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## ALFO GENERAL ASSEMBLY 2022

14 June 2022

Teams & DigDem

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ASSOCIATION DU LYCÉE FRANÇAIS  
RENÉ CASSIN D'OSLO

### COMPTE RENDU DE L'ASSEMBLEE GENERALE

- Pages 1 à 3: Synthèse
- Page 4 et suivantes: Compte rendu détaillé
- Commentaires de réunion réunis dans des **encadrés bleus** sur les pages indiquées

- Version approuvée -

# Points de sortie de l'Assemblée Générale

Point à l'ordre du jour	Pages	Compte rendu
1.Introduction: Agenda, choice of meeting secretary and co-signatory of minutes	3 - 7	<ul style="list-style-type: none"><li>Le président du Conseil de gestion présente l'ordre du jour tel que partagé plus tôt, sans commentaires, ainsi que les règles du déroulement de la réunion. Il remercie Madame Keller et M. Hoos pour leur service auprès de la communauté du LFO et présente l'équipe de direction attendue en août.</li><li>Jerome Nerrant est désigné secrétaire de réunion, Sophie Delporte (COCAC) co-signataire du procès-verbal d'assemblée.</li></ul>
2.LFO year presentation (by LFO headmaster)	8 - 15	<ul style="list-style-type: none"><li>La proviseure présente le bilan pédagogique de l'année et passe en revue tous les niveaux, de la maternelle au lycée, intégrant aussi des perspectives d'avenir.</li><li>Plusieurs participants parmi le corps enseignant se proposent pour apporter des éléments complémentaires sur différents sujets pédagogiques et tous s'accordent pour dire que les projets présentés ne sont qu'une partie de toutes les réalisations du LFO sur l'année écoulée.</li><li>Le président du Conseil de gestion salue l'excellence et la diversité des initiatives ainsi que l'engagement des équipes du LFO au service de la communauté tout entière.</li></ul>
3.Review and approval of the 2021 financial statements	16 - 18	<ul style="list-style-type: none"><li>La Directrice Finances et RH passe en revue les comptes financiers pour 2021, et présente en détail les postes en écart important entre 2020 et 2021. Ceux-ci sont repris dans les notes chiffrées du rapport financier. L'année 2021 s'est clôturée avec un déficit de l'ordre de 1,75 millions de couronnes.</li><li>Des participants interrogent sur les détails de l'augmentation des frais de personnels, présentés dans note 3 du rapport financier.</li><li>Une participante demande si le commissaire aux comptes (CAC) sera formellement approuvé en Assemblée générale (AG). Le Président du Conseil de gestion informe qu'après interprétation des statuts et référence à la pratique passée de l'ALFO, cette attribution de l'AG est comprise comme limitée aux cas de changement de proposition de changement de CAC, ce qui n'est pas le cas cette année.</li><li><b>L'Assemblée générale donne son quitus aux comptes financiers de l'association pour 2021, sur la base de 69 votes en faveur, aucun vote contre et 6 abstentions.</b> Les difficultés techniques liées à l'outil de vote en ligne DigDem, qui initialement a indiqué 58 votes en faveur, n'ont pas permis à tous de voter. C'est pourquoi un vote à main levée a été opéré, aboutissant au résultat ci-dessus de 69 votes en faveur et 6 votes d'abstention.</li></ul>

# Points de sortie de l'Assemblée Générale

Point à l'ordre du jour	Pages	Compte rendu
4. Annual report	19 – 32	<ul style="list-style-type: none"> <li>Le Président du Conseil de gestion parcourt les temps essentiels du rapport annuel, fait le lien avec les états financiers, et partage un rapport de synthèse des travaux des différents commissions du CG en 2021-2022. (détails en page 20 et 21)</li> <li>Des participants interrogent sur la rotation importante des personnels au sein du Conseil de gestion et de l'administration. Le Président du Conseil de gestion indique y être très attentif: (i) des entretiens sont tenus avec les partants pour tirer les enseignements nécessaires, (ii) les transitions sont préparées en lien avec l'AEFE, (iii) l'enquête bien être et le plan d'action associé sont suivis de près en CG, et (iv) une évaluation du fonctionnement des services administratifs est en cours, que la nouvelle direction pourra finaliser et suivre.</li> </ul>
5. Elections of parent representatives at the ALFO Board	33 – 36	<ul style="list-style-type: none"> <li>En raison de difficultés techniques, l'utilisation de l'outil DigDem n'est pas rendue possible. A la suite d'une présentation succincte de l'ensemble des candidats, un double vote est effectué, sous le contrôle de la COCAC et conformément à nos statuts.</li> <li><b>Un premier vote demande aux participants à l'Assemblée s'ils sont d'accord pour effectuer un vote groupé pour l'ensemble des candidatures aux différents postes de membres élus au Conseil de Gestion. Ce vote s'effectue à main levée et conclut à 1 abstention et 81 en faveur.</b></li> <li>Un second vote demande aux participants de l'Assemblée de voter pour / contre la liste des candidats au Conseil de gestion ou de s'abstenir. Ce vote est rendu possible par l'adéquation parfaite entre nombre de candidats et nombre de sièges disponibles. Plusieurs participants pointent que ce mode d'élection n'aurait pas été acceptable s'il y avait eu plus de candidats que de siège, et font le vœu d'une meilleure préparation du système de vote afin d'assurer l'anonymat du vote. <b>Les résultats de l'élection donnent 57 voix en faveur et 2 absentions (75 participants). La majorité absolue est obtenue en faveur de la proposition, nonobstant l'absence de vote formel d'une partie des participants.</b></li> <li>Les candidats de nationalité française et tierce sont élus pour une durée de 2 ans. Parmi les candidats de nationalité norvégienne; Karen Sofie Stenzel et sa suppléante sont élues pour une durée de 1 an, tandis qu'Adam Sypula et Annabelle Lefébure Henriksen se partagent un mandat de 2 ans et un autre de 1 à 2 ans, à déterminer entre eux au sortir de la réunion en conformité avec les conclusions de l'Assemblée générale</li> </ul>
6. Closing	37 - 38	<ul style="list-style-type: none"> <li>La Provisoire adresse un message de remerciement à l'ensemble des personnels et de la communauté éducative pour les 5 années passées à la tête du LFO.</li> <li>La Directrice Finances et RH adresse à son tour un message à l'ensemble des participants afin de mettre en lumière les spécificités de la gestion d'un établissement scolaire en Norvège, saluant l'arrivée d'un Directeur exécutif expérimentée et encourageant l'ensemble des membres de la communauté du LFO à prendre conscience de l'originalité de notre organisation et des spécificités qui l'accompagnent.</li> <li>Plusieurs participants soulignent que l'élection est acceptable telle qu'elle s'est déroulée mais qu'à l'avenir, il faudra nous prémunir contre de telles difficultés techniques.</li> </ul>

# Agenda

**1. Introduction: Agenda, choice of meeting secretary and co-signatory of minutes**

2. LFO year presentation (by LFO headmaster)

3. Review and approval of the 2021 financial statements

4. Annual report

5. Elections of parent representatives at the ALFO Board

6. Closing

# Hosting today

## *Presenters*

**Audrey Keller**

Proviseur

**Anne-Céline Chevalier**

Directrice Finance et RH

**Marc Jumbert**

President of CG

*With dynamic contribution from all board members as applicable*

## *Meeting technical facilitation:*

**Antoine Guynot de Boismenu & Jonathan Lebrun**

Communication and IT

Meeting secretary: **Jerome Nerrant**

Co-signatory of meeting minutes: **Sophie Delporte**

# Not an «extraordinary» assembly, yet a special one

Last general assembly for our headmaster, Audrey Keller, leaving us after 5 years heading the LFO, and for our head of primary school, Manuel Hoos.

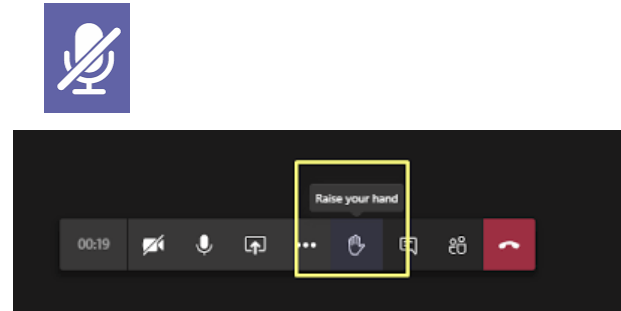
***THANK YOU!***

We are also very happy to welcome from august a fantastic team:

- Karine Richard-Brun, headmaster, coming from Lycée Militaire d'Aix-en Provence
- Muriel Serra, head of primary school, coming from Lycée Français du Caire
- Knut Sørli, Executive Director, coming from Oslo International School

# Before we start...

- Please mute your microphone



- Feel free to ask your questions in writing in the Teams chat during the presentation
- We will aim to make room for a Q&A session at the end of the session

# About Questions and Answers

- *Please make sure your questions are related to general matters and to the presentation content. This meeting is not suited for sharing of private or personal matters (also ref. privacy regulations)*
- *In case your username in the chat does not allow to identify you, please state your name in your question or comment.*
- *Questions will be answered to the best of our capability in the flow of the presentation.*

***Wishing us all a good meeting!***



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# BILAN PEDAGOGIQUE 2021-2022

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- ◆ 690 élèves sur 2 sites
- ◆ Un nouveau site à Vulkan pour les 3<sup>e</sup> et secondes
- ◆ Une gestion du COVID et un accueil en présentiel pour les lycéens malgré un début d'année en niveau jaune
- ◆ Un enseignement hybride au premier trimestre au secondaire permettant aux élèves en quarantaine de suivre les cours via Teams
- ◆ Un retour à la normal à partir de janvier avec la relance des projets
- ◆ Formation des enseignants : PFC et Visites EMCP2
- ◆ Visite du directeur adjoint de l'AEFE
- ◆ Mise en place des PAPI pour la sécurité aux abords de l'école
- ◆ Succès du 17 mai
- ◆ Fête et album des 60 ans du LFO

# EN MATERNELLE

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Cycle 1 (PS ; MS ; GS) :

- ◆ Projet danse.
- ◆ Projet théâtre.
- ◆ Cycle ski de fond pour les GS.
- ◆ Correspondances scolaires avec des classes à travers le monde.
- ◆ "Silence on lit" : 15 minutes de lecture silencieuse par jour ou par semaine.
- ◆ Accès au programme de spectacles offerts aux barnebage d'Oslo.
- ◆ Spectacles DKS.
- ◆ Travail sur l'école inclusive et le droit à la parole pour les élèves.
- ◆ Carnaval.

# EN ELEMENTAIRE

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Cycle 2 (CP ; CE1 ; CE2) :

- ◆ Projet danse avec intervenant : représentations pour les parents en décembre.
- ◆ Cycle ski de fond (CP et CE1).
- ◆ Ski alpin organisé par les parents d'élèves.
- ◆ Correspondances scolaires avec des classes à travers le monde.
- ◆ Participation au défi "Ma petite planète" (labellisation E3D).
- ◆ Projet cuisine / alimentation avec intervenant.
- ◆ Lecture offerte : les CE1 vont lire en maternelle.
- ◆ "Silence on lit" : 15 minutes de lecture silencieuse par jour ou par semaine.
- ◆ Carnaval.
- ◆ Spectacles DKS.

# EN ELEMENTAIRE

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Cycle 3 (CM1 ; CM2) :

- ◆ Chorale Jazz de cycle 3 avec les 6<sup>èmes</sup> et le professeur de musique.
- ◆ Invitation de chercheurs en CM2 (vulcanologue, astrophysicien...).
- ◆ Projet théâtre.
- ◆ Projet cuisine / alimentation avec intervenant.
- ◆ Ski alpin organisé par les parents d'élèves.
- ◆ "Silence on lit" : 15 minutes de lecture silencieuse par jour ou par semaine.
- ◆ Carnaval.
- ◆ Spectacles DKS.

# AU SECONDAIRE projets

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- ◆ Des ateliers pour tous les goûts (photo, cinéma, escalade, cambridge B2 et C1, chorale )
- ◆ Mise en place des éco-délégués et du comité de pilotage
- ◆ Semaine des lycées français du Monde sur le thème du Développement durable
- ◆ Semaine du goût
- ◆ Les 2 semaines de l'orientation
- ◆ Projet d'éducation à la sexualité de la 6<sup>e</sup> à la terminale
- ◆ Femmes et sciences
- ◆ Débats médias et réseaux sociaux
- ◆ Projet mathématiques et musique en seconde
- ◆ Course solidaire carbone Zero, Tinstafetten
- ◆ Reprise du cartable culturel: concerts, Sorties au musée maritime, musées Munch, national theater, jazz, hip hop, peinture et chimie
- ◆ Sortie nuit dans la nature 5<sup>e</sup>

# Concours

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- ◆ Une lycéenne finaliste du concours de plaidoirie AEFÉ
- ◆ Elève en finale du concours Abel
- ◆ Concours castor informatique
- ◆ Concours ma petite planète
- ◆ Collégienne primée au concours de nouvelles en langue anglaise organisé par le lycée français international de Hong Kong
- ◆ 5 élèves de première et terminale ont participé à EUROMAID
- ◆ 6 élèves de seconde sélectionnés aux Jeux internationaux de la jeunesse à Bruxelles
- ◆ Finalistes ILC / 1er prix en espagnol, 2e en Allemand, 4e en anglais /10000 candidats en Norvège
- ◆ 3 lycéens présentés au concours général, olympiades
- ◆ Certifications Cambridge et DELE

# ACTUALITES ET PERSPECTIVES 2022-2023

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- ◆ Des effectifs records 715 élèves attendus
- ◆ Ouverture d'une 2<sup>e</sup> première
- ◆ De nouvelles équipes
- ◆ Un nouveau projet d'établissement à construire
- ◆ Poursuite des travaux des toits
- ◆ De belles propositions post bac pour nos terminales sortants : Prépa Henri 4, Louis Legrand, UCLA, Mc Gill, ...



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# Review of the 2021 Financial statements



The financial statements for 2021 are presented by the LFO's Chief of Finance and HR, Anne-Céline Chevalier

## Financial statement for 2021

ASSOCIATION DU LYCEE FRANCAIS RENE  
CASSIN D'OSLO

Org.nr. 976 837 622

Content  
Revenue statement  
Balance sheet  
Notes

Utarbeidet av Azets Insight AS



# APPROVAL OF THE FINANCIAL STATEMENTS

VOTE OF ALFO MEMBERS TO APPROVE  
FINANCIAL STATEMENTS



## Financial statement for 2021

ASSOCIATION DU LYCEE FRANCAIS RENE  
CASSIN D'OSLO

Org.nr. 976 837 622

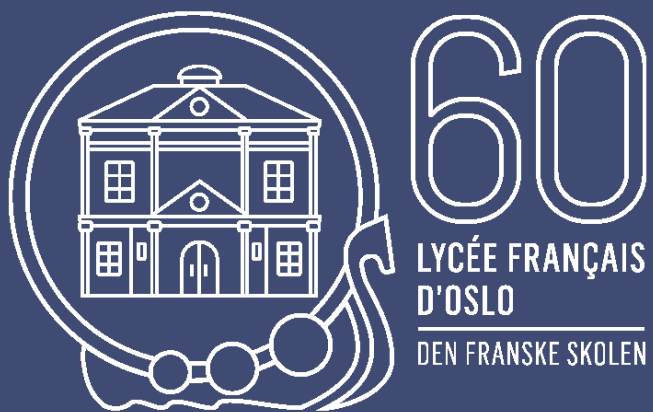
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**BOARD OF DIRECTORS  
ANNUAL REPORT  
FOR 2021**

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**ASSOCIATION DU LYCÉE FRANÇAIS  
RENÉ CASSIN D'OSLO**



# Commentaires associés à la présentation (1/2)

Point à l'ordre du jour	Pages	Compte rendu
Who we are and what we do		<p>En 2 mots sur notre école,</p> <ul style="list-style-type: none"><li>• Nous sommes portés par des valeurs fortes de respect, de tolérance, de créativité, de laïcité et de diversité.</li><li>• Nous venons de célébrer nos 60 ans, un grand bravo encore aux professeurs, aux élèves et aux parents qui ont pris part à l'événement.</li><li>• Nous sommes originaux mais nous ne sommes pas seuls. Nous appartenons à un réseau de près de 500 établissements de part le monde.</li><li>• Nous sommes aussi fortement ancrés localement: nous collaborons avec de nombreuses d'écoles à Oslo, nous participons aux programmes et initiatives de la commune d'Oslo.</li></ul>
The board of the LFO		<ul style="list-style-type: none"><li>• Le Conseil de gestion, ou Conseil d'administration de l'école, rassemble 8 parents élus ainsi que la direction de l'établissement, la représentation de l'ambassade et les représentants des personnels, soit 16 membres au complet, ainsi que des suppléants.</li><li>• Nous nous sommes réunis une fois par mois sur l'année scolaire 2021-2022, rythmés par les échéances courantes (le processus budgétaire notamment et la préparation de la rentrée) mais aussi par les enjeux de l'établissement.</li><li>• Nous organisons notre travail en commissions.</li></ul>
Work centered around reinforcement and development		<p>Les enjeux sont de 2 ordres:</p> <ul style="list-style-type: none"><li>• Des enjeux de développement, que représentent nos situations immobilière et financière fragile. Les commissions ont travaillé d'arrache pied cette année afin d'apporter des solutions à ces difficultés. En deux mots.</li><li>• Des enjeux de renforcement de notre école aussi. Nous avons des vulnérabilités sur le plan RH, sur le fonctionnement des services administratifs, et du potentiel d'amélioration en termes de gouvernance financière et de promotion.</li></ul>
Nationalities and districts		<ul style="list-style-type: none"><li>• Nous sommes une école résolument pluriculturelle, riche de diversité à de nombreux égards.</li><li>• Nos élèves viennent de partout à Oslo, même en dehors.</li><li>• Plus d'un élève sur 2 est de nationalité norvégienne, signe fort de notre ancrage local au travers de nos 60 ans d'implantation. L'école française fidélise: Les anciens élèves y envoient leurs enfants, et les élèves restent plus longtemps, signe de l'attractivité continue de l'école. Bravo aux personnels d'orchestrer cela.</li></ul>

# Commentaires associés à la présentation (2/2)

Point à l'ordre du jour	Pages	Compte rendu
Sources of income		<ul style="list-style-type: none"><li>Nos principales sources de financement sont les frais d'écolage et l'état norvégien, à niveau égal, à hauteur de 30-35MNOK, puis vient l'AEFE et la Commune d'Oslo</li><li>Notre rapport annuel met pour la première fois en lumière la contribution forte de l'AEFE par le subventionnement de 20 personnels enseignants et 2 personnels encadrants, de même que la mise à disposition de subventions d'ordre pédagogique et techniques. Sur les 26MNOK recus, le LFO contribue en retour aux frais de l'AEFE a hauteur de 14MNOK.</li></ul>
Use of resources		<p>Sans rentrer dans les détails, 2 commentaires:</p> <ul style="list-style-type: none"><li>l'accroissement des frais de personnels que vous observez résultent principalement de l'intégration des frais des personnels AEFE dans nos comptes, contrepartie de la meilleure exposition de l'AEFE, mais aussi d'une hausse des effectifs et ajustement des salaires à la hausse comme résultat des accords collectifs.</li><li>l'accroissement des frais immobiliers est lié à la location du bâtiment de Vulkan, avec un prix au m2 bien supérieur par ailleurs à ce que nous payons à Skovveien (fortement subventionné)</li></ul>
Location and buildings		<ul style="list-style-type: none"><li>Comme nous l'évoquons nous travaillons d'arrache pied à la recherche d'une solution immobilière pérenne, et d'un modèle financier à même de la soutenir. C'est un réel enjeu, une difficulté réelle (et non plus un risque puisque l'on est certain qu'il adviendra).</li><li>Mais nous savons aussi que l'école française est très appréciée et nous sommes confiants que nous trouverons avec nos partenaires norvégiens (au national, au local) et français une bonne solution.</li></ul>
Financial risks		<p>Au delà de la gestion de nos enjeux financier et immobilier, nous avons accru notre pratique de gestion des risques. Nous sommes particulièrement attentifs à 4 points:</p> <ul style="list-style-type: none"><li>Trouver la taille idéale pour notre école,</li><li>Assurer une gestion efficace de notre organisation,</li><li>Assurer des frais d'écolage qui nous permettent d'accueillir les publics sans distinction de revenus</li><li>Nous intégrer au mieux dans la société norvégienne</li></ul>
Our people		<ul style="list-style-type: none"><li>Notre école tourne grâce au dévouement et à la compétence de notre personnel. L'occasion de tous vous remercier pour votre engagement au quotidien au service de la communauté du LFO.</li><li>Les années Covid ne sont pas loin derrière nous. Vous avez été sur le pont. Pour les élèves. Pour nous tous. Merci.</li></ul>



## WHO WE ARE & WHAT WE DO

The Lycée Français René Cassin d'Oslo – or the French School in Oslo - is an international school welcoming all students aged 3 to 18, whether they speak French or not.

Founded in 1961, the school is accredited by both the French and Norwegian governments, enabling students to continue their education in Norway, France or worldwide.

The French School in Oslo is part of an international network of 492 schools in 140 countries, operating under a convention with the

AEFE (Agence pour l'enseignement français à l'étranger - directorate for French schools abroad).

The school is recognized in Norway under chapter 2-12 of the Education law (Opplæringsloven § 2-12).

The school provides teaching in accordance with the French educational system but has adapted its curriculum to the local context, to include English and Norwegian language courses, and courses on Norwegian culture and history.



*The school's historic buildings on Skovveien in the Frogner neighborhood of central Oslo, have housed a kindergarten, a primary, middle and high school for the last 40 years.*

**As of August 2021**, all high school (lycée) students as well as those from the final year of middle school (3ème) attend classes at the Vulkan 11 campus, apart from specialized science classes, for which they return to Skovveien weekly to make use of the laboratories.

Building on its values of diversity, tolerance, creativity, respect and secularism, the school strives to inspire each student to seek and meet academic and personal challenges.



DIVERSITY



CREATIVITY



TOLERANCE



RESPECT



SECULARISM



# WHO WE ARE & WHAT WE DO

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## THE BOARD OF THE LFO

The legal entity of the school is a Norwegian association whose members are the legal representatives of all its pupils, and staff working at 50% or more.

The Board of the ALFO (Association du Lycée Français René Cassin d'Oslo) is responsible for the school's financial stability, compliance to the Norwegian legal framework, and strategic direction. It is also bound by the convention signed with the AEFÉ describing the delegation of its public service mission to provide French education abroad. There is an insurance to cover the board and rector responsibility to the entity and third parties and in the case of insurance coverage.

The Board is composed of 8 elected parent representatives, with voting rights, as well as 4 staff representatives, 4 members of the school's direction and 2 representatives from the French diplomatic mission, all with consultative roles.

Parent board members are elected for terms of 2 years at the ALFO members' annual General Assembly.

A Bureau, composed of the Board's president, vice-presidents and treasurer, meets periodically with the school's management (Rector, Finance-HR director and Executive director).

During 2021, the Board met 10 times in total to deal both with topics related to its responsibilities as well as to support the school in its management of the COVID crisis. An additional online vote was held in December 2021 in order to address Board composition. Throughout 2021, meetings were mostly held online as a response to COVID constraints.

The Board creates and manages specialized commissions that work on specific issues in support of the LFO strategy and long-term sustainability.

During 2021, these commissions have focused on the revision of the ALFO statutes, on development projects related to the school's funding model and to its real estate situation, on communication, on providing specific support to administrative functions, on further developing financial control mechanisms, and on HR-related issues.

Beyond the work of the commissions, the Board has also worked on issues of Data Protection and respect for GDPR legislation, as well as on the critical question of compliance to Article 9A of the Norwegian education law (Opplæringsloven) which deals with student well-being and "mobbing".

The school's Board of Directors has articulated a strategy for the Lycée Français d'Oslo around **four main goals**:



**STRIVE** for academic excellence and an inclusive learning environment

**STRENGTHEN** our open, multi-cultural community



**RETAIN AND ATTRACT** highly qualified and motivated staff

**SECURE** a sound financial basis for the development of the school



**The school is represented by Abelia, an employer organization from the NHO family specializing on the education sector, which also leads Norway's network of international and private schools.**

The school is constantly working to develop stronger internal control mechanisms with regards to various administrative functions, also developing key strategic partnerships with specialized actors to improve the school's capacity and compliance.

In 2021, the school started working with Azets on payroll and accounting.

After final reporting on 2020 was completed, the LFO also changed its financial auditor to BDO who has taken over from 2021.

The partnership started in 2020 with Medica, an occupational health service (bedriftshelsetjeneste) was furthered in 2021 through access to counselling services, support to Working environment committee processes and administration of a staff welfare survey.

# Work centered around reinforcement and development

Working groups	In short
<b><i>DEVELOPMENT STREAMS</i></b>	
1. Real Estate	<ul style="list-style-type: none"> <li>• Real estate solutions under examination, together with external advisors</li> <li>• Dialogue ongoing with Oslobygg regarding renovation</li> </ul>
2. Financing model	<ul style="list-style-type: none"> <li>• Dialogue ongoing with Ministry of Education, Ministry of Foreign Affairs as well as Members of Parliament</li> <li>• Strong support from French Embassy</li> </ul>
3. Financial tools	<ul style="list-style-type: none"> <li>• Supporting group ensuring connexion between work related to real estate solution and financing model, since both go hand in hand</li> </ul>
<b><i>REINFORCEMENT STREAMS</i></b>	
4. HR	<ul style="list-style-type: none"> <li>• Ongoing process to update pension system, from defined benefit to defined contribution</li> </ul>
5. Admin. support	<ul style="list-style-type: none"> <li>• Internal evaluation of the functioning of our supporting functions conducted by earlier executive director.</li> <li>• First measures implemented, awaiting now new leadership for further evaluation and follow-up</li> </ul>
6. Financial gov.	<ul style="list-style-type: none"> <li>• Increased frequency of financial checkpoints between school admin and treasurer, and stronger involvement of BDO, our experienced auditors</li> </ul>
7. Comm. / Promotion	<ul style="list-style-type: none"> <li>• First steps towards establishment of Alumni group, preparation of 60 yrs celebration and lessons learned on way forward regarding smooth events planning</li> </ul>

## NATIONALITIES



NORWEGIAN NATIONALS

365



DUAL NATIONALS:  
NORWEGIAN FRENCH

193



FRENCH NATIONALS

430



NATIONALS FROM  
OTHER COUNTRIES

256

TOTAL NUMBER OF  
NATIONALITIES

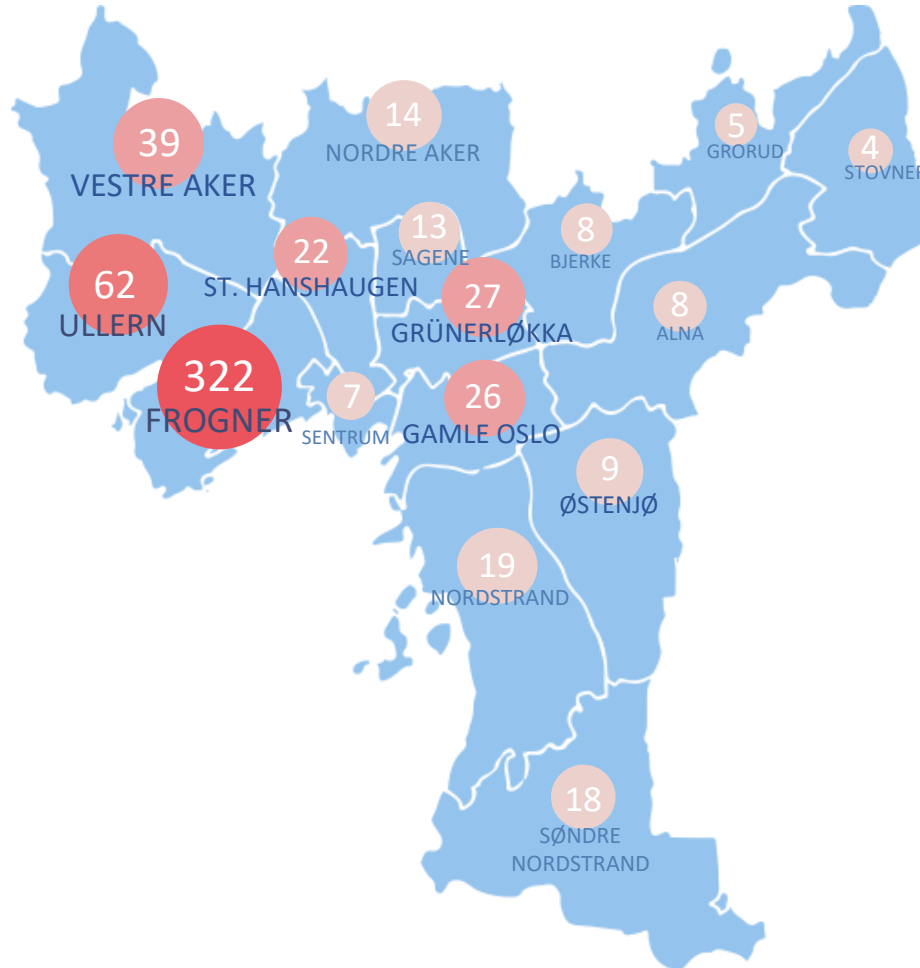
55



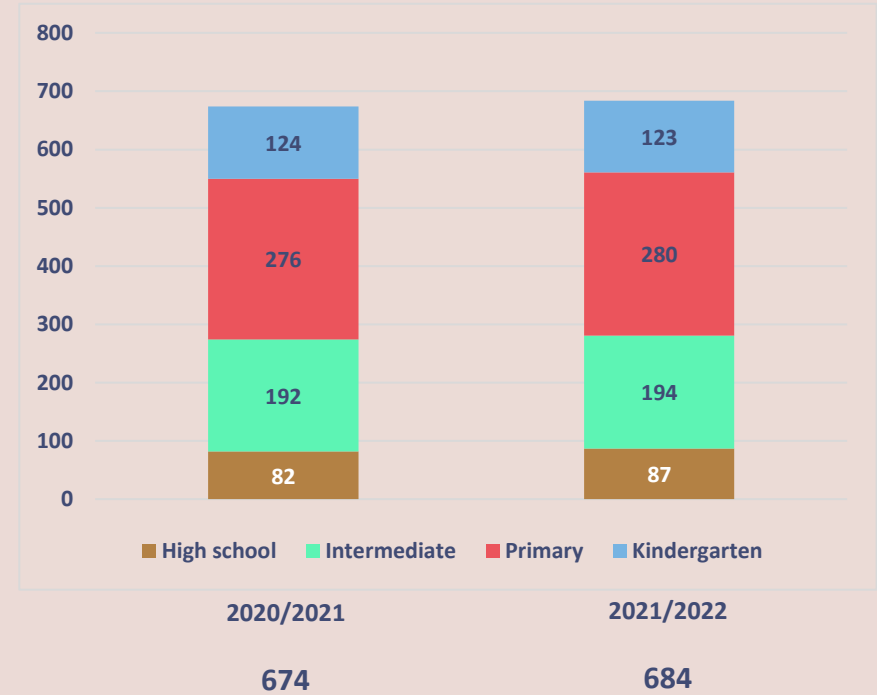
81

Pupils coming from other  
cities than Oslo

## DISTRICTS



## NUMBER OF PUPILS



● KINDERGARTEN

● PRIMARY

● INTERMEDIATE

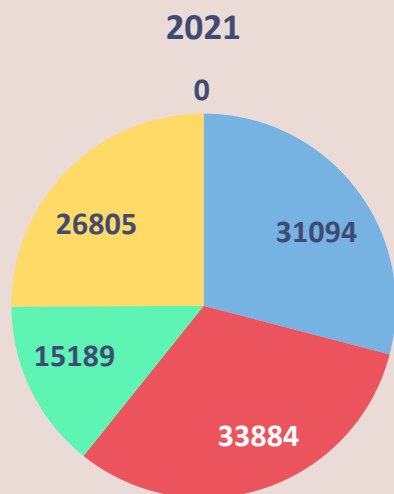
● HIGH SCHOOL

Slight increase of 10 pupils in 2021-2022 from the previous school year. An additional class was opened at the primary level to accommodate for the school's regular growth. This was made possible by the opening of the Vulkan site for the older students.

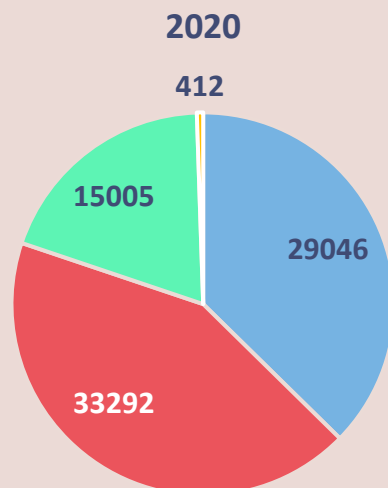
Since 2017 the student population has grown by 27%, with the greatest growth at the "high school" level – where the student population has increased by 36%, the sign of a greater retention of students than previously at this grade level.

## COMMENTS RELATED TO THE FINANCIAL STATEMENT

### SOURCES OF INCOME (in 1000 NOK)



- School fees
- Norwegian state
- Oslo Municipality - Frogner
- AEFÉ



- School fees
- Norwegian state
- Oslo Municipality - Frogner
- AEFÉ

Grants represents 75% of our income and the scolarity fees 25%.

The grant from the Norwegian Ministry of education is stable as it is not a grant per pupil, only yearly adjusted for inflation. However, the amount was not inflation regulated in 2021, and the same grant amount was granted as for 2020, 32,6 MNOK. However, in 2021, the LFO received 1,3 MNOK additional grants related to COVID-19, from the Norwegian state.

The grant from the commune of Oslo is quite stable, with a slight increase of 1%.

The amount collected in school fees increased with 7% in 2021 as compared to 2020.

This is partly due to an annual increase of 5% in school fees, but the highest effect came from the increased number of students, especially in high school.

The school fees for the Kindergarten are regulated by Norwegian authorities and are not set by the LFO.



Grants from AEFÉ are accrued significantly due to a change of the booking in the accounting.

Grants in the form of paid teachers salaries are booked as both grants and payroll costs. Cost for the AEFÉ are also booked, so the net grant is 14,6 MNOK.

AEFE is partly funding the staff cost for 20 teachers and full funding of 3 expats (including the headmaster and the headmaster for the kindergarten and elementary school).

The amount of this refund represents around 13 M NOK yearly.

The AEFÉ also contributed with an additional grant related to IT development of 0,8 M NOK in 2021, to buy computers to the pupils.

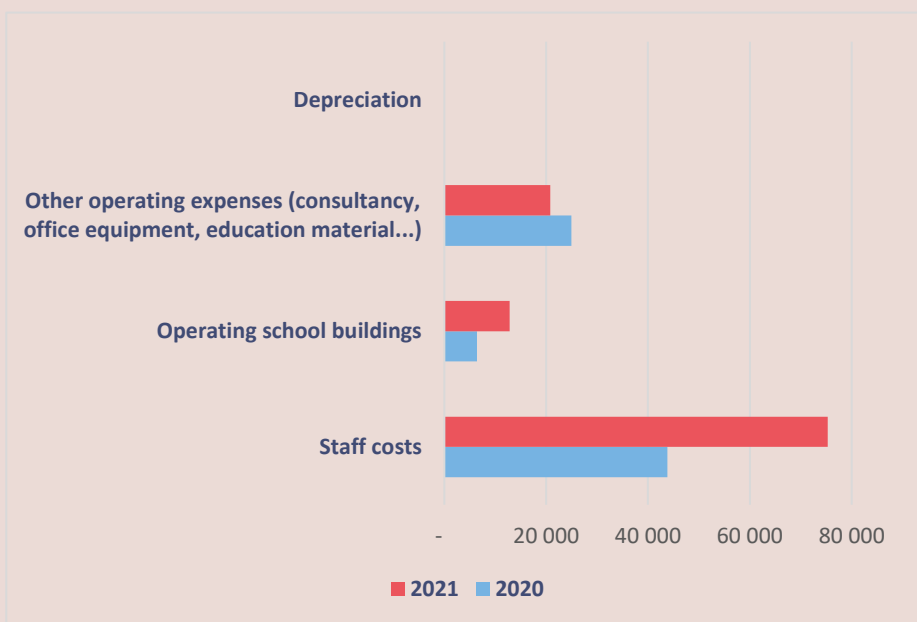
AEFE also provides support for French families as well as lifelong learning for the staff, which are also booked as costs.

Net result was -1,8 M NOK in 2021, as compared to last year, 1,9 MNOK.

Our financing model and investment in staff and buildings explain that result .

## COMMENTS RELATED TO THE FINANCIAL STATEMENT

### USE OF RESSOURCES (in 1000 NOK)



Significant differences in amounts between 2020 and 2021 are partly explained by adjustments in internal accounting practices. In 2020, the real cost of premises is reduced by 3,4 MNOK and the other costs increased by the same amount.

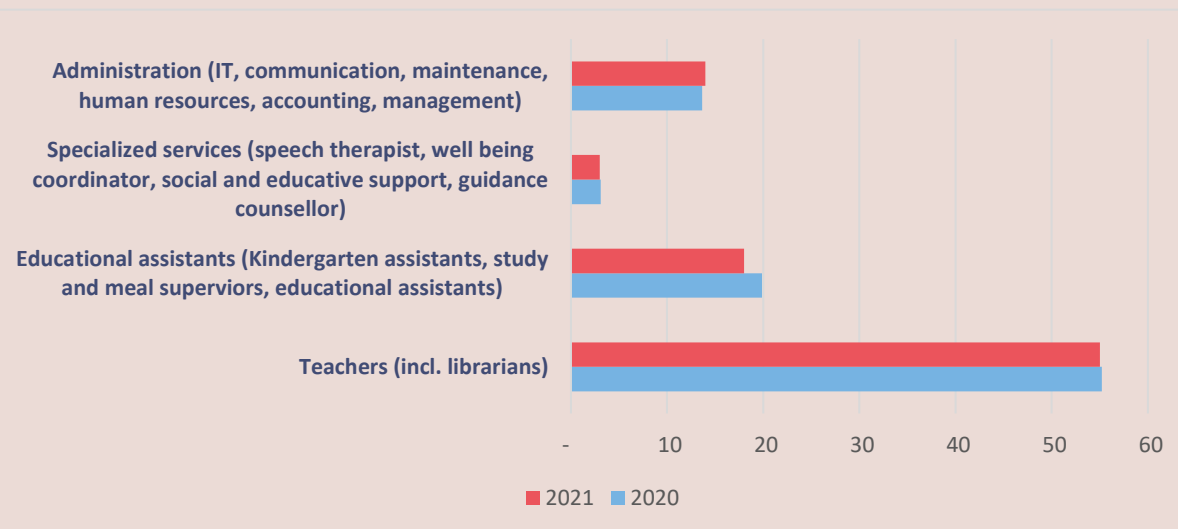
## PERSONNEL COST – STRUCTURE OF STAFF

The high increase of the personal costs in 2021 is mainly primarily linked to the accounting of the gross salary grant received by AEFE (+25,5 MNOK), and secondarily to the increase of salaries +5,9 MNOK (number of employees and level of salaries).

Personnel costs for are the largest budget post and these have increased regularly over recent years (opening of new classes to meet higher enrollment rates, hiring of executive director, creation a well-being team with a nurse, a speech therapist, a coordinator on pupil wellbeing, a guidance counsellor).

In 2021, the increase of the local salaries, exceeding budget prognosis, is the result of :

- Opening of 2 additional classes in primary school and in high school (one in 2020 and one in 2021) and one in high school (in 2020) to meet increased enrollment of students.
- A new program for the “baccalauréat”
- Additional staff to cope with Covid (administrative and supervisory support)
- Additional staff after the rental of new buildings in Vulkan : logistic, IT and supervisory support and the creation of a compensation for teachers for the travels between the 2 sites.
- Salary increase following negotiations after 2 years of relative stagnation
- Impact from the pension scheme (“ytelsespensjon”)



# FUTURE CHALLENGES AND OPPORTUNITIES

## LOCATION & BUILDING

The French school is currently operating out of two sites in the center of Oslo.

The kindergarden, primary and most of the middle school are housed on Skovveien, in two buildings dating back to the end of the 19th century. The Municipality of Oslo, which owns them, has planned a significant renovation project over the coming years to better adapt the school buildings to current standards and this will require the temporary relocation of the school for a 2-year period in 2025-2026.

At the same time, the school's current capacity has long been exceeded and the kindergarden is hosted in a temporary container building solution. The permit for use of these temporary kindergarden building has now been extended by Oslo municipality until November 2025.

Until the end of the 2020-2021 school year, classrooms were also rented at the Institut Français d'Oslo to house the Lycée students.

The high school students and those from the final year of middle school moved to a new campus in a modern building at Vulkan in August 2021, where they will be for the next 4 years. They travel weekly to Skovveien to attend science and technology classes in the school's specialized labs there.

While this is only a temporary solution, it has significantly improved the situation in terms of space available.

With the Board's strong support, the administration is actively seeking permanent solutions as well as possible temporary relocation solutions in order to address the need for additional space.



## EURO CAMPUS

As part of its strategic objective to “strengthen its open, multi-cultural community”, the French School has long been involved in discussions and planning with the Municipality of Oslo in support of the establishment of a Euro Campus which would see the high school students of several international educational institutions from Oslo coming to learn together on a multi-cultural campus.

A sharing of resources between various educational institutions could allow for better educational services, greater diversity and opportunities for the students.

However, since last year's report, the Euro Campus project has not progressed, and as it is unsure if and when it will be completed, it makes it very difficult to plan around.

Real estate solutions must be sought to address the school's immediate and long-term housing needs.



# FINANCIAL RISK

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## OVERALL VIEW ON OBJECTIVES AND STRATEGY

The Association and its Board are committed to trying to meet the strategic objectives described above, and particularly the fourth objective of securing a sound financial basis for development of the school.

This entails exposure to various types of risk, and the Board conducts risk management in a systematic manner at both the school and association level.

The association is exposed to financial risk in different areas, especially the risk linked to the relative fragility of the support it receives from the Norwegian state which funds the school through a specific budget post, dependent on political goodwill and commitment to the school.

Over the last 2 years, this subsidy has not been index-regulated - in the current inflationary context, this has had a significant impact on the annual result, further highlighting the risks linked to the Norwegian state's financial support.

LFO is in close dialogue with the Ministry of Education to hopefully address this item of concern in the very short term.

Another risk is the current pension scheme for employees which is defined as benefit based. This type of pension scheme involves a high level of unpredictability with regards to the yearly costs for the school.

**Main areas of attention include:**

- **Optimise the composition, number and internal flow of student cohorts**
- **Ensure managerial, administrative and operational cost effectiveness**
- **Ensure school fees that cover raising costs yet keep the French school accessible for students of all backgrounds**
- **Attend to the need for a clear understanding of the Norwegian institutional context and adequate integration in Norwegian society.**

The school's largest contributor since 2017 is the Norwegian State (through the Norwegian Ministry of Education), and the school is highly dependent on this contribution. As mentioned earlier, the support of the Norwegian state is not adapted to the current needs of a vibrant, attractive school, nor to the increased real estate costs and general inflation.

It is therefore the foremost strategic priority to secure an increasingly predictable and dependable contribution from the Norwegian state.





## OUR PEOPLE



By December 2021, the French school in Oslo had the legal responsibility of 94 permanent and temporary employees (of which 8 hold several positions).

- **13 administration staff** : *IT, communication, HR & payroll, accounting, managers, concierge*
- **39 Educational assistants** : kindergarden assistant, study and meal supervisors, well being team, speech therapist, school life counselor, dean of students
- **42 teachers (incl. librarians)**

The number of temporary manpower called on the spot to substitute staff (tilkallingvikar) has also increased significantly to cope with the Covid Pandemic (an average of 20 to 25 extra manpower each month).

### In addition, AEFÉ sent :

- The headmaster and the headmaster for the kindergarden and elementary school
- 21 teachers

## SICK LEAVES

The pandemic has increased the number of sick leaves (both sick leave justified by doctors/sykemelding and unjustified sick leave /egenmelding), the school remaining open in the pandemic crisis.

### 80 employees have made use of sick leave

- 47 employees with a justified sick leave for a total amount of 1746,5 days. 14% of them were on a long sick leave with 140 to 250 days of absence
- 68 employees with a non justified sick leave for a total amount of 392 days. This includes also absences that were covid related (as for quarantine)
- Resident sent by AEFÉ (and not under the responsibility of LFO) : 81 days of sick leave.

## TRAINING

Staff training is mainly carried out in cooperation with AEFÉ and is linked to the specificity of the French programs and education system. During the entire COVID period, most trainings were suspended – and the one that took place were shorter and online.

Learning and development objectives are linked to institution-wide organizational objectives.

The working environment at the Lycée Français d'Oslo is generally good, and the school's Board and administration are striving to continually improve it.

However, the pandemic in 2021 severely impacted the work environment:

In autumn 2021, an online staff well-being survey was conducted by the school's occupational health service partner Medica (bedriftshelsetjeneste).

88 staff members participated.

Results and analysis obtained at year's end flagged issues of concern around conflict and harassment between colleagues.

These and other concerns will be addressed in an action plan developed during 2022 that will also help strengthen the risk assessment work undertaken in 2020.



# Agenda

1. Introduction: Agenda, choice of meeting secretary and co-signatory of minutes
2. LFO year presentation (by LFO headmaster)
3. Review and approval of the 2021 financial statements
4. Annual report
- 5. Elections of parent representatives at the ALFO Board**
6. Closing

# Election of Parent Representatives

Sitting member	Nationality	Substitute	Mandate duration	Status	Need per june 2022
Florence Michel	French	Clémentine Cossé	1 yr	Mandate coming to an end, does not apply for renewal	1 ticket (sitting member + substitute) available for 2 yrs mandate, French nationality
Marc Jumbert	French	Anne-Laure Jeanvoine	2 yrs	Ongoing mandate. Substitute leaving.	1 substitute position available
Jérôme Nerrant	French	Coralie Denisey	1 yr	Mandate coming to an end, current members apply for renewal	1 ticket (sitting member + substitute) available for 2 yrs mandate, French nationality
Stéphane Roelly	French	Gautier Rousseau	1 yr	Mandate coming to an end, current members apply for renewal	1 ticket (sitting member + substitute) available for 2 yrs mandate, French nationality
Harald Ulvestad	Norwegian	Ingrid Storkaas	2 yrs	Leaving during mandate	1 ticket (sitting member + substitute) available for 1 to 2 yrs mandate, Norwegian nationality
Hanne Andre-Danielsen	Norwegian	Nikolai Moi	2 yrs	Leaving during mandate	1 ticket (sitting member + substitute) available for 1 to 2 yrs mandate, Norwegian nationality
Annabelle Lefébure-Henriksen	Norwegian	Cecilie Koppang	1 yr	Mandate coming to an end, current members apply for renewal	1 ticket (sitting member + substitute) available for 2 yrs mandate, Norwegian nationality
Adam Sypula	Third nationality	Alex Gheorghe	1 yr	Mandate coming to an end, current sitting member applying for seat with Norwegian nationality	1 ticket (sitting member + substitute) available for 2 yrs mandate, third nationality

**Vote in session today is limited to voting for tickets « Sitting member + substitutes » or to voting for sitting members.** Substitutes are not « voted for » alone, yet candidates not being elected as sitting members may be assessed for substitute roles

# Election of Parent Representatives

Submitted to vote in General Assembly
• 1 ticket (sitting member + substitute) available for 2 yrs mandate, <b>French nationality</b>
• 1 ticket (sitting member + substitute) available for 2 yrs mandate, <b>French nationality</b>
• 1 ticket (sitting member + substitute) available for 2 yrs mandate, <b>French nationality</b>
• 1 ticket (sitting member + substitute) available for 1 to 2 yrs mandate, Norwegian nationality
• 1 ticket (sitting member + substitute) available for 1 to 2 yrs mandate, Norwegian nationality
• 1 ticket (sitting member + substitute) available for 2 yrs mandate, Norwegian nationality
• 1 ticket (sitting member + substitute) available for 2 yrs mandate, third nationality

For a position as French nationality representative (3 tickets available):

- Stéphane Roelly (sitting) and Gautier Rousseau (substitute)
  - Jerome Nerrant (sitting) and Coralie Denisey (substitute)
  - David Grabowski (sitting), Alexandra Cournot (substitute)
  - Mélanie Devergez – has reconsidered and wishes to apply as substitute
- 3 candidates for 3 sitting positions. 1 applicant as substitute.

For a position as Norwegian nationality representative (3 tickets available):

- Annabelle Lefébure (sitting) and Cecilie Koppang (substitute)
  - Karen-Sofie Stenzel (sitting) and Lene Fredly Rousseau (substitute)
  - Adam Sypula (sitting), substitute tbd
- 3 candidates for 3 sitting positions.

For a position as Third nationality representative (1 tickets available):

- Margarida Caeiro (sitting), substitute tbd
- 1 candidate for 1 sitting position.

# Election results

Sitting member	Nationality	Substitute	Mandate duration
Stephane Roelly	French	Gautier Rousseau	2 yrs
Jerome Nerrant	French	Coralie Denisey	2 yrs
David Grabowski	French	Alexandra Cournot	2 yrs

Karen-Sofie Stenzel	Norwegian	Lene Fredly Rousseau	1 yr
Annabelle Lefébure-Henriksen	Norwegian	Cecilie Koppang	1 to 2 yrs
Adam Sypula	Norwegian	Mélanie Devergez*	2 yrs

Margarida Caeiro	Third nationality		2 yrs
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\* Confirmée au sortir de l'assemblée générale, par cooptation du titulaire

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# LYCÉE FRANÇAIS D'OSLO

*/den Franske skolen*

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WELL-BEING FOR THE CHILDREN  
AND EMPLOYEES



A SOLID FRENCH EDUCATION  
FROM MATERNELLE TIL BACCALAURÉAT



PART OF THE  
AEFE NETWORK



AN INTERNATIONAL AND  
MULTI-CULTURAL ENVIRONNEMENT



INTEGRATION OF NORWEGIAN  
CULTURAL VALUES



A GATEWAY TO QUALITY POST-SECONDARY  
INSTITUTIONS WORLDWIDE

