

Measuring Operations

1. Membership



2. Member Churn



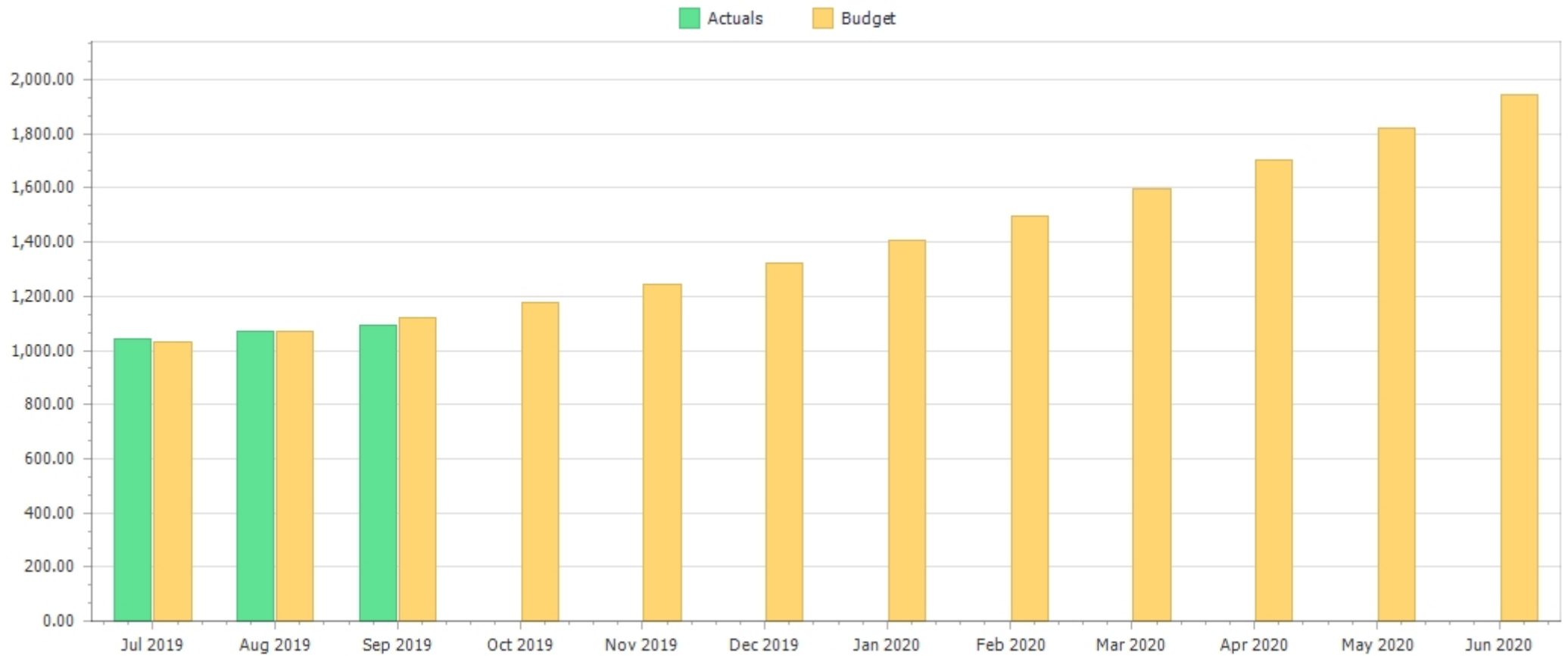
3. Wages to Income



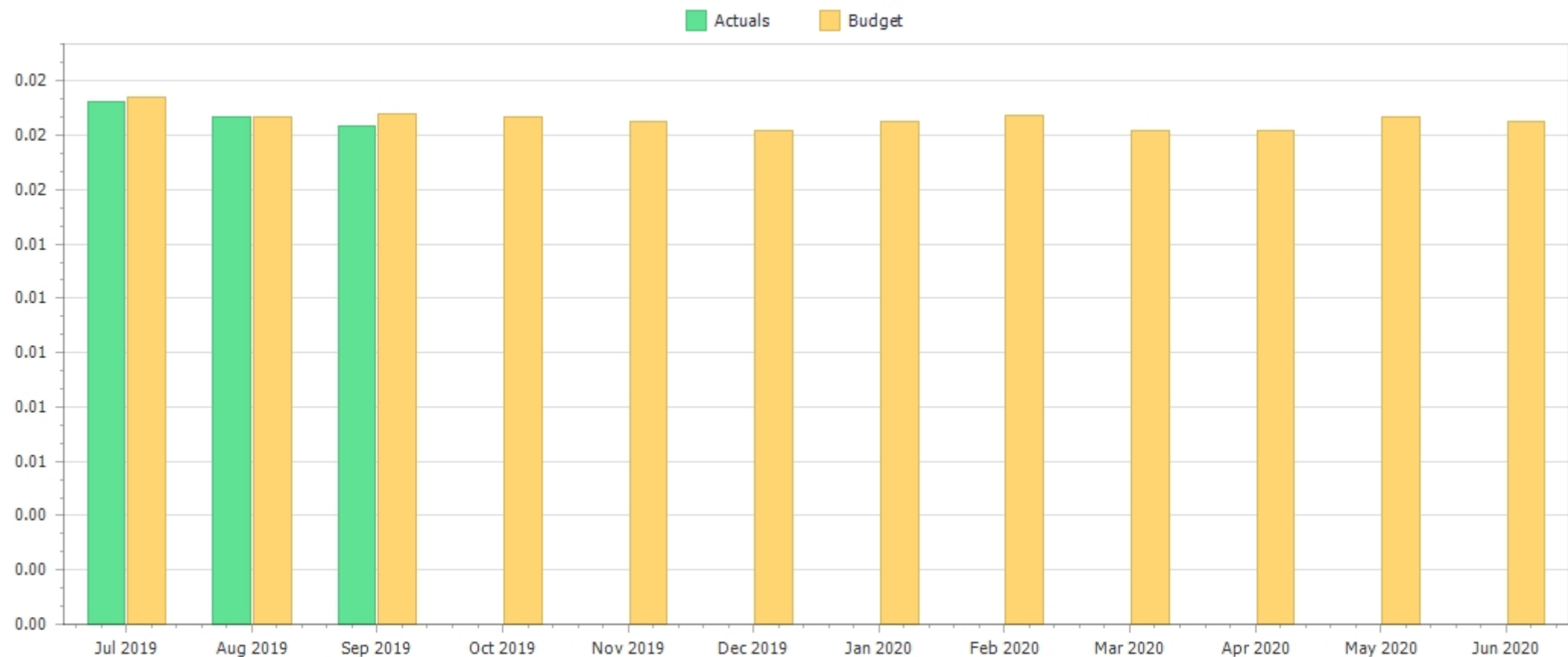
4. Admin to Revenue



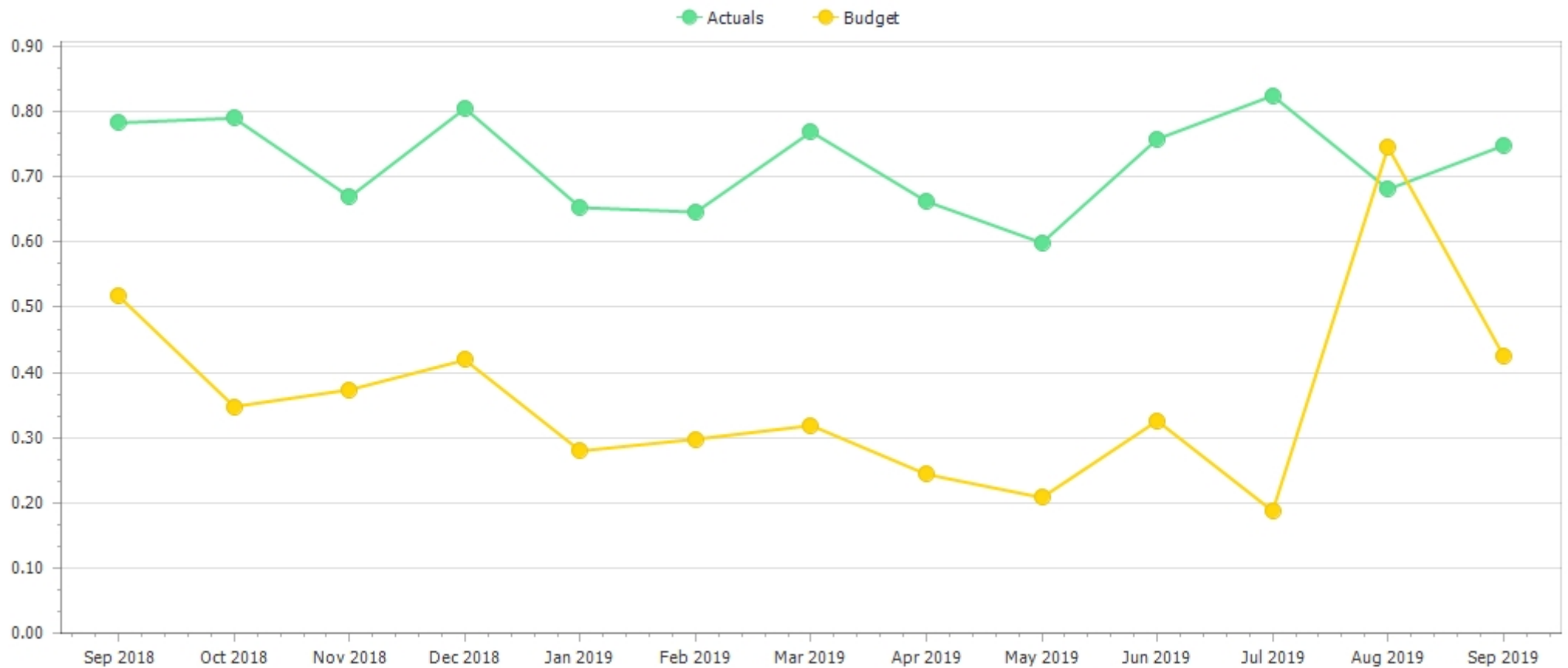
Current Members — VIC Group



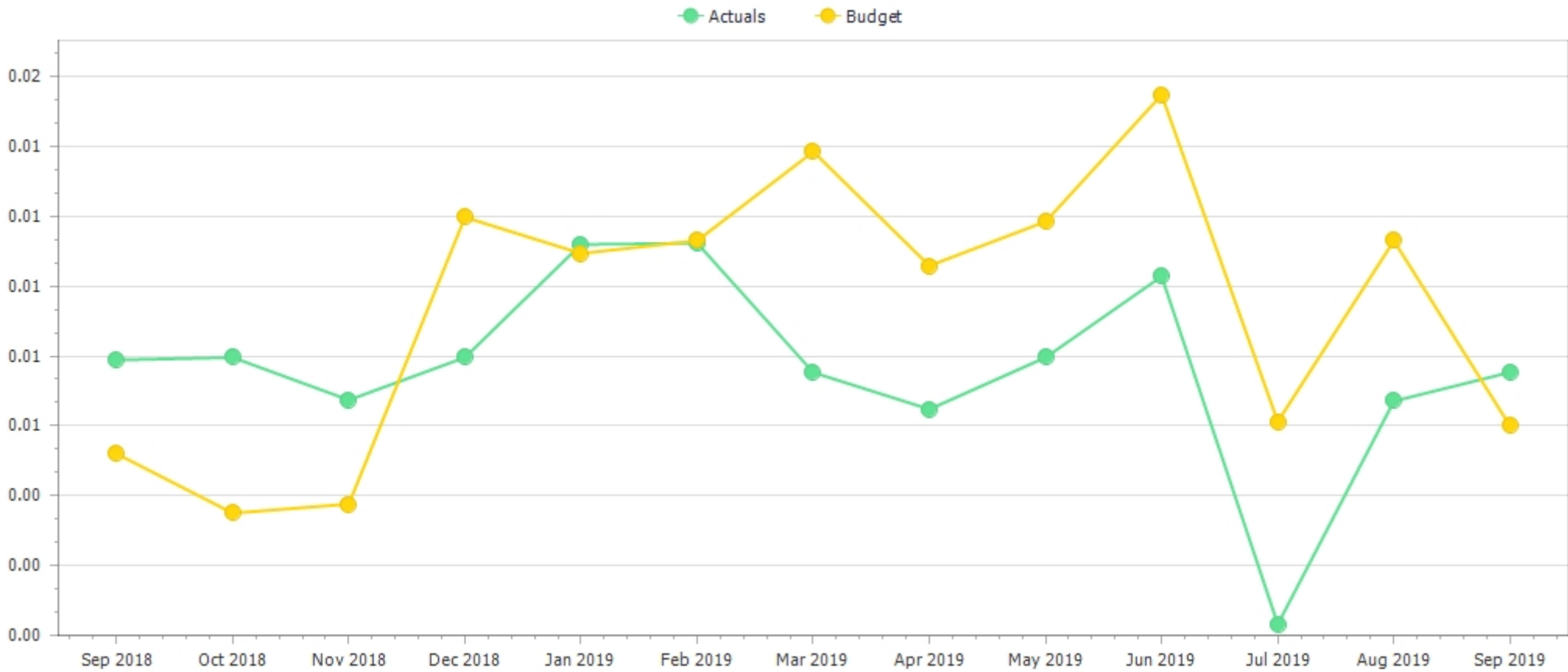
Member Churn — VIC Group



Wages to Income — VIC Group



Admin to Revenue — VIC Group



Measuring Operations

1. Debtor Days



2. Self-created Funds



3. Unit Costs



4. Net Equity Position



Debtor Days 2016 - 19 — VIC Group

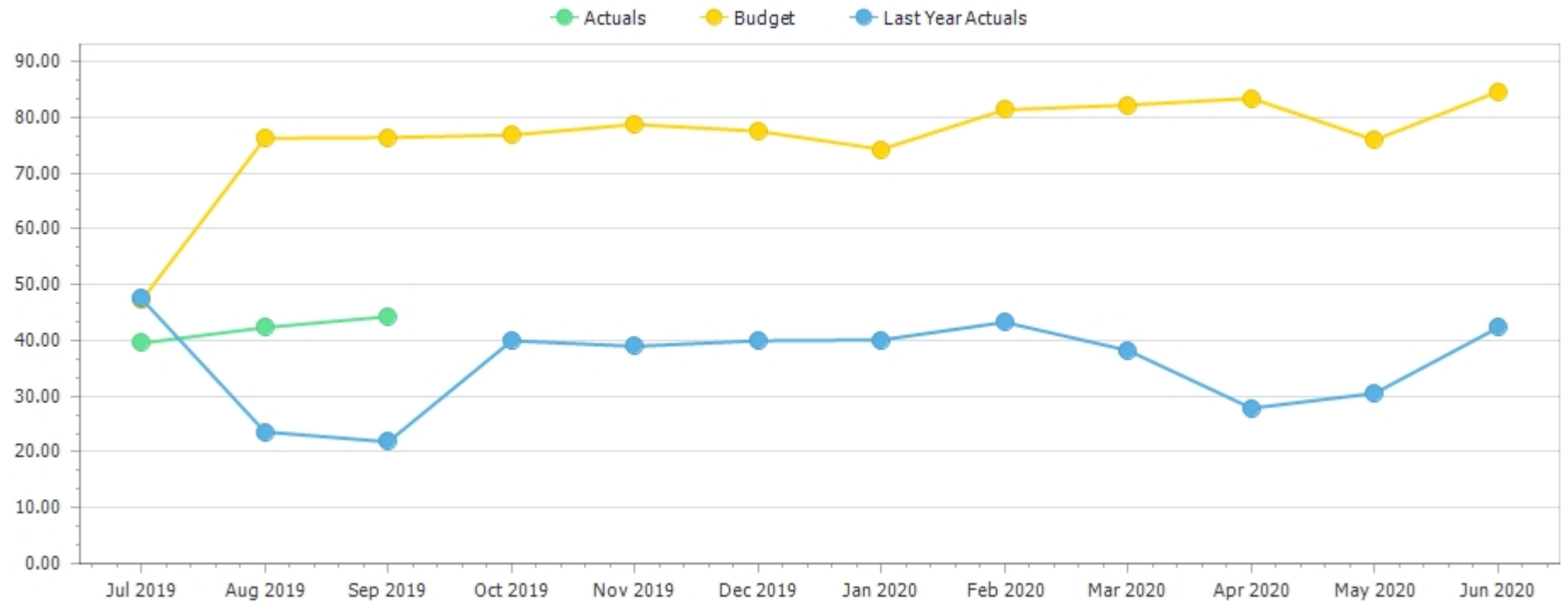


Self-generated Funds — VIC Group

JUL 2019 - SEP 2019

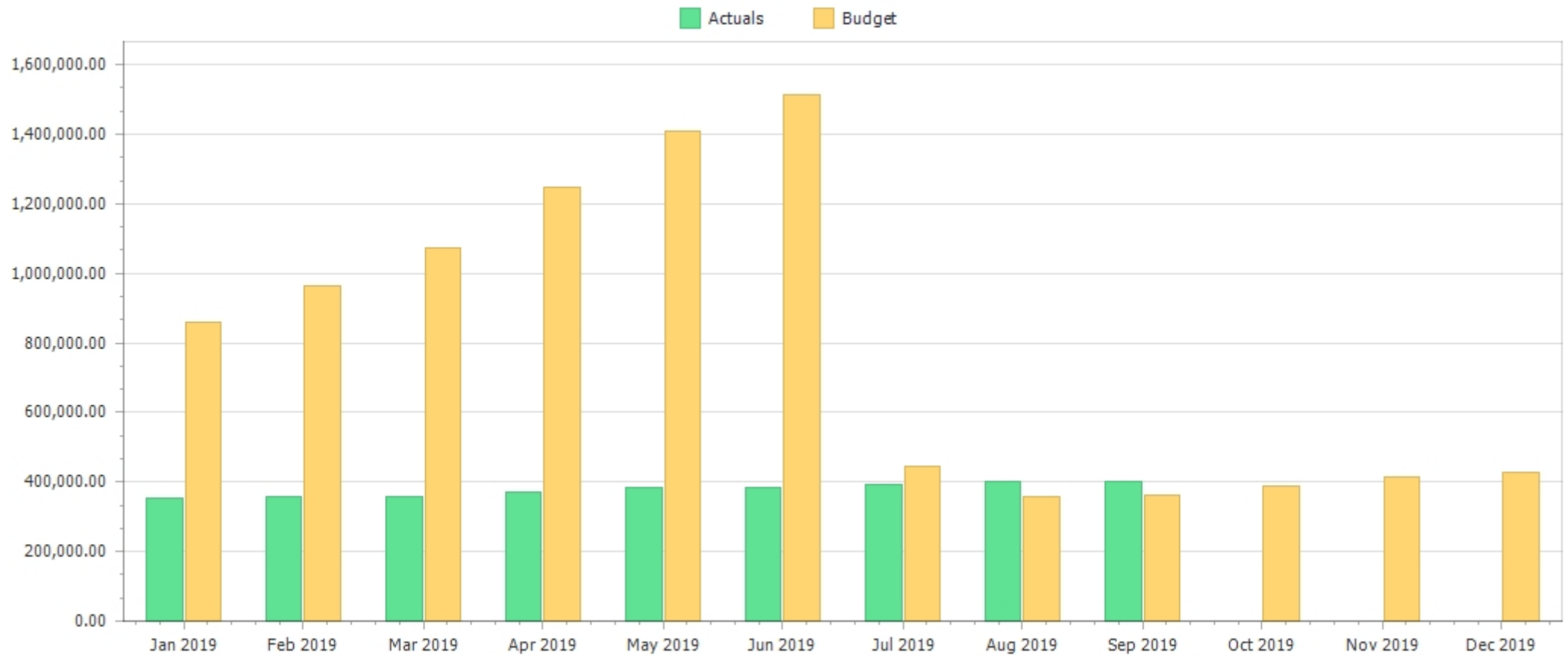
	A Self Generated Funds
Assertiveness Local	N/A
Assertiveness QLD	0%
Self-Defence Cwealth	0%
Self-Defence Local	41%
Self-Defence QLD	12%
Support Local	100%
Support QLD	N/A
Unassigned	1%
Consolidated Branch(s)	6%

Unit Cost per Participant — VIC Group



Actuals	40	42	44	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Budget	47	76	76	77	79	78	74	81	82	83	76	85
Last Year Actuals	47	24	22	40	39	40	40	43	38	28	31	42

Net Equity Position — VIC Group



Managing Cashflow

1. Cash Balance



2. Days Cash Reserves



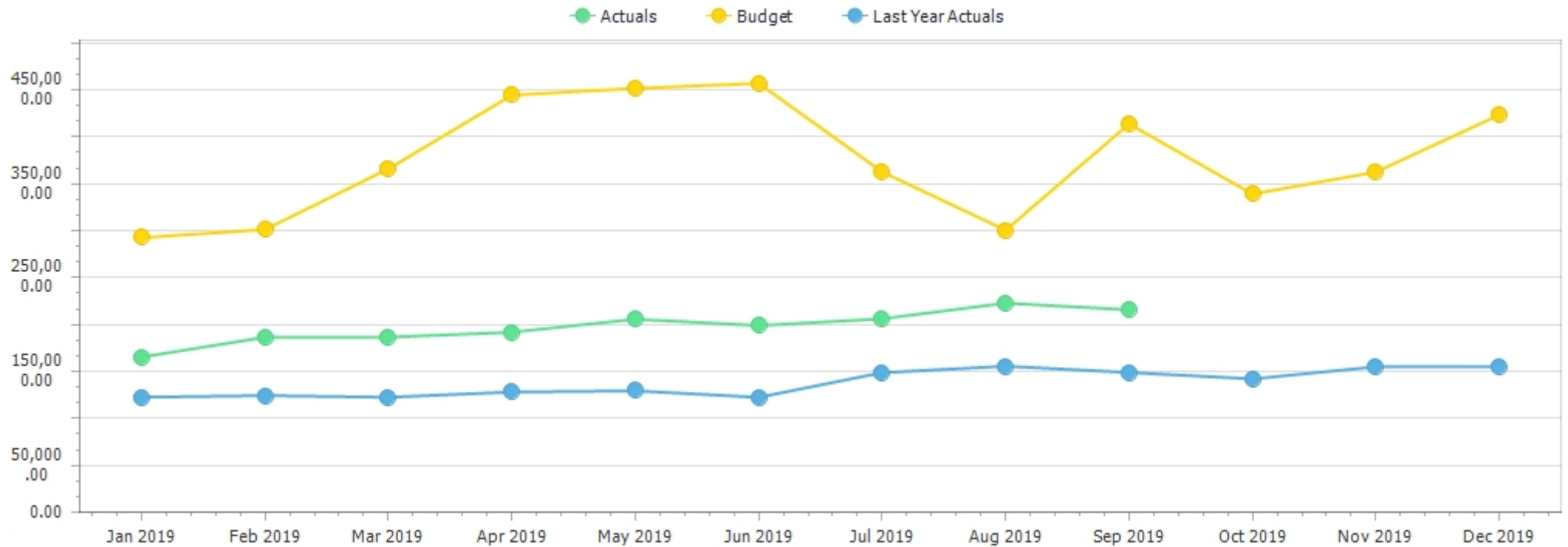
3. Working Capital



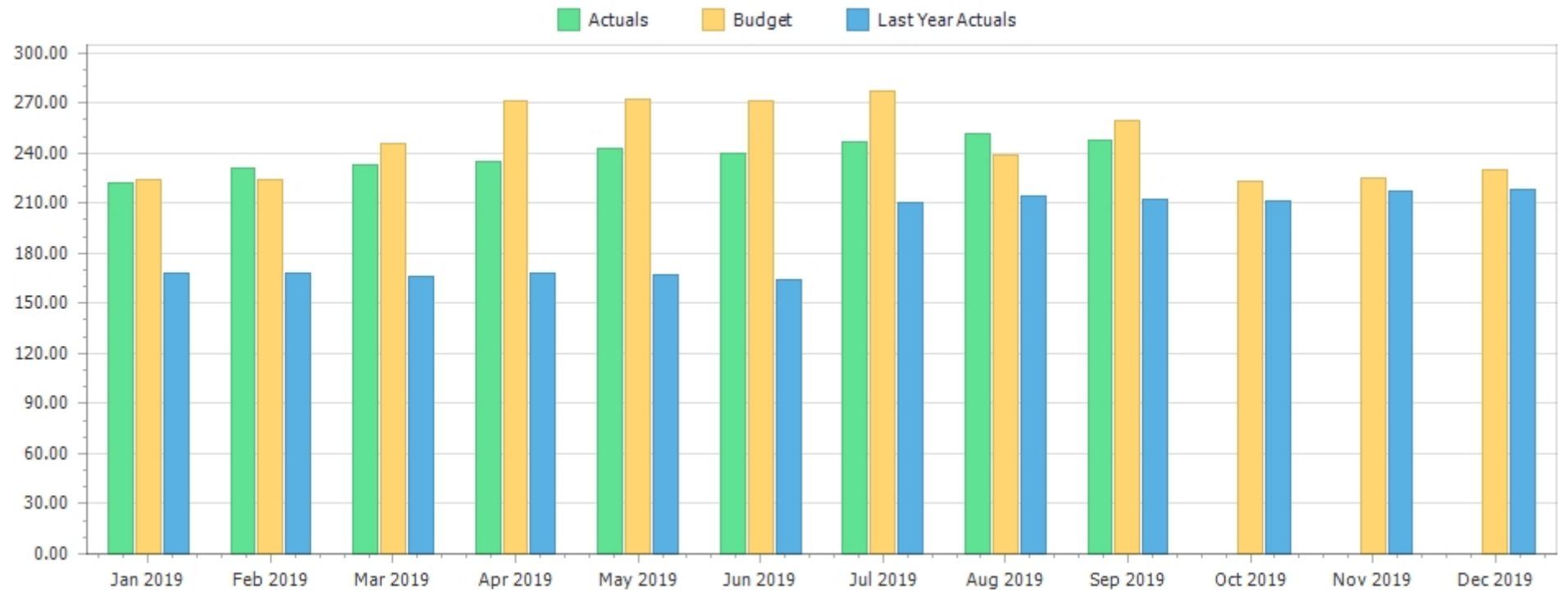
4. Creditor Days



Cash Balance — VIC Group



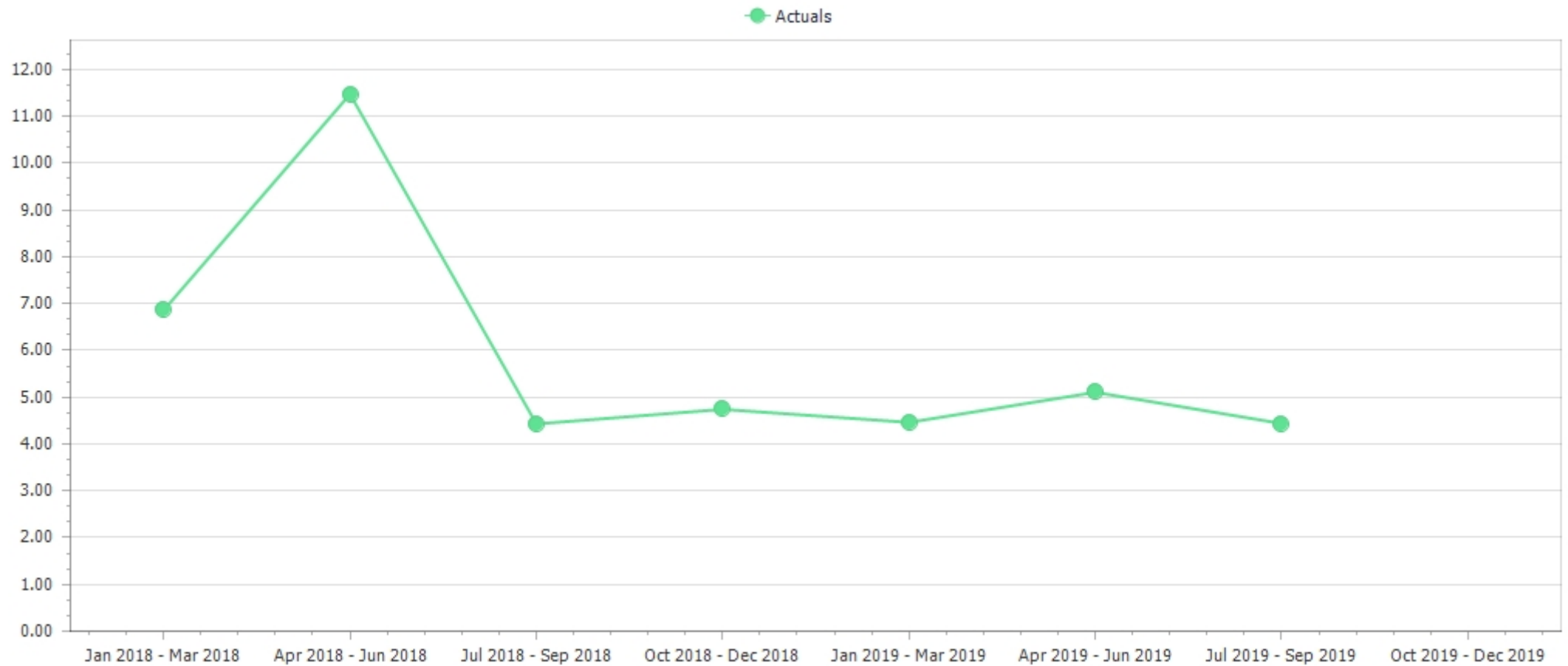
Cash Reserves in Days — VIC Group



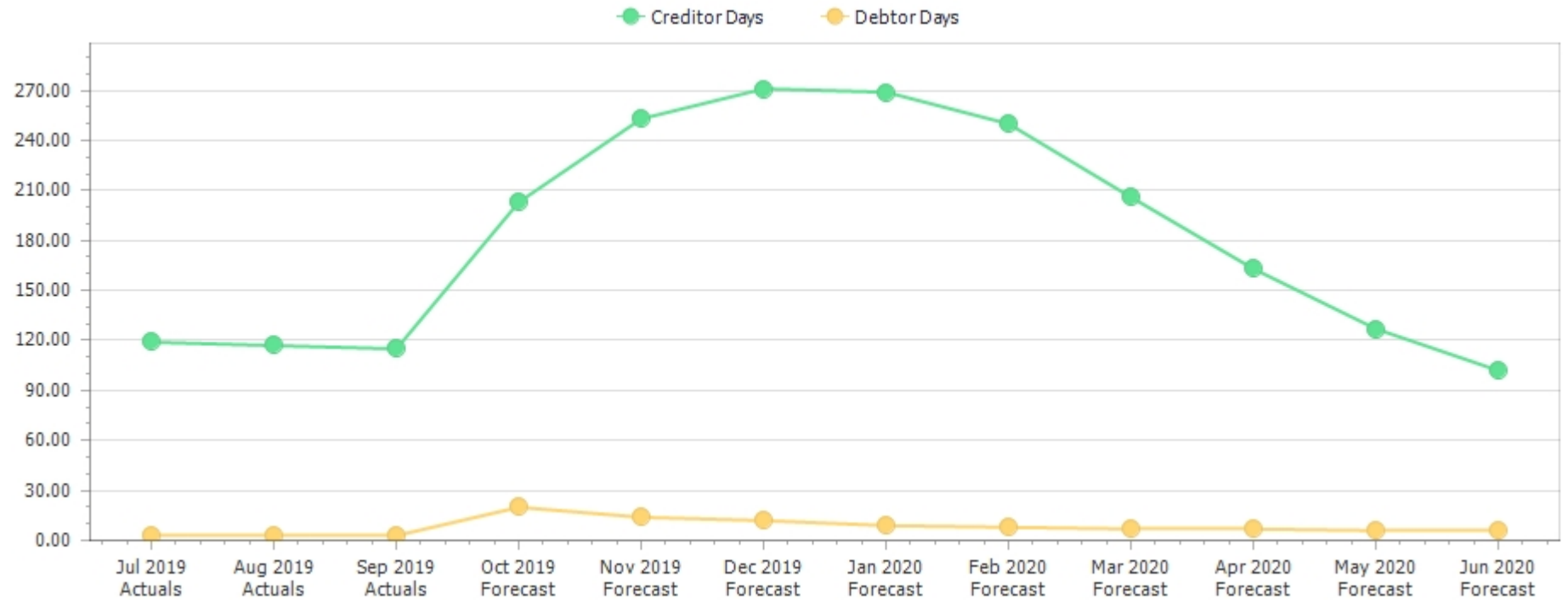
Actuals	222	231	232	235	242	240	246	251	248	N/A	N/A	N/A
Budget	224	224	245	271	272	271	277	238	260	223	225	230
Last Year Actuals	168	168	166	168	167	164	211	214	212	211	217	218



Working Capital Ratio — VIC Group



Creditor Days — VIC Group



Creditor Days	119	117	115	203	253	271	269	250	206	163	127	102
Debtor Days	3	3	3	20	14	12	9	8	7	7	6	6

KPIs for NFPs

The Formulas

Current Members	This is just the number of members
Member Churn	$\text{IF}([\text{Current Members}] = 0, \text{null}, [\text{Lost Members}]/[\text{Current Members}])$
Wages to Income	$\text{if}([\text{Total Income}] <> 0, [\text{Wages}] / [\text{Total Income}], \text{null})$
Admin to Revenue	$\text{IF}([\text{Total Income}] = 0, \text{NULL}, [\text{Admin}]/[\text{Total Income}])$
Debtor Days	$\text{if}([\text{Debtor Income}] <> 0, [\text{Trade Debtors}] / [\text{Debtor Income}] * 365$
Self-Generated Funds	$\text{IF}([\text{Total Income}] = 0, \text{null}, [\text{Self Generated Funds}]/[\text{Total Income}])$
Unit Cost per Participant	$\text{IF}([\text{Participants}] = 0, \text{Null}, [\text{Total Expense}]/[\text{Participants}])$
Net Equity Position	$[\text{Net Equity}]$
Cash Balance	$[\text{Default Bank}]$
Cash Reserves in Days	$\text{IF}([\text{Annual Expense}] - [\text{Non Cash Expenses}] = 0, \text{null}, [\text{Cash Reserves}] / (([\text{Annual Expense}] - [\text{Non Cash Expenses}]) / 365))$
Working Capital Ratio	$\text{if}([\text{Current Liabilities}] <> 0, [\text{Current Assets}] / [\text{Current Liabilities}], \text{null})$
Creditor Days	$\text{if}([\text{Creditor Expenses}] <> 0, [\text{Trade Creditors}] / [\text{Creditor Expenses}] * 365, \text{null})$