



**ANNUAL
REPORT
2013**

BACKGROUND

Craigie Heights Primary School opened in 2010. The \$13 million state of the art school offers exceptional facilities including Interactive Whiteboards in every classroom, purpose built science, art and music facilities.

Over a short period of time the school has built a very positive reputation in the community. This has been achieved through a clear focus on student improvement and an exceptional pastoral care approach provided through the staff and supported through the community. This was recognised in 2012 with Craigie Heights Primary School being awarded Exemplary Status from the Department of Education.

From the Principal

2013 was an exciting year for Craigie Heights Primary School as it was its first year of operation as an Independent Public School (IPS). As a staff we worked hard with the community to establish a new vision statement, market the school and complete a Business Plan for 2013-2016 which reflects the direction for the school over the next 4 years. The school community has enjoyed the level of autonomy and flexibilities that IPS has provided throughout the 2013 school year.

There has been significant growth in the school over the last 18 months. This growth resulted in capital works with the construction of a brand new Kindergarten Transportable during 2013. Ten new teaching staff members were appointed in 2013 including myself as the newly appointed Principal and two part time Deputy Principals. This was a year of great change and growth for the school, with new initiatives that reflected the Business Plan requirements being implemented and developed. The staff have worked hard to develop a Learning Community which is progressing well. There is a great level of distributed leadership across the school which we expect to see support improved student outcomes over the coming years.

Once again the school was greatly supported by the Parents and Citizens (P&C) Association. They worked tirelessly throughout the year to raise funds for the Shade Sail which is to be erected in early 2014.

Ms Lynne Bates

OUR MOTTO

As is reflected in our school logo, our school's motto is ***"Learning in Harmony"***. The motto has been used to inform the school's vision statement. It is through both the motto and vision statement that we set our expectations.

OUR VISION

The vision statement for Craigie Heights Primary School is: ***"To inspire all children to achieve their personal best through living, learning and playing in harmony."***

Achieved through developing a culture of:

Educational Excellence

Quality teaching and learning driven by research - "what is best for children."

Leadership

Staff: Distributed leadership that focuses upon empowering others.

Students: The leader within me.

Learning in Harmony

The building of strong, harmonious and respectful relationships between students, staff and community.



STAFF SHARED BELIEFS

The staff make decisions and develop strategies within the school based on the shared belief statements. We believe in:

- Education as a shared responsibility. It is a respectful partnership of home, school and community. One in which all are supportive of the school's vision and beliefs.
- A resourceful community working together to ensure student success.
- Using resources wisely.
- An inclusive community in which all have the right to contribute.
- Creating a safe, supportive, stimulating environment that maximises the potential of all and ensures the well-being of all.
- The pursuit of excellence in teaching through implementing research based best practices.
- The maintenance of high standards and consistent expectations for all students and staff.
- Early intervention.
- Providing a child-centred, structured learning environment where the teacher is approachable, respectful, encouraging and organised.
- Supporting students to have strong positive values that reflect being a good citizen and being leaders within.
- A culturally relevant education that provides the knowledge and skills to meet the global challenges and opportunities of the 21st century

NOTABLE ACHIEVEMENTS 2013

Independent Public School (IPS) Status

In 2013 we commenced operation as an IPS; this meant that as well as selecting our own staff we also were to manage our One Line Budget. Administration staff were trained in readiness for this in 2012. Over Term One the school's Business Plan was developed in consultation with staff and the School Board. The school's Business Plan, Delivery and Performance Agreement and Annual Budget were endorsed. Regular meetings were held each term with the School Board where performance progress, curriculum initiatives, and operational matters such as developing a new vision statement that reflected our school's motto and changes to school uniform were tabled and discussed.

At the end of 2013 the School Board reflected on its role and effectiveness through a survey. A rating scale of 1-5 was used with the overall average being 3.91.

SCHOOL BOARD

The Craigie Heights School Board supported the community in a consultative manner during the year. Key achievements included:

- Development of the School Business Plan.
- Developing a new Vision Statement which reflected the school's Motto.
- Developing a new school logo.
- Deciding on a new school uniform design which incorporated the new logo, a more modern design and fabric.
- Selection of an Out of Hours School Care provider.

Future Recommendations: Based on the School Board survey

- *An area identified for improvement was Q. 3. Meetings finish on time (score 2.67). Strategies have been devised for implementation in 2014.*

OUT OF HOURS SCHOOL CARE (OHSC) FACILITY

A community survey was conducted in 2013 to determine interest for this service in our school. The results indicated quite a high demand with 59 responses collected stating they would like to see a Before and After School Care operate from Craigie Heights PS and 48 families stated they would use the facility if it was to open at Craigie Heights PS.

This information was then taken to the School Board where it was proposed we would progress with establishing an OHSC facility at the school. The school board endorsed this proposal. A rigorous interview process was then undertaken with Camp Australia being the recommended provider. The OHSC is to commence operation in Term 2, 2014.

AUSTRALIAN CURRICULUM (AC) IMPLEMENTATION

During 2013 the staff commenced unpacking Phase One of the AC. This included English, Maths, Science and History. Teachers were selected to complete Train the Trainer Professional Learning in these four areas. These teachers were then equipped to support the staff in the 4 learning areas. Committee teams were established and work commenced on formulating Whole School Plans and Operational Plans in order to address the requirements of the AC and the needs of students as identified through the school's data.

Craigie Heights PS started after school Professional Learning workshops based on the Woodlands Hub WACI (Woodlands Australian Curriculum Implementation) Club model. Two staff members run this Professional Learning twice per term for staff in both the Joondalup and Ocean Reef Network. Such Professional learning has had a significant impact upon the implementation of the AC in English within our school and across the larger network.

Future Recommendations:

- *Continue to provide professional learning in Phase One of the AC.*
- *Continue to run the AC English workshops from Craigie Heights PS in 2014.*
- *History Café - Commence after school workshops in History for Craigie Heights PS and the Joondalup Network in 2014.*
- *Continue to develop and revise Whole School Plans and Operational Plans for Phase One of the Australian Curriculum.*
- *Develop a Scope and Sequence documents for Phase One of the AC.*
- *In class teacher support for both Maths and English provided by "experts" in the area.*

EARLY INTERVENTION

A highly focused early Intervention program continued during 2013. This included the following:

- Use of a Speech Therapist each week to identify and provide intervention where necessary.
- Use of rotational language skills activities to target specific speech needs of students after screening from a Speech Therapist.
- Use of Dianna Rigg phonemic phonics program to provide explicit instruction (K-3).
- Use of the On-Entry Assessment tool to evaluate literacy and numeracy understandings and inform Operational Planning.
- Increased expectations through the implementation of the Australian Curriculum Phase One.



LEARNING TECHNOLOGIES

Human resource time was allocated to increase staff confidence and capabilities in the use of ICT across the school. The ICT role covered the implementation of the ICT general capabilities from the Australian Curriculum. This was demonstrated by the coordinator teaching alongside

classroom teachers and educational assistants to show what highly structured ICT lessons look like. This was integrated into Mathematics, English, Science and History programs to support student learning. Teachers and education assistants were encouraged to use more technology in their classroom. The implementation of a whole school cyber-safety program was set up with the assistance of the Australian Communications and Media Authority (ACMA). The program was to inform students, teachers and parents of the dangers of using the internet inappropriately and to give strategies to deal with difficult moral situations. Students were taught specific lessons that dealt with the issues around being anonymous online and online bullying behaviour. Year 4-7 students were engaged with an online course and were given strategies to deal with potential issues surrounding social networks.

A Whole School Strategic Plan was completed and continues to be implemented across the school.

Future Recommendations:

- *Continue to support staff to integrate ICT into work flow production and collaboration.*
- *Support teachers in delivering educational knowledge on cyber-safety.*
- *Provide further professional development to staff to keep up with the changing dynamics of IT through running an after school fortnightly Techno Café.*
- *Regular ICT articles to be included in the school's newsletter.*

SUSTAINABILITY PROGRAM

The Craigie Heights Primary School Sustainability Learning Area was created in 2013 to engage in the cross-curricula priority of the Australian Curriculum. The Sustainability committee was formed and included a successful balance of staff, parents and school board members. A commitment was made to provide the opportunity for all students to participate in recycling and growing produce as well as learning about sustainability with a 'hands on' learning strategy.



Teacher release time for 3 hours every alternative week gave the Year 3, 4, 5 and 6 students time to work in the Craigie Garden. The students grew fruit and vegetables as well as maintained the garden area by weeding and cutting down overgrown shrubs and trees. The students delighted in harvesting and eating fresh produce straight from the garden. A Healthy Schools seeding grant enabled the committee to plan to employ a horticulturist, John McWilliams, to plan and develop the Craigie Garden as well as give some groups a chance to work with a gardening expert in 2014.

Future Recommendations:

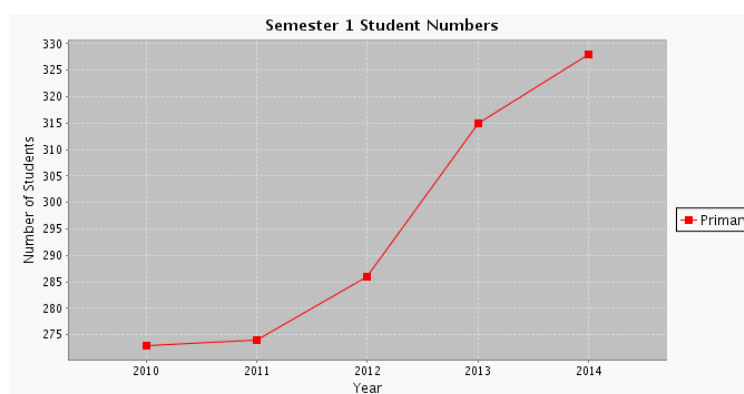
- *Involve all students in the gardening experience by using a buddy class system with younger students being supported by older students.*
- *Organise a Busy Bee to redefine the gardening spaces. This a community project with the Big Help Mob supplying local volunteers, with students, staff and parents working side by side to dig, weed and move soil and raised garden beds.*
- *Student representatives from Years 4 to 7 to be selected and form a student leadership group to coordinate recycling initiatives and to complete an energy audit to monitor the energy use in the school. They will also assist in an energy, travel to school and waste audit to establish baseline data of the school's carbon footprint.*

BLUEARTH

2013 was the final year of the two year cycle for the 'Bluearth' program. The Bluearth program aims to "...improve health and prevent diseases of sedentary living, by facilitating the development of communities and individuals through participation in physical activity." Five of our classes and Teachers participated in the program once a fortnight throughout 2012 and 2013. Four of our teachers gained full accreditation at the end of 2013.

SCHOOL ENROLMENT PROFILE

During 2013 there was continued enrolment growth which saw the need to establish a third Kindergarten class. The enrolment pressure in the Kindergarten area lead to us being allocated a new Kindergarten Demountable.



PRIMARY ATTENDANCE RATES

	Non - Aboriginal			Aboriginal			Total		
	School	Like Schools	WA Public Schools	School	Like Schools	WA Public Schools	School	Like Schools	WA Public Schools
2011	94.1%	93.0%	93.7%	95.1%	85.6%	81.6%	94.2%	92.7%	92.7%
2012	92.8%	92.7%	93.3%	96.8%	85.0%	81.1%	92.8%	92.3%	92.3%
2013	93.0%	93.2%	93.7%	89.2%	83.9%	80.7%	92.9%	92.6%	92.6%

Summary

Craigie Heights PS continues to have above state average attendance. This can be contributed to the strong pastoral care approach adopted at Craigie Heights PS and also the incentive programs such as Good Standing. Parents are made aware of absences through SMS Messaging and school generated letters. Follow up with parents is put in place for those students requiring individual case management to improve attendance levels. Our Business Plan target for attendance is to reduce the amount of students at "indicated risk" to 12 % by the end of 2014. For 2013 the percentage of students at "indicated risk" was 16.1 %. Craigie Heights PS has a small percentage of students (2.1%) in the "Severely at Risk" category for attendance.

Future Recommendations:

- Continue and increase positive whole school incentives to increase attendance.
- Continue SMS process.
- Implement Outstanding Attendance Certificates for 2014.
- Continue to send out Attendance Letters with reports each semester.

Destination Schools 2014 for the 2013 student cohort

Destination Schools	Male	Female	Total
4153 Belridge Secondary College	14	11	25
4057 Carine Senior High School		2	2
4181 Ashdale Secondary College	1		1
4129 Duncraig Senior High School	1		1
4177 Ellenbrook Secondary College		1	1
4122 Greenwood College	1		1
4168 Shenton College	1		1

Summary

The majority of our students attend the local Intake Feeder High School which is Belridge Secondary College. Craigie Heights PS has initiated a comprehensive Transition Program for 2015 entry to High School for the 2014 Year 6 and 7 students.

SCHOOL OVERVIEW

The 2013 - 2016 Business Plan has set the strategic direction, focus areas, strategies and targets which are intended to improve overall school performance.

REVIEW OF BUSINESS PLAN TARGETS 2013

READING TARGETS - relative to NAPLAN data.

Year 3: Continue to achieve above like schools and increase the percentage of students in the top 20%

Year 5: Continue to achieve above like schools

Year 7: Continue to achieve above like schools and increase the percentage of students in the top 20%

The tables and graph below show that we have reached the target of achieving above like schools in Year 3, 5 and 7.

Year 3: Percentages of our students in top 20%, middle 60%, bottom 20% of the State and among Like Schools

State	Year 3 Reading					
	School			Like Schools		
	2011	2012	2013	2011	2012	2013
Top 20%	28 %	12 %	37 %	19 %	18 %	16 %
Middle 60%	67 %	88 %	60 %	57 %	59 %	64 %
Bottom 20%	6 %	0 %	3 %	23 %	23 %	20 %

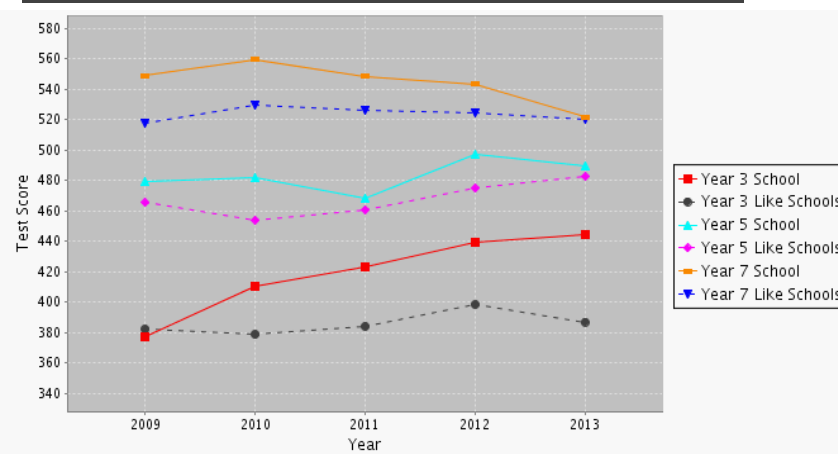
This table shows that we have achieved the target of increasing the percentage of students achieving in the top 20% in Year 3 for Reading.

Year 7: Percentages of our students in top 20%, middle 60%, bottom 20% of the State and among Like Schools

State	Year 7 Reading					
	School			Like Schools		
	2011	2012	2013	2011	2012	2013
Top 20%	24 %	20 %	11 %	18 %	14 %	15 %
Middle 60%	70 %	74 %	71 %	65 %	69 %	64 %
Bottom 20%	6 %	6 %	17 %	18 %	18 %	21 %

This table shows that we have not met the target of increasing the percentage of students achieving in the top 20% in Year 7 for Reading.

Average Reading Score Comparison against Like Schools



This graph shows that we have we have reached the target of continuing to achieve above like schools in Year 3, 5 and 7.

Future Recommendations – Reading

- Implement a Literacy Block
- Introduce Guided Reading across the school
- Introduce Miscue Analysis
- Raise expectations in line with the Australian Curriculum
- Allocate time for a Literacy Coach
- Professional Learning provided through Literacy Train the Trainer coaches
- Complete moderation against Achievement Standards each semester

GRAMMAR AND PUNCTUATION TARGET- relative to NAPLAN data

Year 3: Continue to achieve above like schools and increase the percentage of students in the top 20%

Year 5: Continue to achieve above like schools

Year 7: Continue to achieve above like schools and increase the percentage of students in the top 20%

Year 3: Percentages of our students in top 20%, middle 60%, bottom 20% of the State and among Like Schools

State	Year 3 Grammar & Punctuation					
	School			Like Schools		
	2011	2012	2013	2011	2012	2013
Top 20%	33 %	36 %	40 %	20 %	24 %	17 %
Middle 60%	64 %	60 %	53 %	58 %	56 %	59 %
Bottom 20%	3 %	4 %	7 %	22 %	20 %	24 %

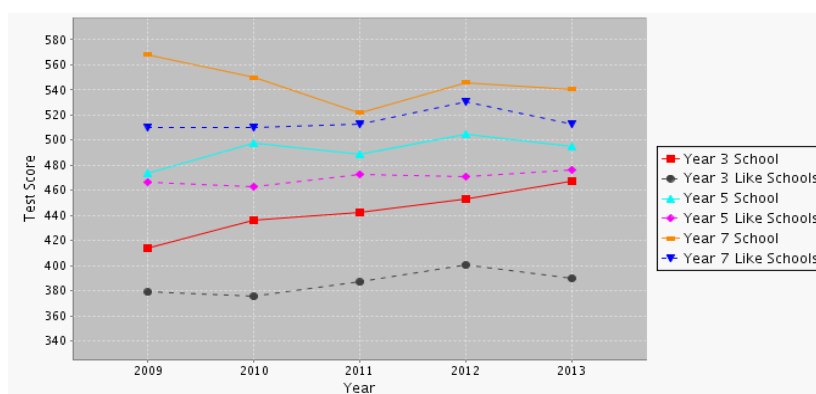
This table shows that we have achieved the target of increasing the percentage of students achieving in the top 20% in Year 3 for Grammar and Punctuation.

Year 7: Percentages of students in top 20%, middle 60%, bottom 20% of the State and among Like Schools

State	Year 7 Grammar & Punctuation					
	School			Like Schools		
	2011	2012	2013	2011	2012	2013
Top 20%	18 %	20 %	29 %	17 %	17 %	17 %
Middle 60%	76 %	74 %	63 %	65 %	67 %	61 %
Bottom 20%	6 %	6 %	9 %	18 %	16 %	22 %

This table shows that we have achieved the target of increasing the percentage of students achieving in the top 20% in Year 7 for Grammar and Punctuation.

Average Punctuation and Grammar Score Comparison against Like Schools



This graph shows that we have reached the target of continuing to achieve above like schools in Year 3, 5 and 7.

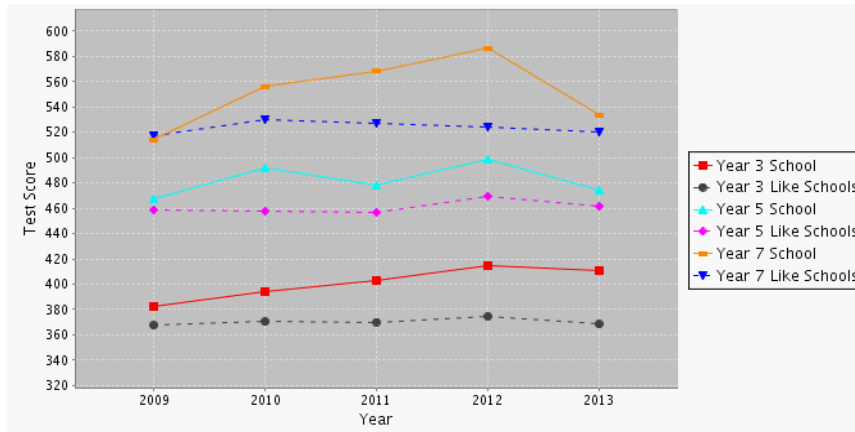
Future Recommendations - Punctuation and Grammar

- Implementation of Grammar Scope and Sequence document which is directly aligned to the Australian Curriculum English requirements.

NUMERACY NAPLAN TARGETS - relative to NAPLAN data

Year 3, 5 and 7: Continue to achieve above like schools.

Average Numeracy Score - Comparison Against Like Schools



This graph shows that we have reached the target of continuing to achieve above like schools in Year 3, 5 and 7.

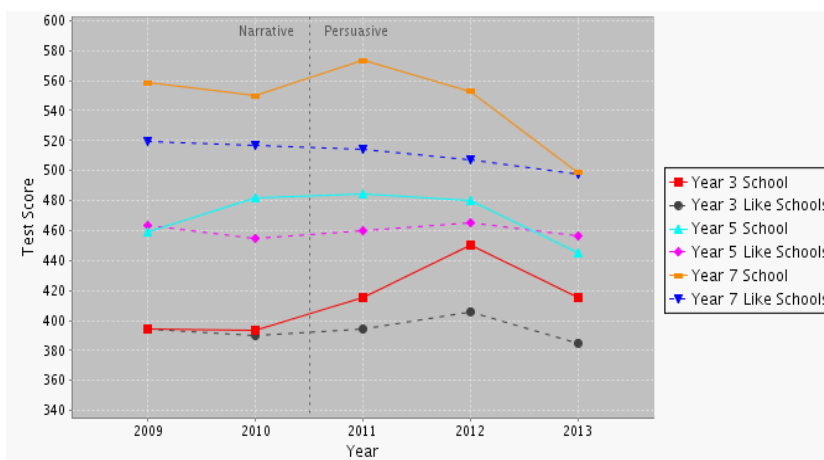
Future Recommendations - Numeracy:

- Implement a Numeracy Block.
- Raise expectations in line with the Australian Curriculum.
- Create Scope and Sequence documents for Year levels based on the Australian Curriculum.
- Complete moderation against Achievement Standards each semester.
- Allocate time for a Middle/Upper Numeracy Coach.
- Professional Learning provided through Numeracy Train the Trainer coach.

WRITING NAPLAN TARGETS- relative to NAPLAN data

Year 3, 5 and 7: Continue to achieve above like schools

Average Writing Score – Comparison Against Like Schools



This graph shows that we have reached the target of continuing to achieve above like schools in Year 3 and 7. There has been a decline in Year 5 with performance below like schools. All years' performance has declined for the 2013 cohort tested.

Future Recommendations - Writing

- *Implement Literacy Block.*
- *Raise expectations in line with the Australian Curriculum.*
- *Allocate time for a Literacy Coach.*
- *Professional Learning provided through Literacy Train the Trainer coaches.*
- *Complete moderation against Achievement Standards each semester.*

SCIENCE TARGET- relative to WAMSE data

Year 5-7 stable cohort: Increase the percentage of students achieving in the top 20%

Percentages of our students in top 20%, middle 60%, bottom 20% of the State and among Like Schools

State	Year 5 Science					
	School			Like Schools		
	2011	2012	2013	2011	2012	2013
Top 20%	38 %	19 %	24 %	18 %	16 %	21 %
Middle 60%	54 %	74 %	62 %	65 %	69 %	57 %
Bottom 20%	8 %	6 %	14 %	18 %	15 %	22 %

Percentages of students in top 20%, middle 60%, bottom 20% of the State and among Like Schools

State	Year 7 Science					
	School			Like Schools		
	2011	2012	2013	2011	2012	2013
Top 20%	42 %	28 %	21 %	19 %	16 %	16 %
Middle 60%	58 %	69 %	62 %	63 %	64 %	59 %
Bottom 20%	0 %	3 %	18 %	18 %	20 %	25 %

Whilst our target has not been met, it is important to note that over the last 3 years for both the Year 5 and 7 cohorts we have continued to achieve a greater percentage of students achieving in the top 20% of the state compared to like schools.

Future Recommendations- Science

- *Continue to raise the profile of Science across the school.*
- *Science is to be integrated by classroom teachers into their programmes.*
- *Create a scope and sequence document for Year levels based upon the Australian Curriculum – Science.*
- *Purchase Guided Readers that support conceptual understandings in Science.*
- *Professional learning to be provided to staff through the Specialist teacher and SciTech.*
- *Allocate time for a Sustainability teacher-leader to work with staff.*



2013 HIGHLIGHTS

Term One

Harmony Day

Our annual Harmony Day Assembly enabled the school to celebrate the many cultures our students and families are drawn from. Once again we were well supported by our amazing P&C members who provided a sausage sizzle lunch.



READING ROCKETS AND LEXILE LEGEND LUNCH

Craigie Heights prides itself on being a “Reading” school. Each term those students that have maintained regular home reading and have completed the holiday reading challenge are invited to attend a luncheon of pizza and juice as a reward for their commitment to reading.



ANZAC SERVICE & CHOIR PERFORMANCE

The ANZAC day ceremony was once again conducted by the Year 7 School Captains. This annual event brought together students and their families for a shared time of commemoration and reflection. The school choir performed songs with messages of the many sacrifices of previous generations. A role of honour display was assembled showcasing families whom had family members involved in a military conflict.



Term Two

Grandparents' Assembly

One of the highlights of the school year is the school's annual Grandparents' Assembly and Morning Tea. This event is combined with Australia's Biggest morning tea (Cancer Council fundraiser). The event is well attended and allows the students to acknowledge the huge contribution that grandparents make to their lives.



Interschool Winter Sport

Students in Years 6 & 7 participated in Interschool Football, Soccer, Hockey & Netball matches over the course of Term 2. The Craigie Heights' Hockey team was successful in winning the championship flag.



Term Three

Parent Evening/Book Fair

As part of the school's Reporting to Parents' policy, parents were invited to attend an Open Night Parent Evening. Many families attended and enjoyed a guided tour of their child's classroom and specialist rooms. The night also included a Book Fair which was a great fundraiser for the school. It was a wonderful opportunity for the students to showcase their work and an opportunity to once again showcase reading across the school.



Faction Carnivals

The students and school community enjoyed another successful faction carnival with beautiful weather and great sportsmanship displayed throughout the day. The school's carnivals are a big community day with our wonderful P&C providing lunch, tea/coffee and cakes for the day. For the first time our Kindergarten classes hosted their own mini faction carnival and this was a huge success!

Craigie Heights PS was successful for the 6th year in a row in winning the Interschool Carnival!



Science Day

To celebrate National Science week under the guidance of the Science Specialist teacher, the upper primary students organised a Science Day. Each class rotated through several hands-on activities on the day.



Craigie Heights Primary School Choir

The Craigie Heights Primary School Choir took part in the WA Primary Schools' Massed Choir Festival at Winthrop Hall, University of Western Australia. The choir had been learning 12 songs together with choreography, and performed with 8 other schools, in total 450 students on stage. It was a fabulous night and the children of the choir performed excellently and were a credit to the school and their parents.



Term Four

Aboriginal IncurSION

Cultural Facilitator- Mr Derek Nannup visited the school to share his knowledge of Aboriginal Culture. The students got to engage in a number of learning experiences where they were given the amazing opportunity to learn about Aboriginal dance, music and dreamtime stories.



Nanga Bush Camp

Once again our Year 7 students were privileged to attend the Year 7 camp to Nanga Bush Camp in Dwellingup. The students experienced a wide range of activities including, night bush walks, rafting, cooperative team building activities and much more.



Christmas Concert

The end of year Christmas concert was very entertaining and very uplifting. All classes performed an item and song. The concert was a wonderful celebration with a clear focus on giving to others.



Operation Christmas Child Shoebox Appeal

Craigie Heights PS was once again committed to making a difference in the lives of destitute children. The Operation Christmas Child Shoebox Appeal resulted in 152 boxes being received and \$1400 raised. This amazing project is voluntary but guarantees to brighten the day of less fortunate children in Cambodia. It truly reflects the strong pastoral care approach that makes the Craigie Heights PS community so unique.



Sponsor Child

In 2013, Craigie Heights PS supported a new sponsor child Popy. Popy comes from a rural village in Bangladesh where she lives with her mother, father, two sisters and her brother. Her mother is a housewife and her father is a casual labourer. Popy loves to play football and draw pictures. When she grows up she wants to be a teacher.

Our support of Popy through Baptist World Aid Australia enables her family to escape the illiteracy cycle and receive adequate healthcare. It also allows them to participate in clubs where they can learn, play and contribute to their community.

The school runs free dress days in order to raise funds for Popy. The sponsor programme is a wonderful example of the strong Pastoral Care approach within our school community.

Art Competition

An art specialist program was run in 2013 with the opportunity presented to be involved in the Artist in Residence program run through Edith Cowan University. Holly Rutter, the Artist in Residence from ECU, worked alongside the specialist teacher with students from Pre Primary to Year 7 to create a mosaic piece using our new school logo and motto "Learning in Harmony". Term 4 saw the unveiling of the mosaic masterpiece.

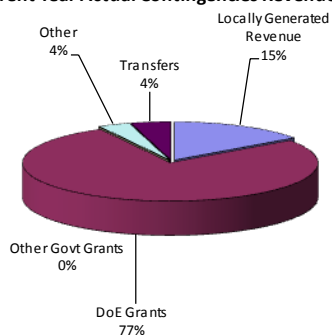


Craigie Heights Primary School

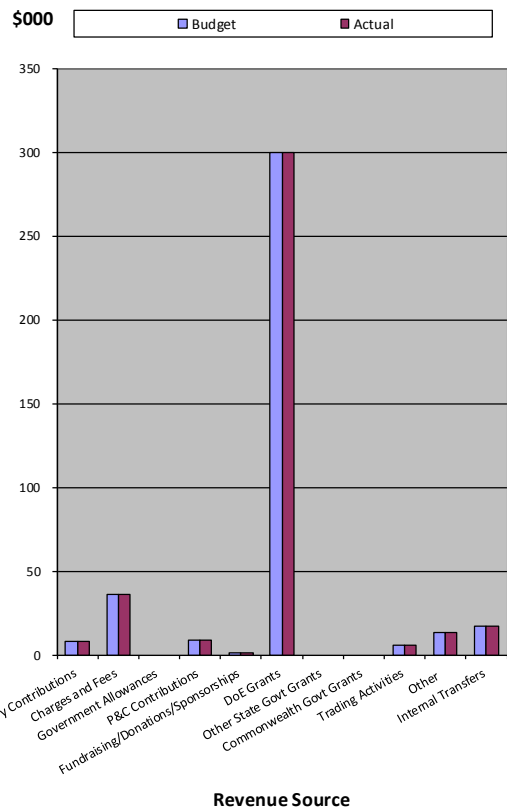
Financial Summary as at 31 December 2013

	Revenue - Cash	Budget	Actual
1	Voluntary Contributions	\$ 8,002.00	\$ 8,002.10
2	Charges and Fees	\$ 35,627.00	\$ 35,626.65
3	Government Allowances	\$ -	\$ -
4	P&C Contributions	\$ 8,861.00	\$ 8,861.19
5	Fundraising/Donations/Sponsorships	\$ 835.00	\$ 835.00
6	DoE Grants	\$ 299,754.00	\$ 299,754.19
7	Other State Govt Grants	\$ -	\$ -
8	Commonwealth Govt Grants	\$ -	\$ -
9	Trading Activities	\$ 5,317.00	\$ 5,317.36
10	Other	\$ 13,604.00	\$ 13,604.20
11	Internal Transfers	\$ 17,012.00	\$ 17,012.47
	Total	\$ 389,012.00	\$ 389,013.16
	Opening Balance	\$ 92,110.00	\$ 92,110.09
	Total Contingency Funds Available	\$ 481,122.00	\$ 481,123.25
	Total Salary Allocation	\$ 3,086,256.00	\$ 3,086,256.00
	Total Funds Available	\$ 3,567,378.00	\$ 3,567,379.25

Current Year Actual Contingencies Revenue Sources

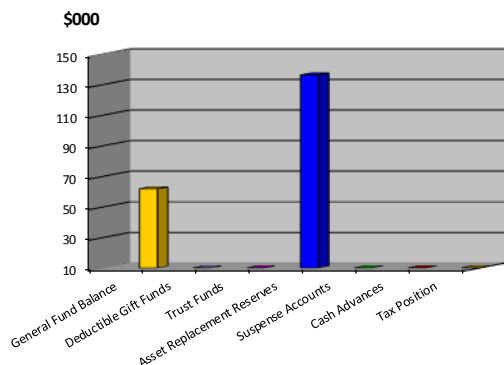


Contingencies Revenue - Budget vs Actual

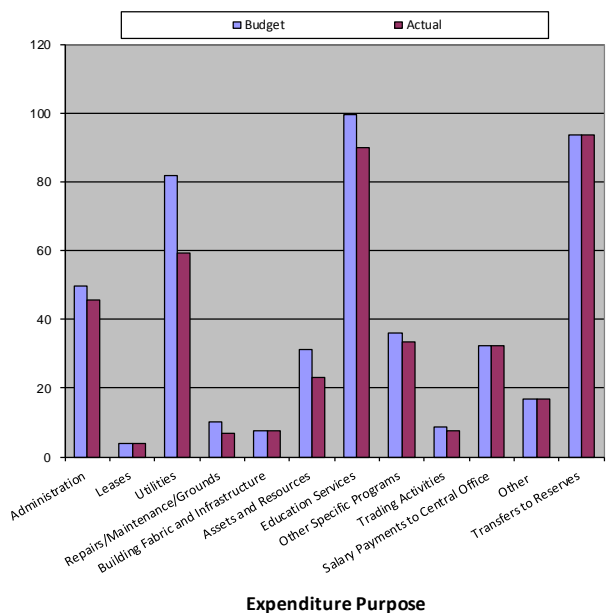


	Expenditure	Budget	Actual
1	Administration	\$ 49,609.00	\$ 45,422.96
2	Leases	\$ 3,825.00	\$ 3,825.40
3	Utilities	\$ 81,743.00	\$ 59,121.52
4	Repairs/Maintenance/Grounds	\$ 10,085.00	\$ 6,897.87
5	Building Fabric and Infrastructure	\$ 7,722.00	\$ 7,721.71
6	Assets and Resources	\$ 31,046.00	\$ 23,016.43
7	Education Services	\$ 99,592.00	\$ 89,917.90
8	Other Specific Programs	\$ 36,054.00	\$ 33,329.25
9	Trading Activities	\$ 8,750.00	\$ 7,604.18
10	Salary Payments to Central Office	\$ 32,226.00	\$ 32,226.05
11	Other	\$ 16,727.00	\$ 16,726.18
12	Transfers to Reserves	\$ 93,530.00	\$ 93,530.00
	Total Contingencies Expenditure	\$ 470,909.00	\$ 419,339.45
	Total Salary Expenditure	\$ 3,086,256.00	\$ 2,994,528.00
	Total Expenditure	\$ 3,557,165.00	\$ 3,413,867.45

Cash Position



Contingencies Expenditure - Budget vs Actual



Cash Position as at:

Bank Balance	\$ 196,364.52
Made up of:	
1 General Fund Balance	\$ 61,783.80
2 Deductible Gift Funds	\$ -
3 Trust Funds	\$ -
4 Asset Replacement Reserves	\$ 136,203.82
5 Suspense Accounts	\$ 132.90
6 Cash Advances	-\$ 100.00
7 Tax Position	-\$ 1,656.00
Total Bank Balance	\$ 196,364.52