Board Meeting Minutes — The Swedish School in Lisbon

Wednesday 26 August 2026, 09:00–14:14 · Svenska Skolan, Carcavelos · Minutes no. 2026-05 · Operating year 2026/27

§ 1 Opening of the meeting

The meeting was opened and chaired by Juliane Stanford at 09:00.

Board members present: Juliane Stanford, Jesper Brännmark, Maria Schinkler, My Juhlin Etaat, Karin Davani and Michael Conrad. Also attending: Lena Falk (Principal, adjunct, non-voting; art. 17.6). Absent: none.

All board members had been duly convened; six of the board's members were present. The board had a quorum in accordance with art. 18.4 of the statutes (minimum five).

The agenda was approved with the addition of the constitution of the board and the interim Treasurer arrangement under § 6.1. Jesper Brännmark was elected Secretary of the meeting. Karin Davani and My Juhlin Etaat were appointed to review and attest the minutes.

Conflicts of interest: My Juhlin Etaat declared a conflict of interest in relation to the eligibility assessment and supporting documentation concerning her own child in the state-grant application. The detailed handling arrangements are recorded under § 3.2.

The minutes of the previous meeting (2026-04, 13 May 2026) were reviewed and approved.

1.1 Follow-up of previous decisions and action points

Register status: 10 items reviewed; four closed at this meeting; six remain open or continue as standing items; none overdue. Items remain open until completion has been verified and the board has expressly closed them.

1.1.1 Kitchen position

The position has been filled.

Status: Completed · Decision: Close

1.1.2 Class-allocation overview

Sent by e-mail after the previous meeting. The current class allocation is included in the Principal's report below (§ 2 a).

Status: Completed · Decision: Close

1.1.3 Monthly and quarterly financial reporting

Monthly reports have not yet been circulated and the quarterly member update has not been issued. Juliane Stanford will circulate the first report by Sunday 6 September; thereafter the monthly report will be produced directly after each month ends.

Status: Open · Decision: Continue · Responsible: Juliane Stanford · Deadline: 6 September 2026, thereafter monthly

1.1.4 Salary policy

Not completed. The working group continues and will present the proposal for a vote at the next meeting.

Status: Open (pending — not a nonconformity) · Responsible: Lena Falk, Maria Schinkler and Juliane Stanford · Deadline: before 29 September 2026

1.1.5 Bank access

Implementation of the access structure adopted on 13 May 2026 for Handelsbanken and Caixa Geral de Depósitos is in progress. A response from Handelsbanken is awaited; Caixa Geral de Depósitos will be addressed before the next meeting.

Status: Open · Decision: Continue · Responsible: Juliane Stanford · Deadline: 29 September 2026

1.1.6 Staircase waterproofing

Completed during the summer with good results, covering both the staircase and the playground floor.

Status: Completed · Decision: Close · Responsible: Karin Davani

1.1.7 Playground fundraising plan

The plan is completed and the matter becomes a standing item. Talks are ongoing with authorities, the chamber of commerce and private companies. Fundraising continues throughout the school year. At the next meeting, My Juhlin Etaat and Karin Davani will specify the school's needs.

Status: Plan completed — converted to standing item · Responsible: My Juhlin Etaat and Karin Davani · Next step: needs specification on 29 September 2026

1.1.8 Board handover material

Material is still awaited before it can be compiled.

Status: Open · Decision: Continue · Responsible: Jesper Brännmark · No deadline set; review: 29 September 2026

1.1.9 Welcome group

All activities are finished. The board thanks the group; the new families have been welcomed.

Status: Completed · Decision: Close · Responsible: My Juhlin Etaat, Karin Davani and Jesper Brännmark

1.1.10 Previous member survey

The exit survey is still awaited before consolidated results and proposed board actions are presented.

Status: Open · Decision: Continue · Responsible: Juliane Stanford · Deadline: before 29 September 2026

§ 2 Principal's report

The Principal presented her report to the board. The report covered pupils and enrolment, staffing, educational results, student support, welfare and safety, facilities and operational risks, and matters potentially requiring additional resources or a board decision.

The board considered the information presented and recorded its observations, conclusions and follow-up points under the relevant headings below.

The Principal's underlying working material does not form part of these minutes. Information relating to identifiable pupils or staff is documented and retained separately in accordance with the school's confidentiality and data-protection procedures.

a) Pupils, admissions and enrolment forecast

- Preschool: 15
- F–1: 20
- Grades 2–3: 13
- Grades 4–6: 18
- Total: 66

Two pupils are expected to leave at Christmas and five additional pupils are expected to enrol for the spring term. The budget was prepared on the basis of 70 pupils.

Board position: The board noted the Principal's report. As the financial year has only recently begun, the financial effect cannot yet be assessed with sufficient reliability. The effect of the current pupil numbers and enrolment forecast will be evaluated on 29 September 2026; see § 3.1.

b) Staffing, absence and substitute arrangements

- Certified teaching staff: school 4; preschool 2.
- Administrative and support staff: administration 2; kitchen, property and cleaning 2; others 7.
- Five new hires: two in preschool, one in grades 2–3, one in music and a new chef.
- A substitute in Portuguese will be needed after the Christmas break.

Board position: Staffing is on track; no board action is needed at this time.

c) Educational results and development

All pupils in grades 3 and 6 passed the Swedish national tests held during the spring term 2026.

Board position: The board noted the results.

d) Student support and action plans

No support cases have yet been identified. The school year has been running for only one week, and a clearer picture is expected once the term is fully under way.

Board position: The board noted the report and will follow up on 29 September 2026.

e) Student welfare and safety

There are no new known cases of bullying or safety issues and no open complaints. Findings from the student safety survey will be available in week 45.

Board position: No further action is needed at this point. The survey findings will be reported when available.

f) Facilities and operational risks

CPR (HLR) training for staff is planned for September. The fire alarm was tested on 25 August.

Board position: The board noted the planned and completed activities.

g) Matters requiring additional resources or a board decision

None beyond the items handled under § 6.

§ 3 Finance and budget

3.1 Financial overview

The Principal presented the current pupil numbers and enrolment forecast recorded under § 2 a. Two pupils are expected to leave at Christmas and five additional pupils are expected to enrol for the spring term. The budget was prepared on the basis of 70 pupils.

As the financial year has only recently begun, the financial effect of the difference between the budgeted and current pupil numbers cannot yet be assessed with sufficient reliability.

The board noted that a complete financial report covering budget versus actuals, the full-year forecast, liquidity, significant deviations and upcoming costs was not yet available. These matters shall be included in the report presented for the board's evaluation on 29 September 2026.

Board position: The financial effect of the current pupil numbers and enrolment forecast, including any need to revise the budget or take other measures, will be evaluated at the meeting of 29 September 2026.

Decision: The monthly financial report and an updated financial forecast, including the effect of current and forecast pupil numbers, shall be presented to the board for consideration.

Responsible: Juliane Stanford, in coordination with the Principal · Monthly report: 6 September 2026 · Board evaluation: 29 September 2026

3.2 Skolverket — state grants

The board reviewed the requirements and timetable for the forthcoming state-grant application. The application deadline is 16 November 2026.

The board resolved:

- to authorise Jesper Brännmark and My Juhlin Etaat to act as the board's authorised representatives for the preparation and submission of the school's state-grant application;
- to confirm Lena Falk as Principal;
- to appoint Rebecca Möller, administrative staff and non-board member, to verify pupil information and supporting documentation;
- to establish a State Grant Working Group consisting of Jesper Brännmark and My Juhlin Etaat;
- that Lena Falk shall prepare the application materials and Rebecca Möller shall independently verify pupil eligibility and the supporting documentation;
- that the checks required by Skolverket shall be performed by two persons and documented in a control record; and
- that the final application and completed control record shall be submitted to the board for approval before submission.

Conflict-of-interest arrangements: My Juhlin Etaat informed the board that the application will include her own child, based on the employment of the child's father. She shall not prepare, access for control purposes, verify or approve the eligibility assessment or supporting documentation relating to her own child. That case shall instead be checked by Rebecca Möller and Maria Schinkler, independently of My Juhlin Etaat. The same principle applies whenever a person involved in the process has a family or other close personal connection to an applicant.

My Juhlin Etaat may participate in general administrative work concerning the overall application, provided that her child's documentation and eligibility assessment are kept outside the material handled or controlled by her. She shall not participate in the board's approval of the part of the application relating to her own child. Her non-participation shall be recorded in the minutes or control record.

Vote: The general application and control procedure was adopted unanimously. My Juhlin Etaat did not participate in the consideration or approval of the eligibility assessment concerning her own child.

Responsible for coordination and submission: Jesper Brännmark · Verification: signed authorisation, documented two-person control, conflict-of-interest record and final board approval · Submission deadline: 16 November 2026

§ 4 School development and operations

4.1 Extension of licence to admit younger children

The school currently holds a licence to admit children from three years of age and has applied to extend the licence to permit admission from one year of age. The remaining requested documents are the Portuguese meeting record (ata) and a criminal-record extract from the Chair.

A child aged two has been admitted while the application is pending. The board was informed that an oral indication had been relayed to the school that this was acceptable in the interim. No direct written confirmation has been received, which the board considered insufficient.

Decision: Rebecca Möller, Administrator, is instructed to obtain authoritative written confirmation, as a matter of urgency, that the current arrangement is permitted while the licence extension remains pending.

Juliane Stanford is instructed to submit the requested ata and criminal-record extract without delay. The ata shall be completed as soon as the attested minutes recording the reconstitution of the board are available.

Responsible: Rebecca Möller — written confirmation · Juliane Stanford — remaining application documents

Deadline: Without delay; status report no later than 2 September 2026

Next step: The board will review the written confirmation and the status of the licence application.

4.2 Parent agreement

The parent agreement has been distributed to the 13 new member families. Three signed agreements remain outstanding. A third reminder will be sent on 26 August 2026.

The board assigned the Secretary to coordinate completion and signature of the outstanding agreements and, after 4 September 2026, to distribute the agreement to the remaining existing member families together with a letter from the board explaining its purpose and the applicable conditions for withdrawal from the association and discontinuation of attendance at the school.

Before any restriction affecting an individual pupil's attendance is considered, the school shall confirm the applicable contractual and legal basis and assess the circumstances of the individual case. Any such matter shall be handled separately and documented confidentially.

Decision: The Secretary is instructed to obtain the outstanding signatures and coordinate distribution and completion of the parent agreements for all member families.

Responsible: Jesper Brännmark, Secretary · First deadline: 4 September 2026 · Progress report: 29 September 2026 · Final follow-up: 9 November 2026

4.3 Ata, RCBE and association formalities

Ata: outstanding. Juliane Stanford has all required material except these minutes, which are needed because of the changes in the constitution of the board under § 6.1. RCBE will be updated directly after completion of the ata.

Decision: Juliane Stanford is responsible for completing and filing the required documentation. Jesper Brännmark provides the attested minutes and supporting board documentation required for the filing.

Deadline and attestation: 28 August 2026 · Official filing or registration confirmation

4.4 Marketing

Following a brief review of the previous year's activities, the board confirmed the zero-budget direction. The Principal will invite two teachers to coordinate agreed social-media activity. Families may be invited to leave voluntary Google reviews, without incentives or pressure. Pupil photographs and information may be used only in accordance with the school's consent and data-protection procedures.

Status: The board assigned implementation to the Principal within ordinary operations. No further board action is required; the matter is closed.

Operational responsibility: Lena Falk and two designated teachers

4.5 The school's 70th anniversary (2027)

Following an initial discussion, the board decided to establish an Anniversary Working Group led by Maria Schinkler and Michael Conrad, working with Lena Falk. Proposals concerning the concept, activities, budget and safeguarding considerations will be presented as the work progresses. The school's 70th anniversary will remain a standing item at forthcoming board meetings.

§ 5 Challenges, complaints and nonconformities

New matters since the previous meeting:

DEV 2026-02 — Administrative delays with ata and formal registration: The matter remains open. Juliane Stanford is responsible for completing the filing; Jesper Brännmark is responsible for supplying the attested minutes and required board documentation. Completion is verified through official filing or registration confirmation. If the filing cannot be completed, the cause and a revised action plan shall be reported on 29 September 2026.

DEV 2026-03 — Meeting preparations: Documents intended for advance circulation have not been distributed in a timely manner. The Secretary, Jesper Brännmark, is responsible. The matter remains open; a corrective plan will be presented on 29 September 2026.

Status of previously registered matters: no older matters remain unresolved.

Board position: The board reviewed the register and confirmed owners and deadlines for all open items.

Matters involving identifiable pupils or staff are documented separately and are not included in the public minutes.

§ 6 Items requiring a decision

6.1 Constitution of the board and interim Treasurer arrangement

The board resolved to constitute itself as follows:

- Chair — Juliane Stanford
- Vice-Chair — Maria Schinkler
- Secretary — Jesper Brännmark
- Treasurer, on an interim basis — Juliane Stanford
- Board member — Michael Conrad
- Board member, liaison with the Swedish National Agency for Education — My Juhlin Etaat
- Board member and premises coordinator — Karin Davani

Juliane Stanford will perform the duties of Treasurer in addition to her role as Chair. This is an interim operational arrangement pending a future decision on the permanent allocation of responsibilities. The Treasurer role does not confer an additional vote.

Because the roles of Chair and Treasurer are temporarily held by the same person, the following compensating controls shall apply:

- Juliane Stanford may not approve her own expenses, reimbursements or other payments to herself;
- such payments must be reviewed and approved by another authorised board member;
- monthly financial reports and bank reconciliations shall be independently reviewed by Michael Conrad before being presented to the board;
- significant payments shall be subject to the school's applicable dual-authorisation procedure;
- bank access and signing authorities shall be reviewed and reported to the board; and
- any material discrepancy or budget deviation identified during the review shall be reported promptly to the full board.

The interim arrangement shall be reviewed when the permanent allocation of board roles and recurring responsibilities under § 6.2 is considered, and shall in any event remain subject to review by the board.

Vote: All in favour

Responsible for registrations and signing arrangements: Jesper Brännmark · Verification: updated ata and registrations, confirmation of bank authorities and implementation of the compensating controls

6.2 Allocation of recurring board responsibilities

The board noted that the allocation of recurring operational responsibilities between the board's different roles is not sufficiently clear. This includes, for example, responsibility for the board's general e-mail, meeting notices and preparations, minutes and decision follow-up, Portuguese meeting records (atas) and registrations, monthly financial reporting, state-grant administration, surveys and other recurring board tasks.

Decision: The board established a working group consisting of Jesper Brännmark and Michael Conrad. The working group is instructed to review the board's recurring tasks, existing role descriptions and previously prepared handover material, and to prepare a proposed allocation of responsibilities.

This work does not change the board's current constitution or the interim Treasurer arrangement under § 6.1.

Responsible: Jesper Brännmark and Michael Conrad · Deadline: initial proposal on 29 September 2026

Next step: The board will review and decide on the proposed allocation of responsibilities. The subsequent step will be to develop a Board Operational Manual.

6.3 Riksrevisionen report RiR 2026:11

Lena Falk and My Juhlin Etaat gave an initial briefing on Riksrevisionen's report RiR 2026:11 concerning state grants to Swedish schools abroad. Their review has recently begun and will continue during the autumn.

Decision: Lena Falk and My Juhlin Etaat will continue to monitor and assess the report, subsequent developments and their possible implications for the school and the board as huvudman.

The matter will remain a standing item at forthcoming board meetings. Relevant findings and recommended actions will be presented to the board as the work progresses.

This work will be coordinated with:

- the clarification of recurring board roles and responsibilities under § 6.2;
- the compilation of existing handover material under § 1.1.8; and
- the development of the Quality, Safety/HMS and Compliance framework under § 6.6.

Together, these workstreams are intended to strengthen the school's governance, documented procedures, internal control and readiness for future external review.

Responsible: Lena Falk and My Juhlin Etaat · Status: ongoing standing item · First follow-up: 29 September 2026

6.4 Potential statutory vaccination-reporting obligation

The board considered whether the school has any obligation under Portuguese law to report pupils' diphtheria and tetanus vaccination status to the relevant authorities.

The board noted that vaccination and related public-health follow-up are handled within the Portuguese healthcare system and that the school does not currently collect or retain vaccination information or provide public-health recommendations as part of its ordinary activities.

Decision: Josefin Johansson, School Nurse, is instructed to obtain authoritative clarification regarding any such requirements applicable to the school and to present the documented findings to the board.

Responsible: Josefin Johansson · Deadline: 29 September 2026

Next step: The board will review the findings and determine whether any reporting procedure is required and, if so, what organisational, administrative, practical and data-protection implications would need to be addressed.

6.5 Surveys

In addition to surveys forming part of the educational work for pupils, the association conducts a member survey in October each year, an employee survey at the end of the school year in May or June, and an exit survey for members who discontinue. The board decided to add a spring-semester survey for continuing members, similar to the member survey.

Decision: The member survey will be issued as in previous years. Results shall be processed into an action plan stating what the board will do, investigate or not pursue, with reasons.

Responsible: Juliane Stanford · Opens: Wednesday 7 October 2026 · Follow-up: first meeting after the survey closes · Results: autumn General Assembly

6.6 Quality, Safety/HMS and Compliance framework

The board received a brief oral overview of the current position for the board and the school. Following the discussion, the board made Michael Conrad responsible for leading a more detailed review, performing a gap analysis and identifying current requirements.

Deliverables: Document inventory, gap analysis, responsibility map and prioritised action plan · Responsible: Michael Conrad · Deadline: initial draft on 29 September 2026

§ 7 Other business

The board agreed to consider the following matters under Other business.

7.1 School queue policy

The board considered the need to review the current school queue policy.

Decision: Michael Conrad is instructed to review the current policy and prepare an updated version for consideration by the board.

Responsible: Michael Conrad · Deadline and follow-up: 29 September 2026

7.2 Software and information-management overview

The board considered the need for appropriate shared IT solutions for board work, including document management, handling of sensitive information, note taking and surveys.

Decision: Michael Conrad and Jesper Brännmark are instructed to prepare an initial overview of needs and possible solutions for consideration by the board.

Responsible: Michael Conrad and Jesper Brännmark · Initial status update: 29 September 2026

7.3 Long-term plan

The board considered initiating work on a long-term plan for the school.

Decision: Juliane Stanford is instructed to invite the board and staff to a kick-off workshop.

Responsible: Juliane Stanford · Next step: present a proposed date and format for the workshop on 29 September 2026

§ 8 Next meetings

The board set the following meeting dates for autumn 2026: 29 September at 09:00, 9 November at 09:00 and 7 December at 09:00, thereby meeting the requirement of at least three meetings per semester under art. 18.1.

Dates for the spring term 2027 were not set and will be considered at a later meeting.

The preliminary date for the autumn General Assembly is 13 November 2026. My Juhlin Etaat and Karin Davani form the working group. The date will be confirmed at the September meeting and notice shall be issued at least 15 days in advance. The Secretary, Jesper Brännmark, is responsible for sending the invitations.

Decisions, action points and owners

The Secretary read back the decisions, responsible persons, deadlines and follow-up points, and the board confirmed the action log. The action log is maintained as the board's working control record and does not form part of the public minutes.

§ 9 Closing of the meeting

The meeting was closed at 14:14. The next meeting will be held on 29 September 2026 at 09:00.

These minutes shall be reviewed and attested within 14 days. The approved public version will then be published on the school's website. Before publication, the Secretary shall confirm that the attestation has been recorded, that no placeholders remain and that no identifiable pupil or staff information is included.

In view of § 4.3, the appointed reviewers are requested to review and attest these minutes without delay.

Chair
Signature: ______________
Juliane Stanford
Place and date: Carcavelos 28 aug 2026

Secretary
Signature: ______________
Jesper Brännmark
Place and date: Carcavelos 28 aug 2026

Attested by
Signature: ______________
Karin Davani
Place and date: Carcavelos 28 aug 2026

Attested by
Signature: ______________
My Juhlin Etaat
Place and date: Carcavelos 28 aug 2026