



Annual General Meeting 2020  
Friskis&Svettis Brussels

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# 1. Opening



## 2. Establishment of the electoral register

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# 3. Appointment of two checkers/scrutinizers to review the minutes of the meeting along with the chairperson and to count the votes





## 4. Appointment of Chair and Secretary for the meeting





Ale = Chair  
Mark for Secretary

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5. Confirmation that the Annual  
General Meeting has been  
convened according to the Statutes

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# 6. Adoption of the Agenda





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# Agenda

1. Opening
  2. Establishment of the electoral register
  3. Appointment of 2 checkers/scrutinizers to review the minutes of the meeting along with the chairperson and to count the votes
  4. Appointment of the Chairperson and Secretary of the meeting
  5. Confirmation that the AGM has been convened according to the Statutes
  6. Adoption of the agenda
  7. Presentation of the report from the Chairperson of the Board
  8. Presentation of the Auditor's report
  9. Adoption of the balance sheet and profit & loss account
  10. Presentation of the budget 2020
  11. Adoption of the budget
  12. Establishment of the membership fee for 2020
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# Agenda

13. Proposals from the Board and motions duly submitted by the members
  14. Election of the new Board. The proposal of the Election Committee will be published 14 days before the AGM
  15. Appointment of one Auditor and one deputy Auditor for a period of one year
  16. Adoption of the Rules and Procedure for the Election Committee
  17. Appointment of an Election Committee
  18. Any other business
-



## 7. Presentation of:

Report from the Chairperson of the  
Board

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**REPORT**  
**2019 (some happy days)**  
**and 2020 (oh well...)**



спасибо  
danke 謝謝  
ngiyabonga  
teşekkür ederim  
dank je  
tapadh leat  
gracias  
mochchakkeram  
bedankt  
hvala  
mauruuru  
dziękuję  
thank you  
go raibh maith agat  
sagolun  
sukriya  
kop khun krap  
arigato  
takk  
dakujem  
merci  
obrigado  
terima kasih  
감사합니다  
ευχαριστώ  
merci



# Members 1

<b>2019</b>	<b>Members</b>	<b>2020</b>	<b>Members</b>	<b>Difference</b>	<b>%</b>
January	647	January	636	-11	-1.7%
February	651	February	593	-58	-8.9%
March	581	March	546	-35	-6.0%
April	571	April	540	-31	-5.4%
May	583	May	536	-47	-8.1%
June	581	June	525	-56	-9.6%
July	563	July	492	-71	-12.6%
August	646	August	531	-115	-17.8%
September	607	September	533	-74	-12.2%
October	604	October	390	-214	-35.4%
November	613	November	379	-234	-38.2%
<b>Average</b>	<b>604</b>	<b>Average</b>	<b>518</b>	<b>-86</b>	<b>-14.2%</b>

There are 70-80 volunteers on average included in these figures.

# Members 2

- Largest group: 10 months full membership: 39%
- Biggest increase: outdoor, 12% increase before 2nd lock-down
- Biggest drop: kids, -88%
- New category: trainees/unemployed: max. 21 members

Age	Female	Male
12-29	9,5	2,9
30-49	36,4	11,2
>50	28,4	11,6

Oldest female 75 year, oldest male 81 year

# Sessions, and more sessions



**INDOORS**



# Sessions, and even more sessions

## OUTDOORS



# Virtual La Bruxelloise 2020



**23**  
**participants**  
**from Friskis**

# What more happened?

- Christmas Mega Session
- January Kick-off
- Holiday James Bond party for members and volunteers
- Valentine's mega session ...



A person with dark hair, wearing a light blue jacket over a black and white striped shirt and blue jeans, is captured mid-air in a dynamic jump. They are positioned in front of a light-colored stone wall. The person's arms are outstretched, and their hair is blowing in the wind, suggesting movement and energy. The background is a plain, textured wall with a dark shadow cast to the right. The overall scene is bright and energetic.

**SCHEDULE -  
planning of the  
sessions**



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Our Team consists of 4 enthusiasts holding different positions and experiences within the organization to provide a schedule to the members every semester.

Strategy : reach the best schedule possible within all the constraints :

- Locations
- Instructor preferences
- Members feedback
- Diversity of classes

It's working fine for 85-90% while the rest relies on the sheer willfulness and helpfulness of the instructors.

Our strategy is also influenced by the Board members and focus :

2018 : Detailed guidelines : every instructor needs a back-up, max 2 sessions / instructor, etc.

2019 : Focus on Running.

2019 : Propose the most sessions possible to accomodate 1000 members.

2020 : If it's working don't fix it. Aim for cost reduction.

Long Term strategy : we also try to adapt and think about the future. Especially about new locations or times - we're toying now with the idea of proposing a location in St-Gilles.

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# Latest News :

Nov 2019 : Amélie accepted to join the Team to replace our beloved and so useful Senta (who left for LEFT).

Feb 2020 : Original and exceptional leader Marta left to focus on her training as instructor.

Anna is replacing her, bringing her experience, kindness and skills to our team.

She is member of F&S Sweden since 1989 and joined F&S Brussels in 2000.



A person with dark hair, wearing a light blue jacket over a black and white striped shirt and blue jeans, is captured in mid-air, jumping or falling in front of a large, light-colored stone wall. The person's arms are outstretched, and their hair is blowing in the wind. The background is a plain, textured wall made of large rectangular stones. The ground is paved with grey tiles.

# HIT - Halls and Infrastructure



# Pre-Corona:

- Reacting to requests from Schedule and Board to negotiate new/modified slots at existing venues
  - Looking for new venues, including for storage
  - Booking, getting permits, etc. for 2019 and 2020 outdoor classes
  - Providing new and existing In- and Outdoor instructors with garments and equipment
  - Providing In- and Outdoor hosts with garments
  - Supplying venues with training, first aid and other equipments
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# Post-Corona:

- Cancelling contracts for existing venues; negotiating reimbursements
- Collecting equipment from venues, inventorize, repair, in order to make sure we're ready to go when allowed to again!

It deserves to be said again; Nadine, in particular, has done a fantastic job in sorting out our contracts for halls and other venues, and limiting the financial effects of the restrictions.

Calle, Senta/Patty, Przemek, Caroline

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A person with dark hair, wearing a light blue jacket, a black and white striped t-shirt, blue jeans, and white sneakers, is captured mid-air in a dynamic jump. They are positioned in front of a large, light-colored stone wall. The person's arms are outstretched, and their hair is blowing in the wind. The ground is paved with grey tiles. The overall scene is bright and energetic.

# HOT - Hosts

# Post-Corona:

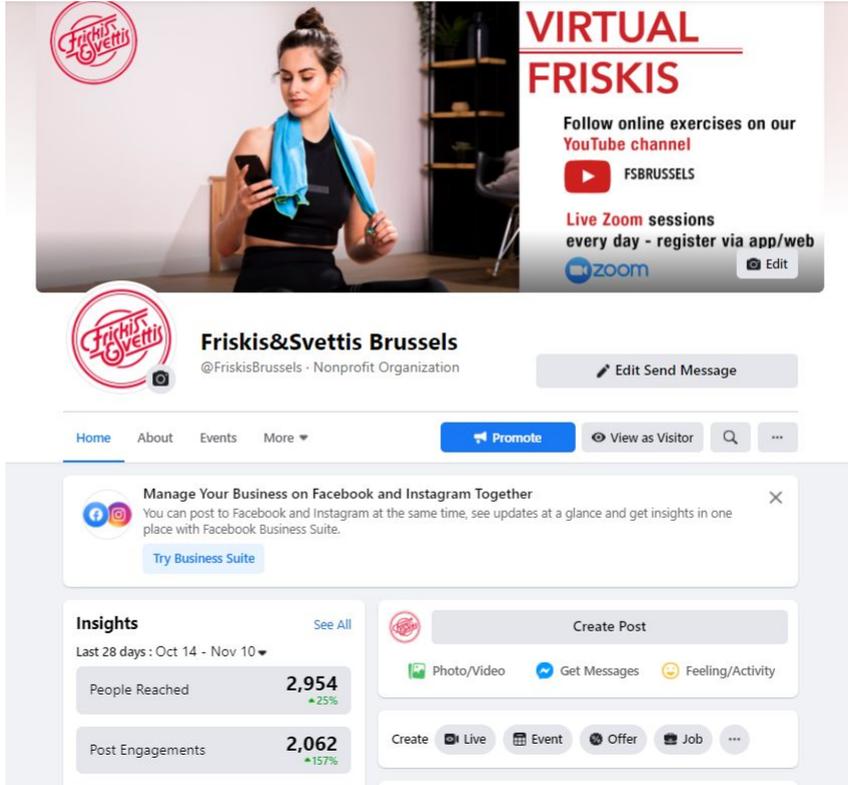
- we recruited 8 new people since last AGM and that several of those are highly motivated, hosting more than a session a week.
  - - we have organised two team building events in October 2019. The topic was communication and membership expansion and they were joined by almost all the hosts.
  - we're looking for people with ideas to join the HOT (hosts coordinators team)
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# Communication

**Social Networks: 3,772 followers on Facebook**

**without paying! 419 followers on Instagram!**



**Friskis&Svettis Brussels**  
@FriskisBrussels · Nonprofit Organization

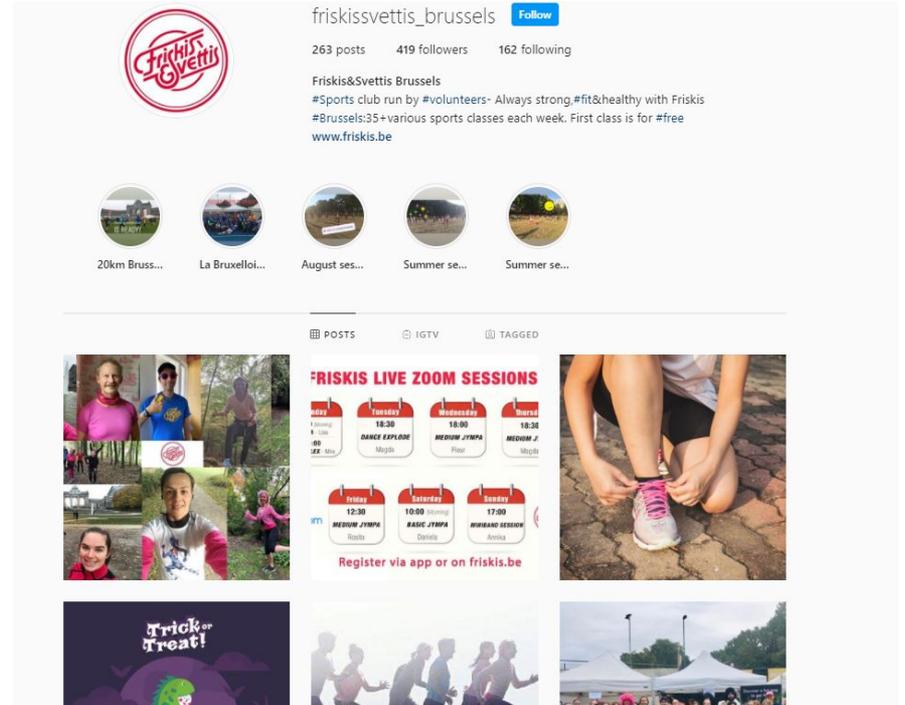
Home About Events More

Manage Your Business on Facebook and Instagram Together  
You can post to Facebook and Instagram at the same time, see updates at a glance and get insights in one place with Facebook Business Suite.

Insights  
Last 28 days: Oct 14 - Nov 10

- People Reached: 2,954 (+25%)
- Post Engagements: 2,062 (+157%)

Create Live Event Offer Job



friskissvettis\_brussels

263 posts · 419 followers · 162 following

Friskis&Svettis Brussels  
#Sports club run by #volunteers - Always strong, #fit&healthy with Friskis  
#Brussels:35+ various sports classes each week. First class is for #free  
www.friskis.be

20km Bruss... La Brusselloi... August ses... Summer se... Summer se...

POSTS IGTV TAGGED

**FRISKIS LIVE ZOOM SESSIONS**

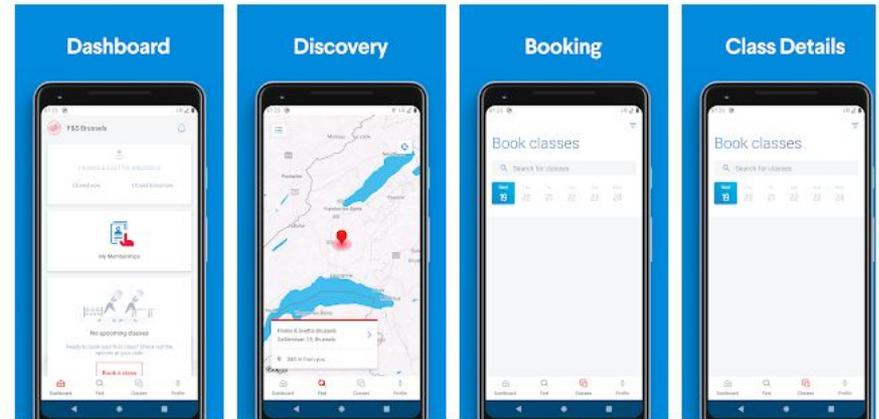
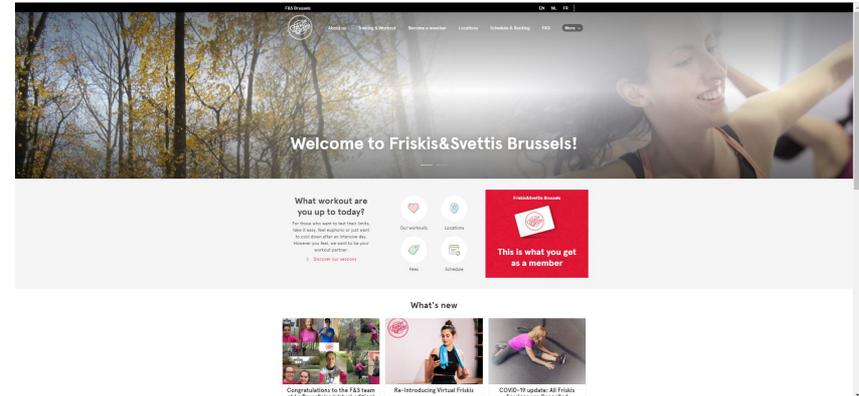
DAY	TIME	ACTIVITY	LOCATION
MONDAY	18:30	DANCE EXPLORE	Mégève
TUESDAY	18:00	MEDIUM JYMPA	Plage
WEDNESDAY	18:30	MEDIUM J...	Mégève
THURSDAY	12:30	MEDIUM JYMPA	Bois
FRIDAY	10:00	BASIC JYMPA	Danville
SATURDAY	17:00	HIGHCARD SESSION	Arcinva

Register via app or on friskis.be

# Communication

## New website & app

- Launched on 1st October 2020
- Online booking system
- Updated messaging system
- Digital Membership system - no more membership cards
- New app with which you can book your sessions and get notifications about sessions
- New modern design in line with other Friskis clubs





# Communication

## Virtual Friskis

- YouTube sessions - **57** new videos
- Daily Live FB Sessions - Spring - open to all
- Daily Live Zoom Sessions - Autumn - only for members



**fsbrussels**  
397 subscribers

HOME VIDEOS PLAYLISTS CHANNELS DISCUSSION ABOUT

**Medium Jympa with Fleur - Part 1**  
fsbrussels · 118 views · 1 day ago  
Autumn 2020 Season

Virtual Friskis - exercise with us at home ▶ PLAY ALL  
Feeling lonely, isolated and missing your favorite Friskis sessions during the Coronavirus pandemic? Fear not, help is on the way! During these difficult times, we need to help each other as

Medium Jympa with Fleur - Part 1 fsbrussels 118 views · 1 day ago	Medium Jympa with Fleur - Part 2 fsbrussels 25 views · 1 day ago	Medium Jympa with Fleur - Part 3 fsbrussels 26 views · 1 day ago	Medium Jympa with Fleur - Part 4 fsbrussels 20 views · 1 day ago	Medium with Alice - Part 1 Warm up fsbrussels 1.9K views · 6 months ago	Medium with Alice - Part 2 Cardio fsbrussels 981 views · 6 months ago

Created playlists

**VIRTUAL FRISKIS**

Follow online exercises on our YouTube channel  
▶ FSBRUSSELS

Live Zoom sessions every day - register via app/web  
▶ zoom

# New sessions during 2nd lockdown

## FRISKIS LIVE ZOOM SESSIONS

<b>Monday</b> 08:00 (Morning) <b>YOGA</b> - Lisa 19:00 <b>COREFLEX</b> - Mira	<b>Tuesday</b> 18:30 <b>DANCE EXPLODE</b> Magda	<b>Wednesday</b> 18:00 <b>MEDIUM JYMPA</b> Fleur	<b>Thursday</b> 18:30 <b>MEDIUM JYMPA</b> Magda
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<b>Friday</b> 12:30 <b>MEDIUM JYMPA</b> Rosita	<b>Saturday</b> 10:00 (Morning) <b>BASIC JYMPA</b> Daniela	<b>Sunday</b> 17:00 <b>MINIBAND SESSION</b> Annika
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Register via app or on [friskis.be](https://friskis.be)

## FRISKIS FACEBOOK LIVE SESSIONS

<b>Monday</b> 18:30 <b>MEDIUM JYMPA</b> Johanna	<b>Tuesday</b> 18:30 <b>DANCE EXPLODE</b> Magda	<b>Wednesday</b> 7:30 (Morning) <b>MEDIUM JYMPA</b> Johanna	<b>Thursday</b> 18:30 <b>SPIN</b> Thibaut
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<b>Friday</b> 18:30 <b>MEDIUM JYMPA</b> Magda	<b>Saturday</b> 10:00 (Morning) <b>BASIC JYMPA</b> Daniela	<b>Sunday</b> 17:00 <b>MEDIUM JYMPA</b> Nolwenn
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# Communication

Keeping members happy during the pandemic



# Communication

## Friskis&Svettis newsletters & Promos (internal, Being a member, Friskuary Cinema Project,, etc.)

[View this email in your browser](#)



### Friskis&Svettis Brussels Internal Newsletter 12 - 18 October 2020

#### Announcements for this week's sessions

These are the headlines. You can add more details in your own words, but please don't forget what's below!

#### Announcements to participants

##### New this week:

- Spooktacular Halloween Spinning session: 29th October at 7:15pm at JIMS Jourdan
- Save the Date: Virtual Friskis AGM 2020: Tuesday 17th November 2020
- New Brussels Covid restrictions (all Friskis sessions continue as normal)
- Friskis New Website and App is live since 1st Oct 2020

##### Don't forget to mention:

- New Outdoor Sessions (Running Cross and Running Quality) in October 2020

- Call for hosts: Friskis needs you!



### FRISKUARY CINEMA PROJECT

*Get a friend to join Friskis in February  
and get two tickets to the cinema*



### F&S Being a Member Chapter 3: Shane's New Spinning Adventure

As you may know, Friskis is run entirely by volunteers but it is actually our members that represent the heart of our organisation.

Not only do they keep the doors open but it is their enthusiasm and commitment that drives our volunteers to best serve them. We do things together as a group because that is what we are. It is a symbiotic relationship. Every instructor, host and volunteer all began their Friskis career as a member.

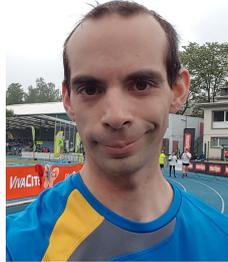
For this reason we asked our members to share their Friskis experiences and why they love moving and sweating with us so much.

We are Friskis. These are our members.

# Communication: the TEAM !



**Alessandro Mascia**  
Coordinator, EN  
writer & editor,  
Internal Newsletter,  
contact us, etc.)



**Johannes Hock**  
Website  
Publisher



**Emma Vanden Wyngaerd**  
Follow up letter  
NL Writer, Editor



**Katerina Borovska**  
Social Media  
Coordinator,  
Spotify,  
Facebook



**Luc Goris**  
Calendar Master,  
NL writer & editor  
backup, Website  
publisher backup



**Noémie Léonard**  
Instagram  
FR Writer, Editor

# Finance fun

RE 19 • BU 2020 • RF 2020

# How did we end 2019?

Better than expected, thanks to all of you. And special thanks to Amélie.

**A positive result of 11,69k (cf. -16,5k in 2018, and a break-even budget '19).**

**Where did we get our money from  
102,7k?**

**92%** - 94,1k memberships

5,4% (6,2k) outdoor

0,9% (0,83k) volunteers - app. 80 vol.

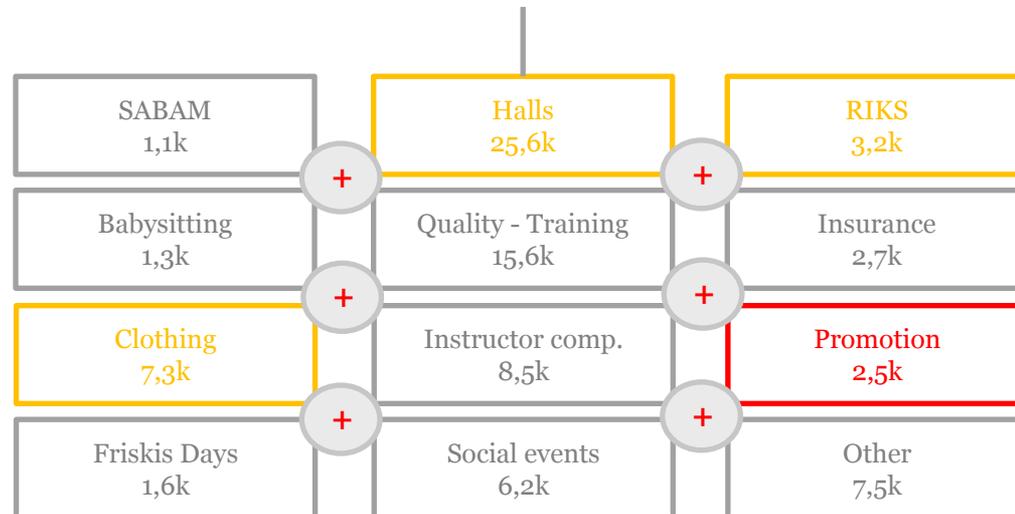
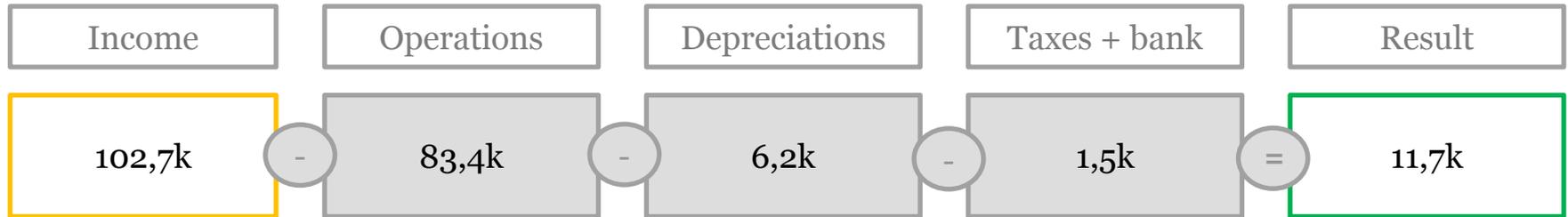
**2,3%** - 2,8k, subsidies – only VGC

**How did we spend our money?**

Cf. next slide

<u>I Bedrijfsopbrengsten</u>	
<u>A. Omzet</u>	
COTISATIONS FULL	65.786,05
COTISATIONS REDUITES	15.506,00
COTISATIONS 4-CARD	4.305,00
COTISATIONS 1 SEANCE	1.075,00
COTISATIONS MEMBRES SPECIALS	65,00
COTISATIONS FONCTIONNAIRES	825,00
COTISATIONS ENFANTS	1.779,00
COURS PRIVES	210,00
VENTES DIVERSES	387,00
COTISATIONS OUTDOOR	6.215,40
VENTES DIVERSES (FROM 2008)	15,00
EVENEMENTS (FROM 2008)	2.775,00
LA BRUXELLOISE	90,00
20 KM DE BRUXELLES	825,00
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<u>D. Andere bedrijfsopbrengsten</u>	
SUBSIDY 2019	2.800,00
TERUGNEMING BEDRIJFSKOSTEN	45,00
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# How did we end 2019?



## How come we did better than ...

### 2018 ( $\Delta +28,5k$ )

Stable revenue, less spending

Promo -2,5k, Social -10k, halls -9k, instructors -8k

### Budget ( $\Delta +11,7k$ )

Less revenue -2k, but less spending

Promo -5k, Social -5k, Clothing +3k, halls -7k



# Balance Sheet 2019

Active 292,742 =

**Depreciations** 3252,00

**Guarantees** 1598,27 =

**Clothing** 692,04

**Customers** 75,00

**Bank accounts** 280,155

**Accruals** 6970,67

Passive

**Suppliers** 264,53

**Heritage tax** 934,78

**Bonds** 3477

Active	2016	2017	2018	Trend	Passive	2016	2017	2018	Trend
Immaterial (software)	11.854,10	12.164,03	6.801,96	↘	Equity	289.529,32	292.974,99	276.379,18	↘
Material (equipment)	1.735,98	4.023,78	2.718,14	↘	Suppliers	11.130,08	820,28	1.206,67	↔
Guarantees	1.598,27	1.598,27	1.598,27	↔	Heritage tax	482,49	464,23	464,31	↔
Clothes	3.543,19	4.881,79	1.801,29	↘	Guarantees	3.057,00	2.892,00	3.132,00	↔
Clients	91,50	50,00	40,00	↔	Accruals	3.087,13	2.500,00	12.138,22	↗
Bank Accounts	285.344,98	276.813,63	275.850,12	↔					
Accruals	3.118,00	120,00	4.510,60	↗					
<b>TOTAL</b>	<b>307.286,02</b>	<b>299.651,50</b>	<b>293.320,38</b>	<b>↘</b>	<b>TOTAL</b>	<b>307.286,02</b>	<b>299.651,50</b>	<b>293.320,38</b>	<b>↘</b>



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# What did we learn from 2019?

We need a different kind of financial management.  
Financial focus used to be on **accounting**.

We needed **more focus on management of our finance**.  
And we needed **more transparency & insight**.

**So what did we do in 2020 to improve this?**

Our accountant was briefed to work differently: he does the accounting.

We upgraded the **management of our finance**.  
Everything is implemented in the course of 2020.

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F&S  
KPI

YTD of BU LE of BU		
Income		
Costs		
EBITDA		

Year	2015	2016	2017	2018	2019	2019	2019	2019	2019	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	
What	RE	RE	RE	RE	BU	LE	Δ LE/BU	YTD	Δ YTD/BU	BU	Δ LEV-1	LE	RE	RE	RE	RE	RE	RE	RE	FC	FC	FC	FC	FC	FC	
Status	Final	Final	Final	Final	Final	10/12/2019		10/12/2019		24/01/2020			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
<b>TOTAL INCOME</b>	35.938	110.938	94.436	101.063	104.000	95.060	91,4%	82.063	78,9%	92.928	-2,2%	66.058	15.206	9.805	3.794	105	575	2.078	1.075	8.161	16.427	3.205	3.063	2.563		
Compared to Y-1	15,6%	-14,8%	6,9%	2,9%																						
<b>TOTAL COST</b>	-	-36.546	-83.370	-97.081	-97.000	-93.253	96,1%	78.010	80,4%	92.425	-0,9%	68.725	7.763	8.572	10.515	4.430	159	(1.556)	2.419	2.394	939	15.220	1.770	14.209		
Compared to Y-1		-13,6%	16,4%	-0,1%																						
<b>REBITDA</b>	<b>95.938</b>	<b>14.392</b>	<b>11.126</b>	<b>3.982</b>	<b>7.000</b>	<b>1.808</b>	26%	<b>4.053</b>	58%	<b>503</b>		<b>(2.668)</b>	<b>7.443</b>	<b>1.233</b>	<b>(6.721)</b>	<b>*****</b>	<b>416</b>	<b>3.634</b>	<b>(1.344)</b>	<b>5.766</b>	<b>15.489</b>	<b>*****</b>	<b>1.293</b>	<b>*****</b>		
<b>REBITD %</b>		13,0%	11,8%	3,9%	6,7%	1,9%		4,9%		0,5%																
<b>DETAILS</b>																										
Band received																										
Band returned																										
Membership fees - reimbursements	89.222	95.342	81.044	89.958	92.000	87.093	94,7%	77.044	83,7%	81.868	-4,0%	55.967	8.844	8.700	3.271	(110)	575	2.078	953	7.854	15.802	3.000	3.000	2.000		
Membership cards	2.520	3.795	4.170	3.460	5.500	4.399	99,8%	4.490	81,6%	4.500	-8,9%	1.805	460	505	-	215	-	-	-	-	625	-	-	-	-	
Sales other F&S clubs	720	1.772	317	750	1	-	0,0%	1	100,0%	500	*****	1.422	1.343	-	79	-	-	-	-	-	-	-	-	-	-	
Events	2.850	6.165	5.836	3.390	2.999	210	7,0%	210	7,0%	2.500	1090,5%	1.378	1.478	-	-	-	-	-	-	-	-	-	-	500		
Sales	146	130	223	400	400	62	15,5%	62	15,5%	500	796,5%	1.783	251	600	415	-	-	-	85	307	-	42	42	42		
Subsidies	481	3.174	2.756	2.800	2.800	2.500	99,3%	-	0,0%	2.800	12,0%	2.800	2.800	-	-	-	-	-	-	-	-	-	-	-	-	
Interests	-	560	150	305	300	256	85,3%	256	85,3%	260	1,6%	303	30	-	28	-	-	-	37	-	-	164	22	22		
<b>TOTAL INCOME</b>	<b>95.938</b>	<b>110.938</b>	<b>94.436</b>	<b>101.063</b>	<b>*****</b>	<b>95.060</b>	91,4%	<b>82.063</b>	78,9%	<b>92.928</b>	<b>-2,2%</b>	<b>66.058</b>	<b>*****</b>	<b>*****</b>	<b>3.794</b>	<b>105</b>	<b>575</b>	<b>2.078</b>	<b>1.075</b>	<b>8.161</b>	<b>16.427</b>	<b>3.205</b>	<b>*****</b>	<b>2.563</b>		
<b>Infrastructure (HIT)</b>																										
<b>Reating of infrastructure</b>	<b>-</b>	<b>33.489</b>	<b>25.418</b>	<b>*****</b>	<b>*****</b>	<b>*****</b>	91,2%	<b>28.799,15</b>	90,0%	<b>27.959,0</b>	<b>-4,1%</b>	<b>22.587,90</b>	<b>1.703</b>	<b>*****</b>	<b>2.295</b>	<b>120</b>	<b>120</b>	<b>(1.556)</b>	<b>120</b>	<b>1.116</b>	<b>696</b>	<b>7.720</b>	<b>1.770</b>	<b>5.120</b>		
Garage	-	1.440	1.440	1.440	1.440	1.440		1.440		1.584		1.440	120	120	120	120	120	120	120	120	120	120	120	120	120	
Hiel	-	585	1.041	1.071	1.071	1.071		936		1.230		576	-	-	-	-	-	-	-	-	576	-	-	-	-	
VUB	-	8.717	7.886	5.358	5.358	5.358		1.069	apartmizing	3.300		2.023	-	2.023	-	-	-	-	-	-	-	-	-	-	-	
ERM	-	-	-	-	-	-		-		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Mounier	-	5.209	5.216	5.213	5.213	5.213		5.175		5.345		2.613	1.583	11	-	-	-	-	119	-	-	300	300	300		
Mzalbeck	-	6.700	6.500	6.256	6.256	6.256		11.800	27,paid in 10	6.500		8.012	-	-	88	-	-	-	(1.676)	-	-	6.100	-	3.500		
JIMS	-	4.355	8.608	8.290	8.290	8.290		7.544		9.000		7.774	-	1.210	2.087	-	-	-	-	877	-	1.200	1.200	1.200		
Mirror room	-	100	300	300	300	300		200		300		150	-	-	-	-	-	-	-	-	-	-	150	-		
Cargobike	-	820	1.000	635	635	635		635		700		-	-	-	-	-	-	-	-	-	-	-	-	-		
<b>Sports equipment</b>	<b>-</b>	<b>-</b>	<b>855</b>	<b>48.000</b>	<b>500.000</b>	<b>1.191,67</b>	238,3%	<b>1.191,67</b>	238,3%	<b>1.000</b>	<b>-16,1%</b>	<b>250,00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>*****</b>	
Mats	-	-	250	240	240	240		240		1.000		250	-	-	-	-	-	-	-	-	-	-	-	250		
Sticks	-	-	250	352	352	352		352		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Kids equipment	-	-	48	-	-	-		-		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Technical equipment</b>	<b>-</b>	<b>-</b>	<b>616</b>	<b>383,20</b>	<b>500.000</b>	<b>1.750,00</b>	350,0%	<b>917,76</b>	183,6%	<b>1.500</b>	<b>-14,3%</b>	<b>375,00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>375,00</b>	
Earset	-	-	344	100	471	471		471		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Small equipment	-	-	45	200	1.250	247		247		1.000		250	-	-	-	-	-	-	-	-	-	-	-	250		
Other (headlamps...)	-	-	-	200	500	200		200		500		125	-	-	-	-	-	-	-	-	-	-	-	125		
<b>Clothes</b>	<b>-</b>	<b>1.715</b>	<b>1.846</b>	<b>3.108,15</b>	<b>*****</b>	<b>*****</b>	124,5%	<b>3.980,95</b>	99,5%	<b>1.750</b>	<b>-64,9%</b>	<b>2.739,52</b>	<b>*****</b>	<b>*****</b>	<b>-135,91</b>	<b>*****</b>	<b>*****</b>	<b>*****</b>	<b>*****</b>	<b>*****</b>	<b>*****</b>	<b>*****</b>	<b>*****</b>	<b>*****</b>	<b>437,50</b>	
General	-	-	-	-	1.000	1.000		1.000		1.750		1.573	-	136	-	-	-	-	1.000	-	-	-	-	-	438	
Indoors	-	-	-	2.183	1.000	1.984		1.984		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Outdoors	-	-	-	826	3.000	1.937		1.937		-		1.166	1.166	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Promotion (COM)</b>	<b>-</b>	<b>35.204</b>	<b>28.734</b>	<b>*****</b>	<b>*****</b>	<b>*****</b>	100,3%	<b>*****</b>	94,3%	<b>*****</b>	<b>-13,2%</b>	<b>25.352</b>	<b>2.869</b>	<b>*****</b>	<b>2.431</b>	<b>120</b>	<b>120</b>	<b>(1.556)</b>	<b>1.120</b>	<b>1.116</b>	<b>696</b>	<b>7.720</b>	<b>1.770</b>	<b>6.183</b>		



---

# Which actions did we take?

- 1 We consolidated all financials we found from 2015-now in a **detailed overview**  
This will allow us to improve our level of control and transparency.
  
  - 2 A **closing of our financials every quarter** to take measures if necessary
    - Evaluation of our profit & loss
    - Updating end-of-year forecast
    - Evaluation of cash management
  
  - 3 A **different relation with our bank**, in order to reduce costs. We
    - Cleaned up mandates (only board and MEAT has reading rights)
    - Cleaned up cards (only one)
    - Cleaned up sub accounts
  
  - 4 We **cut unnecessary admin costs** (accounting software, info database).
  
  - 5 And we added a new procedure in 2020 to allow **direct debt payments** (cf. new www).
-



# 8. Presentation of the Auditor's Report



IV-EVBA Accolin  
Torhout, Oostendeweg 226 Brugsterenweg 15 bus 0001  
8400 Oostende 8630 Veurne  
Tel. 059 27 49 98  
Fax 059 32 02 69  
lingier-franky@comalin.be

Ik, ondergetekende, Lingier Franky, erkend IAB-accountant (nr. 10109 N 72) verklaar hierbij het volgende:

Uit het ingestelde onderzoek, besluit ik:

1. dat de voorgestelde balans en resultatenrekening een volledig, getrouw en nauwkeurig beeld weergeeft, van de financiële situatie van VZW Friskis et Svetlis.
2. dat de voorgestelde balans en resultatenrekening worden opgesteld conform de fiscale wetgeving en bijgevolg ook worden gebruikt voor de aangifte rechtspersonenbelasting. Alle fiscale fiches werden opgesteld.
3. De ontvangsten zijn in 2019 licht gestegen met 1.899,98 euro tegenover 2018. Deze stijging vindt voornamelijk plaats in de ontvangsten van de gereduceerde jaarabonnees. Dit steeg met 9.281,00 euro. Daarentegen zijn de jaarabonnees, die een volledig abonnement betaald hebben, gevoelig gedaald met 11.200,42 euro. De outdoor abonnees, net zoals de 4 sessies en 1 beurkaarten zijn licht gestegen.
4. De werkingssubsidie voor 2019 bedroeg 2.800,00 euro.
5. De huur van de lokalen is gedaald met 8.050,51 euro in 2019. Toch blijft dit nog steeds één van de grote uitgavenposten.
6. Ondanks de lichte stijging in ontvangsten, heeft Friskis & Svetlis VZW in 2019 geprobeerd om de kosten te beperken. Het budget voor social events is dit jaar zo gedaald met 11.675,31 euro. Ook de uitgaven voor publiciteit zijn gedaald met 2.848,32 euro.
7. In 2019 zijn de uitgaven voor opleiding ook gedaald met 3.627,24 euro.

8. Zoals U kunt vaststellen, heeft de VZW het jaar afgesloten met een winst van 11.688,12 euro. De winst van het boekjaar werd toegevoegd aan de overgedragen winsten van de vorige boekjaren.

Aldus opgemaakt te Oostende op 30 september 2020.



Lingier Franky  
Accountant  
Belastingconsulent

# 9. Adoption of the balance sheet and profit & loss account

---



# 10. Presentation of the Budget 2020



# On 24/1 we had a budget ...

Income		Operations		Depreciations		Taxes + bank		Result
92,9k	-	91,4,0k	-	00,0k	-	1,0k	=	0,9k

SABAM 0,8k	+	Halls 27,6k	+	RIKS 3,3k
Babysitting 1,2k	+	Quality - Training 13,9k	+	Insurance 2,8k
Clothing 1,7k	+	Instructor comp. 10,5k	+	Promotion 5,6k
Fitness Player 3,0k	+	Social events 9k	+	Other + account 5,8k

## With a focus on ...

Be prudent in income (AVG Y-5 Y-1LE)

Strong increase hall cost, due to JIMS 9k

Invest in training of new instructors  
Invest in promotion & communication IT

*New cost Fitness Player Test*

... and then COVID came



We could throw the budget  
in the bin.

We started to be very cost sensitive.

Luckily, our new tools were active.

---

# Where will we end? Some good news.

Income		Operations		Depreciations		Taxes + bank		Result
63,1k	-	65,62k	-	00,0k	-	1,0k	=	-3,6k

SABAM 1,0k	+	Halls 18,9k	+	RIKS 4,7k
Babysitting 1,0k	+	Quality - Training 2,2k	+	Insurance 2,8k
Clothing 2,7k	+	Instructor comp. 5,3k	+	Promotion 4,6k
Fitness Player 3,8k	+	Social events 10,8k	+	Other + account 7,9k

We put a new target. **Limit loss to -20/25k.**  
Use 8-10% of savings.

**So far, with a good visibility, we will be limit our loss to -3-10k (RE -3,56k)**  
Halls -9k THANKS HIT !  
Instructors -5k THANKS INSTRUCTORS !  
Training -11k

**Investment in website + app**  
*Savings RIKS under negotiation*



# 11. Adoption of the Budget 2020 and Discharge to the members of the Board and the Auditor





## 12. Establishment of volunteers' fee for 2020-2021

---



# Membership fee for 2020

Proposal to keep the membership fee for volunteers at 10 euro.

# Membership fee for 2021

What is the opinion of the AGM, considering the financial situation?  
Keep it? A discount compared to listing price?

---



13. Proposals from the Board  
and in time submitted motions  
(proposals submitted by members).

---

**No motions were submitted**



# 14. Election of the new Board





BRUSSELS



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**Election Committee For FRISKIS AGM**  
**Fleur Parnet / Przemek Sowinski/ Sophie**  
**Béreau**

---

- 
- Objectives and framework
  - Criteria for a good board
  - Conclusions and recommendations
  - Vote
  - Appendix
-



BRUSSELS



# Objectives and framework:

- **New election committee set up in May 2019 to come with a recommendation for a new board for the next AGM**

Przemek, Fleur-> New

Sophie -> Already in the EC for 3 years

- **Legal frame of actions in the statutes of the FRISKIS BRUSSELS ASBL**  
(see slide 5)

- **Way of working:**





BRUSSELS

# Legal framework- COVID SPECIAL



- Virtual AGM taking place Mid November
- Next AGM April 2021
- The mandate of the board will be for a 7 months period
- The Election Committee (EC) has based its work on the statutes, (min 3 members max 5) as well as the rules of procedure and guidelines confirmed by the F&S Brussels AGM 2020 (published 14 days in advance on website)
- The EC is not proposing any changes to the rules of procedure and guidelines for the EC for this year.
- Following our statutes, the EC proposes a board, not individual members.

*Ref. article 18 statutes of FS Brussels*

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BRUSSELS

# Legal framework- EC- translation in English (Fr. being official)



PRE-READ ONLY



## RULES OF PROCEDURE and GUIDELINES FOR THE ELECTION COMMITTEE of FRISKIS&SVETTIS BRUSSELS

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The purpose of these Rules of Procedure and Guidelines is to clarify the role of the Election Committee and the basic requirements of the members of the Election Committee.

In the event of a conflict between the Statutes of F&S Brussels and these Rules of Procedure and Guidelines, the Statutes shall prevail.

### § 1 Composition of the Election Committee

The Chairperson of the Election Committee convenes its meetings.

The members of the Election Committee:

- should be members of F&S Brussels;
- have a good knowledge of and experience from F&S Brussels and share the values of Friskis&Svettis;
- not be a member of the Board of F&S Brussels; and
- preferably have some experience with positions of trust.

In order to have both continuity and renewal, at least one member of the Election Committee should be replaced each year. No member should serve longer than five years. Deviations from this principle should be motivated at the Annual General Meeting of F&S Brussels (below 'the AGM').

In the event that a member of the Election Committee is being proposed for member of the Board, he or she must immediately withdraw from the Election Committee. No by-election is necessary if a member leaves his or her post before the expiration of the mandate.

### § 2 Mission of the Election Committee

The Election Committee receives its mandate from the AGM and reports to the AGM. Its mission is to propose to the AGM a Chairperson and a complete board that will work well as a team to meet the aims and objectives of the organisation.

The proposal from the Election Committee should ensure that the Board to be elected can manage both current administration and engage in forward-looking work.

In addition to the requirements defined in the Statutes of F&S Brussels, Article 18, the Election Committee should look for the following qualities in potential candidates for members of the Board:

- relevant knowledge and experience;

- readiness to serve the full mandate they would be elected for; and

- reflect the composition of the association in terms of age, gender, and cultural background.

In addition, it is desirable, in order to facilitate links with Friskis&Svettis Riks, that at least one member of the Board speaks and/or understands Swedish well.

The Election Committee shall also propose an auditor and deputy auditor. The proposal for auditors can be made in collaboration with the current Board.

The Election Committee shall propose if and by how much the Board should be remunerated.

### § 3 Work of the Election Committee

The Election Committee should be accessible via the website of Friskis&Svettis Brussels.

The Election Committee shall identify the needs and challenges of the association. After collection of necessary information it shall propose a Board that could meet these criteria. The Election Committee shall consult widely among volunteers and members to attempt to identify potentially suitable and willing board members.

The Election Committee shall, a few months before the relevant AGM, ask existing Board members if they wish to be considered for re-election for a further period.

In addition, any other member who wishes to be considered for election to the Board, or wishes to propose someone, should inform the Election Committee in writing (including e-mail).

The proposal of the Election Committee for a complete Board consists of a list of the candidates recommended by the Election Committee in accordance with the Statutes and the aims and objectives in these Rules of Procedure and Guidelines. In addition, the list shall mention persons that have been nominated but not proposed by the Election Committee.

These Rules of Procedure and Guidelines were first adopted by an extraordinary AGM in 2014 and shall be confirmed and when necessary revised by the AGM. The Election Committee shall continuously evaluate these Rules of Procedure and Guidelines and, for the consideration of the AGM, propose changes.



BRUSSELS



# Our criteria for a good board:

- 1/ **Willingness + Availability** of each individual to make things move (we need to read the true *motivation*, ability to dedicate some *time* for it, and **act upon**)
- 2/ **Continuity** (in the mission/ vision) as a good job has already be done by the 2019 board
- 3/ More **flexibility** in managing a volunteer based association (and especially as we want more bottom up and no/less top down) and able to work with different profiles, looking for a **consensual** board
- 4/ More **knowledge** of the functioning (instructors/ hosts/ & accounting-finance)
- 5/ **Local anchor** to manage subsidies, visibility vs local authorities and regulations (even NL is better)
- 6/ Link with **Sweden**

ranked by order of importance taking into account the last boards, current need for the club, and agreed between EC.

A top-down photograph of a group of people sitting in a circle on a grassy field. Their hands and feet are placed in the center of the circle, creating a human ring. The people are wearing various items like bracelets, bangles, and bangles. The word "RECOMMENDATION" is written in white, bold, uppercase letters across the center of the image, over the hands and feet.

**RECOMMENDATION**



**THOSE  
WHO  
CRITICIZE**



**THOSE  
WHO  
ADVISE**

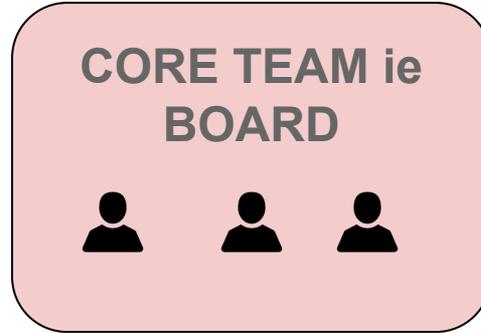


**THOSE  
WHO  
DO**

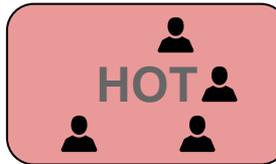


BRUSSELS

# Structure of the board



EXTENDED TEAM



+/- 76 volunteers

Members (+/- 396)



BRUSSELS

# Structure of the board



EXTENDED TEAM



Members (+/- 396)



BRUSSELS



# Board Recommendation

- C  
O  
R  
E
- TE  
A  
M
- Confirm Jeroen (2nd year mandate) and appoint *Chairman*
  - Keep Anne Laure and appoint *Treasurer* for 7 months until next AGM
  - Add Caroline and appoint *Secretary (1st Year Mandate)*
- KEEPING A SMALL BOARD (3 people) TO FACILITATE DECISION PROCESS

→ Complete the board with:

- E  
X  
T  
E  
N  
D  
E  
D
- TE  
A  
M
- a SPOC (Single Point of Contact) with Sweden -> Calle
  - Help on Financial tasks for payments (shall be internal) (Jeroen a.i. in between)
  - A SURVEY ISSUED TO GATHER FEEDBACK FROM THE VOLUNTEERS (Bottom up approach)
  - CALL FOR INTEREST for additional “ad-hoc projects” -> list for now, TBC after the Survey
    - > 30th Friskis Brussels anniversary
    - > External Communicational to boost Commercial part (with COMM)
    - > Quality of our offering (with LEFT)



BRUSSELS

# Board Recommendation



## Caroline Van Meerbeek

- Host for more than 12 years, JIM's coordinator, HIT

Caroline will contribute to

- (re-)Building a strong and happy community, among members and volunteers
- Bringing positive communication and communication skills for hosts and volunteers
- Creating a strong brand identity
- Attracting new members by expanding our infrastructure/calendar

*Friskis has been a part of me for so many years now, 12 to 15 years already and I believe in the strength that Friskis brings, not only physically, but also socially and mentally. I have been lucky to find beautiful friendships through Friskis. I have witnessed wonderful years with Friskis and then some years where things didn't run so smoothly within the organisation. But I do feel that Friskis is on a high again and even through this health crisis, Friskis is still standing. One way or another, I would love to keep being a part of this family.*



## Anne Laure Léger

- Chairperson since 2019

Anne-Laure will continue to contribute to

- Creating a good working team /board
- Balancing fun and work
- Making sure everyone has his place to contribute
- Empowering the teams

*“As a long-time member of Friskis, I've been very happy to help out by taking a role in the board. I strongly believe Friskis should be a fun experience for everyone. Teamwork and collaboration is the way to get there. I can't wait to be in a sports hall for a megasession with all of you!”*



## Jeroen Overstijns

- Treasurer since 2019

Jeroen will continue to contribute to

- Transitioning the financials reporting
- Being in charge of the contractings
- Being the contact person for the teams
- Taking over from Anne Laure the chairperson role

*“Apart from being the CEO of Standaard Uitgeverij <the biggest Flemish publishing company in B2C>, I love other activities like my kids, and Friskis of course. Friskis is part of my life and my professional experience might help the club to go further, as simple as that.”*



BRUSSELS



# Structure of the board

ACCOUNTING

Help needed!

CORE TEAM ie BOARD



SPOC SWEDEN



EXTENDED TEAM

SCHED. TEAM

LEFT incl.FU

HOT

COM

HIT

Call for interest "ad hoc"

HOSTS

VOLUNTEERS

INSTRUCTORS

Help needed!

Members (+/- 396)



BRUSSELS



# VOTING TIME





BRUSSELS

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# APPENDIX





# Financial Tasks under Treasurer Responsibilities



PRE-READ  
ONLY

- Accountancy

Done by an external accountant  
xx hours/ trimester

- Data/ Business analysis

New: Started with the board  
April '19  
To Continue to develop within  
the board as a tool to lead the  
actions for the Club (reporting/  
estimates/ forecasts)

- Payments of invoices

To get the help from someone  
from the club at ease to perform  
these tasks on a regular basis  
(every 2 weeks)

Help  
needed!

# Role of the SPOC sweden

PRE-READ  
ONLY



- Be the first point of contact between Friskis Board and Sweden.
- Align between Left and Risk and local board.
- Assist for needed translation for special event organized for the external of sweden club



# Full list of assessment made by EC

## between Jan 2020 and October 2020

PRE-READ  
ONLY

	Names		Names
1	Berit Koop	15	Lies Lecomte
2	Olivier Baeten	16	Magdalena Havlikova
3	Marta Komkowska	17	Thomas Arnold
4	Miriam Schneider	18	Daniela Fraiss
5	Aude Goovaerts	19	Patrick Schicht
	Annika		
6	Liljeberg-Hallonsten	20	Johanna van Vrede
7	Ancuta Pasca	21	Weronika Rucka
8	Antonio Donadio	22	Katerina Borovska
9	Fleur Parnet	23	Carina Rosengren
10	Carl Johan Asenius	24	Georgious Paltoglou
11	Tarja Kallio	25	Przemek Sowinski
12	Anne-Laure Léger	26	Anna Świerczyna
13	Jeroen Overstijns	27	Benedetta Boccardi
14	Sophie Béreau		

# Strategy 2021



# Our focus in 2021

To get more members and more fun



	2020	2021	2022	
Grow	Partnerships	More sessions More intensities More locations	Grow to 1000 members	Branding
Retain	Responsibility chart	Quality More training More inspiration	Promotion Retention of (ex-) members	30 ! Our birthday Workgroup
Survive	Financial management	Cost savings	App & Website	Open & inclusive culture



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# 15. Appointment of one Auditor and one Deputy Auditor for a period of one year

Franky Lingier as Auditor for one year

Sofie De Cock as Deputy Auditor for one year

---



# 16. Adoption of the Rules of Procedure for the Election Committee

# Rules/ guidelines EC- 2020/2021



2014  
version

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2020/2021

remove

2020/2021

**change:**  
keep  
same EC  
until next  
AGM  
April  
2021:

Fleur  
Parnet  
Przemek  
Sowinski  
Sophie B



AVIVA 10

Le Comité d'Élection  
L'association propose et élit son conseil d'administration. Il est composé d'un président et de deux vice-présidents élus par l'assemblée générale, avec l'assistance technique, juridique et financière de la société d'administration. Le conseil d'administration est élu pour une durée de cinq ans renouvelable.  
Le but du comité d'Élection est de proposer à l'assemblée générale un conseil d'administration. Les membres proposés, au nombre de sept personnes, sont élus par les membres de l'association.  
Le conseil d'administration est élu pour une durée de cinq ans renouvelable. Il est composé d'un président et de deux vice-présidents élus par l'assemblée générale, avec l'assistance technique, juridique et financière de la société d'administration.

2021

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Le comité d'Élection est soumis à la proposition par le vote à majorité. Au plus tard deux semaines avant l'assemblée générale, le comité d'Élection propose à l'assemblée générale un conseil d'administration. Le but du comité d'Élection est de proposer à l'assemblée générale un conseil d'administration. Les membres proposés, au nombre de sept personnes, sont élus par les membres de l'association.  
Le conseil d'administration est élu pour une durée de cinq ans renouvelable. Il est composé d'un président et de deux vice-présidents élus par l'assemblée générale, avec l'assistance technique, juridique et financière de la société d'administration.

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# 17. Appointment of EC

- a. One Presiding Member
- b. Two Members





# 18. Any other business







# 19. Closing

**Many thanks for your attention !**

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