

## ECOLE EUROPEENNE BRUXELLES III - EUROPEAN SCHOOL BRUSSELS III

### ASSOCIATION DES PARENTS - PARENTS ASSOCIATION

MEETING OF 1 OCTOBER 2019

Document Number  
CA 50/2019

#### MINUTES OF THE MEETING OF THE ADMINISTRATIVE BOARD

Meeting started at 7 pm at the European School Brussels III, Teachers Canteen, chaired by APEEE President, Anastassios Papadopoulos.

#### Members of the Administrative Board:

Present / **Excused**/ **Absent**:

Ronald ALBERS (RA)

Geraldine BARRY (GB)

**Hayet BENABDERRAHMANE (HB)**<sup>1</sup>

Agnès BOUCHERON (AB)

**Sarah BUCKLEY (SB)**

Adán CASTILLO DÍAZ (ACD)

**Barbara EGGERS (BE)**

Catherine FENECH (CF)

**Georgios GEORGIANNAKIS (GG)**

**Arnoud HEERES (AH)**

Tomas HRUBY (TH)

Květa JANOUŠKOVÁ (KJ)

**Kamila KAUKIEL (KK)**

Rosita LAKE (RL)

Elena MARTÍN ALONSO (EMA)

Jakub NICE (JN)

Koen NOMDEN (KN)

Anastassios PAPADOPOULOS (AP)

Gerard PAYNE (GP)

María SAURA MORENO (MSM)

**Andreas SCHNEIDER (AS)**

Yvonne STAUSBOLL (YS)

Eleanna STERGIOULI (ES)

Nicole STYLIANIDOU (NS)

Fani ZARIFOPOULOU (FZ)

<sup>1</sup> Her mandate ended on 31 August 2019.

**Extraordinary participation:** Mr Carlo CHEMALY (CC), FR representative-designate (to be confirmed), Ornella DI PERRI (OdP), HR and Operations Manager and Mr Benoit GORET (ARITHMOS company, external accountant).




Agenda point	Discussion/conclusion	Follow-up	Responsibility
<b>Approval of the draft agenda</b>	<p>The draft agenda CA 49/2019 was approved.</p> <p>The order of items was adjusted further to ES proposal, so as to give priority to Part B points.</p>		AP
<b>PART A - APEEE OPERATIONS</b>  <b>Final results of 2018-9 APEEE accounts (CA 51/2019)</b>	<p>The provisional accounts for the school year 2018/19 set out in CA 51/2019 were examined by the Board following EXCO's initial reading on 27 September. The negative result is much lower than the respective forecast in 2018 ("a prudent and balanced shortfall"), although prices remained stable for one more year, while new expenditure and investments in quality in all sectors were covered.</p> <p>Preliminary results are the following:</p> <p>General Affairs: +10.4k EUR</p> <p>Canteen: -25.7k EUR</p> <p>Periscolaire: -33.7k EUR</p> <p>Transport: -6.8k EUR</p> <p>Student's projects: -2.9k EUR</p> <p>Springfest: +33.3k EUR</p> <p>In detailed terms, differences in the payment for sub-contractors</p>	<p>The provisional accounts will be corrected and a new final discussion will be held on 19 November 2019.</p> <p>On 15 October 2019, the Board will hold an exchange of views on the 2019-2020 APEEE draft budget and look into the status of implementation of external audit RSM recommendations from November 2018.</p> <p>Before the meeting TH submitted a new proposal for amending the partition keys seeking to balance</p>	<p>GP</p> <p>MSM</p> <p>AP</p> <p>OdP</p>

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	<p>and extra-curricular monitors were at the origin of expenditure's increase in the catering and extra-curricular areas; a slight deficit is observed in the students account (mainly because of the donation of T-shirts to S7 students in June 2019); the Springfest account will remain positive after the donation of the amount corresponding to school operations (meeting scheduled on 23 October).</p> <p>The Board decided to re-instate into the final accounts an additional provision of 200k EUR for a re-imbursement to the PMO for transport services provided between 2014 and 2018 (5-year financial control of all APEEEs accounts). NS and TH analysed the methodology used by the PMO and found that it seems to be correct. The other European schools have the same discussion with the PMO, Uccle school has been already contacted. A high-level meeting with the PMO will be scheduled with a view to explaining the APEEE transport price methodology and cost policy during recent years, where profit-making exercises may have given the wrong impression of creating unnecessary surpluses (FZ and GP), and to reaching a consensus on the amount to be paid. RA and NS suggested to compare our real costs against the number of parental declarations for transport allowances. It will be also proposed to include into the PMO calculation also the school year 2018/19.</p> <p>This element will make the result of the final accounts from last year worse without putting at any risk the medium-/long-term sustainability of APEEE finance. It was recalled that this provision had been maintained in all budgets and accounts until June 2018,</p>	<p>the overhead administrative costs across the main sectors (CA 8/2017), thereby including the Springfest and students accounts into this calculation.</p> <p>This document will be submitted to the Board meeting on 15 October (with a possible conclusion of the discussion on 19 November 2019).</p>	

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	when it was decided to discontinue that long practice. A proportional part of the increased provision will be reflected also as an increased forecasted expenditure in 2019-2020 draft budget.		
<b>PART B EDUCATIONAL ISSUES AND SCHOOL'S FUNCTIONING</b> <b>Preparation of the meeting with the new Director on 15 October 2019</b>	The first Board meeting with the new Director, Ms Sciberras is planned for 15 October 2019. This will take place from 7 to 8.30 pm. It will start with a presentation of approximately 20 minutes concerning her vision and educational philosophy.  Board members have prepared and sent to AP their individual questions, which will be discussed during that meeting.	In the Board meeting of 15 October 2019.	AP
<b>Approval of the Joint Understanding between the School, the APEEE and the OIB in relation to the internal workflow and the transfer of responsibilities (CA 54/2019)</b>	The discussion on CA 54/2019 was postponed to a future Board meeting, as the school management and OIB were still expected to provide some new comments.  All Board members were invited to provide their final remarks to AP by Friday, 4 October 2019.	Comments by all Board members.	AP for the consolidation of the APEEE position in view of School – OIB final discussions
<b>Important issues from the School Administrative Board meeting of 1 October 2019 (School documents)</b>	KN and AP provided an overview of the main conclusions of the School Administrative Board meeting of 1 October 2019. Board members had received, in advance, the most important policy documents (New Year Report and School Plans). The main results of that meeting could be summarised as follows: <ul style="list-style-type: none"><li>- Beginning of 2019-2020 school year: The school year has started with a significant success, as almost all teachers were in their classes as from the first day. The total number of students increased further, while only one additional</li></ul>	The next meeting is scheduled for 23 January 2020.	AP and KN (MSM substitute)

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	<p>class opened in EEB3. Space constraints increase and daily problems in terms of quality teaching and well-being appear more frequently.</p> <ul style="list-style-type: none"> <li>- 2019-2020 Annual and 2019-2022 Multi-Annual School Plans: The drafts were presented in view of a final consultation at the School Advisory Council (SAC) meeting in November 2019. APEEE stressed its satisfaction with the positive steps in line with its long-term vision (teachers' training, European added value in school life, progress in the school's educational support and differentiation actions, STEM and Erasmus+ projects).</li> </ul> <p>APPEE called for a more ambitious vision beyond the Whole School Inspection recommendations (November 2018) in the areas of "Green School", school-specific Guidelines for Educational Support, development of digital competencies and of a stronger school community with active involvement of parents.</p> <ul style="list-style-type: none"> <li>- New Marking Scale (NMS): Parental representatives requested statistics for the first year implementation and highlighted the importance of a strong message to all delegations in December 2019 Board of Governors with a view to avoiding national measures going against the spirit of the recent NMS assessment policy (disproportionate review of the national conversion tables for the admission of European School graduates in universities as from the 2021 BAC cycle);</li> </ul>		

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	<ul style="list-style-type: none"> <li>- 5<sup>th</sup> European School in Brussels: Directors will send a letter to new Commissioner-designate Hahn explaining that their school capacities will reach an absolute limit as from 2021-2022 school year, if no measures are taken;</li> <li>- School internal structure: two assistant posts to each Deputy Director are foreseen as from September 2020; the Principal Adviser post is to be abolished;</li> <li>- New Inclusiveness and Mediation WGs will be set up by the Joint Teaching Committee in October 2019;</li> <li>- A harmonised school policy for all Brussels schools is at the final stage of its finalisation (All Directors' meeting on 2 October)</li> <li>- 2020-2021 School calendar was accepted (Feast of the Epiphany on 6 January 2021 will be an official holiday).</li> </ul> <p>APEEE thanked Commissioner Oettinger for his valuable contribution and stressed the importance of maintaining 2021-2027 MFF expenditure in Heading VII at a sufficiently high level to allow schools to perform their mission. It requested a more significant involvement of inspectors in school organisation and life and also stood in favour of a more prominent role of DG EAC in European schools' educational projects. Finally, it supported a fundamental review of internal school rules in line with the 2007 Child Protection policy by ensuring clarity in the rules and examining closely procedural safeguards before any disciplinary action.</p> <p>Following this presentation, RL commented on individual points:</p>		

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	the reduced participation of parents in class meetings at secondary level, the need to reinforce the school community and the extension of “Learning to Learn” in P5 classes.		
<b>Draft agendas of the Education Council Meetings on 3 (Secondary) and 8 (Primary &amp; Nursery) October 2019 (School documents)</b>	<p>The draft agendas of both October 2019 Education Council meetings were outlined briefly. Preparations took place in the Primary WG meeting of 24 September and the Secondary WG meeting of 26 September. A list of common parent points were sent to the Secretariats of the Councils as an input for the draft agendas of these meetings.</p> <div>    </div> <p>Projet Points of Parent reps ODJ-CES-3-10-2019.p ODJ-CES-08-10-2019.for the CE 3 October : df</p>	EC meetings are scheduled on 3 (Secondary) and 8 (Primary/Nursery) October 2019.	Primary WG Secondary WG
<b>PART A - APEEE OPERATIONS</b> <b>Oral report from the Executive Committee meeting of 27 September 2019</b>	<p>MSM presented the main decisions taken during the last EXCO meeting. The body examined the 2018/9 draft accounts in presence of Mr Goret and approved the terms and the amount of the contract with the architect for the submission of a feasibility study, including specific plans for the cafeteria renovation. MSM informed EXCO (and the Board) about the lack of serious IT problems at the beginning of the school year, while tests for the BackOffice could be possible before Christmas. EXCO examined also the staff situation (new recruitment, absences, replacements and continuity plans) in the canteen and extra-curricular sectors and discussed the next steps in the selection of a new canteen chef.</p> <p>EXCO decided to conclude the contract on the measurement of the cafeteria and feasibility study for the renovation of the cafeteria.</p>	The next EXCO meeting will take place before the Board meeting of 19 November 2019.	MSM

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	Next General Meeting will be held on 3 February 2020, not possible to make it earlier.		
<b>Monthly report from the Human Resources and Operations Manager – HR issues</b>	OdP briefed the Board about the monthly challenges in HR management, including two long absences of staff for reasons of sickness. This situation will postpone the full transfer of the new Financial Assistant to the General Affairs (initially planned for 1 November 2019). See more staff issues below.		OdP
<b>4. Operational WG news and follow-up</b> <b>a) HORECA</b> <b>b) Extracurricular activities</b> <b>c) Transport</b> <b>d) Communication (CA 52/2019) - Recruitment of a free-lance editor - Website restructuring - State of play</b>	<p>Most section heads updated the Board about recent developments in their areas. It was proposed by FZ that the future policy directions for APEEE with respect to <b>transport</b> should be dealt with in the subsequent Board meeting.</p> <p>The <b>canteen sector's</b> main project concerns the cafeteria renovation, where a feasibility study with plans is due to be presented to the APEEE by 10 December 2019. JN and OdP presented the mixed composition of the selection committee (WG members and staff) for the recruitment of the canteen chef. A significant number of applications have been received so far; it seems that no prolongation of the deadline will be necessary. WG members will visit on 10 October EEB 4 (Laeken) School to examine their system of two meals per day (no meat alternative) and the “Cargo bike” (extending the points of sale) for their cafeteria.</p>	<p>Point 4c) will be addressed in the Board meeting on 15 October 2019.</p> <p>HR issues in the extracurricular and communication sectors will be addressed in the Board meeting on 19 November 2019.</p>	<p>All Sectors Heads (JN, NS, FZ, CF) as operational WG Chairs –</p> <p>MSM (EXCO Chair)</p>



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	<p>NS (<b>Extra-curricular sector</b>) faces the challenge of a prolonged absence for reason of sickness of the sector manager. Replacement of the person in his tasks is foreseen until his return by means of assigning the temporary part-time assistant to a full-time scale. The Board considered whether this post must be published in autumn (as it was decided in May 2019) or be maintained with the selected person recruited on a temporary basis, as he performs full-time tasks for the time being (views expressed were divided). The final decision will be taken after a month on 19 November 2019, when the overall staff situation will be made clearer. NS reported also the unfortunate incident which took place last week and the actions taken. The introduction of tablets can, by no means, eliminate all risks of a human error (FZ and NS), especially when the usual staff is absent. Parents will get a detailed reply by next week. Some Board members expressed their support for “zero tolerance” for any staff failure, while others stood in favour of a “safety net” in the handover of pupils, which must be based on complete and updated list of pupils and full guidance to replacement attendants (ACD and JN).</p> <p>CF (VP <b>Communication</b>) presented the progress in the APEEE website’s revamp (under YS responsibility) and the proposal of the Communication WG for the recruitment of a part-time assistant, who could work initially providing free-lance assistance. The person (the current school communication assistant) will be called</p>		

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	<p>upon to provide editorial assistance for the preparation of APEEE weekly newsletters and improving of the communication towards parents and students (analysing current efficiency of our communication and observing other communication tools, social media (FB, Instagram, Twitter), etc.). Furthermore, the person could provide help in the consolidation of APEEE documents in preparation for the General Meeting. In the long run, she could prepare articles for sectoral news in co-operation with staff and for educational issues in consultation with the APEEE President, the VP for Education and the chairpersons of the APEEE educational WGs. In opting for sharing the work of the same person chosen by the school for its own communication, CF stressed her knowledge and previous experience, which make her able to take up the work immediately.</p> <p>AP shared the WG position and explained that active communication requires a constant availability and steady hand for drafting, as most Board members do not provide regular content and lack the necessary time.</p> <p>The Board agreed unanimously to an AP proposal for starting using the services of the person on a free-lance basis as from 15 October and for one month. This will enable us to test the real needs and prepare her job description and working hours accordingly.</p> <p>The Board will examine the situation and decide on appropriate measures (prolongation of the free-lance cooperation or part-time</p>		

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	recruitment of that person) at its meeting on 19 November 2019.		
<b>State of play in relation to investment policies of the APEEE - Follow-up to the Board meeting of 10 September 2019 (CA 48/2019 and CA 53/2019)</b>	<p>GP presented his information note, CA 53/2019 as a basis for the forthcoming implementation actions in this area from now until the General Meeting on 3 February 2020. He suggested to move forward on this file, as the Board received a clear mandate to act from the previous General Meeting of January 2019. AP thanked KJ for her contribution to the successful conclusion of the extraordinary Board meeting of 10 September 2019 (minutes set out in CA 47/2019). He confirmed that the Board is now knowledgeable enough to work on the agreed basis by starting the transfer of the amounts across the APEEE bank accounts to ensure the maximum possible protection under the capital-guaranteed scheme in Belgium.</p> <p>Moreover, a small team (GP, RL, TH and AB) will consult investment service providers (BNP Paribas, Fortis and ING) with a view to concluding the subscription to a guaranteed fund for an initial amount of 400k euros (the Board will be kept informed about the proposed entry-exit fees and the length of investment). The overall investment implementation strategy will be gradual and new amounts of excess cash will be invested in early 2020. In parallel, the APEEE continues working on possible financing projects with a view to improving the existing school infrastructure ("Investment</p>	<p>A regular follow-up will be maintained in all Board meetings in 2019, including for the preparation of the APEEE General Meeting of 3 February 2020.</p>	<p>GP, RL, TH, and Alexander Bartovic (AB)</p>

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	<p>Plan with the School”), thereby improving the quality of its services.</p> <p>RA concurred on the need to protect APEEE excess cash and to take up their executive responsibility after several discussions in the Board since March 2019.</p> <p>It was agreed that the APEEE Board will provide information in detail to all class representatives during the upcoming ordinary General Meeting of February 2020 and prepare a draft Motion for adoption, as appropriate.</p>		
<b>Statutes and Internal Regulation's review - State of play (CA 38/2019)</b>	<p>The discussions in the Ad-hoc WG set up last June are ongoing. Only a few Board members (CF and GP) have tabled amendments so far. A new WG meeting is scheduled for 4 October 2019, which will assess also the technical amendments suggested by the KOAN law firm (CA 38/2019).</p> <p>FZ distinguished the provisions to be amended into three main categories: compulsory changes as a result of the recent Belgian Law on Associations, the non-mandatory ones (those to be proposed by the Board on their own initiative) and other provisions.</p> <p>GP recalled that the Ad-hoc WG was set up to provide an internal perspective into the technical provisions and therefore any final WG output must be sent back to KOAN by way of consultation.</p>	A discussion of the first draft amendments could be submitted for the next Board meeting of 15 October 2019	FZ and the members of the Ad-hoc WG (MSM, KN, NS, TH)
<b>A.O.B.</b>			

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**Prochaine réunion du CA prévue le mardi, 15 octobre 2019, à 19 heures**  
**Next Board meeting scheduled for Tuesday 15 October 2019 at 7 pm**

**Liste indicative des points / Indicative list of points**

- i. Réunion avec la nouvelle direction / Meeting with the new Director (from 7 to 8.30 pm)
- ii. Politique et règles sur SMS / SMS rules and policy
- iii. Présentation du projet du budget 2019-2020 / Presentation of 2019-2020 draft budget
- iv. Clés de répartition / Partition keys
- v. Politique de transport – Orientations pour l’avenir / Transport – future policy directions
- vi. Suivi des recommandations RSM de 2018 sur l’audit externe concernant les opérations de l’APEEE / Implementation of 2018 RSM recommendations on APEEE operations
- vii. Révision des statuts et du règlement intérieur - État des lieux / Statutes and Internal Regulation's review - State of play