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Multi-annual plan 2019-2021 of the European Schools

Approved by the Board of Governors of the European Schools at its meeting on 13-15 April 2021

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I. Mission statement

The European Schools are educational institutions set up in the European Union's Member States.

The purpose of the Schools is to educate together children of the staff of the European communities.

Convention defining the statute of the European Schools

The mission of the European Schools is to provide all pupils with multilingual broad education of high quality from early education to secondary school, and to equip upper secondary students to adult life and form a basis for further learning.

Decision of the Board of Governors

II. Introduction

The European Schools continue to work on the implementation of the multi-annual plan 2019-2021 that was presented and approved by the Board of Governors last year. The objective of this report is to recall the Board of Governors of the multi-annual objectives and to inform about the annual objectives 2020 of the Schools and the Office of the Secretary-General.

At the beginning of 2020, the Secretary-General became Authorising Officer of the European Schools according to art. 28 ff Financial Regulation (FR). In 2021, he will present a global Annual Activity Report for the European Schools for the financial year 2020 in accordance with article 33.4 FR. This multi-annual and annual plan constitute the basis for this reporting.

This plan has been elaborated before the outbreak of the Covid-19 pandemic. Adaptions to the plan might be necessary depending on further developments.

III. Multi-annual objectives 2019-2021 of the ES system (unchanged)

There are seven objectives in the areas human resources, pedagogy, administration and finance and Accredited European Schools that will deserve the full attention of all levels of the European Schools in the next three years.

Human resources
Objective 1: Define and implement a new cost sharing agreement
Objective 2: Increase the attractiveness of the European School System
Pedagogy
Objective 3: Successful implementation of the new marking system
Objective 4: Implementation of the educational support policy and provision of inclusive quality education
Administration and Finance
Objective 5: Effective and reliable Internal control system in all European Schools and the Office of the Secretary-General
Objective 6: Implemented new governance model
Accredited European Schools
Objective 7: Improve quality in the accreditation and audit processes

1. Define and implement new cost sharing agreement

Since the entering into force of the current cost sharing agreement (2014), the number of seconded teachers constantly decreased while overall pupil numbers increased. The lack of a target level of seconded posts as well as the language coefficient are the most important reasons for this development. Consequently, the Board of Governors gave a mandate to the working group “Extended Presidencies” to evaluate and propose a revision of the current agreement. The aim of the next three years is to come to an agreement and to see positive development in the statistics.

2. Increase the attractiveness of the European School System

Figures show that it is more and more difficult for member states to second qualified teachers and for certain Schools it becomes problematic to fill the vacant posts with qualified locally recruited teachers. At the European School Summit, organised by Commissioner Mr. Oettinger in May 2018, the participants discussed among other important topics the attractiveness of the ES system for teaching staff. Several measures to attract and retain qualified teachers were identified and the Enlarged Presidency group developed them further. The intention of the indicators below is to observe the

situation in the following years, but also to demonstrate the impact of the measures, if these are decided.

With respect to AAS, particular the Office of the Secretary-General but also some Schools face huge problems in recruiting and retaining qualified staff in certain areas. The intention of the indicators below is to observe the situation in the following years, but also to demonstrate the impact of the implementation of the single spine, if this is decided.

3. Successful implementation of the new marking system

The introduction of the new marking system started in school year 2018-19 in the year groups S1 – S5.

Evidence suggests that educational systems like the European Schools show some differences in assessment. With the introduction of the new marking scale, we would like to better harmonise our assessment within and across the schools. The clearly defined assessment policy should assist teachers from different backgrounds to plan their assessment in such a way that differences are diminished.

We expect that BAC and S5 exam results will reflect our efforts in the medium term. Two things are crucial for this: The preparation of the new syllabuses for all subjects and training of the teaching staff across the whole ES system. This is why we have defined the following performance indicators to observe our progress.

4. Implementation of the educational support policy and provision of inclusive quality education

As a follow up to the UN Recommendations concerning Inclusive Education in the European Schools, the ES have prepared a report on 'Inclusive Education in the European Schools'. This report states that the ES have moved from an integrative to a more inclusive school system. At the same time, the report identifies areas for improvement with a view of providing inclusive quality education. It is the aim of the following objective to implement the existing educational support policy and to ensure that the recommendations are fully addressed.

5. Effective and reliable Internal Control System in all European Schools and the OSG

Since the fraud that was detected in 2014, the European Schools have continuously taken measures to improve the Internal Control System (ICS) of the Schools and the OSG.

Nevertheless, the European Court of Auditors (ECA) still stated in its annual report 2017 that it revealed weaknesses in the ICS Systems of the audited Schools and the OSG and that as a result it cannot confirm that the European Schools' financial management is compliant with the Financial Regulation, its implementing rules and staff regulations.

Also with respect to the audits of the Internal Audit Service, a high number of recommendations that in some cases date back to audits performed in 2014 remain open.

In the area of finance and administration, it is thus our highest objective to make further progress and to ensure the effectiveness and reliability of our systems.

6. Implemented new Governance Model

In 2017, the Board of Governors approved a new Financial Regulation, which came into force on 1.1.2018. It foresees an important change in the financial governance of the European Schools. In the past, each School and the OSG had its own Authorizing Officer and its own Accounting Officer. The responsibility was decentralized at the level of each School/OSG. An important aim of the revision of the FR was to strengthen the financial governance and to assign more responsibility to the Office of the Secretary General. To achieve this, it is foreseen that the functions of Authoring Officer and Accounting Officer will be centralized.

The implementation is in full progress (see regular report about progression) and we are committed to assure its implementation within the foreseen timeline.

7. Accredited European Schools (AES) – Improve quality of audit processes

More than 10 years ago, the first two AES Schools have been accredited and the number has increased constantly since then and will increase further in the future. It became obvious during the years that a formalization and harmonization of the audits, that are performed at the stage of the accreditation, at the moment of the implementation of the ES BAC and then regularly in order to renew the accreditation is urgently needed. Unless these audits guaranty the high quality of education that the European School system stands for, they bear an important reputation risk for the system.

Therefore, the Board of Governors mandated a working group to study and provide proposals in order to guarantee the quality of education at the AES. In particular, an update of the 'Regulations on Accredited European Schools' and a 'Futureproof Framework for Audits' will be developed and implemented to reduce the related risk.

IV. Attainment of objectives: Performance indicators per objective

For each of the above-mentioned objectives one or more performance indicators have been defined in order to measure the attainment and success of the implementation of the objective.

1. Objectives related to Human resources:

Objective 1: Define and implement a new cost sharing agreement			
Performance indicators			
		Status quo school year 18-19	Target school year 2023-24
1	% of seconded teachers (FTE)	57,3 %	around 70 %
2	Number of seconded teachers	1220	1500
Objective 2: Increase the attractiveness of the European School System			
Performance indicators			
		Status quo	Target 2021
1	Seconded Teachers: Number of unfilled posts requiring the following languages at native or C1/C2 level: - English - French - German	School year 2018-19: EN: 120 FR: 54 DE: 15 Mixture: 40	Reduce number of unfilled posts requiring these languages
2	- Seconded teachers: Number of teachers leaving before end of secondment - Locally recruited teachers: Number of teachers leaving before end of contract	School year 2017-2018: - Seconded teachers: 5 - Locally recruited teachers: 14 (source: 2018-10-D-24-en-2)	Reduce number of teachers (ST and LRT) leaving before end of contract
3	Number of EN native speakers	School year 2018-19: 105 (cost sharing: Ireland 57, UK 43, Malta: 5)	keep number stable
4	AAS: Number of recruitment procedures where one call is not sufficient	2017 and 2018: 6 (basis is document 2018-10-D-69-en-3.docx)	Reduce number

2. Objectives in Pedagogy

Objective 3: Successful implementation of the new marking system			
Performance indicators			
	Status quo	Target 2021	
1	Better harmonization of BAC results across ES system	75,25 - 82,89	observe and reduce span
2	Harmonization in math and science, increase the average received in the following subjects: Biology (BI2, BI4), Chemistry (CHI), Math (MA3, MA5, MAA), Physics (PHY)	-BI2: 7,68 - BI4: 7,52 - CHI: 7,70 - MA3: 6,71 - MA5: 7,20 - MAA: 8,37 - PHY: 7,93	observe and increase average
3	BAC pass rate	98,16%	keep constant
4	Use of entire range of marks	see table in annex for school year 2017-2018	keep distribution of grades constant
Objective 4: Implementation of the educational support policy and provision of inclusive quality education			
Performance indicators			
	Status quo	Target 2021	
1	% of action plan implemented	0%	all actions classified in short and midterm as highly important or important
2	Number of refused enrolments	School year 2017-18: 1	observe and keep low
3	Number of pupils directed to other systems after enrolling them in one of the ES	School year 2017-18: 1	observe and keep low
4	Proper consultation with Inspector for each rejection and/or redirection	clear guidelines needed	100% of cases

3. Objectives in Administration and Finance

Objective 5: Effective and reliable Internal control system in all European Schools and the Office of the Secretary-General			
Performance indicators			
		Status quo	Target 2021
1	Opinion of the Court of Auditors about the internal Control system in Annual report on the accounts	limited weaknesses in one School audited and significant weaknesses in the OSGES and the other School audited	Conclusion that the Control Framework is respected in the Schools and the OSGES
2	Reductions of recommendations of the IAS	N° of outstanding recommendations: 19	- N° of outstanding recommendations*: < 5 - no critical and very important outstanding recommendations
3	Number of Schools having implemented an anti-fraud strategy	no harmonized anti-fraud strategy in place	Anti-fraud strategy implemented in all Schools

Objective 6: Implemented new governance model			
Performance indicators			
		Status quo	Target 2021
1	Approval of the ES accounts of the Accounting Officer of the European Schools	Accounts signed off locally by Accounting Officers	Signed accounts by the Accounting Officer (without a reservation related to centralization of governance)
2	Sign-off of the Annual Activity report of the Authorizing Officer of the European Schools	Schools' Annual Activity reports signed off by the Authorizing Officer (per school)	Sign-off of the Annual Activity report by the Authorizing Officer of the ES =Secretary-General (without a reservation related to centralization of governance)

* compared to current status / not including any audits that will be conducted in 2019 -2021

4. Objective related to the Accredited European Schools

Objective 7: Improve quality in the accreditation and audit processes			
Performance indicators			
		Status quo	Target 2021
1	Number of files of conformity not requiring changes after the presentation to the Board of Inspectors	2018: 4 out of 5 files needed additional information after presentation	reduce %
2	Number of audits performed according to framework	n/a	100%