

Public
Private

Report No. 13-01-1390
Date: January 28, 2013

HALIFAX REGIONAL SCHOOL BOARD
December 31, 2012 – Quarterly Business Plan and Financial Update

PURPOSE: To provide the Board, through the Audit Committee, with the December 31, 2012 third 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 third quarter of the 2012-2013 fiscal year and includes the following:

1. Business Plan Priorities – a status report on actions taken up to December 31, 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 October 1, 2012, to December 31, 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 new 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 nine 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. At this point in the year, staffing adjustments have stabilized. Staff will continue to monitor substitute teacher costs,

utilities and snow removal costs for the final three months of the fiscal year. However, results to-date are on target.

COST: N/A

FUNDING: N/A

TIMELINE: N/A

APPENDICES: Quarterly Business Plan and Financial Update – December 31, 2012.

RECOMMENDATIONS: It is recommended that the Audit Committee receive the December 31, 2012, Quarterly Business Plan and Financial Update report for information.

COMMUNICATIONS:

AUDIENCE	RESPONSIBLE	TIMELINE
General Public and schools via web site	Doug Hadley	Posting of the agenda

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

To: Senior Staff – January 28, 2013
Audit Committee – February 6, 2013
Board – February 27, 2013

Quarterly Business Plan and Financial Update December 31, 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 third 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 December break 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 December 31, 2012.
2. Financial Report – a report of actual revenues and expenditures for the third 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 December 31, 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 third 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>
<u>Business Plan Goal</u>	
1. To continue to improve student achievement and learning for all students.	
<p>a) Continue to implement the provincial “Succeeding in Reading” framework –</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>In English program, schools provided Early Literacy Support to identified grade one students in the first support block (September 2012 – December 2012), with support moving to grade two in the second support block (December 2012 – March 2013). To date, 834 grade one students and 328 grade two students have been supported.</p> <p>In French Immersion, most schools provided Early Literacy support to identified grade two students in the first support block (September 2012 – December 2012), with support moving to grade one in the second support block (December 2012 – March 2013). To date, 140 grade one students and 132 grade two students have been supported.</p> <p>Two days of Early Literacy professional development were provided to English and French Immersion program grade two teachers. The PD focused on reading and writing assessment and instructional practices. The days were designed so PD was differentiated to meet individual teacher needs.</p> <p>All Early Literacy teachers received 2 days of PD, with new Early Literacy Teachers receiving</p>

<u>Priorities</u>	<u>Progress to Date</u>
	<p>2 ½ additional days. Three more PD dates are planned for Early Literacy teachers between January and June, including one focusing on providing instruction to grade two students.</p> <p>An Early Literacy Support Year End Report for 2011-2012 was developed and will be shared with the Governing Board in January.</p>
<p>b) Enhance the integration of technology in the classroom to promote student engagement -</p> <p>The board will continue to implement the board's Technology Strategy, including the ongoing support of 21st century learning. This implementation will also include the collection of data from schools, ongoing professional development, and the 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>As part of the HRSB Technology Strategy, a focus on enhancing access by identifying and installing the required infrastructure to support internet access devices for students and teachers continued. Managed Wireless has been installed in 30 HRSB schools.</p> <p>An inventory of technology devices in HRSB schools was completed.</p> <p>HRSB hosted the Discovery Education Fall Virtual Conference. This teacher PD focused on the most effective ways to integrate digital media and technology into instructional practices.</p> <p>Professional development was provided in October to identified elementary school-based technology integration champions to support the Grade 6 provincial Information Economy Initiative. These school-based leaders were allocated substitutes and are providing professional learning to teachers at their schools.</p> <p>Professional development was provided to all Grade 5 and 6 teachers in November. Teachers were provided the opportunity to explore hardware and software received as part of the provincial rollout and they were also able to create lessons which integrated technology into their curriculum.</p> <p>During the first semester, 40 HRSB high school students took 43 online courses through the Nova Scotia Virtual School. As of December 31, 2012, 69 HRSB students are enrolled in 72 courses for semester two.</p>
<p>c) Support exemplary teaching and instructional leadership development -</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</p>	<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</p>

<u>Priorities</u>	<u>Progress to Date</u>
<p>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 (NSELC) and DOE through the Instructional Leadership Academy and organize professional development for principals currently enrolled to share their learning with their colleagues.</p>	<p>with their efforts to improve student achievement.</p> <p>At the September 20 principals' meeting, supervisors led principals through a reflection and 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 was held November 17th. Supervisors placed a strong emphasis on groups developing goals leading to action as opposed to topic discussions (moving from knowing to doing). Collaborative Learning Groups set goals for learning based on the following areas of interest: quality teaching, improved literacy and math achievement, culturally relevant instruction and assessment, PLCs, effective classroom assessment, closing the achievement gap, differentiation, effective math instruction, and student engagement. All 19 Collaborative Learning Groups have access to staff to support their learning.</p> <p>In October, a half day Professional Development session was provided to all P-3 principals to prepare for the Implementation of the Nova Scotia Mathematics Curriculum, Grades P-3. The session provided principals with the opportunity to understand the rationale for the changes to the curriculum, the pedagogy and the processes serving as the basis of the curriculum, and their role as an instructional leader in the implementation plan.</p> <p>Professional development sessions were held in November for all P-3 classroom teachers (English and French Immersion), P-6 resource teachers, and school principals to support teachers in the Implementation of the Nova Scotia Mathematics Curriculum, Grades P-3 including the rationale behind the revised curriculum, effective pedagogy, the content changes, and the implementation plan. This session was repeated in December for all Vice Principals and members of Program staff.</p> <p>All Grade 4 teachers attended a professional development session in November. This PD provided grade four teachers with the opportunity to share and develop strategies to support curriculum delivery in Social Studies in relation to the implementation of the new provincial curriculum document.</p> <p>All Grade P-6 Music teachers participated in a professional development session in November. This PD addressed aspects of assessment and evaluation, music technology, curriculum content and design (i.e. grades 4-6 activities/split classes), and provided time for collaboration.</p> <p>All Elementary Physical Education teachers attended a professional development session in November. During this PD, teachers worked on the Fundamental Movement Skills approach</p>

<u>Priorities</u>	<u>Progress to Date</u>
	<p>for supporting physical literacy as well as supporting students with special needs.</p> <p>All Grade P-6 Art teachers participated in a professional development session in November. During this PD, teachers were introduced to multiple ways of integrating visual arts into the newly developed Social Studies Curriculum. The session was designed to support teachers to help students learn through Visual Arts about social, cultural, historical, and geographical relationships.</p> <p>All elementary Core French teachers participated in a professional development session in November. This PD focused on assessment and evaluation in the core French classroom.</p> <p>A half day Information session will be provided to interested principals on supporting the implementation of the Early Literacy Support model in January.</p>
<p>d) Implement selected recommendations from the Superintendent’s Task Force on Alternative Education -</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 went to senior staff in December. Information will be shared with the Board at a future leadership Session.</p>
<p>e) Implement a plan that supports the identification and programming for students with gifts and talents -</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</p>	<p>To assist with this process, a brief overview on supporting students with gifts and talents has been prepared and presented to the governing board. The overview is based on the information provided in the provincial guide, <i>Gifted Education and Talent Development</i>.</p> <p>Discussions were held regarding the identification and programming for students with gifts and talents with Student Services Facilitators, Program Facilitators and Program Planning</p>

<u>Priorities</u>	<u>Progress to Date</u>
<p>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>Specialists. Six possible pilot sites have been identified. Professional development will be provided to the sites. The process for identification of students with gifts and talents follows the program planning process and will incorporate the guidelines described in the Gifted Education and Talent Development Guide.</p> <p>Ongoing: A process for data collection will be developed.</p> <p>Staff continues to provide professional learning opportunities. The learning opportunities on gifted education and talent development being provided to schools are based on their identified needs.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<u>Business Plan Goal</u>	
2. To achieve system-wide equity for students.	
<p>a) Continue to promote and encourage the self-identification of all students -</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>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"> • Professional development with principals • Connections with the YMCA newcomers support program • A campaign to educate and promote self-identification • Professional development with school administrative assistants in preparation for the February 2013 registration. • Use of the video featuring the former Board Chair and the Mi'kmaq Representative Board member • In December, the superintendent sent a letter promoting self-identification to all parents. As well, school staffs promoted self-identification with their students. This campaign was very successful and resulted in an increase of 13,070 students self-identifying. <p>As of December 31, 2012 the total student enrolment in the HRSB is 48,786. Of these students, 54.6% (26,635) have chosen to self-identify. As well, there were 1,316 yes responses to the question "Is this student considered to be an Aboriginal person?" which represents 2.70% of the total student enrolment.</p> <p>2,575 students indicated they were of African Descent which represents 5.28% of the total student enrolment.</p>
<p>b) Increase support and resources to assist schools in need -</p> <p>The board recognizes that some schools may require additional supports and resources to ensure</p>	<p>Teachers in identified sites have been provided mathematics coaching support. The central</p>

<u>Priorities</u>	<u>Progress to Date</u>
<p>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>math team is providing additional support to John Martin Junior High. Professional development is being provided in the areas of differentiated instruction, assessment, and effective instructional practices to better engage students in learning mathematics.</p> <p>Resources containing multicultural themes were purchased to support Inglis Street, Duc d'Anville, Bedford South, Ocean View, Gaetz Brook and Park West schools.</p> <p>French Immersion resources were purchased for grade 2 to support the early literacy initiative.</p> <p>Sub release days were provided to schools to support French Second Language teachers to meet their professional development needs in relation to the school's improvement goals.</p>
<p>c) Continue to strengthen the focus and support for African Nova Scotian and Mi'kmaq students -</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>Board staff is currently merging the self-identification data with student assessment data and an analysis is underway.</p> <p>The African Nova Scotian Student Literacy/Math Tutoring Project is continuing this year in 14 schools: Harbour View, Ian Forsyth, Southdale/North Woodside, Beechville-Lakeside-Timberlea, Bel Ayr, Graham Creighton, Caledonia, John Martin, Prince Arthur, Sir Robert Borden, Highland Park, Ross Road, Bicentennial and Cole Harbour District High.</p> <p>Professional development was provided to staff at Inglis Street Elementary and Prince Arthur Junior High Schools on the topics of Culturally Relevant Instruction, Assessment and Continuous School Improvement, Use of Bias Evaluation Instrument, Use of Appropriate Language and Making the Curriculum Inclusive For All Students.</p> <p>Newly Appointed RCH/Sexual Harassment Voluntary School Liaisons received professional development as a support to their role.</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 and Mi'kmaq applicants for term teaching positions. A partnership with the Black Educators' Association to encourage teacher self-identification is underway and is anticipated to provide a reliable baseline for the number of African Nova Scotian teachers in the Board.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<p>Schools will continue to support and encourage registration in African Canadian and Mi'kmaq studies-related courses.</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. 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. 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 was an item on the high school principals' meeting in November and discussions are ongoing.</p>
<p>d) Develop and implement a plan for the effective and sustainable delivery of French Immersion -</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 so that future recommendations can be determined.</p>
<p>e) Enhance inter-agency collaboration to provide services to our students -</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>Incredible Years training continues to be offered in various SchoolsPlus sites.</p> <p>A School Administration Supervisor was seconded by the Department of Justice to be the Project Lead for Restorative Approaches in Schools Project (RAISP) for the Province. He is housed at HRSB. Currently, there are eight of our schools, Citadel High, Lockview, John Martin Junior High, LeMarchant-St. Thomas, Humber Park, St. Catherine's, Oxford School and Bedford South involved in RAISP. Joseph Howe and St. Joseph's-A. McKay have had training in restorative approaches and Nelson Whynder will be involved in a refresher training session. A number of HRSB staff including principals are members of the Provincial Restorative Approaches Advisory Committee.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<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>SchoolsPlus partnered with Halifax Regional Police, Greystone Community Centre, Pathways to Education and Rockingstone Heights in support of the establishment of the Rockingstone Heights School Youth Project Students to be mentored by peers.</p> <p>SchoolsPlus staff attended the Workshop modules for Restorative Approaches learning session.</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 was offered to Schools Plus staff and 15 guidance counselors in October. In addition, 54 staff members from across various departments and community agencies were trained.</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. The programming has not gone forward yet for this year. The Board for BridgeCAT is currently undergoing fundraising to support their initiatives.</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> <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>Through a partnership with the Halifax Regional Municipality, an after school physical activity coordinator was hired. This is a partnership between HRM and HRSB to promote</p>

<u>Priorities</u>	<u>Progress to Date</u>
	<p>extracurricular physical activity in schools through developing and maintaining quality after school programs.</p> <p>HRSB collaborated with HRM and Sport Nova Scotia to support after school physical activities options for junior high school students. A total of 19 After School Physical Activity Grants totalling \$89,105 have been awarded. Also a total of 17 Community Use of Schools Grants totalling \$36,475 have also been awarded.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<u>Business Plan Goal</u>	
3. To continue to improve school safety.	
<p>a) Continue to focus on anti-bullying initiatives -</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 recommendations in the context of the programs and models of support currently being provided to schools on anti-bullying initiatives.</p>	<p>The recommendations from <i>Respectful and Responsible Relationships: There’s No App for That</i>, the report of the Nova Scotia Task Force on Bullying and Cyberbullying, continues to be referred to for determining actions. Three supervisors collaborate with the Safe School Consultant, who was hired in October 2012 to replace an employee who became the Anti-Bullying Coordinator at the Department of Education. The actions which began in the spring continue to be implemented and the following initiatives are ongoing:</p> <ul style="list-style-type: none"> • Professional Development for principals around bullying including work on the definition of bullying took place in the fall to build a consistent understanding among school administrators. (Recommendation 21) Principals are applying this understanding in order to better track and respond to incidents of reported bullying and cyberbullying using the PowerSchool information system. (Recommendation 2) • Data has been gathered board-wide to inform on current programs and initiatives supporting safe schools. Over 30 programs and initiatives have been identified by schools as currently in use to promote and support healthy and caring learning environments. • Plans are underway for a Safe and Caring Schools Conference for elementary schools which will take place on March 4th, 2013. (Recommendation 51) • A Provincial anti-bullying initiative, Stand up Against Bullying Day, was supported through our Safe Schools division. Support included distribution of pink T-shirts and bracelets to raise the profile of the event. <p>Through the HRSB Communications Officer, Safe Schools tweeted a series of bully prevention messages for students, parents, and teachers connected the National Bully Awareness Week which ran from November 12-17. (Recommendation 78)</p>

<u>Priorities</u>	<u>Progress to Date</u>
<p>b) Continue to focus on mental health wellness and education -</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>Guidance Counsellors in HRSB received professional development in recognizing mental health concerns in youth and strategies for supporting the individual and families in need. Dr. Kristen McLeod, a psychologist with Community Mental Health and Child Welfare at the IWK Health Centre and Daniel Chorney, a psychologist with Chorney & Associates presented to this group.</p> <p>Planning is underway for follow up training for grade 9 Health Living teachers.</p>
<p>c) Decrease the number of workplace related injuries -</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, 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>In cooperation with the WCB and the NSUPE Union, the Operations Department lead a “Doer’s Committee” which has met every three weeks since the end of August. A survey of Operations staff (custodians, care takers and trades, and their supervisors) lead to the establishment of the following Committee goals:</p> <ul style="list-style-type: none"> • Increase HRSB staff and service provider awareness regarding the HRSB OHS Policy and OHS legislation to 80% of Operations employee groups • Develop, document and communicate the Return to Work process • Educate staff on the core elements of the Safety Management System • Re-establish or strengthen the Joint Occupational Health and Safety Committees (“JOHSC”) at work sites on roles and responsibilities and function of JOHSC • Develop and implement a risk management process for hazard identification, assessment, control and reporting • Re-establish a process for incident investigation and reporting <p>Four subcommittees have been established to follow up on these goals. The work of two subcommittees is close to completion. Among other work, a “Stay-At-Work/Return-To-Work Program” has been drafted. Six workshops in relation to three of the above goals have been delivered with participation from most departments.</p> <p>The target is to complete all of the work of this committee by the end of the 2012-13 school year. Injury rates and another survey in the Fall of 2013 will inform on the progress.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<p>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>The board will continue to deliver Nonviolent Crisis Intervention training to employees at all levels.</p> <p>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>A second Doer's Committee, with a focus on the work of CUPE (EPAs primarily), will be scheduled in the new year.</p> <p>The HR Department has dedicated two employees 100% to WCB matters: tracking, investigation and process improvement.</p> <p>There have been seven meetings with WCB representatives on return to work plans since April 1, 2012.</p> <p>A meeting with the NSTU representative on return to work plans from LTD has been deferred due to the difficulties in gathering data.</p> <p>200 employees have been trained in NVCI since April 1, 2012.</p> <p>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>The 2012 annual data shows that the number of time loss claims is similar to 2011 (60 and 59, respectively) but the number of injury claims has increased from 138 to 162. In the last quarter of 2012, there have been 41 WCB injury claims, 18 of which involved lost time, and 16 of which had costs but no lost time. When comparing the fourth quarter of 2012 to the fourth quarter of past years, it is evident that claims, lost time claims, weeks of benefits and benefit dollars paid are all trending upwards. The dramatic increase in the weeks of benefits and benefit dollars paid are the most significant concern. It is hoped that ongoing cooperation with WCB and the extraordinary efforts described above will begin to make a difference in the 2013-14 fiscal year.</p>

2. **FINANCIAL REPORT**

The following report outlines the General Fund and Supplementary Fund results for the three month period ending December 31, 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 \$487,800, 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 \$190,000. At this point in the year, staffing adjustments have stabilized, but substitute teacher costs, utilities, and snow removal costs for the final three months of the fiscal year continue to be difficult to predict at this time. Based on results to date, and barring any unusual circumstances, it is anticipated that budget targets will be met. Staff will continue to monitor expenditures in all categories, to ensure that we meet our targets. The variance analysis at the end of this report provides explanations for significant variances from budget or from the same period last year.

The final Supplementary Fund budget amounts confirmed by HRM after budget amounts were presented and approved were \$21,700 lower than expected. 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
DECEMBER 31, 2012**

	Actual Oct - Dec 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
REVENUE									
Province of Nova Scotia									
Formula Funding	69,826,912	203,735,774	266,066,700	76.6%	266,075,300	100.0%	-8,600	206,840,925	R1
Provincial Initiatives	1,409,410	3,873,614	4,750,800	81.5%	5,388,100	113.4%	-637,300	6,708,126	R2
Other Provincial Initiatives and Grants	2,162,107	7,114,818	4,570,100	155.7%	8,368,600	183.1%	-3,798,500	5,838,202	R3
<i>Subtotal</i>	73,398,429	214,724,207	275,387,600	78.0%	279,832,000	101.6%	-4,444,400	219,387,253	
Halifax Regional Municipality									
Mandatory Contribution	26,564,000	79,692,000	106,256,000	75.0%	106,256,000	100.0%	0	74,827,275	R4
<i>Subtotal</i>	26,564,000	79,692,000	106,256,000	75.0%	106,256,000	100.0%	0	74,827,275	
Government of Canada									
Adult EAL	215,831	953,823	2,151,100	44.3%	2,183,200	101.5%	-32,100	1,333,565	R5
French Special Projects	-38,539	30,310	231,500	13.1%	231,500	100.0%	0	107,782	R6
Minority Official Language	-1	139,833	288,800	48.4%	266,300	92.2%	22,500	247,251	R7
Other Projects	1,538	49,387	0	n/a	75,000	n/a	-75,000	76,059	R8
<i>Subtotal</i>	178,829	1,173,353	2,671,400	43.9%	2,756,000	103.2%	-84,600	1,764,656	
Board Generated Revenues									
FLEC's Program	5,145	225,295	290,900	77.4%	439,200	151.0%	-148,300	443,887	R9
Investment Income	92,404	279,253	350,000	79.8%	366,800	104.8%	-16,800	301,759	R10
Summer School Fees	0	24,050	20,700	116.2%	24,100	116.4%	-3,400	20,716	R11
Facilities Rental	192,662	329,018	797,800	41.2%	742,800	93.1%	55,000	353,461	R12
EXCEL - Before and After School Program	2,294,682	6,203,384	7,092,900	87.5%	7,683,400	108.3%	-590,500	5,433,740	R13
International Services	960,393	2,100,750	2,666,600	78.8%	2,762,300	103.6%	-95,700	1,852,043	R14
Miscellaneous	16,958	218,302	37,400	583.7%	146,000	390.4%	-108,600	219,141	R15
<i>Subtotal</i>	3,562,243	9,380,052	11,256,300	83.3%	12,164,600	108.1%	-908,300	8,624,747	
TOTAL REVENUE	<u>103,703,501</u>	<u>304,969,612</u>	<u>395,571,300</u>	<u>77.1%</u>	<u>401,008,600</u>	<u>101.4%</u>	<u>-5,437,300</u>	<u>304,603,931</u>	

**GENERAL FUND
SUMMARY OF REVENUES AND EXPENDITURES
DECEMBER 31, 2012**

	Actual Oct - Dec 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
<u>EXPENDITURES</u>									
<u>SCHOOL ADMINISTRATION</u>									
Salaries - Teachers									
Classroom	43,030,095	124,415,405	161,401,400	77.1%	162,928,200	100.9%	-1,526,800	126,726,068	S1
Special Education	6,030,242	16,755,780	22,221,400	75.4%	22,009,000	99.0%	212,400	16,157,924	S2
Student Support	2,242,016	5,692,622	6,802,500	83.7%	7,669,200	112.7%	-866,700	6,774,518	S3
Library and Guidance	1,399,036	4,105,554	5,477,700	75.0%	5,351,600	97.7%	126,100	4,080,624	S4
Teacher Administrators	6,226,310	17,716,634	23,469,200	75.5%	23,254,000	99.1%	215,200	17,661,324	S5
Board Administration	300,755	1,045,182	1,424,500	73.4%	1,350,400	94.8%	74,100	1,191,440	S6
Substitutes	4,182,313	8,560,757	12,221,800	70.0%	12,938,600	105.9%	-716,800	8,945,090	S7
<i>Subtotal</i>	63,410,766	178,291,934	233,018,500	76.5%	235,501,000	101.1%	-2,482,500	181,536,988	
Salaries - Non-Teachers									
Educational Program Assistants	5,142,946	13,763,363	18,765,800	73.3%	18,638,200	99.3%	127,600	13,831,637	S8
Library Support Specialists	101,442	350,913	464,500	75.5%	451,800	97.3%	12,700	469,000	S9
School Secretaries	1,776,898	3,897,881	5,687,800	68.5%	5,462,000	96.0%	225,800	3,970,394	S10
Board Administration	31,885	101,992	149,500	68.2%	137,700	92.1%	11,800	146,130	S11
Student Support	146,474	476,132	638,800	74.5%	631,100	98.8%	7,700	466,289	S12
Security	34,339	96,782	116,200	83.3%	125,800	108.3%	-9,600	76,771	S13
Lunch Supervision	580,732	1,407,025	2,333,200	60.3%	2,333,200	100.0%	0	1,450,757	S14
<i>Subtotal</i>	7,814,717	20,094,088	28,155,800	71.4%	27,779,800	98.7%	376,000	20,410,978	
Benefits									
Statutory	1,783,106	9,958,445	14,313,900	69.6%	14,599,900	102.0%	-286,000	9,871,000	S15
Medical/Dental/SalCon	827,613	2,280,208	3,051,900	74.7%	3,038,800	99.6%	13,100	2,211,868	S16
Service Awards	518,550	1,555,650	2,078,600	74.8%	2,075,300	99.8%	3,300	1,545,975	S17
Pension	780,688	1,994,214	2,610,300	76.4%	2,715,800	104.0%	-105,500	1,974,868	S18
<i>Subtotal</i>	3,909,957	15,788,516	22,054,700	71.6%	22,429,800	101.7%	-375,100	15,603,711	
Student Services									
Travel - Student Services	19,053	47,574	89,500	53.2%	66,700	74.5%	22,800	51,524	S19
Other Non Salary Expenditures	2,165	4,954	15,000	33.0%	15,000	100.0%	0	11,631	S20
<i>Subtotal</i>	21,218	52,528	104,500	50.3%	81,700	78.2%	22,800	63,155	

**GENERAL FUND
SUMMARY OF REVENUES AND EXPENDITURES
DECEMBER 31, 2012**

	Actual Oct - Dec 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
Program Support Resources									
Classroom Supplies and Equipment	938,816	2,098,831	3,488,800	60.2%	3,578,300	102.6%	-89,500	2,410,746	S21
School Technology	464,760	564,256	731,000	77.2%	756,000	103.4%	-25,000	414,457	S22
Data Lines	209,679	432,412	648,600	66.7%	648,600	100.0%	0	433,247	S23
Circuit/Resource Travel	56,491	121,309	187,100	64.8%	187,100	100.0%	0	138,887	S24
Textbook Credit Allocation	766,689	1,782,246	2,531,500	70.4%	2,531,500	100.0%	0	1,778,169	S25
Other Non Salary Expenditures	119,553	329,165	567,000	58.1%	565,700	99.8%	1,300	476,909	S26
Other Projects	23,363	115,709	155,900	74.2%	155,100	99.5%	800	159,208	S27
<i>Subtotal</i>	2,579,350	5,443,927	8,309,900	65.5%	8,422,300	101.4%	-112,400	5,811,624	
Administration									
Supplies and Materials	45,307	130,332	190,000	68.6%	190,000	100.0%	0	121,614	S28
Other Non Salary Expenditures	6,440	18,768	37,400	50.2%	37,400	100.0%	0	23,046	S29
<i>Subtotal</i>	51,746	149,100	227,400	65.6%	227,400	100.0%	0	144,660	
Professional Development									
System Leadership	4,112	9,288	50,000	18.6%	50,000	100.0%	0	51,865	S30
International Services									
Revenue	960,393	2,100,750	2,666,600	78.8%	2,762,300	103.6%	-95,700	1,852,043	S31
Expenditure	598,733	1,526,334	2,086,300	73.2%	2,219,400	106.4%	-133,100	1,386,109	S32
<i>Net Revenue</i>	361,660	574,416	580,300	99.0%	542,900	93.6%	37,400	465,934	
Summer School									
Revenue	0	24,050	20,700	116.2%	24,100	116.4%	-3,400	20,716	S33
Expenditure	32	25,795	20,700	124.6%	25,800	124.6%	-5,100	24,870	S34
<i>Net Revenue</i>	-32	-1,745	0		-1,700		1,700	-4,154	
Adult and Community Education									
FLEC's - Night School	296	4,893	34,900	14.0%	34,900	100.0%	0	15,576	S35
Nova Scotia Student Adult Literacy	67,396	245,955	256,000	96.1%	403,900	157.8%	-147,900	191,291	S36
<i>Subtotal</i>	67,692	250,849	290,900	86.2%	438,800	150.8%	-147,900	206,867	
Total School Administration	<u>78,458,324</u>	<u>221,632,358</u>	<u>294,318,700</u>	<u>75.3%</u>	<u>297,176,000</u>	<u>101.0%</u>	<u>-2,857,300</u>	<u>225,240,827</u>	

**GENERAL FUND
SUMMARY OF REVENUES AND EXPENDITURES
DECEMBER 31, 2012**

PROGRAM	Actual Oct - Dec 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
Salaries - Teachers									
Special Education	1,499,740	4,262,424	5,652,800	75.4%	5,621,700	99.4%	31,100	4,106,617	P1
Student Support	69,160	201,064	265,500	75.7%	263,600	99.3%	1,900	354,630	P2
Board Administration	762,754	2,158,579	2,832,800	76.2%	2,835,800	100.1%	-3,000	2,160,208	P3
<i>Subtotal</i>	2,331,654	6,622,066	8,751,100	75.7%	8,721,100	99.7%	30,000	6,621,456	
Salaries - Non-Teachers									
Board Administration	78,178	220,887	313,800	70.4%	286,400	91.3%	27,400	242,320	P4
Student Services Secretaries	66,790	125,226	209,600	59.7%	189,500	90.4%	20,100	141,793	P5
<i>Subtotal</i>	144,968	346,114	523,400	66.1%	475,900	90.9%	47,500	384,113	
Benefits									
Statutory	38,276	290,271	443,800	65.4%	447,100	100.7%	-3,300	294,270	P6
Medical/Dental/SalCon	15,181	41,354	50,700	81.6%	54,200	106.9%	-3,500	39,028	P7
Service Awards	21,875	65,625	87,500	75.0%	87,500	100.0%	0	69,675	P8
Pension	16,189	37,611	54,500	69.0%	51,800	95.0%	2,700	38,895	P9
<i>Subtotal</i>	91,520	434,861	636,500	68.3%	640,600	100.6%	-4,100	441,867	
Special Education and Student Support									
Tutors/Support for Alternative Arrangements	21,032	79,223	90,000	88.0%	105,400	117.1%	-15,400	73,350	P10
Supplies and Materials	48,403	109,883	198,000	55.5%	198,000	100.0%	0	113,370	P11
Assistive Technology Equipment	41,861	165,379	287,700	57.5%	287,700	100.0%	0	164,694	P12
Innovation Challenge/Spec Ed Pilot Projects	90,921	263,145	426,000	61.8%	426,000	100.0%	0	263,021	P13
SEIRC	17,857	47,333	106,300	44.5%	106,300	100.0%	0	28,378	P14
Travel - Student Services	25,520	62,143	103,100	60.3%	95,200	92.3%	7,900	70,011	P15
Contracted Services	589,256	860,796	833,500	103.3%	958,600	115.0%	-125,100	803,508	P16
<i>Subtotal</i>	834,850	1,587,902	2,044,600	77.7%	2,177,200	106.5%	-132,600	1,516,331	
Program Support Resources									
Supplies and Materials	29,571	199,206	349,000	57.1%	326,500	93.6%	22,500	362,184	P17
Provincial Program Initiatives and Projects	862,273	2,061,076	3,402,400	60.6%	4,883,900	143.5%	-1,481,500	2,183,333	P18
<i>Subtotal</i>	891,844	2,260,283	3,751,400	60.3%	5,210,400	138.9%	-1,459,000	2,545,517	
Administration									
Supplies and Materials	4,104	23,525	46,000	51.1%	44,000	95.7%	2,000	24,956	P19
Other Non Salary Expenditures	14,710	33,050	56,000	59.0%	58,000	103.6%	-2,000	31,554	P20
<i>Subtotal</i>	18,813	56,576	102,000	55.5%	102,000	100.0%	0	56,510	

**GENERAL FUND
SUMMARY OF REVENUES AND EXPENDITURES
DECEMBER 31, 2012**

	Actual Oct - Dec 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
Professional Development									
Curriculum Implementation	90,674	155,657	330,700	47.1%	416,300	125.9%	-85,600	192,022	P21
Health Promotion	-195	769	56,700	1.4%	33,700	59.4%	23,000	12,412	P22
Literacy Implementation	46,737	141,479	230,200	61.5%	215,000	93.4%	15,200	286,309	P23
Mathematics Implementation	24,868	27,548	98,200	28.1%	464,000	472.5%	-365,800	33,176	P24
Assessment and Evaluation	56,769	62,450	45,000	138.8%	62,400	138.7%	-17,400	124,017	P25
Continuous School Improvement	17,234	28,166	61,100	46.1%	42,100	68.9%	19,000	72,273	P26
Student Services	51,774	90,298	72,300	124.9%	90,300	124.9%	-18,000	108,944	P27
RCH	11,136	31,030	212,300	14.6%	239,900	113.0%	-27,600	114,125	P28
<i>Subtotal</i>	298,996	537,395	1,106,500	48.6%	1,563,700	141.3%	-457,200	943,278	
Total Program	<u>4,612,646</u>	<u>11,845,196</u>	<u>16,915,500</u>	<u>70.0%</u>	<u>18,890,900</u>	<u>111.7%</u>	<u>-1,975,400</u>	<u>12,509,073</u>	
<u>BOARD SERVICES</u>									
Board Governance									
Honoraria and Benefits	25,543	76,776	102,600	74.8%	102,500	99.9%	100	76,850	B1
Supplies and Materials	35	3,707	5,000	74.1%	5,000	100.0%	0	2,948	B2
NSSBA Dues	0	85,000	100,000	85.0%	85,000	85.0%	15,000	100,000	B3
Other Non Salary Expenditures	7,037	41,780	474,400	8.8%	474,400	100.0%	0	39,815	B4
<i>Subtotal</i>	32,614	207,262	682,000	30.4%	666,900	97.8%	15,100	219,613	
Board Services									
Salaries	212,647	585,705	788,100	74.3%	786,500	99.8%	1,600	764,573	B5
Benefits	27,341	85,528	120,400	71.0%	152,100	126.3%	-31,700	104,551	B6
Supplies and Materials	21,007	49,579	83,200	59.6%	83,200	100.0%	0	50,919	B7
Professional Services	40,265	110,409	320,000	34.5%	320,000	100.0%	0	179,974	B8
Other Non Salary Expenditures	6,596	24,776	75,500	32.8%	75,500	100.0%	0	44,159	B9
<i>Subtotal</i>	307,855	855,997	1,387,200	61.7%	1,417,300	102.2%	-30,100	1,144,177	
Total Board Services	<u>340,469</u>	<u>1,063,259</u>	<u>2,069,200</u>	<u>51.4%</u>	<u>2,084,200</u>	<u>100.7%</u>	<u>-15,000</u>	<u>1,363,789</u>	

**GENERAL FUND
SUMMARY OF REVENUES AND EXPENDITURES
DECEMBER 31, 2012**

	Actual Oct - Dec 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
<u>OPERATIONS SERVICES</u>									
Administration									
Salaries	403,994	1,209,652	1,672,800	72.3%	1,660,200	99.2%	12,600	1,266,369	O1
Benefits	77,703	264,142	364,600	72.4%	379,100	104.0%	-14,500	251,511	O2
Travel	8,160	18,734	53,000	35.3%	53,000	100.0%	0	24,893	O3
Other Non Salary Expenditures	49,168	82,161	54,500	150.8%	179,900	330.1%	-125,400	94,557	O4
<i>Subtotal</i>	539,026	1,574,688	2,144,900	73.4%	2,272,200	105.9%	-127,300	1,637,330	
Custodial Services									
Salaries	3,312,588	9,261,722	12,195,400	75.9%	12,538,100	102.8%	-342,700	9,030,277	O5
Benefits	1,034,797	2,929,650	4,022,100	72.8%	3,949,900	98.2%	72,200	2,867,176	O6
Supplies and Equipment	178,180	579,644	792,400	73.2%	793,800	100.2%	-1,400	444,592	O7
Building Rental Expense	454,106	1,304,802	1,703,200	76.6%	1,744,200	102.4%	-41,000	1,199,046	O8
Contracted Services	506,013	826,237	2,114,600	39.1%	2,119,700	100.2%	-5,100	956,095	O9
<i>Subtotal</i>	5,485,683	14,902,055	20,827,700	71.5%	21,145,700	101.5%	-318,000	14,497,186	
Maintenance Services									
Salaries	445,760	1,281,957	1,912,500	67.0%	1,754,300	91.7%	158,200	1,286,756	O10
Benefits	144,053	409,050	634,800	64.4%	566,100	89.2%	68,700	410,932	O11
Supplies and Equipment	1,107,181	2,645,752	4,100,600	64.5%	4,100,600	100.0%	0	3,342,886	O12
Vehicle Operating Expense	59,491	135,035	200,000	67.5%	200,000	100.0%	0	171,459	O13
Contracted Services - Maintenance	164,562	508,843	800,000	63.6%	800,000	100.0%	0	643,351	O14
Relocation Expenses	1,069	14,372	50,000	28.7%	50,000	100.0%	0	1,376	O15
<i>Subtotal</i>	1,922,116	4,995,008	7,697,900	64.9%	7,471,000	97.1%	226,900	5,856,760	
Plant Operations									
Insurance	163,196	521,600	742,300	70.3%	685,500	92.3%	56,800	566,701	O16
Utilities - Electricity	1,586,453	3,611,521	5,794,200	62.3%	5,828,500	100.6%	-34,300	3,509,526	O17
Utilities - Heating Fuel	1,782,722	3,081,556	7,484,100	41.2%	7,629,800	101.9%	-145,700	2,695,729	O18
Utilities - Water / Sewer	212,324	583,225	989,000	59.0%	989,000	100.0%	0	697,604	O19
Utilities - Telephone	23,356	51,540	67,000	76.9%	67,000	100.0%	0	44,698	O20
<i>Subtotal</i>	3,768,051	7,849,442	15,076,600	52.1%	15,199,800	100.8%	-123,200	7,514,257	

**GENERAL FUND
SUMMARY OF REVENUES AND EXPENDITURES
DECEMBER 31, 2012**

	Actual Oct - Dec 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
Capital Projects	244,771	3,283,868	1,057,900	310.4%	1,784,800	168.7%	-726,900	6,284,851	O21
Student Transportation	6,613,696	11,464,155	17,263,500	66.4%	17,472,000	101.2%	-208,500	9,262,458	O22
Technology Services									
Salaries	544,141	1,504,248	2,135,400	70.4%	2,032,400	95.2%	103,000	1,583,521	O23
Benefits	121,617	360,008	527,000	68.3%	496,900	94.3%	30,100	356,737	O24
Computer Services - Schools	-21,868	50,085	110,000	45.5%	110,000	100.0%	0	75,755	O25
Computer Supplies - Administration	65,862	86,316	107,100	80.6%	107,100	100.0%	0	56,156	O26
O'Connell Drive Refresh	5,168	16,190	94,500	17.1%	94,500	100.0%	0	18,582	O27
P3 Information Technology Sinking Fund	2,576	3,529	684,500	0.5%	684,500	100.0%	0	18,139	O28
IEI Non Salary Expenses	32,686	95,251	122,900	77.5%	122,900	100.0%	0	110,739	O29
Travel	18,611	44,036	76,700	57.4%	76,700	100.0%	0	48,191	O30
Professional Services	0	40,829	368,000	11.1%	368,000	100.0%	0	92,536	O31
Telephone/Fax/Data	33,552	92,360	148,000	62.4%	148,000	100.0%	0	99,117	O32
<i>Subtotal</i>	802,345	2,292,852	4,374,100	52.4%	4,241,000	97.0%	133,100	2,459,475	
Facilities Rentals									
Revenue	192,662	329,018	797,800	41.2%	742,800	93.1%	55,000	353,461	O33
Salaries	131,298	232,044	422,800	54.9%	348,700	82.5%	74,100	257,933	O34
Benefits	23,613	42,438	91,200	46.5%	65,700	72.0%	25,500	47,038	O35
Service Contract	0	0	52,400	0.0%	52,400	100.0%	0	0	O36
Other Non Salary Expenditures	473	1,648	5,000	33.0%	5,000	100.0%	0	1,760	O37
<i>Subtotal</i>	155,384	276,130	571,400	48.3%	471,800	82.6%	99,600	306,731	
<i>Net Revenue</i>	37,278	52,888	226,400	23.4%	271,000	119.7%	-44,600	46,730	
Total Operations Services	<u>19,531,071</u>	<u>46,638,199</u>	<u>69,014,000</u>	<u>67.6%</u>	<u>70,058,300</u>	<u>101.5%</u>	<u>-1,044,300</u>	<u>47,819,047</u>	

**GENERAL FUND
SUMMARY OF REVENUES AND EXPENDITURES
DECEMBER 31, 2012**

	Actual Oct - Dec 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
<u>FINANCIAL SERVICES</u>									
Administration									
Salaries	390,397	1,078,931	1,481,400	72.8%	1,446,700	97.7%	34,700	1,138,299	F1
Benefits	80,485	245,920	343,700	71.6%	339,400	98.7%	4,300	243,111	F2
Supplies and Materials	64,691	140,607	215,000	65.4%	223,500	104.0%	-8,500	149,804	F3
Travel	905	1,560	5,000	31.2%	5,000	100.0%	0	2,657	F4
Liability Insurance	64,289	192,868	258,800	74.5%	257,200	99.4%	1,600	194,063	F5
Professional Services	0	0	45,000	0.0%	45,000	100.0%	0	12,985	F6
Service Fees	12,109	48,349	30,000	161.2%	78,000	260.0%	-48,000	43,239	F7
<i>Subtotal</i>	612,877	1,708,236	2,378,900	71.8%	2,394,800	100.7%	-15,900	1,784,157	
Excel - Before and After School Program									
Revenue	2,294,682	6,203,384	7,092,900	87.5%	7,683,400	108.3%	-590,500	5,433,740	F8
Salaries	1,180,257	2,421,222	3,578,400	67.7%	3,527,800	98.6%	50,600	2,249,628	F9
Benefits	122,694	262,700	396,600	66.2%	383,100	96.6%	13,500	233,804	F10
Other	174,728	373,074	596,100	62.6%	611,100	102.5%	-15,000	339,097	F11
<i>Subtotal</i>	1,477,680	3,056,996	4,571,100	66.9%	4,521,900	98.9%	49,200	2,822,529	
<i>Net Revenue</i>	817,002	3,146,387	2,521,800	124.8%	3,161,500	125.4%	-639,700	2,611,211	
Adult EAL									
Revenue	215,831	953,823	2,151,100	44.3%	2,183,200	101.5%	-32,100	1,333,565	F12
Expenditure	646,949	1,387,863	2,151,100	64.5%	2,183,200	101.5%	-32,100	1,396,909	F13
<i>Net Revenue</i>	-431,118	-434,040	0		0		0	-63,345	
Total Financial Services	<u>2,737,505</u>	<u>6,153,095</u>	<u>9,101,100</u>	<u>67.6%</u>	<u>9,099,900</u>	<u>100.0%</u>	<u>1,200</u>	<u>6,003,595</u>	

**GENERAL FUND
SUMMARY OF REVENUES AND EXPENDITURES
DECEMBER 31, 2012**

	Actual Oct - Dec 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
<u>HUMAN RESOURCE SERVICES</u>									
Administration									
Salaries	395,197	1,121,120	1,504,100	74.5%	1,533,400	101.9%	-29,300	1,301,637	H1
Benefits	76,113	252,945	338,100	74.8%	358,800	106.1%	-20,700	266,949	H2
Pension Top-Ups	12,325	36,975	41,800	88.5%	41,800	100.0%	0	36,975	H3
Supplies and Materials	20,739	69,692	108,100	64.5%	106,100	98.1%	2,000	88,891	H4
Travel	2,126	4,435	11,200	39.6%	7,500	67.0%	3,700	7,982	H5
Service Contracts	2,426	4,235	20,000	21.2%	7,000	35.0%	13,000	29,735	H6
<i>Subtotal</i>	508,926	1,489,403	2,023,300	73.6%	2,054,600	101.5%	-31,300	1,732,169	
Staff Development									
Professional Development	413,692	669,096	2,129,500	31.4%	2,132,500	100.1%	-3,000	718,616	H7
<i>Subtotal</i>	413,692	669,096	2,129,500	31.4%	2,132,500	100.1%	-3,000	718,616	
Total Human Resource Services	<u>922,619</u>	<u>2,158,499</u>	<u>4,152,800</u>	<u>52.0%</u>	<u>4,187,100</u>	<u>100.8%</u>	<u>-34,300</u>	<u>2,450,785</u>	
TOTAL EXPENDITURES	<u>106,602,634</u>	<u>289,490,607</u>	<u>395,571,300</u>	<u>73.2%</u>	<u>401,496,400</u>	<u>101.5%</u>	<u>-5,925,100</u>	<u>295,387,116</u>	
NET SURPLUS/(DEFICIT)	<u>-2,899,133</u>	<u>15,479,005</u>	<u>0</u>		<u>-487,800</u>		<u>487,800</u>	<u>9,216,816</u>	
PLANNED USE OF ACCUMULATED SURPLUS					<u>677,800</u>				
NET OPERATING SURPLUS (DEFICIT)					<u>190,000</u>				

**SUMMARY OF REVENUES AND EXPENDITURES
DECEMBER 31, 2012
SUPPLEMENTARY FUND**

	Actual Oct - Dec 2012-2013	Actual Year to Date 2012-2013	Budget 2012-2013	% Budget Utilized	Projection 2012-2013	Projected Variance	Actual Year to Date 2011-2012
<u>REVENUES</u>							
Supplementary Funding	4,383,582	13,150,745	17,556,000	74.9%	17,534,300	21,700	13,508,250
<u>EXPENDITURES</u>							
<u>SCHOOL ADMINISTRATION</u>							
Classroom Teachers							
Elementary Music	200,481	581,806	753,500	77.2%	757,600	-4,100	593,249
Junior High Music and Art	137,336	392,450	510,200	76.9%	512,200	-2,000	391,375
Physical Education	197,505	574,402	742,700	77.3%	748,600	-5,900	582,528
Elementary Art	142,851	410,064	534,600	76.7%	536,000	-1,400	416,710
Additional Teachers	883,445	2,541,056	3,371,900	75.4%	3,318,200	53,700	2,675,685
Fine Arts	396,115	1,117,137	1,440,200	77.6%	1,460,100	-19,900	1,058,618
<i>Subtotal</i>	1,957,734	5,616,914	7,353,100	76.4%	7,332,700	20,400	5,718,166
Special Education							
Resource Teachers	753,058	2,314,723	2,911,300	79.5%	2,972,400	-61,100	2,519,203
Social Workers	124,785	356,530	466,500	76.4%	466,500	0	353,492
Educational Program Assistants	239,998	662,926	889,700	74.5%	890,800	-1,100	658,331
<i>Subtotal</i>	1,117,842	3,334,179	4,267,500	78.1%	4,329,700	-62,200	3,531,026
Library and Guidance							
Library Support Specialists	568,296	1,599,276	2,110,500	75.8%	2,148,700	-38,200	1,631,643
Guidance	191,130	541,670	707,000	76.6%	710,000	-3,000	559,337
<i>Subtotal</i>	759,427	2,140,946	2,817,500	76.0%	2,858,700	-41,200	2,190,981
Curriculum Leadership							
	105,870	306,524	422,900	72.5%	398,600	24,300	337,171

**SUMMARY OF REVENUES AND EXPENDITURES
DECEMBER 31, 2012
SUPPLEMENTARY FUND**

	Actual Oct - Dec 2012-2013	Actual Year to Date 2012-2013	Budget 2012-2013	% Budget Utilized	Projection 2012-2013	Projected Variance	Actual Year to Date 2011-2012
Other							
Student Services Secretaries	7,848	16,937	24,800	68.3%	24,400	400	19,363
Early Learning Opportunities	81,276	217,235	292,800	74.2%	296,300	-3,500	243,641
School Secretaries	12,344	26,623	39,200	67.9%	38,300	900	25,946
Student Support Workers	27,613	72,028	109,600	65.7%	98,600	11,000	77,076
<i>Subtotal</i>	129,082	332,823	466,400	71.4%	457,600	8,800	366,027
Benefits							
Statutory	165,290	689,406	927,200	74.4%	976,000	-48,800	687,163
Medical/Dental/SalCon	88,161	243,198	334,500	72.7%	328,500	6,000	241,827
Service Awards	28,600	85,800	114,400	75.0%	114,400	0	88,800
Pension	96,915	267,569	359,200	74.5%	361,100	-1,900	271,554
<i>Subtotal</i>	378,966	1,285,973	1,735,300	74.1%	1,780,000	-44,700	1,289,345
Substitutes	120,090	280,210	400,300	70.0%	278,000	122,300	290,010
Program Support							
Program Supplies and Materials	31,171	67,998	73,000	93.1%	79,000	-6,000	65,589
Student Transportation	0	0	0	n/a	0	0	24,300
Therapeutic Swim Program	5,131	12,168	20,000	60.8%	20,000	0	5,199
<i>Subtotal</i>	36,303	80,165	93,000	86.2%	99,000	-6,000	95,088
TOTAL EXPENDITURES	<u>4,605,313</u>	<u>13,377,734</u>	<u>17,556,000</u>	<u>76.2%</u>	<u>17,534,300</u>	<u>21,700</u>	<u>13,817,813</u>
NET SURPLUS (DEFICIT)	<u>-221,731</u>	<u>-226,990</u>	<u>0</u>		<u>0</u>	<u>0</u>	<u>-309,563</u>

Description	Projection Variance to Budget	YTD Actual Variance to Prev YTD	Explanation
Revenue:			
Province of Nova Scotia			
R3 Other Provincial Initiatives/Grants	-3,434,100		Received additional Provincial grants that were not included in the budget, including funding for additional staff (See S1-7). (Offset by projected expenditures.)
R3 Health Promotion Grants	-364,400		Additional provincial grants received for Health Promotion. (Offset by projected expenditures.)
Government of Canada			
R8 Misc Federal Grants	-75,000		Additional grants/revenues that were unbudgeted, with accompanying expenditure projections.
Board Generated Revenues			
R15 Misc Board Generated Revenues	-108,600		Additional grants/revenues that were unbudgeted, with accompanying expenditure projections.
Expenditures:			
School Administration			
S1-7 Salaries - Teachers	-2,482,500		Projections reflect additional staffing funded by the Department of Education.
S8 Education Program Assistants	127,600		Educational Program Assistant costs are tracking slightly under budget for this fiscal year.
S10 School Secretaries	225,800		School Secretary costs are tracking under budget for this fiscal year.
S15 Statutory Benefits	-286,000		Statutory benefit costs are tracking higher than budgeted.
S18 Pension Benefits	-105,500		Number of employees on LTD has increased, which results in an increase to the pension benefits.
S21 Classroom Supplies and Equipment	-89,500		Additional grants/revenues that were unbudgeted, with accompanying expenditure projections.
S26 Other Non Salary Expenditures		147,700	SIS project PD schedule for training sessions in 2011-12 involved more schools and began earlier than in 2012-13
S31 International Services - Revenues	-95,700		Additional students over the budgeted enrolment amounts, resulting in additional revenues.
S32 International Services - Expenditures	-133,100		Additional students over the budgeted enrolment amounts with resulting increased expenditure projections.
Program			
P2 Student Support Teachers		153,600	Reading Recovery Teacher Leader position were in place in April - July 2011, but not in April - Dec 2012.
P16 Contracted Services	-125,100		Number of tuition supports approved by DOE exceeded amount budgeted for 2012-13.
P18 Provincial Programs and Initiatives	-1,117,100		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	-457,200		Additional grants/revenues that were unbudgeted, with accompanying expenditure projections.
Board Services			
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		197,900	A number of positions were reallocated from Board Services to Program effective August 2011. Cost included in Board Services in April - December 2011, but not in April - December 2012.

Description	Projection Variance to Budget	YTD Actual Variance to Prev YTD	Explanation
Operations Services			
O5-6 Custodial Salaries and Benefits	-270,500		Custodial salary and benefit costs are tracking above budget.
O10-11 Maintenance Salaries and Benefits	226,900		Maintenance employees budgeted for the full fiscal year, but staff turnover results in delays in hiring maintenance employees.
O12 Maintenance Supplies and Equipment		697,100	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	56,800		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.
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.
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		3,001,000	The April - November 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	-208,500		Budgeted savings for bus passes and route reductions have not been achieved, and additional monitors have been added to accommodate students who require additional support.
O23-24 Technology Services Salaries and Benefits	133,100		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.
Financial Services			
F7 Service Fees	-48,000		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	-590,500	-769,600	Additional students registered, over budgeted number of students, and new sites opened. Excel experienced significant growth during the 2011-12 school year. This growth is included in the April - December 2012 period, but not as significant in the April - December 2011 period.
Human Resource Services			
H1-2 Salaries and Benefits	-50,000		Temporary staff have been allocated to assist in investigations related to WCB matters.
H1-2 Salaries and Benefits		194,500	Staffing reductions included in the 2011-12 budget year had not taken effect in the April - December 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.