

# **PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025**

## **Minutes of the Meeting on 16 December 2024**

### **PARTICIPANTS**

Present at the meeting were :

- Ms Lise TALBOT BARRÉ, Counselor for Cooperation and Cultural Affairs (via videoconference),
- Mr. Isadore REAUD, School Manager,
- Mr. Blaise FENART, Primary School Director,
- Mr. Christophe MONIER, Director of Administration and Finance,
- Mr. Matthieu REYNAUD, President of APE Bureau,
- Ms. Nadia ALTAMIRANO-PANZANI, Treasurer of the APE Bureau,
- Mr. Pooripat PRUKSANUBAL, Member of the APE Bureau,
- Ms. Marisa PHIWKHAW, Member of the APE Bureau,
- Ms. Juthaporn COWAN, Member of the APE Bureau (via videoconference),
- Ms. Lalana SERMSUKSKULCHAI, Member of the APE Bureau,
- Mr. Therdsiddhi HOPRASARTSUK-PELLAUMAIL, Member of the APE Bureau
- Mr. Axel GAUTHIER, Staff Representative,
- Ms. Chuanpit KHAMDEE, Staff Representative.

Apologies from:

- Ms Dalila MESSEGHEN, Headmistress,
- Ms. Sirikorn MANEERIN, President of the FFE,
- Mr. Vincent ROUBINET, Vice President of the FFE,
- Ms. Geneviève FAMY, Member of the APE Bureau.

The meeting minutes were taken by Ms. Chanikan BUAKAEW, assistant to the APE Bureau.

### **MEETING TIMELINE**

Start : 8.15 AM

End : 11.00 AM

### **AGENDA**

1. Adoption of the meeting agenda and the meeting introduction
2. Approval of the minutes from the 7 November 2024 meeting
3. Declaration of potential conflicts of interest by participants
4. Finance Commission
5. HR Commission
6. Canteen Commission
7. Constructions & Purchases Commission
8. Communication Commission
9. AES Commission
10. Transportation Commission
11. Follow-up on the LFIB 2032 Project

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12. Any other business

13. Date of the next Plenary Meeting with the APE Bureau

## **1. ADOPTION OF THE AGENDA AND INTRODUCTION OF THE MEETING STRUCTURE AND THE NEW APE BUREAU**

The meeting's agenda is unanimously adopted by the participants.

## **2. VALIDATION OF THE MINUTES FROM THE 7 NOVEMBER 2024, 2024 MEETING**

The minutes of the meeting held on 7 November 2024 have not yet been shared with the meeting members. They will be approved at the next meeting with the APE Bureau.

## **3. DECLARATION OF POTENTIAL OF INTEREST**

No declarations of conflict of interest are made by the members.

## **4. FINANCES COMMISSION**

The Director of Administration and Finance presented the strategic directions for 2025, highlighting a budget that is both constrained and proactive. The decline in student numbers, particularly in kindergarten, has been identified as a major challenge. Significant communication efforts will begin in January, including the billboards advertising in Bangkok to attract new families, with a focus on Thai families. Despite these challenges, the continuation of five kindergarten classes is planned.

Financially, a 4% increase in tuition fees has been proposed to offset the drop in enrollment and ensure budgetary balance. Other fees, such as those for extracurricular activities (AES) and the school canteen, will remain unchanged, except for the after-school care service, whose daily fee will rise from 125 to 250 THB due to the partial internalization of the service and the involvement of a new provider managing temporary staff.

In terms of investments, two main projects have been prioritized: the renovation of the school canteen and the digital infrastructure, as part of a three-year IT plan. Additionally, the library (CDI) will be transformed into a CDC (Center of Documentation and Culture), creating a more active learning-oriented space.

Other initiatives include building maintenance, the creation of new part-time positions for Vie Scolaire, a primary school staff, and salary increases for school nurses, recognizing their essential role and the challenges in recruiting them.

Mr. Monier emphasized that the tuition fee increase in 2025 will have a greater financial impact in 2026, justifying this proactive approach.

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## Expenses

### Purchases

The budget allocated for purchases decreases by 3% between 2024 and 2025, dropping from 36,927,280 THB to 35,815,000 THB. This reduction is mainly due to lower spending on school trips, with 12 overnight trips planned in 2025 compared to 19 in 2024. This decline does not affect overall educational funding but reflects an adjustment in the balance between revenue and expenditure.

As part of the sustainable development initiative, a new program will be introduced at the start of the 2025 school year for locally printed educational notebooks for primary school students, which will help reduce costs and improve our carbon footprint.

Utility costs are now under control after the issues faced in 2023. Current expenses are lower than last year, and no particular concerns have been raised. IT expenses will increase by 500,000 THB due to the acquisition of new equipment and software licenses. Regarding small supplies, the budget includes a variety of purchases such as office supplies, painting, linens, and workwear. A specific allocation has been set aside to provide reception staff with professional uniforms, aiming to enhance presentation and reinforce the school's image.

Library credit remains stable. This decision takes into account the uncertainties related to potential changes in the French national education while ensuring the renewal of worn-out books and the implementation of specific cultural projects. These funds may also be used to support initiatives linked to the Documentation and Information Center (CDI), in line with the Board's strategic vision.

This adjusted budget reflects rigorous financial management while preserving educational and cultural priorities.

Nature de charges	COFI 2023	BI 2024	BI 2025	Variation BI 2024-2025	Nature des charges
<b>Achats</b>					
<i>fluides</i>	6 606 107,32	6 500 000,00	6 570 000,00	1,08%	eau, electricité
<i>dépenses d'enseignement</i>	16 816 880,13	22 787 000,00	20 976 000,00	-7,95%	crédits pédagogiques, projets,
<i>dépenses informatiques</i>	2 266 889,97	2 330 000,00	2 834 000,00	21,63%	crédits de fonctionnement en informatique
<i>fournitures</i>	3 709 945,31	4 015 000,00	4 140 000,00	3,11%	fourniture de bureau, petits achat, linges vêtements de travail...
<i>bibliothèques</i>	932 457,34	1 295 000,00	1 295 000,00	0,00%	cdi, manuel scolaires
<b>TOTAL</b>	<b>30 332 280,07</b>	<b>36 927 000,00</b>	<b>35 815 000,00</b>	<b>-3,01%</b>	

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### *Outsourcing and External Services*

Regarding outsourcing and external services, related to the school's security services, a slight cost increase has been budgeted to offset a potential rise in the minimum salary in Thailand. It should also be noted that a new call for tenders in 2025 could lead to a more significant increase in these costs.

No increase in land rental fees is planned for this year; however, an adjustment is anticipated in 2026, with rent costs projected to rise in the coming years. The finalized contract, extending until the end of 2032, will be anticipated to total approximately 15 million THB.

For maintenance, an additional 1 million THB will be allocated for 2025, bringing the projected budget to 4,205,000 THB. These funds will primarily be used to continue repainting classrooms as part of ongoing renovation efforts.

A new agreement has been negotiated with the insurance broker, significantly improving coverage for students. Previously, the school's insurance covered 50% of costs if the family did not have personal insurance. Now, this coverage has been increased to 100%—at no extra cost—within the predefined limits, provided the family has no personal insurance. Mr. Monier reminded everyone that this coverage applies exclusively to accidents occurring during school activities, including off-campus trips. However, medical expenses related to illnesses are not covered.

Sous traitance et services extérieurs					
contrat de surveillance	2 986 406,38	3 100 000,00	3 150 000,00	1,61%	contrat sds
locations terrains	11 631 360,79	11 635 000,00	11 635 000,00	0,00%	location du terrain élémentaire-collège lycée et terrain maternelle
entretien maintenance	3 165 246,55	3 900 000,00	4 205 000,00	7,82%	contrat et travaux de maintenance, <i>nb petites fournitures liées à la maintenance dans le compte achat</i>
assurances	1 308 670,64	1 300 000,00	1 400 000,00	7,69%	assurance élève + assurance lycée+ assurance spécifique événements LFIB (PROZAP, Tournois de rugby....)
autres	17 377,70	80 000,00	80 000,00	0,00%	documentation
<b>TOTAL</b>	<b>19 109 062,06</b>	<b>20 015 000,00</b>	<b>20 470 000,00</b>	<b>2,27%</b>	

### *Other External Services*

This budget category shows a significant increase in professional fees, with a 46% rise compared to 2024. This increase is due to the planned engagement of external experts as part of the 2032 real estate project. Two options are being considered: negotiating to maintain the current site by analyzing legal and contractual aspects or exploring a project involving land acquisition and the construction of new infrastructure. Additional funding has been allocated to

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support these initiatives. Professional fees also cover other legal consultations, financial audits, HR matters, etc.

To counter the anticipated decline in student enrollment, the communication budget will be reinforced, including advertising campaigns with billboards and potential collaboration with a company working with an influencer.

The reprography budget remains at its 2024 level. Despite the decline in student numbers and an increased transition to digital tools, a 10% annual increase in paper consumption has been observed for several years. This issue is considered concerning and will be the subject of a thorough analysis. A new call for tenders will be launched, along with the implementation of a quota system to monitor usage.

For cleaning services, no significant increase is planned, except for a 30,000 THB to anticipate a potential increase in Thailand's minimum wage.

The school canteen budget is slightly reduced, in line with the drop in student numbers.

For other budgetary items, such as postal fees and banking services, forecasts remain stable, with a moderate increase of 2 to 3% per year.

Regarding continuing training, funding remains at the same level as in 2024. This plan is based on two key areas: locally training programs for specific needs and access to AEFE's regional training plan, ensuring continuous skills development for staff.

Autres services extérieurs					
honoraires	923 915,05	1 300 000,00	1 900 000,00	46,15%	audit comptable, visite médicale, maintenance logicielle comptable, études, frais de justices, externalisation de la paie, frais d'expertises liés au projet immobilier
communication	480 660,83	820 000,00	1 180 000,00	43,90%	budget communication
transports	871 732,16	1 200 000,00	1 200 000,00	0,00%	Transport AS, pédagogique, transport sur achat
reprographie	2 525 610,93	2 350 000,00	2 350 000,00	0,00%	
nettoyage	2 992 108,19	3 125 000,00	3 155 000,00	0,96%	contrat PCSIS
restauration	17 430 203,70	18 244 000,00	18 142 000,00	-0,56%	contrat Epicure
frais postaux et de télécommunication	873 228,01	917 000,00	917 000,00	0,00%	internet + téléphone+ frais postaux
formation continue	1 713 978,88	3 100 000,00	3 100 000,00	0,00%	plan de formation local et plan de formation régionale
autres	873 274,74	895 000,00	920 000,00	2,79%	services bancaires, frais de réception...
<b>TOTAL</b>	<b>28 684 712,49</b>	<b>31 951 000,00</b>	<b>32 864 000,00</b>	<b>2,86%</b>	

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### *Taxes and levies*

Taxes and levies include work permits, property taxes, and a specific tax related to the absence of recruitment of individuals with disabilities at LFIB. The budget is aligned with observed expenditure levels. Mr. Réaud clarified that these recruitments are not restricted to any particular nationality. They must involve individuals officially recognized as having a disability, with the necessary administrative procedures required to validate their employment.

Impôts et taxes et versement assimilés					
	1 298 926,77	1 450 000,00	1 510 000,00	4,14%	essentiellement, frais liés aux visas, work permitt et taxes
<b>TOTAL</b>	<b>1 298 926,77</b>	<b>1 450 000,00</b>	<b>1 510 000,00</b>	<b>4,14%</b>	

### *Staff costs*

A global increase of 3.59% in budget allocations has been observed, primarily due to the rise in overtime hours, which continues to grow each year, as well as the creation of two part-time educational assistant positions. A salary adjustment for nurses is also planned.

Ms. Panzani raises concerns about the position previously funded by AEFE, which now requires the school to hire a local contract employee as a replacement. This change has added financial pressure on LFIB, given the differences in salary and social benefits between AEFE contracts and local contracts. Mr. Monier explains that while new local hires adhere to internal salary grids, they remain more costly for the institution compared to AEFE contracts, which are partially subsidized. Additionally, local salary conditions must account for various factors such as retirement plans, social security, and partial exemptions on tuition fees.

Overtime hours represent an increasing budgetary expense, covering specific projects, AES, and AS. Mr. Hopprasartsuk suggests categorizing overtime hours into detailed segments to better analyze the factors contributing to their increase.

Mr. Monier also notes that the institution contributes 6% annually to AEFE to cover civil pensions for the détachés AEFE and network development initiatives. Additionally, Bangkok's status as a secondary regional training center for the Asia-Pacific zone has led to the allocation of an additional expatriate deputy headmaster position, fully funded by AEFE.

Regarding social security expenses, variability in employee participation in the provident fund, as well as seniority-related adjustments, make precise forecasting challenging. Health coverage costs, whether through CFE (Caisse des Français de l'Étranger) or the local AXA insurance plan, have increased. As a result, the institution is considering a new call for tenders, in collaboration with employee representatives, to seek better coverage and higher reimbursement ceilings. Consequently, the 2025 budget includes a slightly higher forecast for these expenses.

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Charges de personnel (contrats locaux)					
Salaires contrats locaux	119 312 908,82	127 616 996,00	128 468 739,00	0,67%	Salaires de base
Indemnités diverses contrats locaux	19 360 197,08	27 210 473,00	28 453 837,00	4,57%	Indemnités spécifiques prévues dans la grille de salaire (indemnités logement, indemnité de transport, 13eme mois,
Heures supplémentaires contrats locaux	11 779 661,55	11 040 000,00	13 913 190,00	26,03%	Heures supplémentaires années et heures supplémentaires activités AES ou AS
Vacations	4 923 204,02	4 669 050,00	4 901 950,00	4,99%	animateurs AES, autres vacances pour remplacement
Indemnités de départ en retraite	9307314,97	0,00		#DIV/0!	Indemnités de départ en retraite
Charges sociales	5 081 878,95	6 848 407,00	7 421 786,00	8,37%	Charges sociales obligatoires employeur dont providend fund si adhésion salariée
Couverture sociale	6 714 637,74	7 150 000,00	8 000 000,00	11,89%	couverture maladie, maternité accident du travail pour les salariés du LFIB
<b>TOTAL</b>	<b>176 479 803,13</b>	<b>184 534 926,00</b>	<b>191 159 502,00</b>	<b>3,59%</b>	

### *Other Current Operating Expenses*

The AEFE contribution based on tuition fees is set to increase slightly in 2025, despite a decline in student enrollment, due to the rise in tuition fees.

The salary costs for the détachés AEFE are decreasing, mainly due to exchange rate fluctuations (calculated on September 1st) and the elimination of an AEFE-funded position, leading to a 3-million-THB reduction compared to the 2024 budget. A similar decrease is observed for the ISVL (Indemnité Spécifique de Vie Locale), which is also impacted by these two factors.

Overtime hours have increased, particularly due to workload distribution. Seniority is another key factor in calculating overtime costs. Additionally, specific allowances, such as those for student support and monitoring for primary school teachers, have risen following a government-mandated salary adjustment. This measure applies to AEFE personnel, generating an additional cost for the school.

Regarding scholarships to French students, the results of the first 2025 allocation round show an increase to 23,623,627 THB, compared to 19,141,780 THB. The second commission's decision is reviewed soon. Overall, the budget shows a reduction of 1 million THB, but excluding the impact of scholarships, the actual decrease amounts to approximately 5 million THB.



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Autres Charges de gestion courante					
Abattement sur frais de scolarité	17 080 214,38	21 000 000,00	20 000 000,00	-4,76%	Réduction frais de scolarité personnel et familles "nombreuses"
Traitements Résidents	35 128 164,50	38 584 681,00	35 854 409,00	-7,08%	Traitement des résidents + avantage familial (fonction d'un taux de prise en charge AEFÉ)
ISVL	9 855 477,49	11 698 949,00	10 115 029,00	-13,54%	Indemnité spécifique de vie locale
Heures supplémentaires	3 215 384,95	3 643 190,00	3 861 886,00	6,00%	Heures supplémentaires années (HSA) et heures supplémentaires effectives (HSE)
Autres indemnités	606 537,95	1 381 860,00	1 272 136,00	-7,94%	Indemnité ISAE (indemnité suivi et accompagnement des élèves pour les enseignants du premier degré)
Contributions sur droits de scolarité	17 282 459,04	19 007 089,00	19 109 713,00	0,54%	6 % du montant des frais de scolarité
bourses aux élèves français	30 541 592,39	19 141 780,00	23 623 627,77	23,41%	boursiers
<b>TOTAL</b>	<b>113 709 830,70</b>	<b>114 457 549,00</b>	<b>113 836 800,77</b>	<b>-0,54%</b>	

### *Financial and Exceptional Expenses*

The financial expenses include the final installment of the kindergarten loan, scheduled for 2025, amounting to 77,000 THB. Regarding donations to the FFE, these are automatically balanced in the revenue, as the FFE does not generate its own income. Additionally, irrecoverable receivables amounting to 3,550,000 THB in unpaid fees will be recorded as losses.

Mr. REYNAUD raised the issue of unpaid tuition fees, inquiring whether informal exchanges exist between French Schools to report such cases. Mr. MONIER explains that while there is some level of solidarity between schools, certain schools still accept students with outstanding debts, depending on their individual circumstances. When the school is aware that a student with unpaid fees is transferring to another AEFÉ-affiliated school, the DAF informs their counterparts. In any case, the outstanding balance is indicated on the student's departure certificate.

Charges financières					
Intérêts d'emprunt	216 006,62	160 500,00	77 000,00	-52,02%	Interet du prêt
Pertes de change	230 412,06				
<b>TOTAL</b>	<b>446 418,68</b>	<b>160 500,00</b>	<b>77 000,00</b>	<b>-52,02%</b>	
Charges exceptionnelles					
Donation FFE	20 500 000,00	13 700 000,00	13 700 000,00	0,00%	Donation FFE
Créances devenues irrécouvrables	3 787 459,42	2 600 000,00	3 550 000,00		
<b>TOTAL</b>	<b>24 287 459,42</b>	<b>16 300 000,00</b>	<b>17 250 000,00</b>	<b>5,83%</b>	



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### *Depreciation and Provisions*

Depreciation is generally decreasing due to the aging of buildings, some of which are over 20 years old. A provision of 4 million THB has been allocated to cover potential unpaid fees, maintaining the same amount as in 2024. The severance pay provision has been increased to 9 million THB due to a higher number of staff over 55 years old eligible for this provision in 2025. This provision fully covers the amounts owed by LFIB to staff over 55 years old in the event of retirement.

The total 2025 budget, including expenses and revenue, amounts to 449,982,302 THB, compared to 440,795,975 THB in 2024. Excluding the impact of scholarships, the budget stands at 426,358,675 THB, reflecting an increase from 421,654,195 THB in the previous year, a rise of 1.12%. Regarding staff expenses, the proportion of local contracts in the budget continues to increase due to the elimination of certain AEFE positions, leading to structural changes in the school's salary framework.

Dotations aux amortissements et provisions					
amortissements	33 458 276,76	27 000 000,00	24 000 000,00	-11,11%	
Autres provisions					
provision pour impayés	1 818 646,03	4 000 000,00	4 000 000,00		
provision severance pay	804 561,94	4 000 000,00	9 000 000,00	125,00%	
<b>TOTAL</b>	<b>36 081 484,73</b>	<b>35 000 000,00</b>	<b>37 000 000,00</b>	<b>5,71%</b>	
<b>TOTAL GENERAL</b>	<b>430 429 978,05</b>	<b>440 795 975,00</b>	<b>449 982 302,77</b>	<b>2,08%</b>	
<i>hors variation des bourses</i>	<i>399 888 385,66</i>	<i>421 654 195,00</i>	<i>426 358 675,00</i>	<i>1,12%</i>	

### *Revenues*

Revenue linked to parental contributions increases slightly by 0.85%, from 395,306,695 THB in 2024 to 398,676,771 THB in 2025. This modest growth is limited by a projected decline in enrollment (-11 students compared to the previous year) and a lower number of new enrollments. Enhancing the school's attractiveness and communication efforts is essential. Additionally, revenue from other services, such as school trips and AES, is also declining. This is due to fewer scheduled trips and a decrease in participation in AES.

Financial income increases due to funds set aside for the LFIB 2032 project. However, this revenue is temporary, as these funds are intended to finance future investments. A cautious financial strategy is recommended to anticipate future expenditures. The amortization of assets financed by AEFE subsidies is also recorded as revenue. Additionally, a provision recovery is planned to offset the budgetary impact of unpaid fees from 2022–2023, which have been written off as losses.

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The LFIB 2032 project is still in its exploratory phase, and no final decision has been made regarding a possible relocation or renovation of the current facilities. Current investments focus on both modernizing existing infrastructure and preparing for a potential future real estate project.

After adjusting for variations in scholarships and other accounting factors, the overall 2025 budget shows a decrease of 3.39%.

Nature des recettes	COFI 2023	BI 2024	BI 2025	Variation 2024-2025	Nature des Produits
<b>Prestations de services</b>					
Frais de scolarité	304 725 932,60	317 005 295,00	325 396 771,00	2,65%	
Frais de demi pension	20 107 726,57	19 618 000,00	19 500 000,00	-0,60%	
Droits d'inscription	31 610 000,00	31 775 000,00	29 450 000,00	-7,32%	
Autres prestations de services	27 749 600,45	26 908 400,00	24 330 000,00	-9,58%	Produits des activités, AS, AES, aide aux devoirs,
<b>TOTAL</b>	<b>384 193 259,62</b>	<b>395 306 695,00</b>	<b>398 676 771,00</b>	<b>0,85%</b>	
<b>Autres produits des activités annexes</b>					
	6 227 870,36	5 650 000,00	5 010 000,00	-11,33%	locations parking, kiosque, recettes year book, pénalités de retard..
<b>TOTAL</b>	<b>6 227 870,36</b>	<b>5 650 000,00</b>	<b>5 010 000,00</b>	<b>-11,33%</b>	
<b>Subventions et dons</b>					
Bourses	30 541 592,39	19 141 780,00	23 623 627,77	23,41%	
Dons FFE	20 500 000,00	13 700 000,00	13 700 000,00	0,00%	
Subventions AEFE			400 000,00		
<b>TOTAL</b>	<b>51 041 592,39</b>	<b>32 841 780,00</b>	<b>37 723 627,77</b>	<b>14,86%</b>	
<b>Produits financiers</b>					
Produits financiers	2 095 336,19	2 387 500,00	3 011 904,00	26,15%	
Gain de change					
<b>TOTAL</b>	<b>2 095 336,19</b>	<b>2 387 500,00</b>	<b>3 011 904,00</b>	<b>26,15%</b>	
<b>Produits exceptionnels</b>					
Quote part des subventions	2 428 858,62	2 010 000,00	2 010 000,00		
<b>TOTAL</b>	<b>2 428 858,62</b>	<b>2 010 000,00</b>	<b>2 010 000,00</b>		
<b>Reprises sur provisions</b>					
Reprises sur provisions	9 307 314,97				
Reprise sur provision	3 787 459,42	2 600 000,00	3 550 000,00		
<b>TOTAL</b>	<b>13 094 774,39</b>	<b>2 600 000,00</b>	<b>3 550 000,00</b>	<b>36,54%</b>	
<b>TOTAL GENERAL</b>	<b>459 081 691,57</b>	<b>440 795 975,00</b>	<b>449 982 302,77</b>	<b>2,08%</b>	
<i>hors variation des bourses</i>					
	428 540 099,18	421 654 195,00	426 358 675,00	-3,39%	
<b>RESULTAT</b>	<b>28 651 713,52</b>	<b>0,00</b>	<b>0,00</b>		

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## *Investment Plan*

Two major investment priorities have been identified: Renovation of the cafeteria and IT infrastructure upgrades.

Additionally, the accessibility ramp for individuals with reduced mobility in secondary buildings will be renovated, with work scheduled over the summer for completion by September. Other minor constructions and equipment purchases, such as air conditioners, are also planned, though specific details are to be finalized. The total investment budget amounts to 11,207,000 THB, plus the final repayment of the LFIB 2032 project loan, bringing overall investment expenditures to approximately 16,000,000 THB.

For the cafeteria renovation, a budget of 4,500,000 THB has been proposed. Some members have inquired about the allocation of this amount, specifically regarding work and equipment such as kitchen upgrades, flooring, and furniture. Mr. Monier clarifies that this remains a preliminary estimate and will require refined cost assessments from specialized consulting firms.

Regarding investment planning, Mr. Monier ensures that initial registration fees always remain equal to or greater than the school's self-financing capacity. This guarantees that DPI (*First-time registration fee*) covers both current and future investments.

Nature des Acquisitions envisagées en 2024	
Rénovation de la cantine (mobilier, sol, mur)	4 500 000,00
Rénovation des toilettes cantines	800 000,00
matériel équipement informatique	4 657 000,00
Rampe d'accès personnes à mobilité réduite bâtiment secondaire	250 000,00
travaux non définis	500 000,00
matériels non définis (remplacement de climatiseurs non réparables par exemple)	500 000,00
<b>TOTAL acquisitions 2024</b>	<b>11 207 000,00</b>
<b>Remboursement du prêt LFIB</b>	
Montant du capital remboursé en 2025	4 663 110,00
<b>TOTAL DEPENSES SECTION D INVESTISSEMENT</b>	<b>15 870 110,00</b>

## *Working Capital*

For the 2025 budget, the forecasted self-financing capacity is 31,440,000 THB. Of this, 15,870,110 THB is allocated to 2025 investment expenses, while 15,569,890 THB is set aside for long-term investment projects to ensure the financial sustainability of the school. This strategy aims to reduce the impact of a potential loan in the event of a complete relocation of the LFIB while still allowing for the renovation of existing infrastructure.

## PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025

M. Reaud noted that the 2025 budget had already been approved by the Finance Committee and presented to the APE Bureau. The next step is the final approval during the Board of Directors meeting, scheduled for December 18 at 10:00 AM.

Capacité d'autofinancement 2025(1)	31 440 000
Dépenses d'investissement (2)	15 870 110
<b>Apport au fonds de roulement</b>	<b>15 569 890</b>

### 5. HR COMMISSION

Mr. Reaud informs that an offer has been accepted for the recruitment of a nurse, who will begin her duties on 3 March, after the February holidays. In the meantime, the use of temporary nurses continues, as has been the case since the beginning of the year. Currently, two nurses are in position, following the return of one of them from maternity leave at the beginning of December. From 3 March, the team will consist of three full-time nurses. However, the use of temporary staff will still be necessary for specific needs, particularly during school trips.

Regarding the two half-time positions in *Vie scolaire*, one position has been filled with a start date scheduled for 6 January. The second position remains vacant, and the recruitment process is ongoing. For the FLSCO teaching position, interviews have been held, but the final decision has not yet been made to date. To temporarily replace the communication manager on maternity leave, an announcement has been published, and recruitment is yet to be finalized.

Mrs. Panzani emphasizes the importance of effective coordination between communication projects and ongoing campaigns.

Remarks were made regarding the difficulties in participating in interviews due to each person's schedule. Mr. Gauthier expresses his regret for not being able to attend. Mrs. Panzani stresses the need for good planning to ensure optimal participation and better anticipation, mentioning the importance of access to job descriptions, an essential element for reviewing applications.

Mr. Reynaud asks about the hierarchy of the three nurses. Mr. Reaud responds that there is no hierarchical structure in place. The three nurses hold equivalent positions and report directly to the School Manager.

### 6. CANTEN COMMISSION

A presentation of the school canteen was held on 14 November and gathered 50 participants, the maximum number allowed. Additionally, a joint meeting between the Canteen Commission and the Constructions Commission took place on the same day to discuss essential elements to be included in the canteen renovation plan.

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A district inspection of the canteen was conducted on 12 December, covering both the school canteen and Café Di Maria.

Regarding Café Di Maria, several meetings have been held between the school administration and the owner of Café Di Maria to address a number of urgent issues. Among the priority topics are safety—ensuring the fire evacuation passage behind the secondary building is uncluttered—and hygiene, with a focus on organizing spaces properly and strictly separating equipment based on its use. A third issue is about environmental efforts, particularly reducing the use of plastic etc.

During the district inspection, several points for improvement were highlighted at Café Di Maria, such as the proper use of equipment (e.g., cutting boards should be separated for vegetables and meats) and food exposure to students. These findings led to discussions on defining an action plan. The manager of Café Di Maria committed to proposing solutions, including expanding the secondary school kiosk to accommodate all cooking activities indoors, installing protective display cases, and reorganizing the overall setup to meet hygiene and safety standards.

Some criticisms were raised by elected parent representatives, particularly regarding basic safety and hygiene standards. They point out inconsistencies between the standards expected for the school canteen and the current condition of the café. They also stress the need for stricter regulations and regular monitoring to ensure these measures are effectively implemented.

Mrs. Panzani reiterates that the presence of Café Di Maria on the school premises without meeting these standards damages the school's image, especially as the school is simultaneously investing in the canteen renovation this year. She emphasizes that the school is responsible for ensuring that its service provider complies with health and safety regulations. She also points out that the contractual agreement is a business relationship where conditions must be upheld, and a deadline for compliance should be set.

Mr. Reaud explains that despite these challenges, Café Di Maria remains contractually the only provider serving students, staff, and parents. The ongoing discussions aim to balance safety and hygiene requirements while maintaining service continuity. He reminds everyone that the contract is renewed annually. If the commitments are not met before the start of the new school year, alternatives could be considered, such as launching a new call for tenders.

Mr. Reynaud expresses dissatisfaction with the delays in resolving these issues and with the school's adjustments, stressing that an immediate decision must be made.

Mr. Reaud states that the administration shares this view but emphasizes the need to avoid terminating the contract during the school year, as students and parents would not understand if the service were to be interrupted mid-year.

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## **7. CONSTRUCTIONS COMMISSION**

The Constructions Commission recently held a joint meeting with the Canteen Commission to discuss the renovation of the canteen. The discussions emphasized the importance of reviewing the logistics of student reception. To achieve this, it was agreed to proceed in two stages. First, a study will be conducted by a specialized company to define clear specifications, which will serve as the foundation for the second stage: the construction work. This project is expected to be launched in January to plan the necessary interventions during the summer holidays.

## **8. COMMUNICATION COMMISSION**

The Communications Commission is working on several strategic initiatives to enhance the school's visibility and attractiveness. Starting in January, a project will be launched with a call for tenders to collaborate with a specialized communication agency for influencer partnerships, planned to last between three months and one year. Regarding advertising campaigns, the selection of billboard locations was based on geographical criteria, with priority given to areas near the school and international communities. The goal is to target enrollment periods while maintaining continuous communication about the school's activities and events.

Mrs. Panzani inquires about past advertisements at the airports. Mr. Monier confirms that a previous campaign in this setting was successful, leading to the enrollment of 30 new Thai students. However, this campaign was feasible due to the COVID-19 situation at the time, and it would now be prohibitively expensive to replicate.

Mr. Gauthier suggests exploring digital campaigns, particularly social media advertisements such as sponsored banners. Mrs. Panzani also recommends enhancing the social media marketing strategy, a more cost-effective and potentially just as effective alternative. These topics will be discussed further in upcoming Communications Commission meetings.

According to Mrs. Panzani, promoting AES is seen as a key factor in strengthening the school's image. Sports and cultural events are significant assets in attracting a wider audience. Collaboration between internal teams and communication managers will be essential to maximize the visibility of these initiatives on social media and in the media.

Additionally, Mr. Gauthier highlights the importance of participating in key events, such as Francophonie Days, to strengthen ties with Francophone and international communities.

Mrs. Talbot Barre specifies that this year, Francophonie Day Celebrations will be coordinated by the Moroccan Embassy and hosted at the Alliance Française. She also mentions that the embassy consistently shares major school events through its communication channels, such as Facebook page and the Sawadee France website.

Mr. Gauthier adds that innovative internal initiatives, such as the launch of a web TV channel run by a motivated team of Terminale students, are underway. This project will produce

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engaging and informative video content to be shared on the school's platforms, strengthening both internal and external communication.

Mr. Monier informs the meeting participants that a 6th-grade student has been selected for the Orchestra and Choir of French Schools Worldwide, which will take place in Lisbon. This achievement will be highlighted to showcase the school's excellence and dynamism.

All participants reaffirm the importance of a structured and cohesive communication strategy, tailored to the expectations of different audiences, to enhance the school's long-term appeal.

### **9. AES COMMISSION**

The AES Commission met on 10 December to discuss several key points regarding the AES calendar. The registration schedule and the second-semester activity plan were reviewed, with three new activities introduced for this period. It was also decided to organize Open house days for parents of students enrolled in the activities. As of now, 76% of primary school children and 24% of kindergarten children participate in AES activities. Additional registrations are expected, as parents have expressed interest.

The purpose of the Open house days is to gather parents' feedback on the quality of the activities offered and to allow children to explore other activities for the following semester. This event is reserved for parents of students enrolled at the school and are not intended for external families.

Between January and March, AES Commission members will conduct observations of selected activity sessions. These visits will be scheduled and announced to assess the quality of the services provided.

The next commission meeting will focus on the contract, raised by Mrs. Cowan, particularly regarding the terms of reference and related legal documents that need to be developed.

### **10. TRANSPORT COMMISSION**

The Transport Commission met on 9 December to discuss statistics and monitoring of the Montri transport service. The meeting began with a presentation from Montri, including statistics on the current operation of the transport service. The overall assessment is positive, but the expected presentation slides have not yet been provided. Additionally, Montri conducted a survey among user families to gather their feedback. The results of this survey will be shared at the next Transport Commission meeting and analyzed in collaboration with Montri.

The commission plans to organize inspections of vehicle equipment. These inspections will be conducted jointly by a school administration representative and parents from the APE to ensure compliance with the service agreement. A schedule will be proposed to begin these inspections.



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A procedure for parents to report school transportation issues was discussed. If parents remain unsatisfied after initially reporting a problem to the service provider, they may escalate their concerns to the Transport Commission, which will intervene with the provider. This procedure, already implemented last year, will be updated and published on the school's website.

Mr. Monier raises the possibility of collaborating with White Pearl to get a right of passage through their property. This could help reduce traffic by creating a one-way circulation route. However, challenges remain, including potential costs for Montri and the need for White Pearl's approval. A meeting with White Pearl representatives is being considered to explore this option.

Mrs. Panzani emphasizes the importance of better anticipating periods of high traffic, particularly by taking into account the academic calendars of neighboring schools. She proposed improving communication with Montri and families to adjust schedules and notify them in case of significant delays. She also suggests deploying additional security staff during special events, such as parent-teacher meetings, to manage traffic flow and ensure pedestrian safety.

Mr. Reaud highlights ongoing efforts to improve coordination between the school, SDS, and Montri in handling such situations.

### **11. FOLLOW-UP : LFIB 2032 PROJECT WORKING GROUP**

The 2032 project working group meeting was held on 25 November. The next meeting is scheduled for the first or second week of January.

An official letter, drafted by a lawyer and including a new financial proposal, will be sent to the property owners. This letter will set a clear deadline, requiring a response by the end of March 2025. The goal is to establish a decisive basis for guiding the next steps of the project. Mr. Reaud adds that immediate contact would be made with the embassy's legal advisor to expedite the drafting and sending of the letter. If the school receives no response from the landowners by the end of March 2025, other procedures will be initiated.

Mrs. Talbot Barre suggests ensuring that the letter will be sent before Christmas to allow the owners sufficient time to respond.

At the same time, several technical and financial studies must be conducted. These include evaluating the cost of necessary renovations to remain on the current site and estimating the cost of constructing a similar facility on another plot of land, excluding the cost of the land itself. These figures will provide a realistic comparison of the available options and support precise budget planning. The current estimates, deemed insufficient, must be replaced with clear and reliable financial data. The working group emphasized the importance of gathering all necessary information to present a clear vision to the community and relevant authorities.

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Mr. Reaud reminds everyone that the current site covers an area of 20 rais. Any alternative site search should consider a minimum of 15 rais, with a preference for a size equivalent to the current site. Obtaining accurate estimates is crucial for comparing costs and developing a solid budget strategy. The upcoming months will be critical in advancing these aspects and ensuring informed decision-making.

### **12. ANY OTHERS BUSINESS**

Ms. COWAN raises concerns about the temperature in the cafeteria. Mr. Fenart explains that an additional check had been carried out following feedback from students who found the temperature too low. However, he commits to conducting another verification to ensure thermal comfort.

Mr. Gauthier brings up the possibility of implementing a QR code payment system for staff. Mr. Monier responds that a QR code payment solution would be deployed soon.

Mr. Reynaud expresses dissatisfaction with his reception as an elected parent representative during visits to various school areas. He requests a review of the APE's (Parents' Association) rules and responsibilities, as well as a clarification of its role concerning inspections and interactions with staff. This matter will be added to the agenda for the next meeting.

### **13. NEXT PLENARY MEETING WITH THE APE BUREAU**

The date of the next Plenary Meeting with the APE Bureau will be communicated to members soon.