



Board Meeting Minutes

Tuesday, 16th December, 2025, 09:00 – 11:00

Location: Swedish School, Carcavelos

1. Opening of the meeting

- Meeting number 7 declared open by Peter Wallqvist.

Present: Constanze Melz, Peter Wallqvist, Jesper Brännmark, Juliane Stanford and Lena Falk.

Absent: António Costa, Louise Bergöö

- **Approval of agenda** - Approved
- **Election of secretary** - Jesper Brännmark
- **Election of adjusters** - Constanze Melz and Juliane Stanford
- **Follow-up on previous minutes** - Previous notes were reviewed

2. Principal's update

- All staff positions are currently filled; no recruitment is needed at this time, no changes in staff.
- Current enrollment is 23 preschool pupils and 62 school pupils.
 - Spring enrollment will be 26 preschool pupils, 61 school pupils.
 - Five pupils have not yet paid school fees for the next semester.
- Complementary Swedish language courses are now offered outside school hours.
- The Principal initiated contact regarding possible cooperation with Aprendizes School to secure placements for students completing Year 6.
- The school was consulted by the Swedish National Audit Office (Riksrevisionen) regarding a review of the state grant system administered by Skolverket.
- The German School will close its Estoril branch. Parents have expressed interest in renting parts of the school's unused facilities from next autumn. The Board has mandated Lena to continue discussions.

3. Budget

- Outstanding school fees: Constanze will contact parents who have not yet paid.
- Peter will contact a debt collection agency regarding older outstanding receivables.
- Constanze, Jesper, and Peter will prepare a staffing proposal for decision.
- Peter will review alternative cleaning providers to enable price comparison.
- The Board decided to introduce a deposit of EUR 2 000 per child. The deposit will be refunded in full if the family remains enrolled for more than one full academic year and leaves the school thereafter.
- The Board decided to assume responsibility for preparing the budget for the 2026/2027 academic year, previously held by the Headmaster.

4. School Development and Operations

- The Board decided not to proceed with a new building management contract.
- Moisture issues in the kindergarten were discussed; no current concerns were identified.

5. Challenges/problem areas, complaints and nonconformities

- No open items or new issues reported.

6. Items requiring decision

- Bank access: The Board decided that Handelsbanken access shall be granted as follows:
 - Lena Falk – full access
 - Constanze Melz – full access
 - Jesper Bränmark – read-only access
 - Juliane Stanford – read-only access
- The Board decided to apply a 10% school facility fee to external Swedish language lessons, effective immediately.

7. Other business

- The Board adopted the special needs policy as presented by Louise.

8. Adjournment

The meeting ended and the next meeting is scheduled for Tuesday 27th January 2026 09:00.

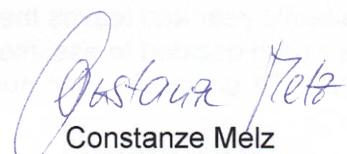
Action items:

- **Juliane** to assist **Lena** in drafting a clear work description for **Rebecca (administration)**.

Minutes approved by
Adjusters;



Juliane Stanford



Constanze Melz