Measuring Operations

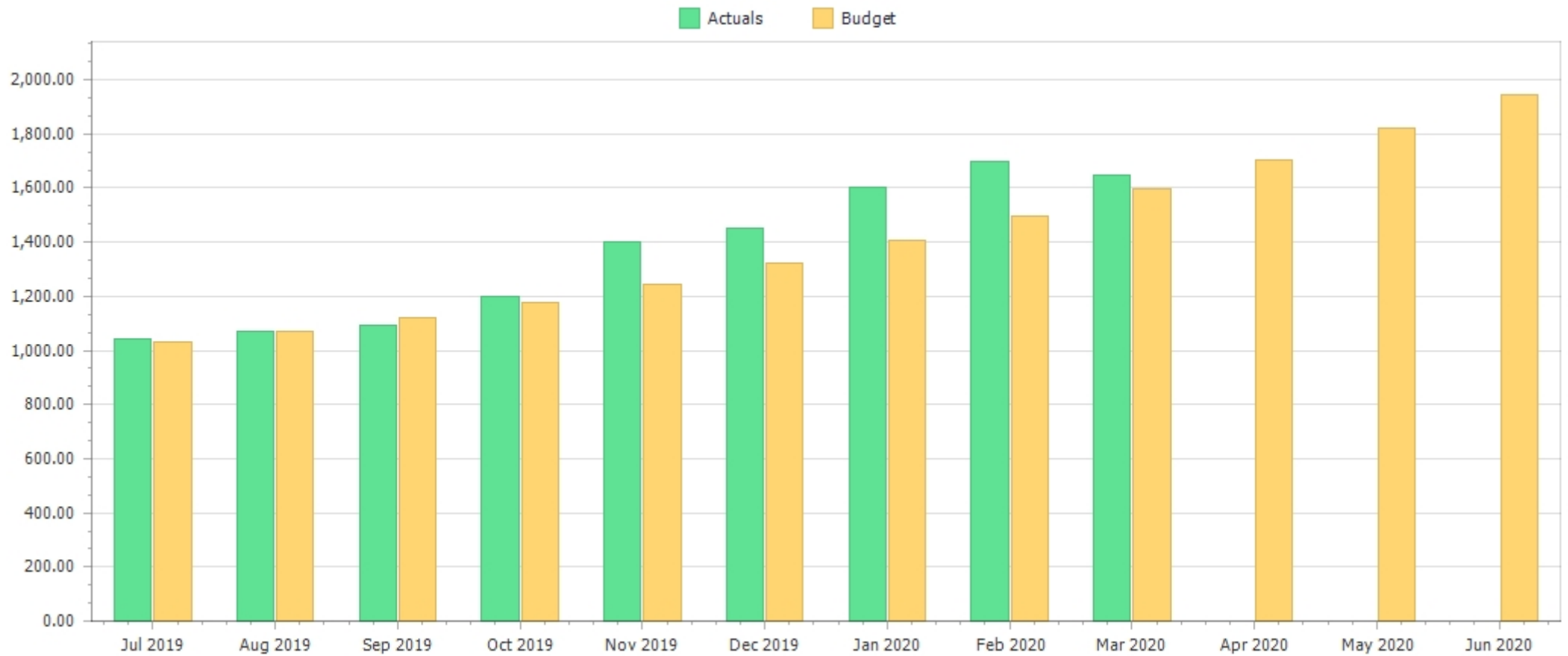**1. Membership**

2. Member Churn

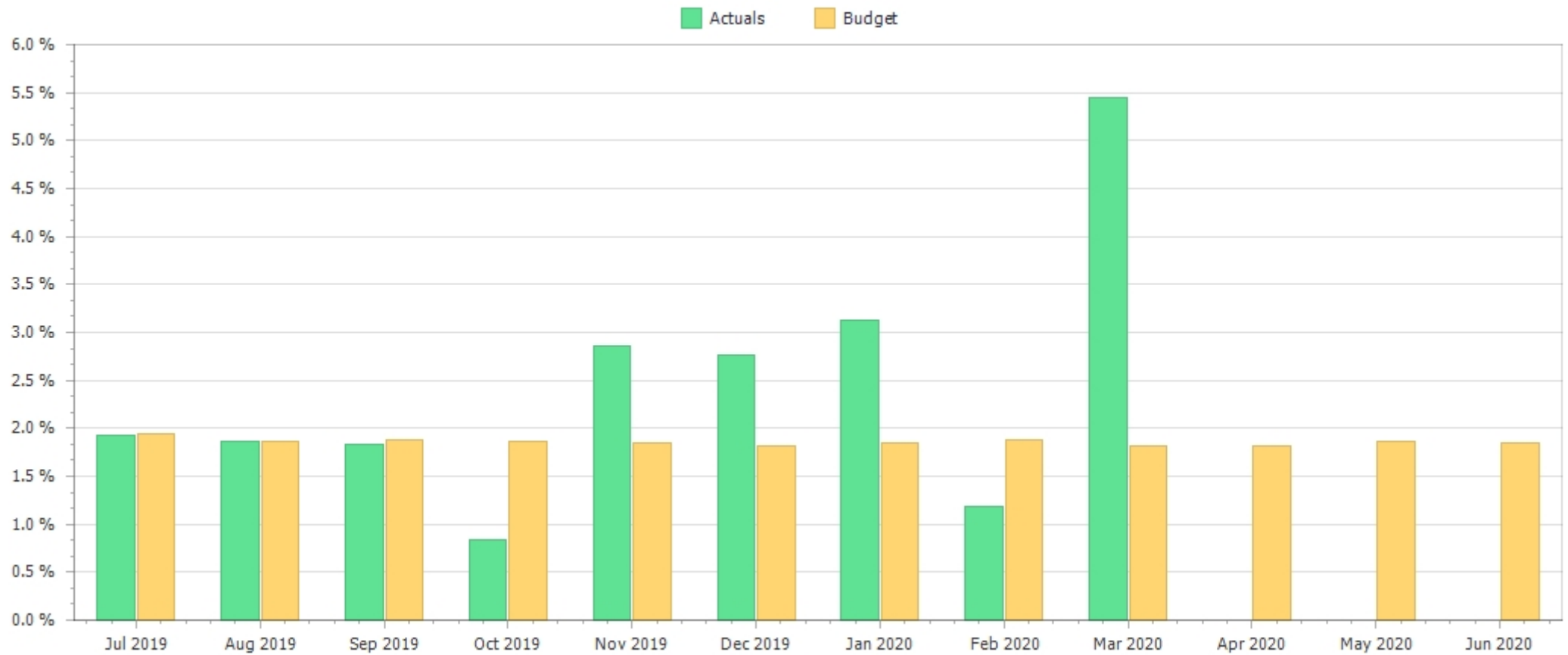**3. Wages to Income**

4. Admin to Revenue

Current Members — Melbourne

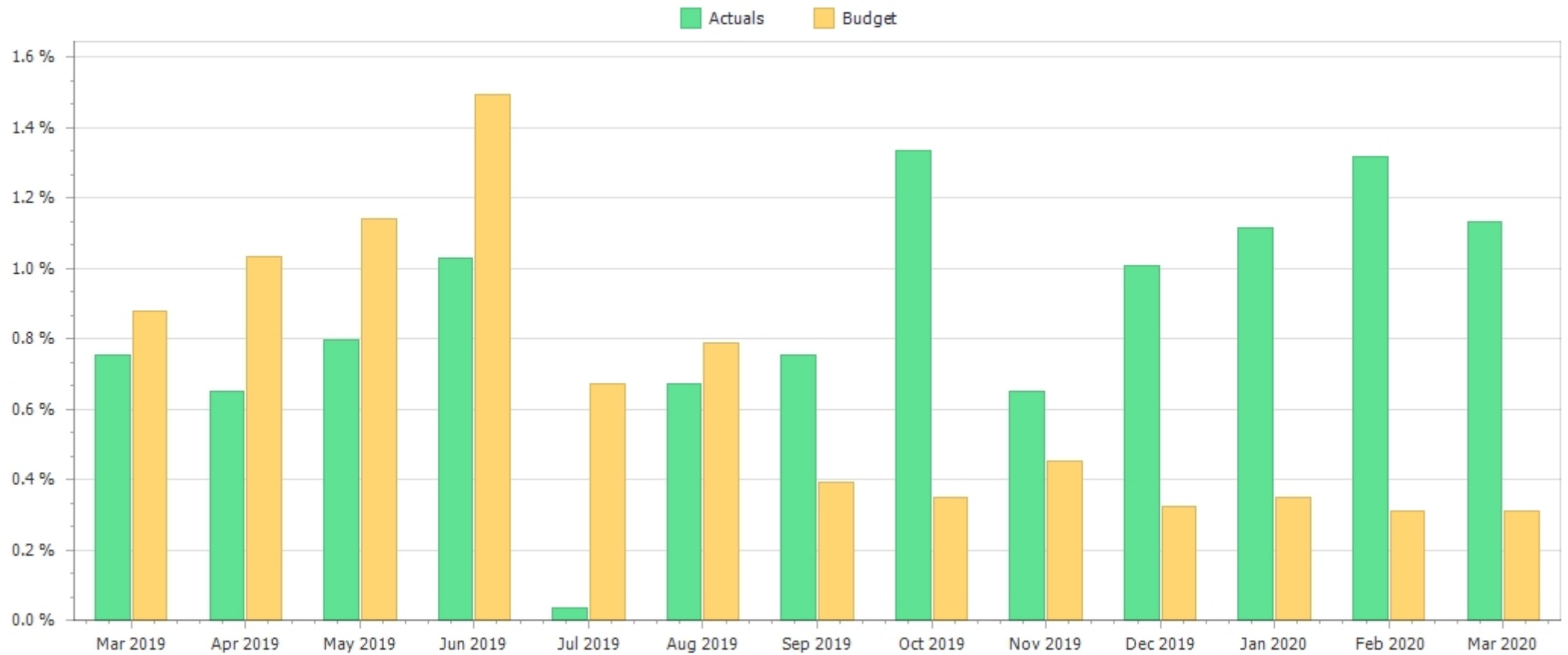# Member Churn — Melbourne

Legend: Actuals (green), Budget (yellow)

Wages to Income — Melbourne
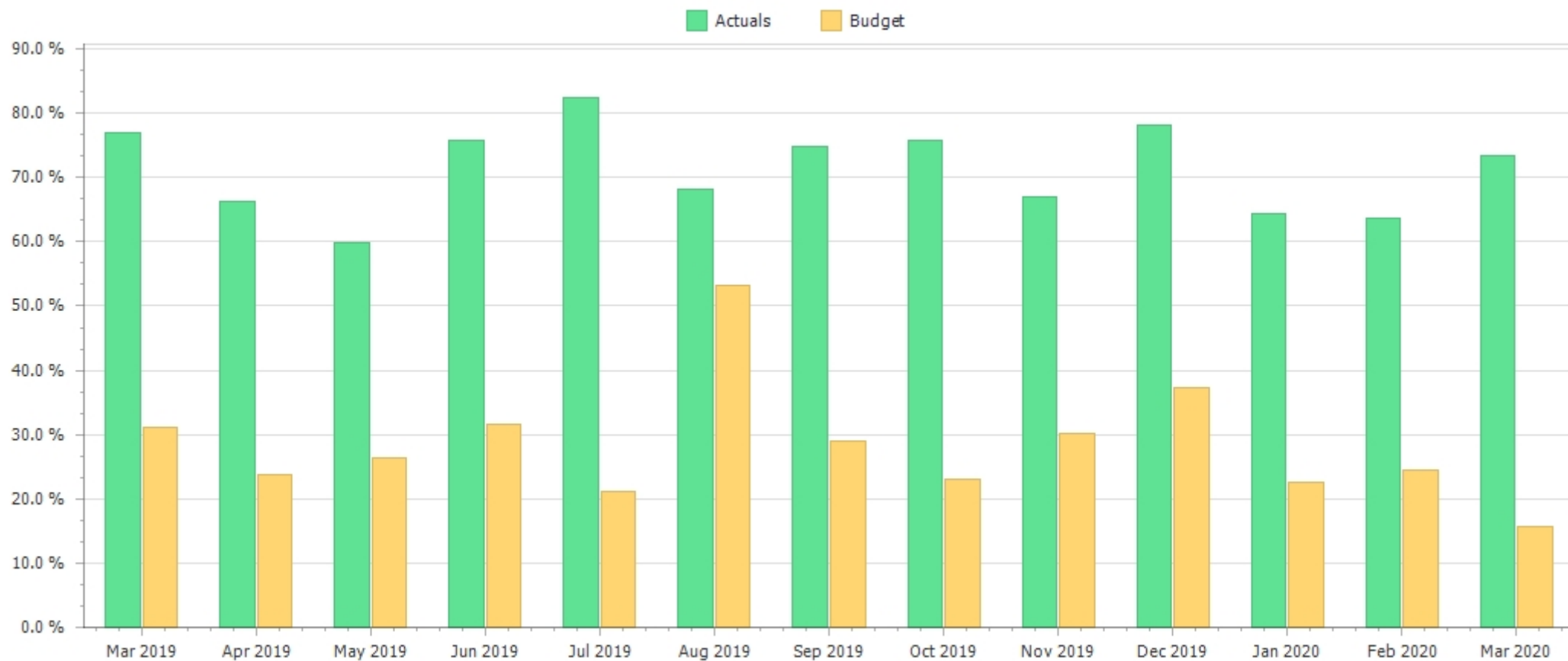
Admin to Revenue — Melbourne

Measuring Operations

1. Debtor Days

2. Self-created Funds

3. Unit Costs

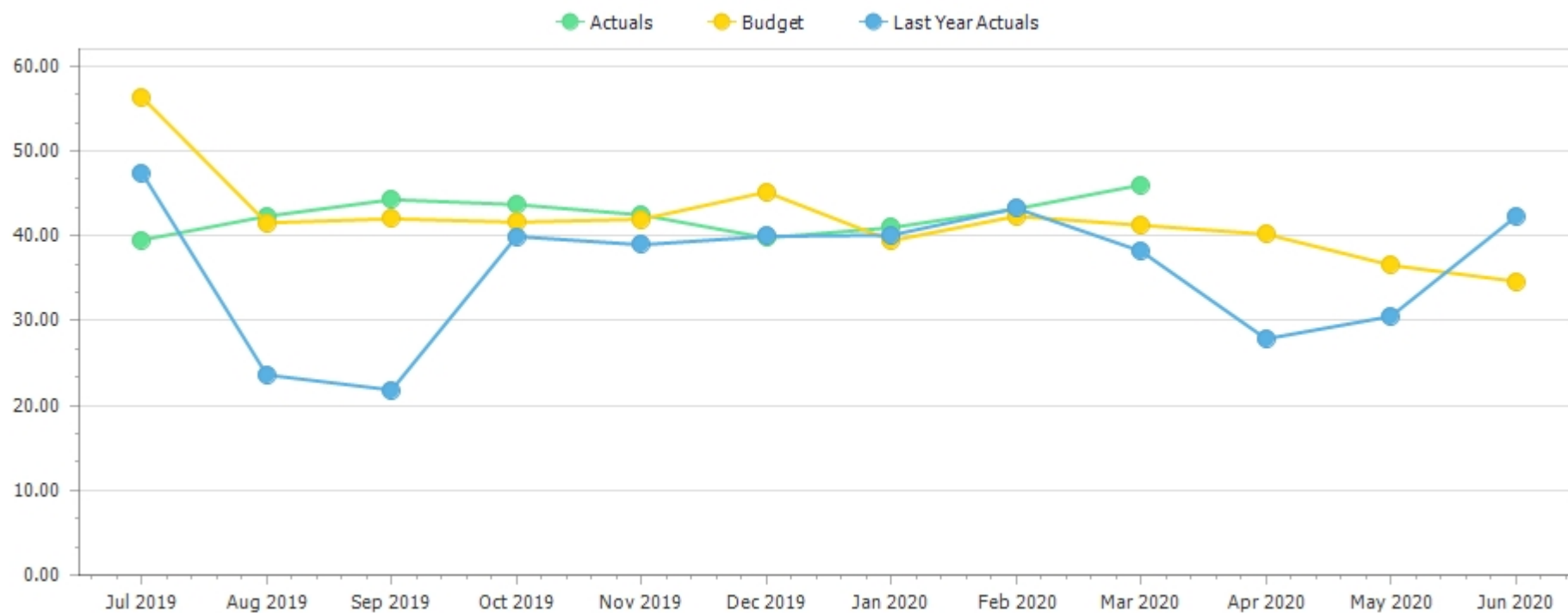**4. Net Equity Position**

Debtor Days 2016 - 2020 — Melbourne

Self-generated Funds — Melbourne

JUL 2019 - MAR 2020

|	Self Generated Funds
Assertiveness Local	N/A
Assertiveness QLD	0%
Self-Defence Cwealth	0%
Self-Defence Local	75%
Self-Defence QLD	19%
Support Local	100%
Support QLD	N/A
Unassigned	3%
Consolidated Branch(s)	9%

Unit Cost per Participant — Melbourne

Legend: ● Actuals ● Budget ● Last Year Actuals

	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020
Actuals	40	42	44	44	42	40	41	43	46	N/A	N/A	N/A
Budget	56	42	42	42	42	45	39	42	41	40	37	35
Last Year Actuals	47	24	22	40	39	40	40	43	38	28	31	42

Net Equity Position — Melbourne
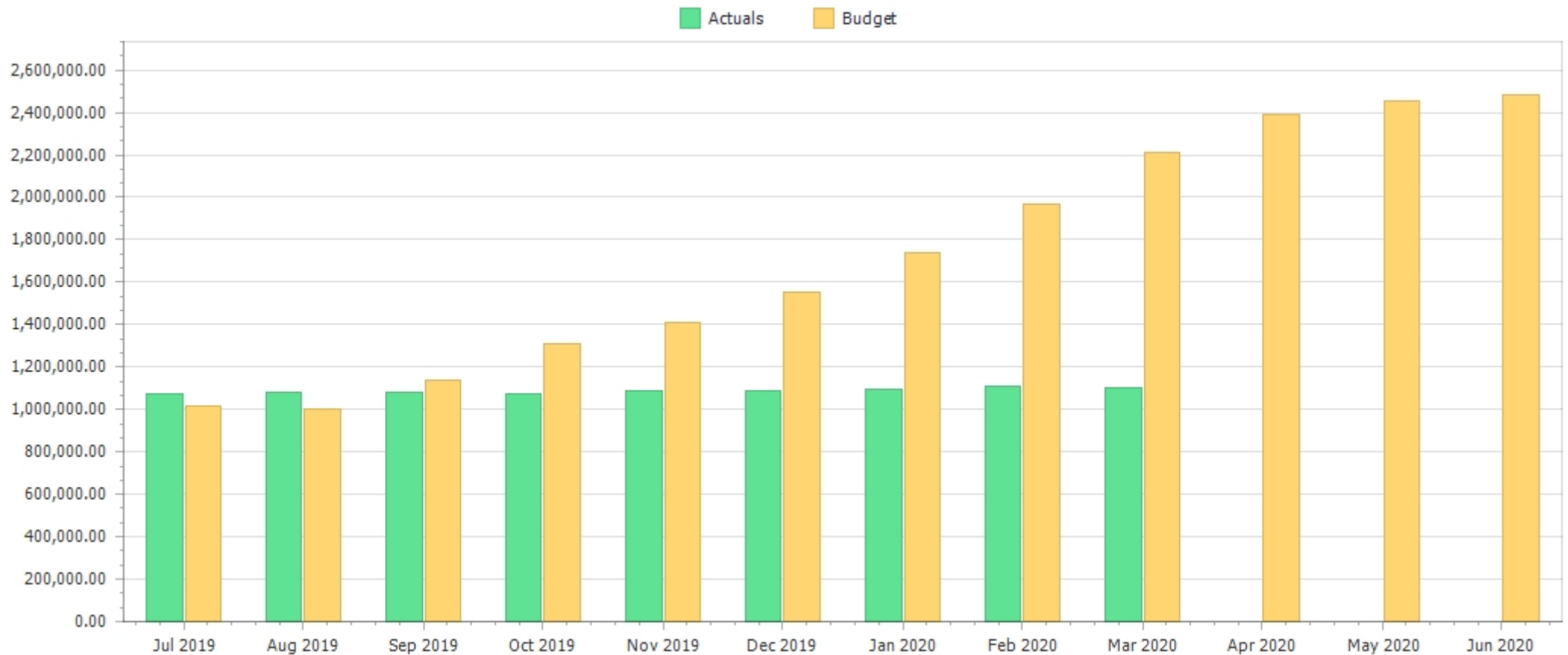
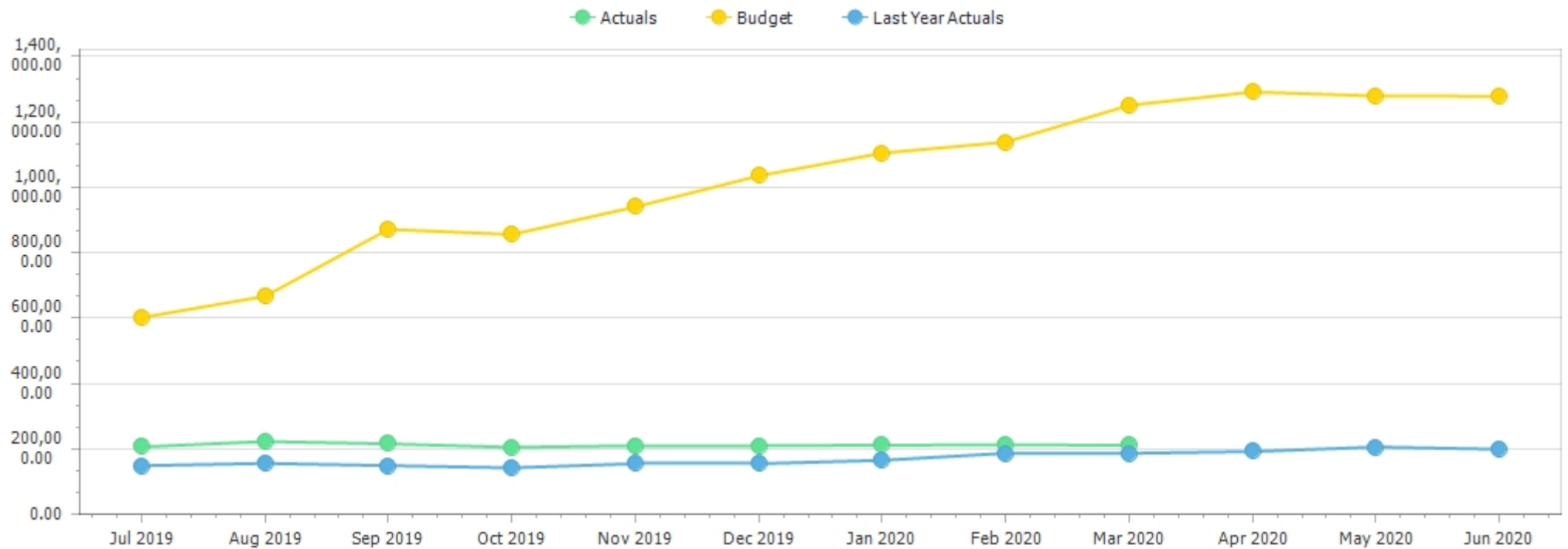# Managing   Cashflow

1.   Cash Balance
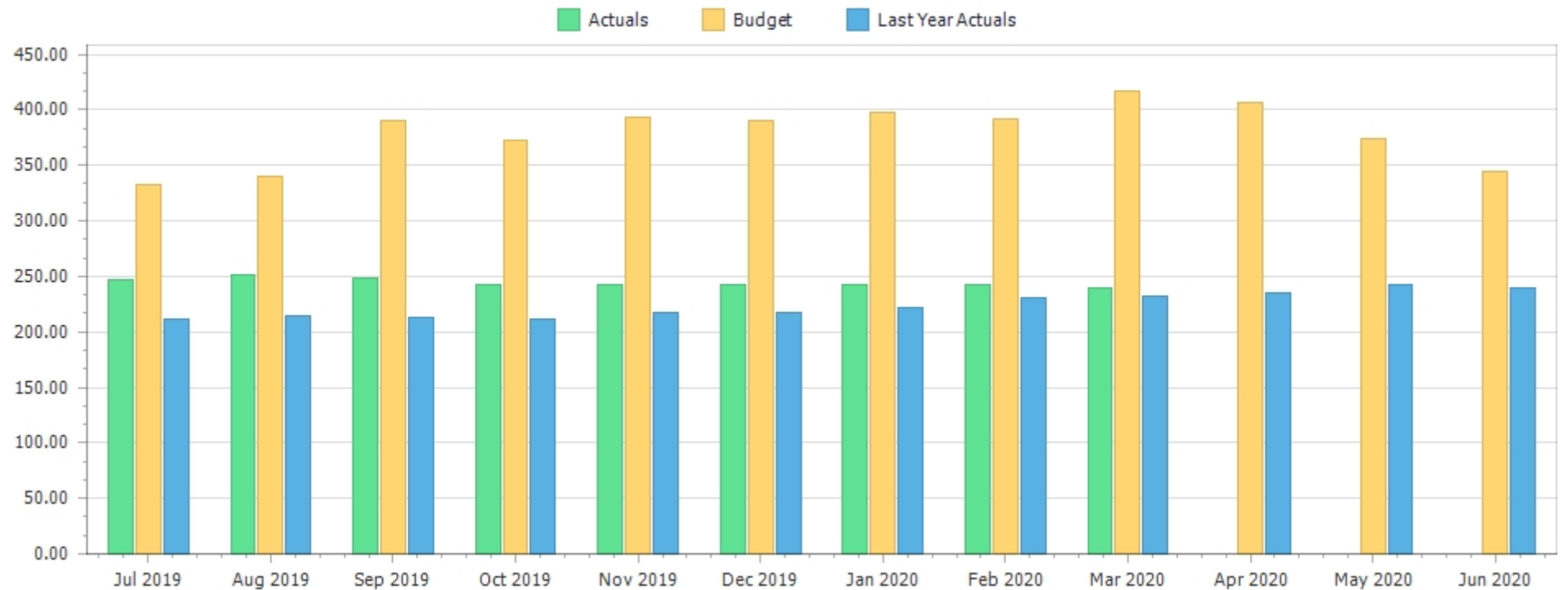
2.   Days Cash Reserves

3.   Working Capital
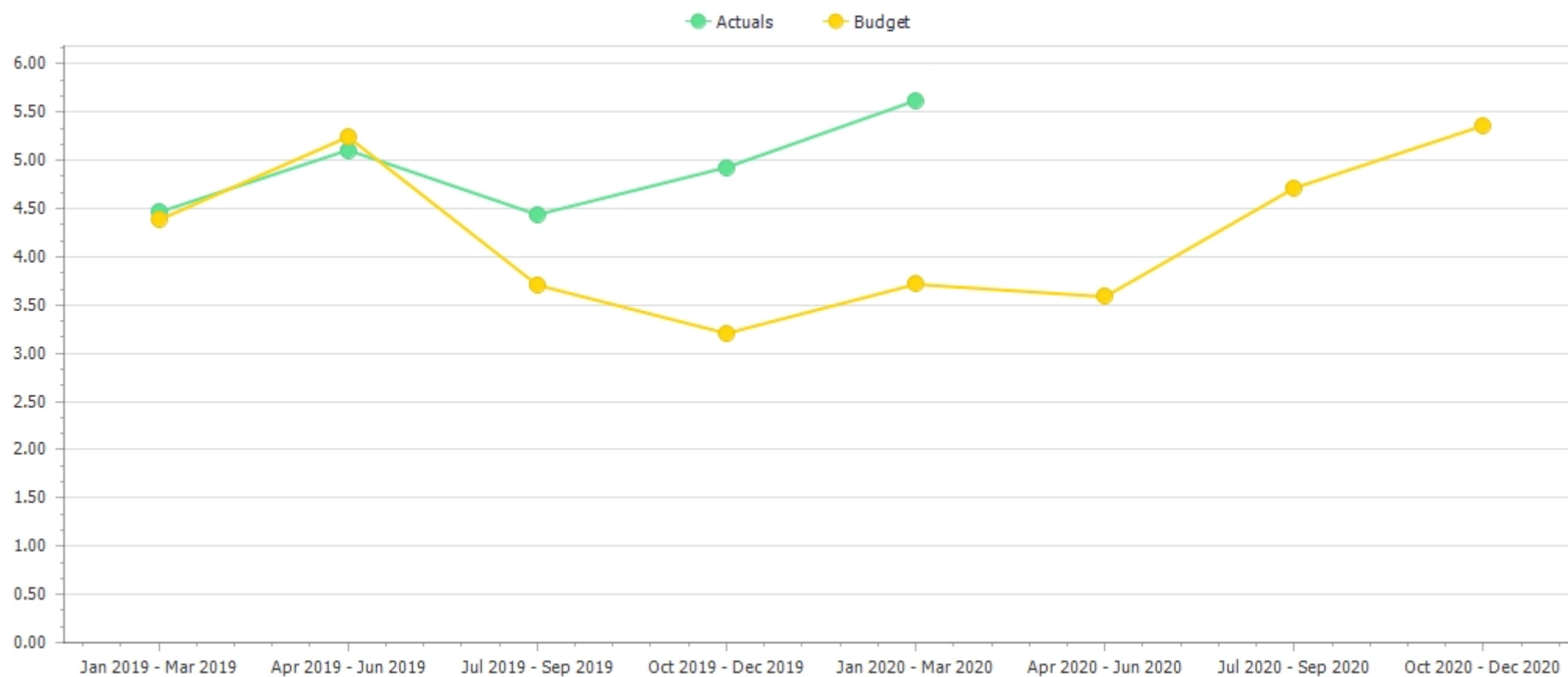
4.   Creditor Days

Cash Balance — Melbourne

Legend: Actuals, Budget, Last Year Actuals

Cash Reserves in Days — Melbourne

Legend: Actuals · Budget · Last Year Actuals

	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020
Actuals	246	251	248	242	243	242	242	242	240	N/A	N/A	N/A
Budget	332	340	391	373	393	390	397	391	417	407	374	344
Last Year Actuals	211	214	212	211	217	218	222	231	232	235	242	240

Working Capital Ratio — Melbourne

Legend: ● Actuals ● Budget

X-axis: Jan 2019 - Mar 2019, Apr 2019 - Jun 2019, Jul 2019 - Sep 2019, Oct 2019 - Dec 2019, Jan 2020 - Mar 2020, Apr 2020 - Jun 2020, Jul 2020 - Sep 2020, Oct 2020 - Dec 2020

Creditor Days — Melbourne

Legend: ● Creditor Days ● Debtor Days
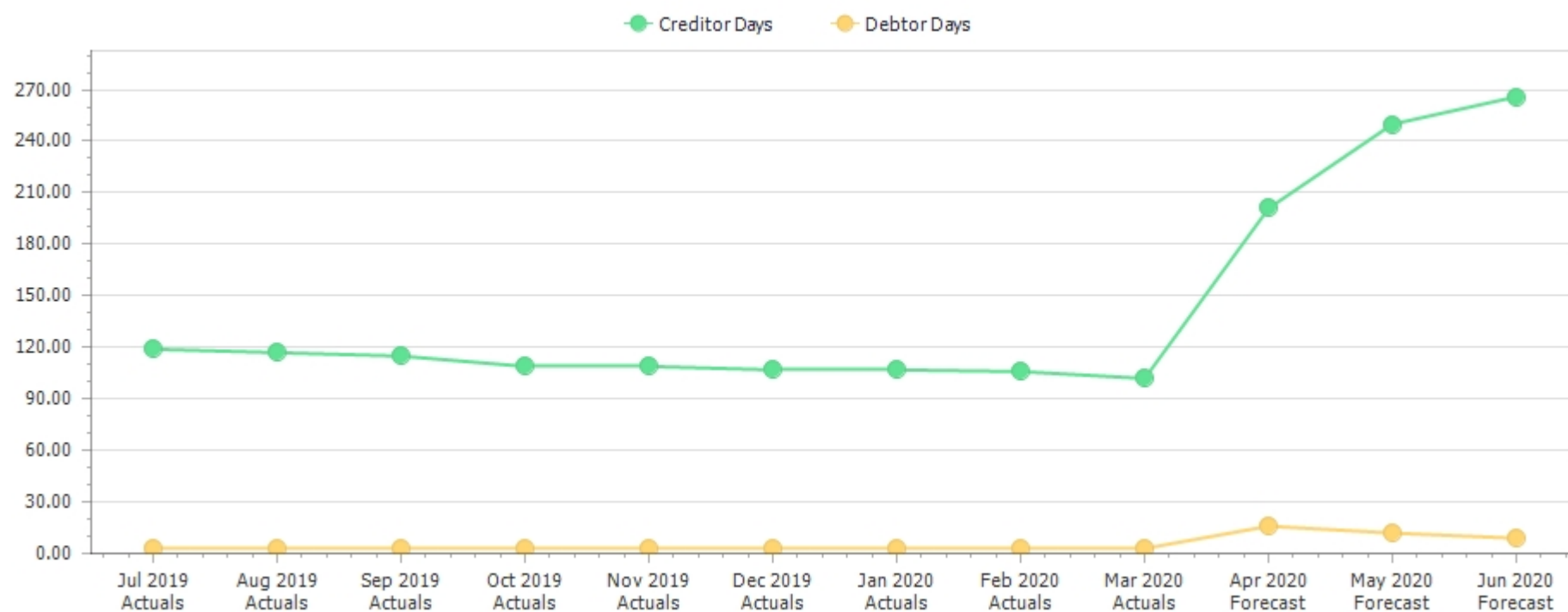
	Jul 2019 Actuals	Aug 2019 Actuals	Sep 2019 Actuals	Oct 2019 Actuals	Nov 2019 Actuals	Dec 2019 Actuals	Jan 2020 Actuals	Feb 2020 Actuals	Mar 2020 Actuals	Apr 2020 Forecast	May 2020 Forecast	Jun 2020 Forecast
Creditor Days	119	117	115	109	109	107	107	106	102	201	250	266
Debtor Days	3	3	3	3	3	3	3	3	3	16	12	9

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)