

## NOT ALL REPORTING IS EQUAL

Organisations need to undertake reporting for numerous reasons – to keep tab on daily operational functions, to report to the regulators and statutory bodies, to communicate results to the market and shareholders, and to provide trend analysis, and strategic inputs to key decision makers and stakeholders within the organisation. Though all of them deal with the meaningful presentation of data, not all can be provided in the same manner, format, and frequency to the report consumers.

There are three main types of reporting within any given organisation – operational, compliance, and analytical reporting.

### OPERATIONAL REPORTING

Operational reporting is reporting about operational processes that reflect on-going up to the minute status. Operational reporting supports the day-to-day activities of an organisation and provides notifications and alerts in case of deviations from standard results and SLA norms. Examples of operational reporting include end of the day branch reconciliation reports, account adjustments, daily items dispatched, application logons, and IT incidents raised etc. If your business says that it needs real-time management information reporting, it is more likely that the reports are actual operational in nature.

### COMPLIANCE REPORTING

Compliance Reporting is about monitoring safety and soundness at organisational group level, monitoring systemic risk, and compliance that is aligned with the company's commercial objectives and risk management strategies. This reporting is typically needed for regulators, statutory bodies, shareholders, and other governance organisations. E.g. of compliance reporting are GAAP financial statements, security audit reports, ORSA reports etc.

### ANALYTICAL REPORTING

Analytical reporting provides top-down strategy driven information to key stakeholders within the organisation in a simple, visually engaging, with an ability to navigate from the generic to the specific. It reflects KPI based scorecards, what-if scenario for planning, e.g., of analytical reporting are sales figure in UK per product type, impact of web-based advertising over the last 6 months, budget vs actual spend within IT for last 3 quarters etc.

The table below illustrates the key differences between various types of reporting.

	<b>Operational</b>	<b>Compliance</b>	<b>Analytical</b>
<b>Need</b>	Keep on top of day to day operations, deviations and tactical decision making	Provide transparent, timely, and trustworthy reporting to regulators	Provide KPI reporting, trend analysis, to enable strategic planning and forecasting
<b>Typical Frequency</b>	Daily	Quarterly to Yearly	Monthly to Yearly
<b>Format</b>	Row based reports, dashboards	Row based reports including commentary,	Multi-dimensional reports, charts, graphs, dashboards
<b>Delivery Mechanism</b>	Front end operational systems	Risk Management systems, BI and Analytical Systems	BI and Analytical Systems
<b>Typical Producers</b>	Operations team	Regulatory IT team	MI team
<b>Typical Consumers</b>	Front line staff, Support staff	Risk and Compliance staff, Board	Branch Heads, Function Heads, Board
<b>Data aggregation</b>	Low	Medium	High
<b>Departments involved per report</b>	1 to 2	1 to 2	1 to 5

## **WHAT SHOULD CLIENTS DO**

First and foremost, organisations should understand the exact nature of their reports and develop a report catalogue to capture all reports names, their purpose, owners and producer, and most importantly categorise them in these three types.