<b>Excel - Before and After School Program</b>									
Revenue	1,725,521	3,908,702	7,092,900	55.1%	7,552,600	106.5%	-459,700	2,609,551	F8
Salaries	357,524	1,240,965	3,578,400	34.7%	3,534,900	98.8%	43,500	1,134,014	F9
Benefits	43,149	140,006	396,600	35.3%	386,900	97.6%	9,700	123,036	F10
Other	92,420	198,346	596,100	33.3%	624,100	104.7%	-28,000	158,135	F11
<i>Subtotal</i>	493,093	1,579,317	4,571,100	34.6%	4,545,900	99.4%	25,200	1,415,185	
<i>Net Revenue</i>	1,232,428	2,329,385	2,521,800	92.4%	3,006,700	119.2%	-484,900	1,194,366	
<b>Adult EAL</b>									
Revenue	-984	737,992	2,151,100	34.3%	2,183,200	101.5%	-32,100	965,447	F12
Expenditure	187,906	740,914	2,151,100	34.4%	2,183,200	101.5%	-32,100	785,222	F13
<i>Net Revenue</i>	-188,890	-2,922	0		0		0	180,224	
<b>Total Financial Services</b>	<b><u>1,245,458</u></b>	<b><u>3,415,590</u></b>	<b><u>9,101,100</u></b>	<b><u>37.5%</u></b>	<b><u>9,117,700</u></b>	<b><u>100.2%</u></b>	<b><u>-16,600</u></b>	<b><u>3,363,394</u></b>	



**GENERAL FUND  
SUMMARY OF REVENUES AND EXPENDITURES  
SEPTEMBER 30, 2012**

	<b>Actual Jul - Sep 2012-2013</b>	<b>Actual Year to Date 2012-2013</b>	<b>Budget 2012-2013</b>	<b>% Budget Utilized</b>	<b>Projection 2012-2013</b>	<b>Proj% Bud Util</b>	<b>Projected Budget Variance</b>	<b>Actual Year to Date 2011-2012</b>	<b>Line</b>
<b><u>HUMAN RESOURCE SERVICES</u></b>									
<b>Administration</b>									
Salaries	346,996	725,923	1,504,100	48.3%	1,501,300	99.8%	2,800	833,180	H1
Benefits	77,948	176,833	338,100	52.3%	354,000	104.7%	-15,900	188,608	H2
Pension Top-Ups	12,325	24,650	41,800	59.0%	41,800	100.0%	0	21,097	H3
Supplies and Materials	19,622	48,953	108,100	45.3%	108,100	100.0%	0	57,846	H4
Travel	1,558	2,309	11,200	20.6%	11,200	100.0%	0	4,501	H5
Service Contracts	1,523	1,809	20,000	9.0%	20,000	100.0%	0	19,048	H6
<i>Subtotal</i>	459,972	980,476	2,023,300	48.5%	2,036,400	100.6%	-13,100	1,124,281	
<b>Staff Development</b>									
Professional Development	36,864	255,404	2,129,500	12.0%	2,129,500	100.0%	0	340,048	H7
<i>Subtotal</i>	36,864	255,404	2,129,500	12.0%	2,129,500	100.0%	0	340,048	
<b>Total Human Resource Services</b>	<b><u>496,835</u></b>	<b><u>1,235,880</u></b>	<b><u>4,152,800</u></b>	<b><u>29.8%</u></b>	<b><u>4,165,900</u></b>	<b><u>100.3%</u></b>	<b><u>-13,100</u></b>	<b><u>1,464,329</u></b>	
<b>TOTAL EXPENDITURES</b>	<b><u>77,594,116</u></b>	<b><u>182,887,973</u></b>	<b><u>395,571,300</u></b>	<b><u>46.2%</u></b>	<b><u>398,463,200</u></b>	<b><u>100.7%</u></b>	<b><u>-2,891,900</u></b>	<b><u>184,984,181</u></b>	
<b>NET SURPLUS/(DEFICIT)</b>	<b><u>17,990,996</u></b>	<b><u>18,378,138</u></b>	<b><u>0</u></b>		<b><u>-641,400</u></b>		<b><u>641,400</u></b>	<b><u>14,560,044</u></b>	
<b>PLANNED USE OF ACCUMULATED SURPLUS</b>					<b><u>677,800</u></b>				
<b>NET OPERATING SURPLUS (DEFICIT)</b>					<b><u>36,400</u></b>				

**SUMMARY OF REVENUES AND EXPENDITURES  
SEPTEMBER 30, 2012  
SUPPLEMENTARY FUND**

	<b>Actual Jul - Sep 2012-2013</b>	<b>Actual Year to Date 2012-2013</b>	<b>Budget 2012-2013</b>	<b>% Budget Utilized</b>	<b>Projection 2012-2013</b>	<b>Projected Variance</b>	<b>Actual Year to Date 2011-2012</b>
<b><u>REVENUES</u></b>							
<b>Supplementary Funding</b>	4,264,413	8,767,163	17,556,000	49.9%	17,534,300	21,700	9,166,367
<b><u>EXPENDITURES</u></b>							
<b><u>SCHOOL ADMINISTRATION</u></b>							
<b>Classroom Teachers</b>							
Elementary Music	171,571	381,324	753,500	50.6%	753,500	0	377,653
Junior High Music and Art	116,799	255,114	510,200	50.0%	510,200	0	246,921
Physical Education	169,868	376,897	742,700	50.7%	742,700	0	368,378
Elementary Art	123,021	267,213	534,600	50.0%	534,600	0	264,478
Additional Teachers	730,566	1,657,611	3,371,900	49.2%	3,371,900	0	1,650,166
Fine Arts	334,694	721,022	1,440,200	50.1%	1,440,200	0	670,991
<i>Subtotal</i>	1,646,518	3,659,181	7,353,100	49.8%	7,353,100	0	3,578,586
<b>Special Education</b>							
Resource Teachers	709,227	1,561,664	2,911,300	53.6%	2,911,300	0	1,601,465
Social Workers	106,959	231,744	466,500	49.7%	466,500	0	226,212
Educational Program Assistants	203,077	422,928	889,700	47.5%	889,700	0	424,013
<i>Subtotal</i>	1,019,263	2,216,336	4,267,500	51.9%	4,267,500	0	2,251,690
<b>Library and Guidance</b>							
Library Support Specialists	484,558	1,030,979	2,110,500	48.9%	2,110,500	0	1,044,612
Guidance	161,426	350,540	707,000	49.6%	707,000	0	362,363
<i>Subtotal</i>	645,984	1,381,519	2,817,500	49.0%	2,817,500	0	1,406,975
<b>Curriculum Leadership</b>	95,381	200,654	422,900	47.4%	422,900	0	222,799

**SUMMARY OF REVENUES AND EXPENDITURES  
SEPTEMBER 30, 2012  
SUPPLEMENTARY FUND**

	Actual Jul - Sep 2012-2013	Actual Year to Date 2012-2013	Budget 2012-2013	% Budget Utilized	Projection 2012-2013	Projected Variance	Actual Year to Date 2011-2012
<b>Other</b>							
Student Services Secretaries	1,722	9,089	24,800	36.6%	24,800	0	11,516
Early Learning Opportunities	65,379	135,959	292,800	46.4%	292,800	0	161,114
School Secretaries	2,616	14,279	39,200	36.4%	39,200	0	13,651
Student Support Workers	22,499	44,415	109,600	40.5%	109,600	0	49,812
<i>Subtotal</i>	92,215	203,741	466,400	43.7%	466,400	0	236,093
<b>Benefits</b>							
Statutory	218,434	524,117	927,200	56.5%	927,200	0	523,053
Medical/Dental/SalCon	73,229	155,036	334,500	46.3%	334,500	0	153,797
Service Awards	28,600	57,200	114,400	50.0%	114,400	0	59,200
Pension	81,933	170,654	359,200	47.5%	359,200	0	174,297
<i>Subtotal</i>	402,196	907,007	1,735,300	52.3%	1,735,300	0	910,347
<b>Substitutes</b>	40,030	160,120	400,300	40.0%	378,600	21,700	165,720
<b>Program Support</b>							
Program Supplies and Materials	7,090	36,827	73,000	50.4%	73,000	0	35,929
Student Transportation	0	0	0	n/a	0	0	24,300
Therapeutic Swim Program	321	7,036	20,000	35.2%	20,000	0	4,829
<i>Subtotal</i>	7,410	43,863	93,000	47.2%	93,000	0	65,057
<b>TOTAL EXPENDITURES</b>	<b><u>3,948,997</u></b>	<b><u>8,772,422</u></b>	<b><u>17,556,000</u></b>	<b><u>50.0%</u></b>	<b><u>17,534,300</u></b>	<b><u>21,700</u></b>	<b><u>8,837,267</u></b>
<b>NET SURPLUS (DEFICIT)</b>	<b><u>315,416</u></b>	<b><u>-5,259</u></b>	<b><u>0</u></b>		<b><u>0</u></b>	<b><u>0</u></b>	<b><u>329,100</u></b>

Description	Projection Variance to Budget	YTD Actual Variance to Prev YTD	Explanation
<b><u>Revenue:</u></b>			
<b>Province of Nova Scotia</b>			
R3 Other Provincial Initiatives/Grants	-865,700		Received additional Provincial grants that were not included in the budget. (Offset by projected expenditures.)
R3 Health Promotion Grants	-364,400		Additional provincial grants received for Health Promotion. (Offset by projected expenditures.)
<b>Government of Canada</b>			
R8 Misc Federal Grants	-75,000		Additional grants/revenues that were unbudgeted, with accompanying expenditure projections.
<b>Board Generated Revenues</b>			
R15 Misc Board Generated Revenues	-93,500		Additional grants/revenues that were unbudgeted, with accompanying expenditure projections.
<b><u>Expenditures:</u></b>			
<b>School Administration</b>			
S1-7 Salaries - Teachers	-555,900		Teacher salary costs, including substitute teacher costs, are projected to exceed budget.
S8 Education Program Assistants	210,900		Educational Program Assistant costs are tracking slightly under budget for this fiscal year.
S15 Statutory Benefits	-378,000		Statutory benefit costs are tracking higher than budgeted.
S18 Pension Benefits	-92,600		Number of employees on LTD has increased, which results in an increase to the pension benefits.
S21 Classroom Supplies and Equipment	-50,200		Additional grants/revenues that were unbudgeted, with accompanying expenditure projections.
S26 Other Non Salary Expenditures		130,300	SIS project PD schedule for training sessions in 2011-12 involved more schools and began earlier than in 2012-13
S31 International Services - Revenues	-100,500		Additional students over the budgeted enrolment amounts, resulting in additional revenues.
S32 International Services - Expenditures	-68,100		Additional students over the budgeted enrolment amounts with resulting increased expenditure projections.
<b>Program</b>			
P2 Student Support Teachers		138,800	Reading Recovery Teacher Leader positions were in place in April - July 2011, but not in April - Sept 2012.
P16 Contracted Services	-122,800		Number of tuition supports approved by DOE exceeded amount budgeted for 2012-13.
P18 Provincial Programs and Initiatives	-743,400		Additional grants/revenues that were unbudgeted, with accompanying expenditure projections.
P18 Health Promotion Grants	-364,400		These are offset by the additional grants/revenues that were unbudgeted.
P21-28 Professional Development	-125,900		Additional grants/revenues that were unbudgeted, with accompanying expenditure projections.
<b>Board Services</b>			
B3 NSSBA Dues	15,000		DOE approved rate for NSSBA dues was less than the amount included in 2012-13 budget.
B5-6 Board Services Salaries and Benefits		194,200	A number of positions were reallocated from Board Services to Program effective August 2011. Cost included in Board Services in April - July 2011, but not in April - September 2012.

Description	Projection Variance to Budget	YTD Actual Variance to Prev YTD	Explanation
<b>Operations Services</b>			
O5-6 Custodial Salaries and Benefits	-171,400		Custodial salary and benefit costs are tracking above budget.
O9 Contracted Services - Garbage Removal	50,000		Updated tender for garbage removal will lead to lower anticipated costs than budgeted.
O10-11 Maintenance Salaries and Benefits	124,100		Maintenance employees budgeted for the full fiscal year, but staff turnover results in delays in hiring maintenance employees.
O12 Maintenance Supplies and Equipment		391,400	Expenditures to date have resulted in a reduction to the current level of expenditures for minor maintenance projects as compared to the same time period for last year.
O16 Insurance	56,200		Property insurance rates have been reduced from 2011-12 rates, which were the basis for the 2012-13 budget.
O17 Utilities - Electricity	-34,300		The 2012-13 budget included an estimate for electricity savings with the closure of the QEC. As the building has not closed, the savings are not expected to materialize.
O17 Utilities - Electricity		171,400	Our year to date costs for electricity (April - September) are lower in this fiscal year than the previous year.
O18 Utilities - Heating Fuel	-145,700		The 2012-13 budget included an estimate for electricity savings with the closure of the QEC. As the building has not closed, the savings are not expected to materialize.
O18 Utilities - Heating Fuel		100,500	Our year to date costs for heating fuel (April - September) are lower in this fiscal year than the previous year.
O21 Capital Projects	-677,800		Capital cost amortization for building improvements incurred in prior years come from the accumulated surplus, for capital cost amortization, and is not included in the budget.
O21 Capital Projects		1,110,200	The April - September expenditures related to a number of capital projects (to be reimbursed by the DOE) are lower in 2012-13 as compared to 2011-12.
O22 Student Transportation		-395,900	Changes to the transportation contract led to increased costs in September 2011. While not included in the April - September 2011 period, they were included in the April - September 2012 time period.
O23-24 Technology Services Salaries and Benefits	129,500		Staff turnover since April 1, 2012 left a few positions vacant for some time before they were filled. These vacancies have resulted in costs coming in lower than budgeted.
O33 Facilities Rentals - Revenues		147,300	April - June community rentals were lower in 2012 than in 2011. As well, the Federal election in the spring of 2011 resulted in higher revenue amounts in the prior year.
<b>Financial Services</b>			
F7 Service Fees	-45,200		The implementation of Employee Self Service (ESS) was included in the budget for 2012-13, which will result in reduced expenses related to the printing and distribution of paystubs. Although still in progress, the implementation was delayed and has reduced the amount of potential savings budgeted.
F8 Excel Before & After Program - Revenues	-459,700		Additional students registered, over budgeted number of students, and new sites opened.
F8 Excel Before & After Program - Revenues		-1,299,200	Excel experienced significant growth during the 2011-12 school year. This growth is included in the April - September 2012 period, but not in the April - September 2011 period. Variance is impacted by timing differences, corrected the following month.
<b>Human Resource Services</b>			
H1-2 Salaries and Benefits		119,000	Staffing reductions included in the 2011-12 budget year had not taken effect in the April - September 2011 time period. Staffing reductions included in the 2012-13 budget year took effect in April 2012. Expenditures in the current year to date period exceed the expenditures in the same period last year due to the timing of staffing reductions.