Measuring Operations

1. Membership

2. Member Churn

3. Wages to Income

4. Admin to Revenue
Wages to Income — VIC Group

Actuals
Budget

Measuring Operations

1. Debtor Days
2. Self-created Funds
3. Unit Costs
4. Net Equity Position
## Self-generated Funds — VIC Group

### JUL 2019 - SEP 2019

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assertiveness Local</td>
<td>N/A</td>
</tr>
<tr>
<td>Assertiveness QLD</td>
<td>0%</td>
</tr>
<tr>
<td>Self-Defence Cwealth</td>
<td>0%</td>
</tr>
<tr>
<td>Self-Defence Local</td>
<td>41%</td>
</tr>
<tr>
<td>Self-Defence QLD</td>
<td>12%</td>
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<tr>
<td>Support Local</td>
<td>100%</td>
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<tr>
<td>Support QLD</td>
<td>N/A</td>
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<tr>
<td>Unassigned</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Consolidated Branch(s)</strong></td>
<td>6%</td>
</tr>
</tbody>
</table>
Unit Cost per Participant — VIC Group

<table>
<thead>
<tr>
<th>Actuals</th>
<th>40</th>
<th>42</th>
<th>44</th>
<th>N/A</th>
<th>N/A</th>
<th>N/A</th>
<th>N/A</th>
<th>N/A</th>
<th>N/A</th>
<th>N/A</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>47</td>
<td>76</td>
<td>76</td>
<td>77</td>
<td>79</td>
<td>78</td>
<td>74</td>
<td>81</td>
<td>82</td>
<td>83</td>
<td>76</td>
<td>85</td>
</tr>
<tr>
<td>Last Year Actuals</td>
<td>47</td>
<td>24</td>
<td>22</td>
<td>40</td>
<td>39</td>
<td>40</td>
<td>40</td>
<td>43</td>
<td>38</td>
<td>28</td>
<td>31</td>
<td>42</td>
</tr>
</tbody>
</table>
Managing Cashflow

1. Cash Balance
2. Days Cash Reserves
3. Working Capital
4. Creditor Days
# Cash Reserves in Days — VIC Group

<table>
<thead>
<tr>
<th>Actuals</th>
<th>222</th>
<th>231</th>
<th>232</th>
<th>235</th>
<th>242</th>
<th>240</th>
<th>246</th>
<th>251</th>
<th>248</th>
<th>N/A</th>
<th>N/A</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>224</td>
<td>224</td>
<td>245</td>
<td>271</td>
<td>272</td>
<td>271</td>
<td>277</td>
<td>238</td>
<td>260</td>
<td>223</td>
<td>225</td>
<td>230</td>
</tr>
<tr>
<td>Last Year Actuals</td>
<td>168</td>
<td>168</td>
<td>166</td>
<td>168</td>
<td>167</td>
<td>164</td>
<td>211</td>
<td>214</td>
<td>212</td>
<td>211</td>
<td>217</td>
<td>218</td>
</tr>
</tbody>
</table>
KPIs for NFPs

The Formulas

**Current Members**
This is just the number of members

**Member Churn**
IF([Current Members] = 0, null, [Lost Members]/[Current Members])

**Wages to Income**
if ([Total Income] <> 0, [Wages] / [Total Income], null)

**Admin to Revenue**
IF([Total Income]=0, NULL, [Admin]/[Total Income])

**Debtor Days**
if ([Debtor Income] <> 0, [Trade Debtors] / [Debtor Income] * 365

**Self-Generated Funds**
IF([Total Income]=0, null, [Self Generated Funds]/[Total Income])

**Unit Cost per Participant**
IF([Participants]=0, Null, [Total Expense]/[Participants])

**Net Equity Position**
[Net Equity]

**Cash Balance**
[Default Bank]

**Cash Reserves in Days**
IF([Annual Expense]-[Non Cash Expenses] = 0, null, [Cash Reserves]/((([Annual Expense]-[Non Cash Expenses])/365))

**Working Capital Ratio**
if ([Current Liabilities] <> 0, [Current Assets] / [Current Liabilities], null)

**Creditor Days**
if ([Creditor Expenses] <> 0, [Trade Creditors] / [Creditor Expenses] * 365, null)