Total Value Reporting

How to articulate and measure progress against all of the kaupapa your organisation pursue
The Māori economy is changing and our current ways of measuring and reporting value must evolve to better articulate the total value Māori organisations create for their people and wider kaupapa.

Tahi was established to ‘accelerate Māori success’ by exclusively focusing on positive Māori outcomes while being inclusive of global resource and expertise. To provide the best of both ‘te ao Māori’ me ‘te ao Whānui’.

Tahi in combination with our EY Sustainability Services team can assist Māori organisations to develop robust processes and metrics to support meaningful reporting on cultural, social and environmental outcomes.
Kaupapa Māori organisations inherently strive for broader value than is included in traditional financial reporting. Total value reporting (also known as sustainability or quadruple bottom line reporting) provides a mechanism to better measure and communicate how organisational activities are delivering value to Māori and broader communities.

Tahi combined with EY can work with Māori organisations to articulate the kaupapa or outcomes being pursued, and establish robust metrics to measure progress towards these outcomes. Our team draws on experience in leading methodologies for outcomes measurement, such as Social Return on Investment, and brings cultural understanding to ensure the metrics developed will truly reflect the kaupapa of the organisation and its people.

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Step 1
Define your most material kaupapa
Identify the key issues that are of importance to your organisation, your people, and other stakeholders

Step 2
Identify outcomes and associated metrics
Map how value is created through the organisation and assign lead indicators that will demonstrate progress towards long-term outcomes

Step 3
Develop reporting processes and tools
Identify key responsibilities for tracking and reporting metrics and training to support successful implementation of the reporting process

Step 4
Build capacity and implement
Provide training to support successful implementation of the reporting process and undertake first capture and reporting of progress

Steps to developing meaningful non-financial reporting

Reporting to track your non-financial outcomes

Developing and implementing a robust approach to tracking progress towards your non-financial outcomes is a key step to better management of programmes and activities that seek to achieve those outcomes. Governors of tribal organisations across the motu have often expressed their frustrations as to the lack of reliable tools to help them (and their management) drive towards the kaupapa that really matter to their people (especially for those organisations that are performing well financially).

We briefly outline below our approach to ensure you are tracking the most significant outcomes, and building capacity within your organisation to enable timely and consistent reporting of progress to management.
A ‘materiality assessment’ is crucial to ensure that your strategy and reporting focus on the kaupapa that significantly impact value creation now, and performance over the longer term. Determining what should be included should consider:

- **Relevance:** Matters that have already impacted the organisation’s strategy, business model or strategic focus areas, or may do so in the future
- **Significance:** An assessment of a matter’s significance and probability of occurrence
- **Prioritisation:** The issues identified should be prioritised by importance to the organisation and its key stakeholders.

It is important to understand how your organisation creates positive change through its activities, leading to the achievement of your long-term outcomes. This process means that the indicators identified will demonstrate progress towards the most significant outcomes.

We use several tools to assist with comprehensively mapping activities and how these lead to short and long-term outcomes for the organisation’s stakeholders, drawing on documentation and most importantly engaging with stakeholders ‘kanohi ki te kanohi’.

The mapping process includes flow of value (including financial and non-financial) from inputs through activities, outputs, to short, intermediate, and long term outcomes.

**Step 1. Identify your material kaupapa**

1. Identify all the potential kaupapa from a range of sources (including short and long term strategy)
2. Apply criteria to prioritise the kaupapa based on importance to your key stakeholders
3. Map and confirm the key kaupapa on which to report

**Step 2. Map how you create positive change**

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Step 3. Enable timely progress reporting

The metrics identified will allow for a ‘rolling up’ of performance from ‘grass-roots’ activity performance tracking, to allow oversight of how the organisation is progressing towards its long-term outcomes.

Successful reporting processes include clear pathways of data collection through analysis and reporting, with key responsibilities and timeframes articulated.

We have experience developing reporting processes for a range of different organisations, ensuring the processes are appropriate for the range of data owners and are able to be easily implemented.

Example structure for articulating, tracking, and reporting total value creation

<table>
<thead>
<tr>
<th>Organisation-unifying framework</th>
<th>Supporting framework for each division</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tribal vision</td>
<td>Tribal vision</td>
</tr>
<tr>
<td>Framework areas</td>
<td>Framework areas</td>
</tr>
<tr>
<td>Objectives</td>
<td>Division objectives</td>
</tr>
<tr>
<td>Material issues</td>
<td>Division material issues</td>
</tr>
<tr>
<td>Organisation-wide Performance Scorecard</td>
<td>Division Performance Scorecard</td>
</tr>
<tr>
<td></td>
<td>Division activities &amp; metrics</td>
</tr>
</tbody>
</table>

Step 4. External reporting to owners

Developing internal processes and metrics for tracking progress towards outcomes is a key element to support external reporting to stakeholders.

EY’s approach to more meaningful reporting for Māori organisations is to draw on internationally-recognised frameworks (e.g., Global Reporting Initiative (GRI), Integrated Reporting) but only where these will enhance the communication of value to Māori stakeholders.

We can assist with developing an approach that suits your organisation and draws on leading practice around the world.
Tahi’s kaupapa is to accelerate Māori success and we want to help your organisation to produce meaningful reporting on your progress towards your kaupapa.
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About Tahi
Tahi is a standalone member firm of EY global dedicated to accelerating Māori success. Tahi builds trust and confidence in Māori, and Māori serving organisations, by providing real world insight into their most complex challenges. Please visit tahi.maori.nz

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