



## Agenda for the European School Copenhagen School Board Meeting

<b>Date:</b>	Thursday 9 December 2021
<b>Time:</b>	16:30 – 18:00
<b>Meeting room:</b>	Staff lounge, 2 <sup>nd</sup> floor
<b>Members:</b>	Jonas Christoffersen (Chair), Andreas Manville (EEA), Christen Bagger (Parent Rep), Rikke Karlsson (Parent Rep), Neeni Lomborg Rasool (Parent Rep), Eskil Berg Kappel (Parent Rep), Rasmus Hornecker (Staff Rep), Johan Lindell (Staff Rep), Stine Hvitved Leather (Staff Rep), Muskan Asim (Student Rep), Alice Malmberg (Student Rep), Anette Holst (Principal), Julie Rørdam Thom (Deputy Principal)
<b>Guests:</b>	Helle Bjerre Degn (Head of Primary), Hella Helvig Jensen (Head of Administration)
<b>Excuses:</b>	Hans Bruyninckx (Deputy Chair), Caroline Warner (Parent Rep)
<b>Minutes:</b>	Stine Hvitved Leather

### 1. Approval of the agenda (decision) – 1 min.

1.1 Annex – Agenda European School Board meeting 09122021

### 2. Approval of the minutes from the last meeting (decision) – 1 min.

2.1. Annex - Minutes Campus\_ESCPH Board meeting 23092021

### 3. Budget for the Upper Secondary department 2022 (decision) - 10 mins.

3.1. Annex – 6027 budget 2022 EN

Comment: The Board needs to review and approve the budget for the Upper Secondary department in 2022. The budget has also been presented to the Campus Board for approval.

### 4. Holiday plan 2022-23 (decision) – 5 mins.

4.1. Annex – Draft Holiday Plan 2022-23\_N-S6

Comment: Proposed holiday plan for approval by the Board.

### 5. Strategic focus points 2021/22 - One Whole School (information and discussion) – 30 mins.

5.1. Annex – Strategic Focus Point 1: One Whole School

Comment: Helle Degn and Julie Thom will give an update on the school's initiatives to create One Whole School.

### 6. Feedback from the S6-S7 audit (information) – 5 mins.

Comment: Julie Thom will provide feedback from inspectors who conducted the S6-S7 initial accreditation audit in November.

Annex 1.1. Agenda European School Board meeting 09122021



**7. Feedback from the annual school meeting (information) – 5 mins.**

Comment: An opportunity for the Board to offer feedback regarding the annual school meeting in November.

**8. Update on the SAG/ESCPH separation process (information) – 10 mins.**

Comment: Update from Anette Holst regarding the process to separate SAG and ESCPH, including the drafting of new bylaws.

**9. Various updates and information – 15 mins.**

Comment: Brief information points from the school's management, staff and student representatives.

- Various information from management
  - COVID-19
  - Admissions (new classes and rolling) incl. information evenings and visitor days
  - Bac preparations
  - New staff/recruitment
- Information from the staff
- Information from the students

**10. AOB – 3 mins.**

## Minutes of the Campus & ESCPH Board Meeting

Date: Thursday 23 September 2021  
Time: 16:30 – 18:30  
Venue: Staff Lounge, 2<sup>nd</sup> Floor, European School Copenhagen  
Members: Jonas Christoffersen (Chair ESCPH Board), Sofie Seidenfaden (Copenhagen City Council), Marianne Zibrandtsen (External Member, SAG Board), Søren Nielsen (EEA), Nynne Dalå (SAG Parent), Karsten Vestergaard (SAG Parent), Rikke Karlsson (ESCPH Parent), Caroline Warner (ESCPH Parent), Eskil Berg Kappel (ESCPH Parent), Johan Lindell (ESCPH Staff), Stine Hvitved Leather (ESCPH Staff), Edward Pedersen (SAG Staff), Allan Severin (SAG Staff), Alice Malmberg (ESCPH Student), Anette Holst (Principal ESCPH & SAG), Julie Rørdam Thom (Deputy Principal ESCPH)  
Guests: Helle Bjerre Degn (Head of Primary ESCPH), Thomas Yung (Deputy Head of Secondary ESCPH), Mogens Halten (Leder af Sangskolen SAG), Tim Ford (ESCPH Staff), Neeni Lomborg Rasool (ESCPH Parent)  
Excuses : Jens Kramer Mikkelsen (Chair Campus & SAG Boards), Hans Bruyninckx (Exec. Director EEA & Deputy Chair ESCPH Board), Malene Wegener Knudsen (Leder af Folkeskolen SAG), Martin Christiansen (Vicerektor Gymnasiet, SAG), Christen Bagger (ESCPH Parent), Hella Helvig Jensen, Dwaj Prakash Jethani (ESCPH Student), Laura Grønlund (SAG Student), Julius Sort (SAG Student), Christina Strandby Krog Jensen (SAG Staff), Rasmus Hornecker (ESCPH Staff)  
Minutes Stine Hvitved Leather

### Joint meeting of the Campus and ESCPH Boards

#### **Agenda:**

#### **1. Approval of the agenda (decision) – 1 min.**

- 1.1 Annex – Agenda Campus & ESCPH Board Meeting 23092021 Final

#### Decision:

*Agenda approved.*

#### **2. Approval of the minutes from the joint meeting of the Campus, SAG & ESCPH Boards (decision) – 1 min.**

- 2.1 Annex - Referat for strategiseminar 090621

#### Decision:

*Minutes approved.*

Annex 2.1. Minutes Campus\_ESCPH Board Meeting 23092021



### **3. Various updates and information - 10 mins.**

- 3.1 Status on the separation of SAG & ESCPH:  
Annex - Proces for adskillelse af Europaskolen i København og Sankt Annæ Gymnasium 080921

Anette Holst updated the boards on the process to separate SAG and ESCPH. Parliament is expected to approve the proposed amendment of the law that will allow the Municipality to separate the two schools. If all goes to plan, the separation is likely to take place between January and August 2022.

- 3.2 Briefing on the attorney-led investigation of possible violations at SAG

Anette Holst informed the Board of the attorney-led investigation at SAG. In June, following the opening of the investigation into alleged misconduct in the DR Girls' Choir, former SAG students contacted the school with allegations of misconduct when they attended the school more than 20 years ago. These allegations were outside the scope of the DR investigation, hence SAG decided to initiate its own investigation.

From July to the middle of September, 30 people have approached the law firm conducting the investigation and the law firm is expected to finalise its report before Christmas.

The school is working with the student council to prevent future incidents.

- 3.3 Admissions update SAG & ESCPH

ESCPH:

- Another three new S5 classes opened in the upper secondary school this year. They are not big classes, but there are still students joining.
- A lot of new students started in the lower secondary classes this year.
- There are a few too many students in the primary classes and we are still expecting more Category A students (dependants of EU institution staff members, who are entitled to admission) to arrive during the year.

SAG:

- There were fewer boys applying for the new third grade classes this year, but there were still enough applicants to fill the classes. There are still students on the waiting lists for the older classes.
- There were 236 new students accepted in the gymnasium, which is more than usual. The MGK talent class has 30 new students this year.

### **4. Accounts status report - 5 mins.**

- 4.1 Annex - Accounts Status SAG Gymnasiet 31.08.2021  
4.2 Annex - Accounts Status SAG Folkeskolen 31.08.2021  
4.3 Annex - Accounts Status ESCPH and ASC 31.08.2021



#### 4.4 Annex - Accounts Status Upper Secondary 31.08.2021

Anette Holst provided a status on the accounts eight months into the financial year:

- SAG Folkeskolen: Expects to end the year on target or with a small surplus.
- SAG Sangskolen: Has a tight budget and therefore has less to spend the rest of this year.
- SAG Gymnasium: Always has more expenses in the autumn when new staff start. This year there are also additional expenses associated with the new music house.
- ESCPH Upper Secondary School: Staff costs are higher as the school continues to grow but is still expected to post a small surplus.
- ESCPH Primary and Lower Secondary and the After School Care: On target but the school will have to cover the loss expected in the Culinary school. The Culinary School is expected to have a sounder economy post-Covid.

### ESCPH Board Meeting

#### Agenda:

#### **5. Approval of the agenda (decision) - 1 min.**

5.1 Annex - Agenda Campus & ESCPH Board Meeting 23092021

The Board welcomed new members and guests of the board:

- Johan Lindell has been elected as staff representative.
- Thomas Yung started 1<sup>st</sup> August as Head of Lower Secondary.
- Alice Malmberg, Co-Chair of the Student Council, will continue as student representative on the board.

#### Decision:

- *The board decided to discuss conversion of the EB grades to the Danish marking scale under AOB.*
- *The agenda was approved.*

#### **6. Approval of the minutes from the last meeting (decision) - 1 min.**

6.1 Annex - Minutes European School Board meeting 09062021 EN

#### Decision:

- *The board approved the minutes.*

#### **7. Various updates and information - 10 mins.**

7.1 School start 2021/22 incl. Covid-19 update

Helle Degn: The Primary School had a good start to the year with fewer Covid restrictions. Some staff members have had to adjust to being back at school and having more meetings again. Management is pleased that the Covid rules have been relaxed as it was both difficult and time consuming to track close contacts.

Thomas Yung: The Lower Secondary school has had a busy but good start to the year.



Julie Thom: The older students are enjoying being back. All the new staff members are busy working on new year plans, getting to know the European School curriculum, etc.

Rikke Karlsson mentioned that parents were happy with the revised phone policy in secondary. It was mentioned that the B tests this year don't fall immediately after a holiday so the students can have a proper break.

7.2 S6/S7 initial accreditation audit Nov 2021 and new school management system (MySchool)

ESCPH will be audited by the European Schools (ES) again on 16<sup>th</sup> - 18<sup>th</sup> November. The scope of the inspection is limited to the BAC years S6-S7 and the inspectors will visit in person. A new system called SMS MySchool is being implemented for school reports as this is an ES requirement for S6-S7.

## **8. ESCPH annual board meeting plan (decision) - 1 min.**

8.1 Annex - Annual Board Meeting Plan 2020-21\_draft

Comment: Draft plan for the Board meetings in the 2021-22 school year for approval by the Board.

The annual board meeting plan is a tool for planning the board meetings in the coming year. An additional board meeting may be scheduled if required in the autumn to discuss the separation of SAG and ESCPH.

A draft holiday plan for 2022/23 will be presented to the Board for approval in December instead of September as the school will need to coordinate with the Bac unit in the European Schools regarding the holding of the Bac exams in June 2023. The school year end-dates in the Danish and ES systems differ by two weeks in 2022/23, which makes it tricky to finalise the school holiday dates.

The school plans to celebrate the Bac students like they do in the Danish gymnasium with 'studenterkørsel', a specially designed 'studenterhat' and a prom.

### Decision:

- *The board approved the annual board meeting plan.*
- *Proposed holiday plan for 2022/23 will be presented for approval by the board at the December meeting.*

## **9. Evaluation of the strategic focus points from 2020-21 (decision) - 30 mins.**

9.1 Annex - Strategic Focus Points 2020-21 Evaluation

9.2 Annex - Strategic Focus Points 2021-22 Approved 09062021

Comment: Julie Rørdam Thom and Helle Bjerre Degn will present the evaluation of the strategic focus points from 2020-21.



There have been no major changes to the draft strategic focus points 2021-22 since the last meeting. The strategic focus points are a working tool but also need to be measured and evaluated. Hence, both the staff and the students will be given an opportunity to review the focus points in the autumn.

In response to a question regarding the focus point about the PLC, Julie Thom explained that the school has engaged an architect to draw up plans for a secondary library and study area on the ground floor behind the canteen.

Decision:

- *The board approved the strategic focus points 2021/22.*

**10. Programme for the annual school meeting on 3<sup>rd</sup> November (decision) - 10 mins.**

10.1 Annex - Annual School Meeting Programme 03112021\_draft

Julie introduced the proposal for the annual school meeting. The proposed theme is 'one whole school' and the plan is to have short introductions from the Board, parent representatives and students followed by workshops organised by the teachers. The PA will sell coffee/tea and cake and ESCPH branded t-shirts.

Decision:

- *The Board approved the programme for the annual school meeting incorporating a break for the parents to mingle. The Covid text will be amended to be more general guidelines about avoiding colds/flu.*

**11. Hearing of the Board in relation to the Municipality's proposed new bylaws for the Board of the European School Copenhagen (discussion) - 30 mins.**

11.1 Annex - Brev om høring vedrørende vedtægtsændringer

11.2 Annex - Udkast til vedtægt for ESCPH

11.3 Annex - ENG Udkast til vedtæft for ESCPH

Anette Holst explained that the Municipality has drafted new bylaws for the European School Board in connection with the expected separation of ESCPH from SAG and the Municipality has invited the Board to comment on the draft proposal by 9th October.

The Board discussed the following

- There are no major deviations from the existing bylaws.
- The bylaws are there to be followed and can be supported by rules of procedure, written by the Board (see article 9 (8)).
- Article 4 (5): It was discussed that it had been difficult to recruit new external members and greater remuneration was mentioned as a way to attract new external members.
- Article 4 (2), (4) and (5): It should be clear who appoints the external members, and it should be clearly stated that the EEA must be represented on the Board (one



of the external members). The appointment of the chairman and deputy chairman should be clarified.

- Article 4 (2) and (3): The competences described should apply only to the external members as parents, students and staff are elected to the board.
- Article 4 (2): The parent representatives on the board expressed a wish to have greater representation on the board in the same way as parents in the Danish Folkeskole. In the Danish gymnasium, however, boards do not include parents and there are more external members. The bylaws are a compromise because ESCPH is both a primary and a secondary school. It was also mentioned that if parents want greater representation, the staff will also want greater representation.
- Article 5 (3): Reference to article 17 of the act on institutions for general upper secondary education etc. does not make sense here.
- Article 8: The language regarding duties and responsibilities needs to be looked at as there is an unrealistic level of responsibility on the board, which has no real power. It should say that the Board can participate in processes but ultimately the responsibility rests with the Municipality.
- The bylaws should also include information regarding the relationship with the after school care (KKFO).
- Article 9 (3): The sentence regarding the minutes being signed by the members of the board should be deleted.
- Article 9 (6): Take out the sentence regarding amendment of the bylaws as the bylaws are decided by the Copenhagen City Council.
- Article 10: It needs to be made clear that the board doesn't appoint the director.
- Article 10: Add the word academic in the sentence: "...in charge of the administrative, academic and pedagogical management...".
- The director of the European School will be Julie Thom when the bylaws come into force.

#### Decisions:

- *The parent representatives on the board can solicit feedback from the parents and come back with their comments by next weekend.*
- *The chairman/school management will prepare a second draft of the bylaws and submit it to the Municipality before the deadline on the 9<sup>th</sup> October.*

## **12. Procedure for changing language section (decision) - 5 mins.**

### 12.1 Annex - Draft procedure for change of language section/L1

Helle Degn has been receiving a few requests from parents, who wish to move their children to a different language section. A change of L1/language section is very rarely accepted in the European School system and the school will always put the needs of the child first. In order to deal with future requests, it is important that the school has a clear procedure in place.





Decision:

*The board approved the procedure with the following changes:*

- *Step 2: change class teacher to L1 teacher to ensure the policy is relevant both for primary and secondary.*
- *Last sentence about other Danish schools should be removed.*

**13. Various updates and information - 15 mins.**

13.1 Information from management

Julie Thom: Two secondary teachers (Science and L3 French) left shortly into the school year and the lessons will be filled until permanent replacements are found.

Helle Degn: Primary are in the process of identifying learning gaps after Covid to see if there are areas that require additional support.

Julie Thom: Learning support in upper secondary is predominantly focused on S5L2, but homework café is in place for all upper secondary students.

13.2 Information from the staff

Johan Lindell: The new upper secondary students have had a good start and the academic level is good.

Stine Leather: SMS MySchool will make it a lot easier for the teachers to complete and compile school reports but increases the workload in the administration because the system isn't integrated with the school's other systems.

13.3 Information from the students

Alice Malmberg: It has been nice to have all the new students in upper secondary and good to start new committees etc.

**14. AOB - 5 mins.**

14.1 Grade conversion

Julie Thom has been in contact with the Ministry of Education to receive clarification on the conversion of the European Schools' new marking system. Lars Damkjær, the Danish inspector for the European Schools, is working on arranging a meeting to look at the calculations on which the new conversion is based. The European Commission has opened infringement proceedings against Germany and Denmark over the conversion of the grades of the European Baccalaureate because they believe EB holders are put in a less favourable position than holders of national school diplomas with equivalent qualifications.



Decision:

- *JRT will update the parent representatives after the meeting in the Ministry.*

14.2 Efterskole and admission in S5

Eskil Berg Kappel enquired about the opportunities for readmission for the S4 students who decide to go to 'efterskole' (voluntary independent residential school for young people) for a year. Julie Thom said the school could not guarantee readmission, but S4 students who are promoted to S5, have a very good chance of admission as they fulfil all the admission criteria, and the school will always do what it can to welcome back former students. They need to apply via optagelse.dk like all other applicants but should inform us that they attended the school. Our S4 students can also apply for other upper secondary schools/gymnasium via optagelse.dk. Some of these schools may ask our students to take a test. This is not a decision that ESCPH is involved in.

The next ESCPH Board meeting is on 9<sup>th</sup> December.  
The next Campus & SAG Board meeting is on 6<sup>th</sup> December.



# Budget 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 on the basis of management's expectations for future operations. The budget takes costs associated with the extension of an additional 3 classes into account.

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 the 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 lines and presentation in the European School in the annual report.

### Taximeter subsidy etc.

The Finance Act for 2022 has not yet been enacted, but from an information letter from the Ministry of Children and Education from 30 August 2021, it appears that rates for education, joint expenditure and completion rates have been adjusted with the general price and wage index corresponding to 1.1 per cent and building rates have been adjusted by 0.9 per cent. A restriction on dispositions still applies, but it has not yet been announced. Previously, there has been a restriction on 0.1 per cent, corresponding to a reduction of DKK 11,346 of the calculated subsidy.

Upper Secondary is expected to admit 72 students in the 3 new S5 classes in August 2022. Thus, the total number of full-time students is expected to be 126 in 2022. 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 at 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 as well as an assessment of the need for additional teachers from August 2022. Funds have been allocated for local salaries and extra work etc. The general wage increases in 2022 have been calculated in accordance with current agreements. Funds have also been set aside for additional wage costs in the other areas due to the increased activity.

For operating costs and other costs for teaching, further training, IT, administration, operation and management, minor adjustments have been made in relation to additional classes in 2022.



### Estimate for 2023

In the budget, an estimate for 2023 has been prepared that is based on the expected number of annual students in 2023, corresponding to 162 students, and in addition there will be an increased salary and operating budget in almost all areas.

The income is adjusted with the general price and wage index corresponding to 1.1 per cent and building rates by 0.9 per cent. The costs of salaries have been projected at 1.8 per cent in the estimated year, cf. the price and salary assumptions from the Agency for Public Finance and Management - Ministry of Finance, and the building-related operating items have been projected at 1.1 per cent.

### Equity

The European School Copenhagen - Upper Secondary is not covered by the municipality's rules on limited transfer access of the operating result between the financial years. Therefore, the European School Copenhagen - Upper Secondary can build up equity in the same way as the self-governing institutions. At the end of 2020, the European School Copenhagen - Upper Secondary had an equity of DKK 1.1 million. kr.

### Allocation of common expenses

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

Distribution key for

- Primary, Lower Secondary is 85%
- Upper Secondary is 15%



## Appendix 1 Grant overview 2021

### Budget 2022

Grant calculation 2022	STÅ I alt	takst	i alt
<b>2992</b>			
Undervisningstakst	125,9	55.170	6.944.800
Færdigørelsestakst		13.750	0
Fællestakst	74,6	6.490	484.154
Bygnings-takst	74,6	7.660	571.436
Tillægstakst for A-niveau		10.760	
<b>Andre tilskud</b>			
<b>Grant UVM</b>			2.400.000
EB Basic subsidy			700.000
Grants from the Municipality			3.100.000
Pædagogikum	0,8	295.590	245.340
<b>Total Revenue from the municipality and the state mm.</b>			<b>14.445.729</b>
Expected Outline Limitation (Dispositionsbegrænsning)			11.346
<b>Grants after savings</b>			<b>14.434.384</b>



## Appendix 2 Budget overview

### Budget for European School Upper 2022

Upper		Budget 2021	Budget 2022	Budget 2023
Grant				
	Grant from UVM	6.101.897	10.634.384	13.311.164
	EB Basic subsidy	700.000	700.000	400.000
	Grants from the Municipality	2.200.000	3.100.000	2.500.000
Grant	Revenue from the municipality and the state mm.	9.001.897	14.434.384	16.211.164
Teaching costs (undervisningens gennemførelse)				
	Salaries teaching (incl. cleaning, tech)	6.050.000	10.126.240	11.924.824
	Teaching related staff expenses	200.000	300.000	303.300
	Teaching materials	646.750	931.250	941.500
	Student Activities	150.000	100.000	101.100
	Study trip (Studieture)	75.000	100.000	101.100
	Projects	25.000	25.000	25.000
Undervisningens gennemførelse tot	Undervisningens gennemførelse total	7.146.750	11.582.490	13.396.824
Building costs (bygningssdrift)				
	Building - energy costs (forsyning, el, varme, etc.)	150.000	150.000	156.200
	Building - school costs	225.000	725.000	739.500
Building total	Building total	375.000	875.000	895.700
Management and admin. costs (ledelse og administration)				
	Salaries management and admin.	1.215.000	1.361.706	1.386.216
	Management and administration	249.000	320.000	383.200
Management and adm. total	Management and adm. total	1.464.000	1.681.706	1.769.416
<b>Total</b>	<b>Total</b>	<b>8.985.750</b>	<b>14.139.196</b>	<b>16.061.941</b>
<b>Result</b>	<b>Surplus / deficit</b>	<b>16.147</b>	<b>295.188</b>	<b>149.223</b>



## Appendix 3 Detailed budget

<b>Budget 2022</b>	<b>Budget 2021</b>	<b>Budget 2022</b>	<b>Budget 2023</b>
<b>Salaries teaching (incl. cleaning, tech)</b>			
Education	5.650.000	8.873.269	10.622.988
Technical and cleaning staff	400.000	1.252.971	1.301.836
<b>Salary in total</b>	<b>6.050.000</b>	<b>10.126.240</b>	<b>11.924.824</b>
<b>Staff costs</b>			
Teaching related staff expenses	<b>200.000</b>	<b>300.000</b>	<b>303.300</b>
<b>Operating expenses for teaching</b>			
Teaching materials	500.000	700.000	707.700
Copydan Koda DR, kopi, toner mv.	96.750	161.250	163.000
It	50.000	70.000	70.800
Internationalisering/projects	25.000	25.000	25.000
Student Activities	150.000	100.000	101.100
Study trip (Studieture)	75.000	100.000	101.100
Operating costs for teaching in total	896.750	1.156.250	1.168.700
<b>Total teaching completion</b>	<b>7.146.750</b>	<b>11.582.490</b>	<b>13.396.824</b>
<b>Building - energy costs (forsyning, el, varme, etc.)</b>			
Staff costs	10.000	10.000	10.100
Energy costs	150.000	150.000	156.200
Building - school costs	200.000	200.000	208.300
Cleaning items	15.000	15.000	15.600
Inventory		500.000	505.500
<b>Building - energy costs total</b>	<b>375.000</b>	<b>875.000</b>	<b>895.700</b>
<b>Management and admin.</b>			
<b>Salaries management and admin.</b>	<b>1.215.000</b>	<b>1.361.706</b>	<b>1.386.216</b>
<b>Management and admin. - drift</b>			
Office supplies, etc.		70.000	70.800
Staff costs	220.000	220.000	222.400
Board fees	29.000	30.000	90.000
<b>Management and admin. - operation in total</b>	<b>249.000</b>	<b>320.000</b>	<b>383.200</b>
<b>Management and adm. total</b>	<b>1.464.000</b>	<b>1.681.706</b>	<b>1.769.416</b>
<b>Total cost</b>	<b>8.985.750</b>	<b>14.139.196</b>	<b>16.061.941</b>
<b>Income</b>	<b>9.001.897</b>	<b>14.434.384</b>	<b>16.211.164</b>
<b>Surplus / deficit</b>	<b>16.147</b>	<b>295.188</b>	<b>149.223</b>

# Vejledende ferieplan for skoleåret 2022-23 i Københavns Kommune

## **Sommerferie**

27.06. 2022 - 05.08. 2022

## **Efterårsferie**

17.10. 2022 - 21.10. 2022

## **Juleferie**

22.12. 2022 - 02.01. 2023

## **Vinterferie**

13.02. 2023 - 17.02. 2023

## **Påskeferie**

03.04. 2023 - 10.04. 2023

## **Første maj**

01.05. 2023

## **St. Bededag**

05.05. 2023

## **Kr. Himmelfartsferie**

18.05. 2023 - 19.05. 2023

## **Pinseferie**

29.05. 2023

## **Grundlovsdag**

05.06. 2023

## **Sommerferie**

26.06. 2023 - 04.08. 2023

De nævnte dage er inklusive.



Ref.: 2021-04-D-13-en-1

Orig.: EN



## **Choice of the end-dates for the school years 2021-2022 until 2026-2027**

Approved by the Directors of the European Schools

The Directors decided that the end-dates for the following school years would be:

<b>School Year</b>	<b>End-dates (last day)</b>
2021/2022	1 July 2022
2022/2023	7 July 2023
2023/2024	5 July 2024
2024/2025	4 July 2025
2025/2026	3 July 2026
2026/2027	2 July 2027

# Nursery-S6 - 23 June Finish

# School Holidays 2022/23

Jun	Jul	Aug	Sep	Okt	Nov	Dec	Jan	Feb	Mar	Apr	Maj	Jun	Jul
O 1	F 1	M 1	T 1	L 1	T 1	T 1	S 1	O 1	L 1	L 1	M 1	T 1	S 1
T 2	L 2	T 2	F 2	S 2	O 2	F 2	M 2	T 2	S 2	S 2	T 2	F 2	S 2
F 3	S 3	O 3	L 3	M 3	T 3	L 3	T 3	F 3	M 3	M 3	O 3	L 3	M 3
L 4	M 4	T 4	S 4	T 4	F 4	S 4	O 4	L 4	L 4	T 4	T 4	S 4	T 4
S 5	T 5	F 5	M 5	O 5	L 5	M 5	T 5	S 5	O 5	O 5	F 5	M 5	W 5
M 6	O 6	L 6	T 6	T 6	S 6	T 6	F 6	M 6	M 6	T 6	L 6	T 6	T 6
T 7	T 7	S 7	O 7	F 7	M 7	O 7	L 7	T 7	F 7	F 7	S 7	O 7	F 7
O 8	F 8	M 8	T 8	L 8	T 8	T 8	S 8	O 8	L 8	L 8	M 8	T 8	S 8
T 9	L 9	T 9	F 9	S 9	O 9	F 9	M 9	T 9	S 9	S 9	T 9	F 9	S 9
F 10	S 10	O 10	L 10	M 10	T 10	L 10	T 10	F 10	M 10	M 10	O 10	L 10	M 10
L 11	M 11	T 11	S 11	T 11	F 11	S 11	O 11	L 11	T 11	T 11	T 11	S 11	T 11
S 12	T 12	F 12	M 12	O 12	L 12	M 12	T 12	S 12	O 12	O 12	F 12	M 12	W 12
M 13	O 13	L 13	T 13	T 13	S 13	T 13	F 13	M 13	M 13	T 13	L 13	T 13	T 13
T 14	T 14	S 14	O 14	F 14	M 14	O 14	L 14	T 14	F 14	F 14	S 14	O 14	F 14
O 15	F 15	M 15	T 15	L 15	T 15	T 15	S 15	O 15	L 15	L 15	M 15	T 15	S 15
T 16	L 16	T 16	F 16	S 16	O 16	F 16	M 16	T 16	S 16	S 16	T 16	F 16	S 16
F 17	S 17	O 17	L 17	M 17	T 17	L 17	T 17	F 17	M 17	M 17	O 17	L 17	M 17
L 18	M 18	T 18	S 18	T 18	F 18	S 18	O 18	L 18	L 18	T 18	T 18	S 18	T 18
S 19	T 19	F 19	M 19	O 19	L 19	M 19	T 19	S 19	O 19	O 19	F 19	M 19	W 19
M 20	O 20	L 20	T 20	T 20	S 20	T 20	F 20	M 20	M 20	T 20	L 20	T 20	T 20
T 21	T 21	S 21	O 21	F 21	M 21	O 21	L 21	T 21	T 21	F 21	S 21	O 21	F 21
O 22	F 22	M 22	T 22	L 22	T 22	T 22	S 22	O 22	O 22	L 22	M 22	T 22	S 22
T 23	L 23	T 23	F 23	S 23	O 23	F 23	M 23	T 23	T 23	S 23	T 23	F 23	S 23
F 24	S 24	O 24	L 24	M 24	T 24	L 24	T 24	F 24	F 24	M 24	O 24	L 24	M 24
L 25	M 25	T 25	S 25	T 25	F 25	S 25	O 25	L 25	L 25	T 25	T 25	S 25	T 25
S 26	T 26	F 26	M 26	O 26	L 26	M 26	T 26	S 26	S 26	O 26	F 26	M 26	W 26
M 27	O 27	L 27	T 27	T 27	S 27	T 27	F 27	M 27	M 27	T 27	L 27	T 27	T 27
T 28	T 28	S 28	O 28	F 28	M 28	O 28	L 28	T 28	F 28	F 28	S 28	O 28	F 28
O 29	F 29	M 29	T 29	L 29	T 29	T 29	S 29	O 29	L 29	L 29	M 29	T 29	S 29
T 30	L 30	T 30	F 30	S 30	O 30	F 30	M 30	T 30	S 30	S 30	T 30	F 30	S 30
S 31	S 31	O 31	L 31	M 31	L 31	L 31	T 31	F 31	F 31		O 31	M 31	M 31
0	0	13	22	16	21	15	21	15	23	10	18	16	0
												TOTAL	190

# S7 Option - 28 June Finish

# School Holidays 2022/23

Jun	Jul	Aug	Sep	Okt	Nov	Dec	Jan	Feb	Mar	Apr	Maj	Jun	Jul
O 1	F 1	M 1	T 1	L 1	T 1	T 1	S 1	O 1	L 1	L 1	M 1	T 1	S 1
T 2	L 2	T 2	F 2	S 2	O 2	F 2	M 2	T 2	S 2	S 2	T 2	F 2	S 2
F 3	S 3	O 3	L 3	M 3	T 3	L 3	T 3	F 3	M 3	M 3	O 3	L 3	M 3
L 4	M 4	T 4	S 4	T 4	F 4	S 4	O 4	L 4	T 4	T 4	T 4	S 4	T 4
S 5	T 5	F 5	M 5	O 5	L 5	M 5	T 5	S 5	O 5	O 5	F 5	M 5	W 5
M 6	O 6	L 6	T 6	T 6	S 6	T 6	F 6	M 6	M 6	T 6	L 6	T 6	T 6
T 7	T 7	S 7	O 7	F 7	M 7	O 7	L 7	T 7	F 7	F 7	S 7	O 7	F 7
O 8	F 8	M 8	T 8	L 8	T 8	T 8	S 8	O 8	L 8	L 8	M 8	T 8	S 8
T 9	L 9	T 9	F 9	S 9	O 9	F 9	M 9	T 9	S 9	S 9	T 9	F 9	S 9
F 10	S 10	O 10	L 10	M 10	T 10	L 10	T 10	F 10	M 10	M 10	O 10	L 10	M 10
L 11	M 11	T 11	S 11	T 11	F 11	S 11	O 11	L 11	T 11	T 11	T 11	S 11	T 11
S 12	T 12	F 12	M 12	O 12	L 12	M 12	T 12	S 12	O 12	O 12	F 12	M 12	W 12
M 13	O 13	L 13	T 13	T 13	S 13	T 13	F 13	M 13	T 13	T 13	L 13	T 13	T 13
T 14	T 14	S 14	O 14	F 14	M 14	O 14	L 14	T 14	F 14	F 14	S 14	O 14	F 14
O 15	F 15	M 15	T 15	L 15	T 15	T 15	S 15	O 15	L 15	L 15	M 15	T 15	S 15
T 16	L 16	T 16	F 16	S 16	O 16	F 16	M 16	T 16	S 16	S 16	T 16	F 16	S 16
F 17	S 17	O 17	L 17	M 17	T 17	L 17	T 17	F 17	M 17	M 17	O 17	L 17	M 17
L 18	M 18	T 18	S 18	T 18	F 18	S 18	O 18	L 18	L 18	T 18	T 18	S 18	T 18
S 19	T 19	F 19	M 19	O 19	L 19	M 19	T 19	S 19	O 19	O 19	F 19	M 19	W 19
M 20	O 20	L 20	T 20	T 20	S 20	T 20	F 20	M 20	M 20	T 20	L 20	T 20	T 20
T 21	T 21	S 21	O 21	F 21	M 21	O 21	L 21	T 21	T 21	F 21	S 21	O 21	F 21
O 22	F 22	M 22	T 22	T 22	T 22	T 22	S 22	O 22	L 22	L 22	M 22	T 22	S 22
T 23	L 23	T 23	F 23	S 23	O 23	F 23	M 23	T 23	S 23	S 23	T 23	F 23	S 23
F 24	S 24	O 24	L 24	M 24	T 24	L 24	T 24	F 24	M 24	M 24	O 24	L 24	M 24
L 25	M 25	T 25	S 25	T 25	F 25	S 25	O 25	L 25	T 25	T 25	T 25	S 25	T 25
S 26	T 26	F 26	M 26	O 26	L 26	M 26	T 26	S 26	O 26	O 26	F 26	M 26	W 26
M 27	O 27	L 27	T 27	T 27	S 27	T 27	F 27	M 27	M 27	T 27	L 27	T 27	T 27
T 28	T 28	S 28	O 28	F 28	M 28	O 28	L 28	T 28	F 28	F 28	S 28	O 28	F 28
O 29	F 29	M 29	T 29	L 29	T 29	T 29	S 29	O 29	L 29	L 29	M 29	T 29	L 29
T 30	L 30	T 30	F 30	S 30	O 30	F 30	M 30	T 30	S 30	S 30	T 30	F 30	S 30
S 31	S 31	O 31	L 31	M 31	T 31	L 31	T 31	F 31	F 31		O 31	M 31	M 31
0	0	13	22	16	21	12	21	15	23	10	18	19	0
												TOTAL	190

# S7 Option - 30 June Finish

# School Holidays 2022/23

Jun	Jul	Aug	Sep	Okt	Nov	Dec	Jan	Feb	Mar	Apr	Maj	Jun	Jul
O 1	F 1	M 1	T 1	L 1	T 1	T 1	S 1	O 1	L 1	M 1	T 1	T 1	S 1
T 2	L 2	T 2	F 2	S 2	O 2	F 2	M 2	T 2	S 2	T 2	F 2	F 2	S 2
F 3	S 3	O 3	L 3	M 3	T 3	L 3	T 3	F 3	M 3	O 3	L 3	L 3	M 3
L 4	M 4	T 4	S 4	T 4	F 4	S 4	O 4	L 4	T 4	T 4	T 4	S 4	T 4
S 5	T 5	F 5	M 5	O 5	L 5	M 5	T 5	S 5	O 5	F 5	M 5	M 5	W 5
M 6	O 6	L 6	T 6	T 6	S 6	T 6	F 6	M 6	T 6	S 6	L 6	T 6	T 6
T 7	T 7	S 7	O 7	F 7	M 7	O 7	L 7	T 7	F 7	L 7	S 7	O 7	F 7
O 8	F 8	M 8	T 8	L 8	T 8	T 8	S 8	O 8	L 8	M 8	M 8	T 8	S 8
T 9	L 9	T 9	F 9	S 9	O 9	F 9	M 9	T 9	S 9	T 9	T 9	F 9	S 9
F 10	S 10	O 10	L 10	M 10	T 10	L 10	T 10	F 10	M 10	O 10	L 10	L 10	M 10
L 11	M 11	T 11	S 11	T 11	F 11	S 11	O 11	L 11	T 11	T 11	T 11	S 11	T 11
S 12	T 12	F 12	M 12	O 12	L 12	M 12	T 12	S 12	O 12	F 12	F 12	M 12	W 12
M 13	O 13	L 13	T 13	T 13	S 13	T 13	F 13	M 13	T 13	L 13	L 13	T 13	T 13
T 14	T 14	S 14	O 14	F 14	M 14	O 14	L 14	T 14	F 14	S 14	S 14	O 14	F 14
O 15	F 15	M 15	T 15	L 15	T 15	T 15	S 15	O 15	L 15	M 15	M 15	T 15	S 15
T 16	L 16	T 16	F 16	S 16	O 16	F 16	M 16	T 16	S 16	T 16	T 16	F 16	S 16
F 17	S 17	O 17	L 17	M 17	T 17	L 17	T 17	F 17	M 17	O 17	O 17	L 17	M 17
L 18	M 18	T 18	S 18	T 18	F 18	S 18	O 18	L 18	T 18	T 18	T 18	S 18	T 18
S 19	T 19	F 19	M 19	O 19	L 19	M 19	T 19	S 19	O 19	F 19	M 19	M 19	W 19
M 20	O 20	L 20	T 20	T 20	S 20	T 20	F 20	M 20	T 20	L 20	L 20	T 20	T 20
T 21	T 21	S 21	O 21	F 21	M 21	O 21	L 21	T 21	T 21	S 21	S 21	O 21	F 21
O 22	F 22	M 22	T 22	T 22	T 22	T 22	S 22	O 22	L 22	M 22	M 22	T 22	S 22
T 23	L 23	T 23	F 23	S 23	O 23	F 23	M 23	T 23	S 23	T 23	T 23	F 23	S 23
F 24	S 24	O 24	L 24	M 24	T 24	L 24	T 24	F 24	M 24	O 24	O 24	L 24	M 24
L 25	M 25	T 25	S 25	T 25	F 25	S 25	O 25	L 25	T 25	T 25	T 25	S 25	T 25
S 26	T 26	F 26	M 26	O 26	L 26	M 26	T 26	S 26	O 26	F 26	F 26	M 26	W 26
M 27	O 27	L 27	T 27	T 27	S 27	T 27	F 27	M 27	T 27	L 27	L 27	T 27	T 27
T 28	T 28	S 28	O 28	F 28	M 28	O 28	L 28	T 28	F 28	S 28	S 28	O 28	F 28
O 29	F 29	M 29	T 29	L 29	T 29	T 29	S 29	O 29	L 29	M 29	M 29	T 29	S 29
T 30	L 30	T 30	F 30	S 30	O 30	F 30	M 30	T 30	S 30	T 30	T 30	F 30	S 30
S 31	S 31	O 31	T 31	M 31	L 31	L 31	T 31	F 31	T 31	O 31	O 31	M 31	M 31
0	0	13	22	16	21	12	19	15	23	10	18	21	0
<b>TOTAL</b>													<b>190</b>

Less 5 days of summer holiday compared to N-S6  
Plus 5 days of Christmas holiday compared to N-S6



## SCHOOL HOLIDAYS IN 2022/23

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### EUROPEAN SCHOOL COPENHAGEN, NURSERY CLASS TO S6

Summer holiday	Monday 27 June 2022 - Friday 12 August 2022
Autumn holiday	Monday 17 October 2022 - Friday 21 October 2022
Free day	Wednesday 2 October 2022
Christmas holiday	Thursday 22 December 2022 - Monday 2 January 2023
Winter holiday	Monday 13 February 2023 - Friday 17 February 2023
Easter holiday	Saturday 1 April 2023 - Sunday 16 April 2023
1 May	Monday 1 May 2023
Great Prayer Day	Friday 5 May 2023
Ascension Day	Thursday 18 May 2023 - Friday 19 May 2023
Pentecost	Monday 29 May 2023
Constitution Day	Monday 5 June 2023
Summer holiday	Monday 26 June 2023 - Friday 11 August 2023

*All days included.*

Annex 4.1. Draft Holiday Plan 2022-23\_N-S6



# Strategic Focus Points for European School Copenhagen 2021-22

Dept.	Focus point	Background - why?	Objective(s) – what?	Lead/stakeholders – who?	Actions – how?	Key dates – when?	Successes / evaluation*
All	1. <b>One Whole School (Continued from 2020/21)</b>	Following the lockdown and while the school continues to grow, there is a need to focus on cohesiveness and creating a common identity.	All stakeholders perceive the school as one and there is a strong common European school identity	Uri Harlam	<ol style="list-style-type: none"> <li>1. Management to assume different interdepartmental areas of responsibility (e.g. Charlotte - Resource Centre)</li> <li>2. Organise staff activities involving all staff groups</li> <li>3. Organise activities involving all departments sharing knowledge from each other's departments</li> <li>4. Organise all-school event/party involving the PC and the PA</li> <li>5. Organise transition events and establish new traditions</li> <li>6. Collaborate across departments to address problem areas identified in the employee satisfaction survey</li> <li>7. See also activities relating to 2. PLRC and 3. Harmonisation</li> </ol>		<p>Staff experience that there is a greater sense of community at the school e.g. at relevant all-school meetings.</p> <p>Students in P1, S1, S4 and S6 express being supported in their transition, both socially and academically e.g. in relation to new subjects and working methods.</p> <ul style="list-style-type: none"> <li>- Primary 5 teachers could visit S1 students within a week in Secondary</li> <li>- Secondary 5 class teachers and students could evaluate the introduction week</li> </ul> <p>Well-being surveys among staff</p> <p>APV (workplace survey) made in the Autumn</p> <p>Unicef Rights Survey among students</p> <p>MUS (include questions regarding Whole School)</p>
All	2. <b>PLC and RC (Pedagogical Learning Center and Resource Center)</b>	As Secondary doesn't have a PLC, we want to <b>create a common PLC for Primary and Secondary</b> to further <b>develop our inclusive learning environment.</b>  We would also like to <b>increase collaboration</b> between Primary and Secondary resource persons in both <b>PLC and RC</b> to ensure we utilise the resources in the best possible way.	As a result of a better physical environment and organisation of the PLC, and increased collaboration between resource persons in Primary and Secondary including RC, the students have an inspiring, supportive, and inclusive study / learning environment where they can achieve their potential.  It should also lead to fewer cases ending in the RC from Lower Secondary.	Charlotte Høirup	<ol style="list-style-type: none"> <li>1. Plan process for expansion and organisation of the PLC/RC</li> <li>2. Integrate resources like ICT, reading support counsellor, educational support in the PLC</li> <li>3. PLC to support teachers and offer a variety of learning activities</li> <li>4. Inspire and disseminate experience and knowledge to pedagogical staff</li> <li>5. Establish a Secondary Library/Study Centre</li> <li>6. Purchase and register books for the School Library</li> <li>7. Establishment and operation of book storage room/basement</li> <li>8. Lower Secondary team structure is supported by meeting structure and co-work with Pedagogical Development Consultant Stine Lykke Nielsen</li> <li>9. More teachers from Lower Secondary are allocated into educational support and study café</li> </ol>		<p><u>Questionnaire to be developed for pedagogical staff and students – objectives/success criteria achieved:</u></p> <p>Teachers' teamwork and collaboration around classes, with PLC and RC is experienced by teachers and students as supporting the students' learning progression and well-being in the school.</p> <p>Students are engaged and motivated to learn, and the school meets the different needs by offering a variety of learning activities and specific support. Fewer cases require RC support.</p> <p>Teachers express loan and return of books is working smoothly and the School Library and PLC support the teaching they do in class.</p> <p>Lower Secondary teachers and students express satisfaction with educational support.</p>

Dept.	Focus point	Background - why?	Objective(s) – what?	Lead/stakeholders – who?	Actions – how?	Key dates – when?	Successes / evaluation*
All	3. Harmonised didactic approach / learning progression	We wish to support best practice sharing and staff development to ensure high academic progression among students and close any potential learning gaps post-lockdown. Among other things by introducing ES 8 key competencies, action-oriented learning and co-teaching.	To underpin our values and mission to foster high academic standards, curious and independent thinking students, lifelong learners and responsible global citizens.	Helle Degn / Pedagogical Development Group	<ol style="list-style-type: none"> <li>1. Common focus and discussion of ES learning objectives / 8 key competences</li> <li>2. B-tests are identical across language sections</li> <li>3. Follow up on learning and well-being post-lockdown</li> <li>4. Organise co-teaching/"balkort"</li> <li>5. Feedback and data</li> <li>6. Assessment and grading are the same from teacher to teacher</li> <li>7. Action-oriented learning</li> <li>8. Portfolios</li> <li>9. Transition</li> <li>10. Deliver the professional development plan</li> </ol>		<p>In Primary, teachers express that the possibility to collaborate about academic progression outside and in the classrooms have increased.</p> <p>Primary teachers express having common tools and language by using the different elements from the action plan.</p> <p>In the S6 Audit, ESCPH scores high on the 'European Dimension' and the implementation on the 8 key competences</p> <p>In the Lower and Upper Secondary departments, teachers and students express satisfaction with identical tests on S4-S6 across language sections.</p> <p>Lower and Upper Secondary students feel that their teachers grade and assess identically.</p> <p>Teachers have identified and closed any gaps in the learning in general.</p> <p>Upper Secondary teachers express that they have a wider variety of feedback and assessment methods to use with students</p> <p>Upper Secondary students express that they understand feedback given by teachers – and their learning progression</p>
Upper Secondary	4. BAC implementation (Continued from 2020/21)	In August 2021, our students enter the European Baccalaureate cycle and it's important that we comply with all the EB regulations and achieve initial accreditation of S6 and S7.	A successful audit. The creation of a growing and beneficial social and study environment.	Julie Thom / Hans Bolvinkel	<ol style="list-style-type: none"> <li>1. Plan for successful audit process</li> <li>2. Implement SMS MySchool</li> <li>3. Recruit new students for S5 and S6 / retain and ensure good transition of existing S4 students</li> <li>4. Highlighting the benefits of the EB with regards to choice of subjects and exams</li> <li>5. Create a good social and study environment, traditions and student exchange/ international travel</li> <li>6. Develop ES support and study counselling programme</li> </ol>		<p>Teachers express satisfaction with SMS Myschool with regards to school reports.</p> <p>25-50% more students choose to continue from S4 to S5 compared to 2021.</p> <p>25-50% more external students choose the S5 at ESCPH.</p> <p>Students express satisfaction with study guidance and career planning.</p> <p>S5 and S6 students express satisfaction with new learning- and social areas.</p>
Administration (Group Administration = SAG & ESCPH administration)	5. SAG og ESCPH – Coherence and quality assurance in the Group Administration	The objective of the group administration is to support the schools' core function (kerneopgave) in the best possible way and the focus is	Knowledge sharing and involvement across the departments, working in close collaboration with the professional management groups.	Hella Helvig Jensen/ Technical & Administrative Staff, Management at ESCPH & SAG	<ol style="list-style-type: none"> <li>1. Update job descriptions and annual task plans (årshjul)</li> <li>2. Prepare procedures to support performance of the tasks and create transparency.</li> <li>3. Hold meetings with management regarding the tasks, output and quality.</li> </ol>		<p>TRIO evaluates that the working environment/ well-being of the group administration is good.</p> <p>At a joint meeting, the administrative staff assess that collaboration with the</p>

Dept.	Focus point	Background - why?	Objective(s) – what?	Lead/stakeholders – who?	Actions – how?	Key dates – when?	Successes / evaluation*
		therefore on quality assurance and coherence.	Quality output and high professionalism, while maintaining a good working environment. Continuity between the different subject areas.				professional/dept. managers has improved, and there is greater clarity about the tasks.  Management at SAG and ESCPH find that there has been good administrative support for the core function and a focus on quality assurance.

\* staff, student council and PC will be invited to evaluate briefly against each focus point (improved/better, no change, less/worse)