



Associations Forum Financial Benchmarking Report

Dear Sir/Madam,

Thank you for participating in the Financial Benchmarking Project. This important analysis compares industry and professional associations, highlighting specific financial performance criteria.

This report provides a guide for Boards and management in addressing key areas such as profitability compared to income, solvency, reserves and major expense categories. We hope it can assist your decision-making by allowing you to compare your results to similar organisations.

The report is structured as follows:

Page 2 shows a list of participants sorted by equity. Participants are described by sector, structure, income, staff numbers and membership numbers. Your organisation appears in bold italics.

Pages 4 and 5 show key figures in two columns: your organisation against the average of participating associations. Due to the relative low number of responses received for individual sectors we were unable to provide any meaningful averages at a sector level.

We encourage associations to consider using "Activity Based Costing" analysis of their various major activities and member services, rather than only the traditional yet still important "Profit & Loss". Activity Based Costing provides more accurate results for better decision-making.

The Financial Benchmarking Project is continually evolving and we welcome your feedback. Please contact your membership officer if you have any questions about the report.

Yours sincerely,

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This survey was filled out by: XX

Disclaimer: This report is based on information provided by the participating associations and is prepared for information purposes only. It does not constitute any accounting or professional advice and no warranties are made as to the completeness, reliability or accuracy of the data. The data may be used as a guide however the recipient association will need to consider its specific circumstances in the decision making process and should not rely on the report. Associations Forum excludes all liability for any loss or damage arising out of the use of the report. The report has been prepared for the recipient organisation only and is the copyright of Associations Forum (© 2023) and may not be distributed outside the recipient association.

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Benchmarks Selected

Reporting with data from 58 organisations selected from 58 respondents.

(Your organisation is listed in ***bold italics***)

No.	Sector	Structure	Income	Sorted by Equity	# Staff	# Members
1	Health	a national (single entity) organisation (AUS only)	525,655	83,624	3	839
2	Building/Construction	National (Aus & NZ)	351,327	225,834	2	45
3	Environment	National (Aus & NZ)	360,595	268,016	0	369
4	Education	a national (single entity) organisation (AUS only)	658,113	275,156	4	117
5	Education	National	1,078,318	299,031	3	201
6	Retail	a national (single entity) organisation (AUS & NZ)	241,871	312,320	1	114
7	Leisure	National	1,347,747	332,252	7	246
8	Health	National (Aus & NZ)	386,977	362,805	2	1,550
9	Defence	a national (single entity) organisation (AUS only)	1,609,357	371,639	8	243
10	Home	State/Territory	610,365	405,130	4	688
11	Education	State/Territory	347,554	473,114	1	203
12	Business	National	1,133,217	500,637	2	1,026
13	Finance	a national (single entity) organisation (AUS only)	1,487,317	511,324	9	2,843
14	Health	a national (single entity) organisation (AUS only)	1,762,443	529,902	7	997
15	Agriculture	a national (single entity) organisation (AUS only)	1,518,308	548,863		
16	Health	National	516,056	582,565	1	596
17	Religion	National	1,427,026	595,128	5	26
18	Health	National	2,325,387	622,402	9	152
19	Vehicle/Transport	National	1,866,763	648,755	6	70
20	Health	a national (single entity) organisation (AUS & NZ)	228,406	700,085	2	43
21	Education	National	1,451,220	870,779	4	2,958
22	Finance	National	468,959	874,320	4	1,950
23	Education	State/Territory	1,798,959	903,580	31	680
24	Business	State/Territory	1,980,356	921,697	3	121
25	Education	National (Aus & NZ)	503,523	969,855	2	1,500
26	Health	a national (single entity) organisation (AUS only)	937,431	976,363	3	1,104
27	Agriculture	Federal/Umbrella	857,139	990,037	3	12
28	Building/Construction	National	1,578,754	1,001,071	3	763
29	Energy	a national (single entity) organisation (AUS only)	3,177,294	1,155,433	8	194
30	Health	a national (single entity) organisation (AUS only)	1,795,469	1,235,086	11	5,300
31	Health	a national (single entity) organisation (AUS & NZ)	353,327	1,245,628	1	286
32	Health	a national (single entity) organisation (AUS & NZ)	2,223,044	1,271,893	17	7,981
33	Health	a national (single entity) organisation (AUS only)	5,512,677	1,275,325	36	7,000
34	Other	a national (single entity) organisation (AUS only)	2,482,113	1,281,405	17	7,047
35	Business	National	3,318,652	1,306,511	12	2,923
36	<i>Travel/Tourism</i>	<i>a national (single entity) organisation (AUS only)</i>	<i>2,537,043</i>	<i>1,621,522</i>	<i>8</i>	<i>1,693</i>
37	Vehicle/Transport	National	1,931,463	1,635,565	8	321
38	Business	National	2,791,806	1,747,432	9	2,362
39	Health	a national (single entity) organisation (AUS only)	694,736	2,169,139	4	839
40	Business	State/Territory	1,282,518	2,224,187	4	182
41	Government/Civil Service	State/Territory	2,191,150	2,623,730	8	400
42	Business	a national (single entity) organisation (AUS only)	3,266,870	2,830,243	20	899
43	Health	a national (single entity) organisation (AUS only)	7,827,118	2,962,306	40	13,500
44	Health	Australian and New Zealand - single entity	4,601,569	3,376,204	16	4,729
45	Charity	a national (single entity) organisation (AUS & NZ)	4,884,308	3,526,511	15	12,487
46	Health	National	1,953,955	3,625,713	8	3,000
47	Food	National	4,594,562	3,955,611	19	180

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Benchmarks Selected

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No.	Sector	Structure	Income	Sorted by Equity	# Staff	# Members
48	Leisure	a national (single entity) organisation (AUS & NZ)	4,826,253	5,065,165	13	1,175
49	Health	a national (single entity) organisation (AUS only)	7,225,808	5,233,105	35	12,185
50	Building/Construction	a national (single entity) organisation (AUS only)	3,530,877	6,205,909	20	4,000
51	Health	National	5,542,493	6,357,965	19	2,650
52	Culture	State/Territory	12,824,466	6,451,699	85	150
53	Health	National	6,395,149	8,305,387	28	12,307
54	Government/Civil Service	State/Territory	4,757,355	15,440,878	11	46,000
55	Health	National	25,638,000	16,041,000	99	1,180
56	Health	a national (single entity) organisation (AUS only)	5,601,085	32,495,493	16	4,000
57	Agriculture	a national (single entity) organisation (AUS only)	65,795,000	117,212,000	20	16,500

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Benchmark	Your Organisation	Overall Average
Profit / (Loss)		
Total Income	\$2,537,043	\$4,031,028
Total Expenditure	\$2,474,147	\$3,874,347
Net Profit / (Loss)	\$62,896	\$156,681
Assets		
Current Assets	\$2,481,626	\$3,307,214
Non-Current Assets	\$63,422	\$3,004,474
Total Assets	\$2,545,048	\$6,311,688
Liabilities		
Current Liabilities	\$923,526	\$1,318,604
Non-Current Liabilities		\$173,070
Total Liabilities	\$923,526	\$1,491,674
Equity	\$1,621,522	\$4,820,014
<i>The equity of an association is its assets less its liabilities, in other words what it is worth at the end of the financial year. If there is a profit, equity increases. If there is a loss, equity decreases. Equity is an indicator of financial resources of the association and the results of prudent and responsible financial management.</i>		

Benchmark Ratio Analysis

Profit compared to Income <i>Profit margin ratio shows what percentage of total income remains after all expenses are paid. It can indicate operational efficiency and prudent accumulation of reserves. This will be association specific.</i>	2.5%	5.2%
Cash & Investments compared to Total Expenditure <i>Associations need to remain solvent and have sufficient money to pay expenses.</i>	30.7%	100.5%
Current Assets compared to Current Liabilities <i>The Balance Sheet shows current assets compared to current liabilities. Solvency is the ability to meet obligations as they fall due. Associations must not trade while insolvent. As associations are usually expected to continue normally for the next 12 months, current assets would be expected to at least equal current liabilities. Cash flow cycles such as membership renewal, or a congress may significantly influence the ratio at particular times of the year.</i>	268.7%	419.6%
Membership Income compared to Total Income <i>Shows the significance of membership for operational resources as against other diversified income streams.</i>	92.2%	42.0%
Conference Income compared to Total Income <i>Shows the significance of your conference for operational resources as against other diversified income streams.</i>		14.3%
Staff Expenditure compared to Total Expenditure <i>Staff costs, including contractors & on-costs, are likely to be the major expenditure for most associations.</i>	32.4%	46.7%
Net Equity per Member <i>The amount of resources accumulated for prudential reasons.</i>	\$958	\$5,660
Net Profit/Loss per Member <i>This profitability indicator should be balanced between the prudential need for a profit and the effective utilisation of resources to provide member benefits.</i>	\$37	\$476
Financial Runway (Equity) <i>Number of months that current equity would last with no new income coming in, at current average monthly operating cost.</i>	8	14
Financial Runway (Liquid Assets) <i>Number of months that liquid assets would last with no new income coming in, at current average monthly operating cost.</i>	11	16

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Benchmark	Your Organisation	Overall Average
Conference Ratio Analysis		
Conference Profit/Loss compared to Number of Attendees <i>Association conferences can represent a major source of net income.</i>		\$118
Conference Profit/Loss compared to Conference Income <i>Conferences should return profit commensurate with effort.</i>		2.9%
Conference Profits compared to Conference Income <i>* only considering cases where profits made</i>		36.2%
Conference Profits compared to Number of Attendees <i>* only considering cases where profits made</i>		\$243
Conference Losses compared to Number of Attendees <i>* only considering cases where losses made</i>		-\$246
Members, Staff		
Members	1,693	3,409
Membership Types <i>The number of different membership types.</i>	3	5
Membership Fee - Highest	\$30,000	\$18,550
Membership Fee - Lowest	\$425	\$509
Staff	8	13
Members per Staff Ratio	212	315