

# **APEEE Financial position**

EGM 2025-12-09

# **Apee Financial Structure**

Financial situation today

Ongoing efforts

Summary

# Key organizing principles

- AISBL = Non-profit & Role of the board
- Services = organization a statutory purpose
- Restricted Clientel
  - 1<sup>st</sup> the members and their families
  - 2<sup>nd</sup> the wider school community
- Members = Customers & Owners
- Key services subscription based

# Service structure

AP

After  
school  
activities

TR

School  
transport

CA

Canteen  
Woluwe

Canteen  
Evere  
[external]

AF

General  
affairs

SF

Social  
Fund

SH - Supporting shared services

# People involved

AP

4  
+  
100

TR

6  
+  
110

CA-Wol

11  
+  
45

AF+SF

1

SH 4

# Money involved

AP	TR	CA	
1.3Me	Income 7.2Me	3.1Me	
-1.1Me	Costs -6.4Me	-2.8Me	
SH -1.3Me			

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# Sources of challenges

- 1) Internal: procedures and tools
  - staff motivation
  - financial risk
  
- 2) External: move to Evere
  - cost structure
  - operational risks

# External challenge

## **Pupil population *estimate***

		25-26	26-27
<b>Evere</b>	M	135	265
	P	691	1302
		<b>826</b>	<b>1567</b>
<b>Woluwe</b>	M	95	
	P	644	
	S	2253	2296
		<b>2992</b>	<b>2296</b>

# After school activities

## Mission

Develop and enrich the student life by

- wide range of activities
- safety
- quality
- affordability

## Challenges

- Facilities in Evere
- Cost structure:  
operations: 60%  
fixed: 40%

## Wol&Eve

Activities

Surveillance

Stages

# Canteen

## Mission

Support the school work by regular meals with

- quality ingredients
- catering for a range of tastes
- low waste
- nutritionally value

<b>Woluwe (internal)</b>	<b>Evere (outsourced)</b>
Pupils' Canteen	Pupils' Canteen
Teachers' Canteen	Teachers' Canteen
Cafeteria	
Internal Catering	Internal Catering

# Canteen

## **Woluwe Challenges**

- Infrastructure
  - Volume 26/27: -30%
  - Fixed costs 35%  
(margin cost low)
- cost pressure

## **Evere Challenges**

- Volume 26/27: +110%
- Operational challenge
- Effect on atmosphere

# School Transport

## Mission

Ensure safe, reliable and efficient school journey by ensuring

- Affordability
- Geographical span
- Safety
- Reasonable route length
- Punctuality

<b>Woluwe</b>	Mon	Tue	Wed	Thu	Fri
→ 8h00	45	45	45	45	45
13h00 →			35		1
15h30 →	35	35		35	35
16h20 →	23	23	23	23	23

<b>Evere</b>	Mon	Tue	Wed	Thu	Fri
→ 8h00	16	16	16	16	16
13h00 →			18		2
15h30 →	18	18		18	18
16h20 →					

# School Transport

## Challenge

- Routing: Longer average Distance Home-to-Evere  
→ longer routing or less efficient network
  - Cost of the expanding network
  - Afternoon Access  
from Evere to Woluwe
- Affordability

# Parent Representation

## Mission

Represent the parents in the school organs with

- Representability
- Effectiveness
- Continuity
- Transparency

## Challenge

- Non-paid role for main actors
- Low staff resourcing (mainly communication)
- Planning and documentation not apart with the counter parties
- Financed by membership fee

# SH – Supporting services

## Mission

Support the missions of the services through ensuring

- Supportive and effective working environment
- Fact based decision making
- Financial compliance
- Legal compliance
- Tools and Infra

## Challenges

- Varying processes across the services
- Undocumented processes
- Outdated IT infra
- Outdated IT tools
- Lack of automation and tools

## Support

Management

HR

Finance & Legal

Communication

Infra=IT

# Infrastructure

- Dependence on the RdB and the school on the infrastructure
  - Canteen
  - Office space
  - Bus Parking
  - Space for activities

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# Addressing the internal challenge

## **Challenge “Internal”**

- Process assessment (Salesforce)
- Cyber security
- Data process assessment
- IT infra assessment and renewal
- Financial Processes review
- Staffing

# Processes 1

## Assessment Completed

- Scope: the processes and the IT tools planned to be covered by Salesforce
- Who: External assessment by GCP
- Means: Process Mapping with staff
- Outcome: report and path forward

## Steps forward

- I. Service Mission and Priority definition
- II. Process definition and standardization
- III. Solution identification
- IV. Deployment

# Processes 2

- Cyber security assessment and action plan
- GDPR risk assessment by the new DPO, dataflow management
- IT hardware and management assessment and action plan
- Financial business processes

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# Top priorities

- Staff resourcing
- Canteen organization
- Upcoming IT Investments
- Cost pressure
- Liquidity

To end

Thank you for your attention,  
floor is yours..