



**ECOLE EUROPEENNE BRUXELLES III - EUROPEAN SCHOOL BRUSSELS III  
ASSOCIATION DES PARENTS - PARENTS ASSOCIATION  
MEETING OF 17 OCTOBER 2017**

**Document Number  
CA 44/2017**

**MINUTES OF THE MEETING OF THE ADMINISTRATIVE BOARD**

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

**Members of the Administrative Board:**

**Ronald ALBERS (RA)**

**Geraldine BARRY (GB)**

Hayet BENABDERRAHMANE (HB)

Agnès BOUCHERON (AB)

Maria José CASTELLANO FUENTES (MC)

Simon COATES (SC)

Katia DE SOUSA (KDS)

Komninos DIAMANTARAS (KD)

**Barbara EGGERS (BE)**

**Catherine FENECH (CF)**

Georgios GEORGIANNAKIS (GG)

**Tomas HRUBY (TH)**

**Eva JESLINKOVA (EJ)**

**Ioannis KROUSTALIS (IK)**

Rosita LAKE (RL)

**Elena MARTÍN ALONSO (EM)**

Jakub NICE (JN)

Koen NOMDEN (KN)

Anastassios PAPADOPOULOS (AP)

Gerard PAYNE (GP)

Maria SAURA MORENO (MSM)

**Andreas SCHNEIDER (AS)**

**Jo TURNER (JT)**

Robert WEIN R(RW)

Fani ZARIFOPOULOU (FZ)

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

**Observers:** Matthieu NOEL and Marie DELACROIX (RSM), Benoit GORET (Debroux et associés, SCPRL), Amandine KITAMBALA, Béatrice MEULDERS and Frédérique BERAUDO (PARTENA Professional)

Agenda item	Discussion/conclusion	Follow-up	Responsibility
<b>1. Approval of the draft agenda 41/2017</b>	Agenda approved		
<b>2. Results of EXCO meeting of 16 October 2017</b>	SC presented results of the EXCO meeting as set out in CE 16.	Minutes of the EXCO meeting will be published on the APEEE website	SC and Lukas Tasho (LT)
<b>3. Plan for rewarding and motivating APEEE staff - other staff issues</b>	<p>Partena representatives outlined the key aspects of a future APEEE remuneration system with a view to enhancing staff reward and job motivation. Partena outlined, in particular, the requirements for the CCT-90 system (collective bonuses) and its constraints (e.g. a percentage of salary measure, minimum period of three months, objective and common targets for all staff involved).</p> <p>It is unclear at this stage whether a new salary grid would be necessary, as comparisons with the school's and other APEEEs' salary grids are unavoidable.</p>	<p>A legal text setting out the entire HR process for the selection, the evaluation and the remuneration of APEEE staff will be prepared after the next Board meeting on 21 November. Following any written submissions from Board members, a revised text will be presented for final discussion and adoption at the last Board meeting of the year on 19 December 2017.</p>	AP / SC / KD

	<p>The new methodology should be built upon SMART objectives and any future RSM recommendations. It will also consider all previous HR exercises, including the job/roles descriptions and the annual APEEE staff evaluation.</p>	<p>A meeting with other schools' APEEE representatives concerning the applicable salary grids is scheduled on 28 November.</p>	
<p><b>4. RSM Plan for internal control procedures</b></p>	<p>The RSM presented their proposal – a plan for improving APEEE workflow procedures and internal control standards. Their intervention seeks to put user-friendly, comprehensive procedures in writing. The outcome will take the form of recommendations for possible adoption by the Board, thus facilitating all internal administrative, IT and accounting processes, as well as the external audit control, thereby reducing any risk of mismanagement and avoiding conflicts of interest. The adoption of the recommendations by the Board will be followed by a training session for all sector heads and other persons entrusted with high-level responsibilities based on the established "double check" principle. The training should focus on fundamental principles of internal accounting and of financial control.</p>	<p>The introductory RSM meeting with all staff took place on 17 November. The interview plan will be developed in November/December with a view to presenting the written recommendations prior to the December Board meeting.</p>	<p>AP / KD</p>

	<p>In reply to Board members' questions about the likelihood of a doubling of the existing annual audit procedure performed by the same company (RSM), it was explained that the aim of the new exercise would be to analyse also what works well. Any existing findings will be used as a basis for future work. The extra effort will consist in addressing primarily the sources of problems and in proposing a clear methodology about how to tackle them.</p> <p>The external auditors envisage having an all-inclusive approach by interviewing all Board and key staff members in all sectors.</p> <p>The Board agreed by a large majority (with just one (1) abstention and one (1) negative vote) with the new offer. In this respect, a statement was made that more canteen staff should be involved in the interviews with no additional costs for the APEEE.</p>		
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<p><b>5. Examination of 2016-2017 final accounts / examination of the 2017-2018 draft budget</b></p>	<p>The preliminary estimates presented to the Board gave rise to an initial discussion and some corrections. For example, the increased expenditure on food materials and on ALE costs in the canteen were noted as well as the beginning of the amortisation of the electronic software (EPAFOS system) as from September 2017.</p> <p>A second, analytical and final reading of the accounts and of the draft budget is scheduled for the next Board meeting in November.</p> <p>It was noted that the new partition keys adopted by the Board for the financial year 2017-18 were used for the draft budget.</p>	<p>The 2016-2017 draft accounts and the 2017-2018 draft budgets will be discussed again at the EXCO meeting on 16 November 2017 in view of the final examination at the next Board meeting itself in view of the General Meeting.</p>	<p>KD</p>
<p><b>6. Springfest</b></p> <ul style="list-style-type: none"> <li><b>2017 Springfest - information about distribution of proceeds</b></li> </ul>	<p>The Board was provided with the revised draft presenting the 2017 SF distribution of proceeds (43/2016 REV2). KD referred to the significant increase of electronic payments (around 30% of the total revenues) as a means of reducing, <i>inter-alia</i>, cash mismanagement requirements (of approximately 1700 euros during SF 2017).</p>	<p>The SF Financial Committee approved the distribution of 2017 SF proceeds on 13 November 2017. Payments for all agreed expenditure will follow soon.</p>	<p>KD</p>

<ul style="list-style-type: none"> <li>• <b>2018 Springfest - appointment of APEEE representatives in the Organization Committee</b></li> </ul>	<p>The reserve for donation to charities (priority 3) will not reach this year the 1/3 of the total expenditure, as priority was given to numerous school/student projects. A financing of Alumni Europae projects is also foreseen.</p> <p>The Board approved the appointment of Martine Streenhouwer as event coordinator for SF 2018. It was also agreed MC would act as her Deputy.</p> <p>KD was appointed again as the APEEE Financial representative for 2018 SF.</p>	<p>The final document will be uploaded on the APEEE website.</p> <p>The first SF meeting for 2018 event took place on 13 November 2017. An early joint School-APEEE communication to the entire school community will take place by mid-December.</p>	
<p><b>7. Educational issues</b></p> <ul style="list-style-type: none"> <li>• <b>Consultations on the 5th Brussels European School</b></li> <li>• <b>2018-2019 enrolment policy</b></li> </ul>	<p>The last Brussels Monitoring Group meeting in September discussed the draft Terms of Reference for the Impact Assessment Study on the future of European Schools in Brussels.</p> <p>The proposed measures seek to reduce enrolments in EEB 3 by 100 students in September 2018. It envisages the reduction of CZ, EL and ES classes from two to one in P1 and MAT. P5 students from Berkendael site will be allowed to consider their transfer to any School.</p>	<p>A new Brussels Monitoring Group meeting might be scheduled in November.</p> <p>The draft 2018-2019 enrolment policy will be further fine-tuned in subsequent CEA meetings. It will be also addressed in the November Budgetary Committee.</p>	<p>RW, AP</p>

<p><b>8. State of play on:</b></p> <ul style="list-style-type: none"> <li>• <b>La préparation de la réunion Ecole - parents du 19 octobre 2017 / preparation of the school - parents meeting on 19 October 2017</b></li> <li>• <b>Les événements des étudiants S7 et le Bal du BAC 2018 / S7 student events and BAC Ball 2018</b></li> <li>• <b>Les suivis des groupes de travail sur les addictions et drogues ainsi que sur les voyages scolaires / follow-up of the Drugs and Addictions as well as of School Trips Working Groups</b></li> </ul>	<p>No discussion.</p> <p>A coordination meeting is planned on 3 November in Tervuren. The APEEE will support students and the S7 counsellor in preparations and consult with them as regards financial management of all S7 events.</p> <p>No discussion.</p>	<p>Information about school trips was distributed via SMS already in September 2017.</p>	<p>RW, AP</p> <p>KD, AP, CF</p> <p>HB, WG members</p>
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<p><b>9. Staff issues</b></p>	<p>Discussion was held on an individual staff bonus.</p> <p>This part of minutes is confidential, and therefore restricted in conformity with the APEEE access to documents policy.</p>		<p>SC, AP</p>
<p><b>10. AOB</b></p>	<p>FZ informed the Board about very arrogant and aggressive communication from some of the parents towards the transport team. All Board members agreed that such behaviour is not acceptable under any circumstances. A Code of Conduct outlining the expected behaviours for not just APEEE staff but also for the parents is necessary and shall be drafted very soon.</p>	<p>A Code of Conduct shall be presented to the Board by February 2018</p>	<p>AP, CF</p>





Next meeting of the Administrative Board will be held on **21 November 2017**. Main points to be discussed:

- Preparation of the General Meeting of 22 January 2018
  - a. Final examination of 2016-2017 final accounts – auditors' report
  - b. Final examination of 2017-2018 draft budget
  - c. Information points about 2017 and 2018 Springfest and the 2018 Bac Ball
  - d. Draft motions
- Educational aspects
  - a. December 2017 Board of Governors
  - b. 2018-2019 Enrolment Policy Guidelines - state of play
- e-enrolment and e-payments - next IT priorities and other projects

**Follow-up of the tasks derived from most recent Board meetings, including the one held on 17 October 2017**

Task	Responsibility	Follow-up
Meeting organised in Palais des Colonies on 3 November 2017 to discuss the preparations for the 2018 Bac Ball on 18 May 2018 – reduced offer received – draft budget in preparation	AP / KD	Done
Staff evaluation in APEEE: a) provide objectives for the sectoral managers b) co-ordinate the evaluation of APEEE staff	AP / SC / MSM / FZ / RL / OdP	The APEEE staff evaluation is planned for December 2017.  The evaluation of external service providers (ECA and bus monitors) will follow in April 2018.
Establishment of the Ad-hoc WG on the Smart Management of APEEE financial assets	KD	The new Ad-hoc WG, including two non-Board members was set up on 14 November 2017, following the positive outcome of written procedure No 20. The first meetings are planned in the week starting, 20 November.
Extra-curricular activities agreement a) Signing of the agreement b) The inventory of the school and APEEE equipment used for these purposes will be carried out during and after the November 2017 school holidays.	AP / RL / ECA staff	The agreement (convention) was signed in July 2017.  The completion of the inventory is underway and will be included in its Annex.