

Agenda ESCPH Board Meeting

Date: Thursday 12 December 2024
Time: 17:00-18:00
Venue: 214, 2nd Floor, European School Copenhagen
Members: Kira Peter-Hansen (MEP and External Member), Tinne Hoff Kjeldsen (External Member), Laura Rosenvinge (Copenhagen City Council and External Member), Andreas Manville (EEA and External Member), Margo Rachat (ESCPH Parent), Stéphanie Horion (ESCPH Parent), Laure Conte (ESCPH Parent), Christen Bagger (ESCPH Parent), Signe Severinsen (ESCPH Staff), Rasmus Hornecker (ESCPH Staff), Muskan Asim (ESCPH Student), Saanvi Parija (ESCPH Student), Øzkan Güleriyüz (Director ESCPH)
Guests: Helle Bjerre Degn (Deputy Director), Hella Helvig Jensen (Head of Administration)
Apologies:
Minutes: Helene Kristensen

ESCPH Board Meeting

Agenda:

- 1. Approval of the agenda (decision) - 1 min.**
Annex 1.1 - Agenda ESCPH Board Meeting 20241212
- 2. Approval of the minutes of the ESCPH board meeting 3 October 2024 (decision) - 1 min.**
Annex 2.1 - Draft ESCPH Board Meeting Minutes 20241003
- 3. Budget for Upper Secondary 2025 (decision) - 15 min.**
Annex 3.1 - Budget for Upper Secondary 2025 DA
Annex 3.2 - Budget for Upper Secondary 2025 EN
Purpose: The board needs to approve the 2025 budget for Upper Secondary.
- 4. Strategic focus point 1: All students should develop to reach their potential (discussion) - 20 min.**
Annex 4.1 - Strategic focus points 2024-2025
Purpose: Management will present strategic focus point 1: All students should develop to reach their potential. The focus will be on the development of the Lower Secondary department.



5. Various updates and information – 15 mins.

- Information from students
- Information from staff
- Information from management

6. AOB – 5 mins.





Agenda ESCPH Board Meeting

Date: Thursday 3 October 2024
Time: 16:30-18:00
Venue: 214, 2nd Floor, European School Copenhagen
Members: Kira Peter-Hansen (MEP and External Member), Tinne Hoff Kjeldsen (External Member), Laura Rosenvinge (Copenhagen City Council and External Member), Andreas Manville (EEA and External Member), Margo Rachat (ESCPH Parent), Stéphanie Horion (ESCPH Parent), Laure Conte (ESCPH Parent), Christen Bagger (ESCPH Parent), Signe Severinsen (ESCPH Staff), Rasmus Hornecker (ESCPH Staff), Muskan Asim (ESCPH Student), Saanvi Parija (ESCPH Student), Øzkan Güteryüz (Director ESCPH)
Guests: Helle Bjerre Degn (Deputy Director), Rikke Groth Nielsen (Head of Primary)
Apologies:
Minutes: Helene Kristensen

ESCPH Board Meeting

Agenda:

1. Approval of the agenda (decision) - 1 min.

Annex 1.1 - Agenda ESCPH Board Meeting 20241003

Kira Peter-Hansen opened the board meeting with a welcome to Øzkan Güteryüz, who presented himself to the board. The board did a round of presentations.

Decision:

- The agenda was approved.

2. Approval of the minutes of the ESCPH board meeting 20 June 2024 (decision) - 1 min.

Annex 2.1 - Draft ESCPH Board Meeting Minutes 20240620

Decision:

- The minutes were approved.



3. Anti-Bullying, Discrimination, and Harassment Policy for Primary and Lower Secondary (decision) – 20 min.

Annex 3.1 - Anti-Bullying, Discrimination, and Harassment Policy for Primary and Lower Secondary

Purpose: The revised Anti-Bullying, Discrimination, and Harassment Policy for Primary and Lower Secondary needs to be approved by the board.

Rikke Groth Nielsen presented the revised Anti-Bullying, Discrimination, and Harassment Policy for Primary and Lower Secondary.

Parts of the policy are new, and parts are the same as in the previous policy. The view on bullying has changed vastly over the years. The focus used to be that there was a victim and a bully. Now, the view is that bullying is a result of a bad group dynamic, and that we need to work with the community to create a safe community for all children.

Rikke Groth Nielsen explained that we do a great deal of preventative measures, and that we work with bullying on many levels. We practice working with conflicts and conflict resolution. According to the law, we have 10 days to act on bullying. An action plan is set in motion if bullying or something that looks like bullying is observed.

It was inquired how the school collects data on well-being among students. Rikke Groth Nielsen responded that we are looking into how we can measure well-being continuously as we are not included in all national surveys.

There was a question regarding what the frames for communication to parents are when an incident occurs in their child's class. Helle Bjerre Degn responded that measures are always taken and that we work and communicate with the children and parents that are involved. We do what we can within the frames of the municipality.

It was commented on the policy that there is no part where sanctions against bullying are defined. Helle Bjerre Degn responded that it is the pedagogical approach within the Municipality of Copenhagen that we do not work with sanctions or exclusion of children.

Decision:

- The policy was approved subject to revision of adding the wording that "*bullying, discrimination, and harassment is not tolerated*".

4. Strategic focus points 2024/2025 (presentation) – 20 min.

Annex 4.1 – Strategic focus points 2024-2025

Purpose: Management will present the final strategic focus points for 2024/2025 following the board's discussion and input from the meeting on 20 June 2024.

Øzkan Güleriyüz proposes that the school will work with the strategic focus points for a period of two years going forward instead of the annual wheel that is currently followed. This will encourage more in-depth work with the areas we work on. Øzkan Güleriyüz also proposed to move up the annual work to ensure that the strategic focus points are finished earlier so that they can be implemented when planning the new school year.

The board agreed on this matter.

Øzkan Güleriyüz then presented the final strategic focus points for 2024/2025. He focused on how we can continue to build bridges among the whole school and how we continue to work with our presence in the community. For example, we recently went to the International Citizen Days fair in Øksnehallen where we had a stand for the first time.

He highlighted that we are currently working with presenting ourselves as a full programme spanning from Nursery class to Secondary 7 in the Upper Secondary. We wish to work on a visual timeline of the programme that shows the transitions and important key stones for the students' time at European School Copenhagen. This tool will be developed to be helpful for both students and parents, and it is also going to be used as a marketing tool. Parts of it should be ready to be presented at the orientation evening for Upper Secondary in January.

It was commented that the idea of presenting a full school programme is good and that it can hopefully attract students to stay in the Upper Secondary.

The transition between Lower Secondary and Upper Secondary was debated because it has proven difficult to attract our S4s for S5. It was suggested that the transition between Lower Secondary and Upper Secondary becomes an agenda item at a future board meeting.

5. Programme for Annual School Meeting 2024 (discussion) – 20 min.

Annex 5.1 – Annual School Meeting programme draft 2024

Purpose: To give board members an opportunity to discuss the programme for the Annual School Meeting on Tuesday 12 November 2024.

Øzkan Güleriyüz presented the idea behind the Annual School Meeting as well as the programme draft for 2024.

He explained that the idea behind the evening is having an open house and give parents an insight of what we are currently working on. We wish to focus on things that parents normally do not experience at the school.

Øzkan Güleriyüz invited the board to present their ideas.

It was discussed whether the meeting format could work as an online meeting, but it was the general consensus that this would not work for an open house format with different workshops. It was also suggested to involve the students more.

All suggestions were gathered and passed on to management.

6. Various updates and information – 10 mins.

Information from students

Upper Secondary

- The Upper Secondary student council have held an emergency general meeting to elect a new vice president. They are currently focusing on making the student council relevant for all students and connect with Lower Secondary. The president of the student council has just attended the AES conference in Tyrol.

Lower Secondary

- The Lower Secondary student council have been to an event at the Copenhagen City Hall on the themes of discrimination and racism.
- Lower Secondary students wish for more library space. This is currently being worked on.



Information from staff

Primary and Lower Secondary

- Primary have had a calm and positive start of the school year. There have been very few new teachers.

Upper Secondary

- Upper Secondary teachers also feel like they have had a quiet start to the school year, as things are starting to feel routinely.

Information from management

- Management now has a contact person in the municipality regarding traffic security and signage. They will be having a fresh look at the situation.

7. AOB – 5 mins.

There was nothing for AOB.





Budget 2025 for Europaskolen

Upper Secondary



Indholdsfortegnelse

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Budgetforudsætninger og budgetprincipper

Generelt

Nedenfor er beskrevet de væsentligste forudsætninger, som er lagt til grund for budgettet.

Budgettet er udarbejdet på baggrund af ledelsens forventninger til den fremtidige drift.

Budgettet har karakter af en fremtidsvurdering, hvorfor det ikke kan forventes, at alle forudsætninger kan opfyldes, ligesom der kan indtræffe uforudsete begivenheder og hændelser. Tilskuddet fra Børne- og Undervisningsministeriet afhænger i øvrigt af aktiviteten. De ved budgetteringen anvendte principper følger i størst muligt omfang de principper, som skal anvendes ved udarbejdelsen af årsregnskabet

Opstillingen af resultatbudgettet følger Børne- og Undervisningsministeriets krav til retningslinjer og opstilling i Europaskolens årsrapport.

Taxametertilskud mm.

Finansloven for 2025 er ikke vedtaget, men af orienteringsbrev fra Børne- og Undervisningsministeriet af 30. august 2024 fremgår det, at Undervisnings-, fællesudgifts- og færdiggørelsestakster er opregnet med udgangspunkt i det generelle pris- og lønindeks svarende til 3,0%. Bygningstakster er opregnet med udgangspunkt i anlægsindekset svarende til 2,3%.

Der er forsat en dispositionsbegrænsning, denne er dog endnu ikke udmeldt. Tidligere har den ligget på 0,1%, derfor er der en reduktion svarende til 19.441 kr. af det beregnede tilskud.

Det forventes at Upper Secondary optager 80 elever i de 3 nye S5 klasser i august 2025. Dermed forventes at samlet antal årselever at udgøre 203 i 2025. Oversigt over forventninger til aktivitet og de udmeldte takster fremgår af bilag 1.

Omkostninger

I budgetoverblikket er vist en samlet oversigt over udgifter fordelt på den kontodetaljering som er stillet til rådighed af kommunen, bilag 2.

I bilag 3 ses et mere detaljeret budget. Der vil ikke være budgetopfølgning på dette niveau, men kun på kontiene som fremgår af budgetoverblikket.

Lønbudgettet er lagt på baggrund af de faktiske lønudgifter til de enkelte medarbejdere, hertil er lagt omkostningen til øget pension fra april 2025. Der er indlagt midler til lokalløn og merarbejde mm.

For driftsomkostninger og øvrige omkostninger til undervisning, efteruddannelse, IT, administration, drift og ledelse, er der foretaget mindre justeringer.

Overslagsår

Der er i budgettet udarbejdet et overslagsår for 2026 der bygger på det forventede årselevtal i 2026, svarende til 205. Der er foretaget en opskrivning af omkostningen til pension, da den får helårs effekt i 2026. Der er ikke foretaget yderligere opskrivninger af omkostninger.

Egenkapital

Europaskolen Upper Secondary har en egenkapital ligesom de statslige selvejende institutioner. Europaskolen Upper Secondary er ikke omfattet af kommunens regler om begrænset overførelsesadgang af driftsresultatet mellem finansårene. Ved udgangen af 2023 havde Europaskolen Upper Secondary en egenkapital på 1.9 mio. kr.

Nøgletalsfordeling af fællesudgifter.

Fællesudgifter for Primary, Lower Secondary og Upper Secondary er fordelt efter nøgletal beregnet på grundlag af elevtal.

Fordelingsnøglen for

- Primary, Lower Secondary er 80 %
- Upper Secondary er 20 %

Bilag 1 Tilskudsoversigt 2025

Budget 2025

Grant calculation 2025	STÅ I alt	takst	i alt
2992			
Undervisningstakst	193,0	61.490	11.867.570
Færdiggørelsestakst	59,0	14.610	861.990
Fælles-takst	191,2	7.180	1.372.816
Bygnings- takst	191,2	9.500	1.816.400
Andre tilskud			
Grant UVM			2.400.000
EB Basic subsidy			737.890
Pædagogikum	1,0	320.410	320.410
Total Revenue from the municipality and the state mm.			19.377.076
Expected Outline Limitation (Dispositionsbegrænsning)			19.377
			19.357.699
Grants from the Municipality			3.800.832
Total grant			23.158.531

Bilag 2 Budgetoverblik

Budget for European School Upper 2025

Upper		Budget 2024	Budget 2025	Budget 2026
Teaching costs				
(undervisningens gennemførelse)	Salaries teaching (incl. cleaning, tech)	18.195.042	19.112.677	19.226.860
	Teaching related staff expenses	200.000	200.000	200.000
	Teaching materials	901.250	651.250	651.250
	Student Activities	200.000	200.000	200.000
	Study trip (Studieture)	100.000	100.000	100.000
	SPS	20.000	20.000	20.000
Undervisningens gennemførelse total		19.616.292	20.283.927	20.398.110
Building costs				
(bygningsdrift)	Building - energy costs (forsyning, el, varme, etc)	300.000	310.000	310.000
	Cleaning items	50.000	50.000	50.000
	Inventory	65.000	144.000	144.000
	Building - school costs	210.000	200.000	200.000
Building total	Building total	625.000	704.000	704.000
Management and admin. costs				
(ledelse og administration)	Salaries management and admin.	1.647.137	1.810.215	1.817.060
	Management and administration	360.000	355.000	355.000
Management and adm. total	Management and adm. total	2.007.137	2.165.215	2.172.060
Total	Total	22.248.429	23.153.142	23.274.171
Total Revenue from the municipality and the state mm.		22.250.904	23.158.531	23.291.775
Result	Surplus / deficit	2.475	5.389	17.604

Bilag 3 Detaljeret budget

	Budget 2023	Budget 2024	Budget 2025	Budget 2026
Salaries teaching (incl. cleaning, tech)				
Education	15.447.067	17.317.529	18.139.748	18.253.932
Technical and cleaning staff	943.973	877.513	972.929	972.929
Salary in total	16.391.040	18.195.042	19.112.677	19.226.860
Staff costs				
Teaching related staff expenses	200.000	200.000	200.000	200.000
Operating expenses for teaching				
Teaching materials	600.000	700.000	450.000	450.000
Copydan Koda DR, kopi, toner mv.	161.250	161.250	161.250	161.250
It	70.000	40.000	40.000	40.000
SPS	25.000	20.000	20.000	20.000
Student Activities	100.000	200.000	200.000	200.000
Study trip (Studieture)	100.000	100.000	100.000	100.000
Operating costs for teaching in total	1.056.250	1.221.250	971.250	971.250
Total teaching completion	17.647.290	19.616.292	20.283.927	20.398.110
Building costs				
Staff costs	10.000	10.000	10.000	10.000
Energy costs (forsyning, el, varme, etc.)	240.000	300.000	300.000	300.000
Building - school costs	200.000	200.000	200.000	200.000
Cleaning items	50.000	50.000	50.000	50.000
Inventory	300.000	65.000	144.000	144.000
Building costs total	800.000	625.000	704.000	704.000
Management and admin.				
Salaries management and admin.	1.739.333	1.647.137	1.810.215	1.817.060
Management and admin. - operation				
Office supplies, etc.	90.000	90.000	90.000	90.000
Staff costs	250.000	200.000	195.000	195.000
Board fees	90.000	70.000	70.000	70.000
Management and admin. - operation in total	430.000	360.000	355.000	355.000
Management and adm. total	2.169.333	2.007.137	2.165.215	2.172.060
Total cost	20.616.623	22.248.429	23.153.142	23.274.171
Income	20.736.979	22.250.904	23.158.531	23.291.775
Surplus / deficit	120.356	2.475	5.389	17.604



Budget 2025 for European School Copenhagen Upper Secondary



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Budgetary assumptions and principles

Overview

The most important assumptions on which the budget is based are described below.

The budget has been prepared based on management's expectations for future operations.

The budget has the character of a future assessment, which is why it cannot be expected that all preconditions can be met, just as unforeseen events and incidents may occur. Moreover, the grant from the Ministry of Children and Education depends on activity. The principles used in the budgeting follow, as far as possible, the principles that must be used in the preparation of the annual accounts.

The preparation of the annual budget follows the Ministry of Children and Education's requirements for accounting guidelines and presentation in the European School's annual report.

Taximeter subsidy etc.

The Finance Act for 2025 has not yet been enacted, but from an information letter by the Ministry of Children and Education from 30 August 2024, it appears that education, joint expenditure, and completion rates have been adjusted based on the general price and wage index corresponding to 3.0%. Building rates have been adjusted by 2.3% based on the cost index for civil engineering projects.

A restriction on disposition still applies but has not yet been announced. Previously, there has been a restriction on 0.1%, corresponding to a reduction of DKK 19.441 of the calculated subsidy.

Upper Secondary is expected to admit 80 students in the 3 new S5 classes in August 2025. Thus, the total number of full-time students is expected to be 203 in 2025. An overview of expectations for activity and the announced rates is given in appendix 1.

Costs

The budget overview shows a comprehensive overview of expenses divided into the account details provided by the municipality, appendix 2.

Appendix 3 shows a more detailed budget. There will be no budget follow-up on this level, but only on the accounts that appear in the budget overview.

The salary budget is based on the actual salary expenses for the current employees, including the costs of increased pension from April 2025. Funds have been allocated for local salaries and extra work etc.

For operating costs and other costs for teaching, further training, IT, administration, operations, and management, minor adjustments have been made.



Estimate for 2026

In the budget, a rough estimate of 2026 has been drawn up based on the anticipated annual number of pupils in 2026, which is 205. The costs for pension have been adjusted, as it will apply to the whole year in 2026. Further adjustment has not been made to other costs.

Equity

European School Copenhagen - Upper Secondary can build up equity in the same way as the self-governing institutions. European School Copenhagen - Upper Secondary is not covered by the municipality's rules on limited transfer of the operating result between financial years. By the end of 2023, European School Copenhagen – Upper Secondary had an equity of DKK 1.9 million.

Allocation of common expenses

Common expenses for Primary, Lower Secondary, and Upper Secondary are broken down by key figures calculated based on the number of students.

Distribution key for

- Primary, Lower Secondary is 80 %
- Upper Secondary is 20 %



Appendix 1 Grant Overview 2025

Budget 2025

Grant calculation 2025	STÅ I alt	takst	i alt
2992			
Undervisningstakst	193,0	61.490	11.867.570
Færdiggørelsestakst	59,0	14.610	861.990
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Appendix 2 Budget overview

Budget for European School Upper 2025

Upper		Budget 2024	Budget 2025	Budget 2026
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(undervisningens gennemførelse)	Salaries teaching (incl. cleaning, tech)	18.195.042	19.112.677	19.226.860
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Surplus / deficit	120.356	2.475	5.389	17.604

The overall objectives 2022-2025

1. ESCPH is committed to high academic standards for all students

ESCPH cultivates students' personal, social and academic development and prepares them for their next stage of education. All students can develop to the best of their abilities and excel academically and socially as a member of a global community. Student wellbeing is prioritised as the foundation of academic progression ensuring students are 'ready to learn'. Staff collaborate with management across departments of the school to develop an engaging learning community for all students at ESCPH.

2. ESCPH aims for sustainable growth in an organisation with high professional standards

A sustainable organisation is the foundation for optimal learning conditions for all students. This includes both economical, environmental and well-being sustainability for all members of the organisation. The continuous development and growth of the school requires our pioneering spirit, ingenuity and energy but also structures and processes to ensure the growth is sustainable and that high professional standards are maintained. Staff involvement when making sustainable solutions is key in this process.

3. ESCPH is focused on strengthening its European specificity, local anchoring and global responsibility

ESCPH is first and foremost a European School with a strong focus on learning European languages, history, and culture. The European specificity is therefore an ongoing focus of the school. However, our students are not just citizens in Europe, they are also citizens of the world living in Denmark. All these aspects are important in our thinking and identity as a school and are strengthened by building relationships with other European and international schools, ESCPH parents and local partners.

WORKING DOCUMENT 2024/2025

Focus Point 1: All students should develop to reach their potential	
Purpose: All students (P0-S7) should experience academic and social well-being while learning	
Aims	Actions
Primary & KKFO	
<i>Lowering students' absence and lateness</i>	Guideline for systematic follow-up and action plans
<i>Common pedagogical approach</i>	Special needs Inclusive learning environment Breaks Parent-school collaboration
Lower Secondary	
<i>PLC as a learning area</i>	Development areas for the year to be described
<i>Lowering students' absence and lateness</i>	Guideline for systematic follow-up and action plans
<i>Learning quality</i>	Co-teaching Classroom learning strategies Sharing inspiration Balkort
<i>Students' culture</i>	Canteen and breaks

	Common behavior expectations Physical environment
<i>Feedback</i>	Learning conversations Grading B-tests
Upper Secondary	
<i>Feedback on students' work and students' learning process</i>	<ul style="list-style-type: none"> • Feedback should be varied, and students must be active in working with feedback and their own learning process • Give students time to prepare and no new information or hand-ins two weeks before B-test/exams
<i>Lowering students' absence and lateness</i>	<ul style="list-style-type: none"> • Guideline for systematic follow-up and action plans
<i>Students not knowing/not following Upper Secondary Code of Conduct</i>	<ul style="list-style-type: none"> • Clear communication with students about consequences of the use of ChatGPT or other means of plagiarism • Values • Policy developed including guidelines for ChatGPT/AI
<i>Supporting class environment in the Upper Secondary</i>	<ul style="list-style-type: none"> • Following class teacher program incl. Well-being activities and study skill guidance • Class teacher time in S6, S6, and S7. Weekly in S5, monthly in S6, and quarterly in S7.

Focus Point 2: Development of European school as a whole school community	
Purpose: Strengthening of a sense of belonging for all students, staff members and parents.	
Aims	Actions
All departments	
<i>Collaboration Lower and Primary</i>	<ul style="list-style-type: none"> • Common Professional development • Collaboration afternoons • Balkort • Students collaboration and common activities • Cross language section collaboration
<i>Collaborations across departments</i>	<ul style="list-style-type: none"> • Transition from SS3 to S4 and 4 to S5 should be given continuous focus throughout the year with visits and social events between the students and through teachers' collaboration around subjects (talent program for talented S3+S4 students in different subejcts)
<i>Communication and sharing space</i>	<ul style="list-style-type: none"> • Shared space e.g., the canteen • Clearer expectations and follow up for students and staff in common areas
<i>School website</i>	<ul style="list-style-type: none"> • Teachers and pedagogues are described by picture, name, initials and function on the website

Focus Point 3: ESCPH strives to be a sustainable school	
Purpose: Students at ESCPH experience that sustainability is part of their education as life-long learners	
Aims	Actions
All departments	
<i>Students and staff identify themselves as part of a green school</i>	<ul style="list-style-type: none"> • Management and pedagogical development group describe what ESCPH already does • Lower and Upper student councils write a Green School Policy • A green activity plan will be presented beginning of the school year and followed throughout the year
<i>ESCPH as a green school</i>	<ul style="list-style-type: none"> • An increased focus on and use of green areas in the neighbourhood and on the school premises • Focus on consumption on ESCPH: food waste, electricity, water and heating.

Focus Point 4: ESCPH has an established identity as a European School	
Purpose: All staff members, students, and parents feel that ESCPH is <i>their</i> European School with a European Identity	
Aims	Actions
All departments	
<i>Collaboration with the community</i>	<ul style="list-style-type: none"> • Explore more options for collaborations with the wider community
<i>European Dimension</i>	<ul style="list-style-type: none"> • Participate in EU competitions on learning-corner.learning.europa.eu • Erasmus godkendelse • Internships in all language sections • French community – knowledge • Teachers and students participating in ES events and dev.

Annual wheel for evaluation of current strategic focus points and decision of strategic focus points for the following year

December: head of department chooses which actions to evaluate + talk to relevant members of staff.

January: meeting with all relevant staff members on deadlines for evaluation

Tuesday in week 4: staff members phrase questions and send them to the head of department

Weeks 5-6: Discussion of questions with head of department.

Weeks 8-9: finishing forms for students and teachers.

Weeks 10-11: staff and students answer form on staff meeting and during class teacher time

Week 11: Data sent to the relevant staff members with format for evaluation.

Friday in week 15: Deadline for finishing analyses of answers and sending them to the relevant head of department.

Week 16: Discussion of analyses between head of department and staff members who made the analyses

Week 17: management reads and discusses results of analyses and – based on this - prepares an overall presentation of the results and makes a frame for the new strategic focus points.

Week 17-18: staff meetings in all departments, where members of staff can offer input

Before June Board meeting: two ped dev meeting (before and after mngt meeting) + mngt meeting on iust SFP

June Board meeting: evaluation and presentation of the old and new strategic focus points to the board. Board gives input

August: mngt meeting – all managers present the SFP for the department. + Ped dev meeting to approve SFP

September: approval of strategic focus points at a board meeting.