



BOARD REPORT

REPORT No.: 2023-36

MEETING DATE: SEPTEMBER 21, 2023

SUBJECT: ENTERPRISE RISK MANAGEMENT - ANNUAL UPDATE

RECOMMENDATION

For information only.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with the annual update on the organization's Enterprise Risk Management (ERM) Framework.

BACKGROUND

Developing an ERM System was identified as a component of TBDSSAB's 2017 - 2020 Practical Vision; specifically, as a component within Transparent and Sustainable Finances.

To strengthen TBDSSAB risk management functions and develop a fulsome process, Administration began the process of establishing a comprehensive risk management overview and framework.

The Board approved the ERM Policy at its November 2018 Meeting, which included direction that Administration complete an ERM Framework.

The Board approved the ERM Framework, and resultant risk tolerance at its November 2019 Meeting, and Risk Appetite Statement at its December 2019 meeting.

At its September 17, 2020, meeting, the Board approved the annual reporting template and cycle for the Residual Heat Map and Risk Trajectory Dashboard.

Updates have been made as a result of Administration's annual review process, in accordance with the approved ERM Policy (CS-01:120), and provided to the Board for information, prior to the budget process each year, to ensure resources can be aligned to address or continue to address risk areas.

COMMENTS

In its first iteration of the ERM Framework, Administration worked to identify all possible risks to the organization with the understanding that through regular monitoring and measuring of the Framework, refinements would be made to identify the Key Risks more accurately or appropriately to TBDSSAB.

The effectiveness of the ERM Framework is reviewed through an ongoing monitoring process. Through this process, the appropriateness of the various risks is confirmed with further refinements made as a result of Administration's review of the ERM over the previous year.

ERM Summary Updates

1. Change from Primary Risk (Tier 1) to Secondary Risk (Tier 2)

Originally, all risks were defined as Primary risks (Tier 1); however, starting with the first annual review in 2021, certain items were reclassified as Secondary risks (Tier 2) based on further review, as well as the results of measuring the risks during that year.

That same process has been completed during the annual review this year, and additional items were identified as Secondary risks (Tier 2) where limited exposure continued based on the history, as well as the results of measuring the risks during the year.

Based on continued monitoring of results, risks identified as Secondary risks (Tier 2) in 2022 will remain classified as such; additional items were reclassified as Secondary Risks (Tier 2) through this year's review. Secondary risks (Tier 2) will continue to be monitored to ensure the classification to Secondary (Tier 2) remains relevant, however, would not be reported within the Residual Heat Map, nor the Risk Trajectory Dashboard, due to their low risk assessment and results during the previous year.

In particular, the following risks were reclassified as Secondary risks (Tier 2):

#	Description – Nature of Risk	Rationale
S2	Risk that we do not maximize the use of technology to achieve identified outcomes.	TBDSSAB has continued to enhance its use of technology in alignment with the move to enhanced electronic practices internally and in alignment with various provincial directions.
R16	Risk that inadvertent or negligent errors in meeting corporate regulatory obligations, e.g., Non-compliance with DSSAB Act.	This risk is deemed low based on historical evidence and existing management strategies.

P17	Risk of not meeting requirements in OH&S Act and Regulations.	This risk is deemed low based on historical evidence and existing management strategies.
P35	Risk of applicant receiving assistance, not receiving accurate information (all programs).	This risk is deemed low based on historical evidence, and existing mitigation strategies.
P36	Risk of errors in granting Ontario Works benefits (Financial and Employment).	This risk is deemed low based on historical evidence, and existing mitigation strategies.
P37	Risk of errors in granting Child Care Fee Subsidy.	This risk is deemed low based on historical evidence, and existing mitigation strategies.
P38	Risk of errors in calculating RGI rent subsidy, portable housing benefit, rent supplement and supplier contracts (landlord contracts).	This risk is deemed low based on historical evidence, and existing mitigation strategies.
P40	Risk of lack of suitability of housing units to meet tenant needs (alignment of unit sizes with demand).	This risk is deemed low based on historical evidence, and existing management planning strategies.
P43	Risk of not following policies and procedures.	This risk is deemed low based on historical evidence and existing management strategies.
B59	Risk that complaints from clients, tenants, applicants, general public through MP/ MPP office or Municipal Councillor, or Board Member are not addressed appropriately.	This risk is deemed low based on historical evidence and existing management strategies.
B60	Risk of misuse of social media platforms by staff, resulting in negative brand.	This risk is deemed low based on historical evidence and existing management strategies.

2. Combined Risks

In previous annual reviews, certain risks were identified as being fundamentally similar and could be combined without losing the integrity of the nature of risk and its potential impact on TBDSSAB. No risks were identified during this year's review.

3. Risks Removed

Risks were considered for removal if, after monitoring for the past year, it was determined that they are not a risk for TBDSSAB. No risks were removed during this year's review.

4. Other Updates

Further clarification/revisions were made to the Nature of Risks throughout the ERM summary to more closely align with the intent of the risks for TBDSSAB.

The updated ERM Summary is provided in Attachment 1.

Summary

With the updated ERM Summary, and based on the experiences across the organization, the Assessed Residual Risk was also updated.

Overall, the risk exposure has remained largely consistent with the previous years' assessment of the Types of Risk identified within the ERM Summary, and that the key controls continue to be effective to treat the risks. The following exceptions are noted:

- S1 – Risk is increased from *Monitor* to *Monitor with a view to Best Practice Improvement* given the changes in recent years across program areas (Social Assistance Modernization, Employment Services Transformation, Canada-Wide Early Learning Child Care, Homelessness Prevention). In some cases, TBDSSAB was aware of upcoming changes although funding levels were unknown, in other cases, there was no advanced knowledge that significant changes were planned by the funder, nor the funding implications; hence the risk movement as the organization needs to focus on the development of best practices related to these program and funding changes.
- P42 – Risk is reduced from *Monitor with a view to Best Practice Improvement* to *Monitor*. The strategic plan outcomes are being met, and the system has been established with the assistance of the new technology (GERE), to support continuing to achieve identified outcomes.
- T53 – Risk is increased from *No Action Required*, to *Monitor with a view to Best Practice Improvement*. Although current hardware and software systems provide significant risk mitigation, the cyber environment continues to see enhanced risks. Internal practices for hardware/ software as well as staff awareness have been initiated to address this enhanced risk. Focus will continue on best practices to maximize mitigation strategies.

The updated Residual Heat Map is provided in Attachment 2, and the resulting Risk Trajectory Dashboard is provided in Attachment 3.

STRATEGIC PLAN IMPACT

Monitoring, reviewing, and updating the Enterprise Risk Management System aligns with the financial stewardship component of the strategic plan to support a strong organization.

FINANCIAL IMPLICATIONS

There are no immediate additional financial implications associated with this report. Future decisions related to the management of risk may impact resource allocation, and will be identified during the annual budget process, or as required.

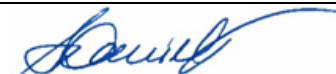

CONCLUSION

It is concluded that the monitoring and updating of the ERM has been completed, and the results have been presented through the Residual Heat Map and Risk Trajectory Dashboard.

It is also concluded that the Key Controls remain relevant to support the treatment of risk across the organization.

REFERENCE MATERIALS

- Attachment #1 [Updated Enterprise Risk Management Summary](#)
- Attachment #2 [Residual Heat Map](#)
- Attachment #3 [Risk Trajectory Dashboard](#)

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Category	Type of Risk	#	Nature of Risk	Key Controls			
					Likelihood	Impact	Residual Risk Level
<u>STRATEGIC</u> Risk of not being able to respond well to external changes as a result of inaction, ineffective strategies, or poor implementation of strategies	Management Information Risk	S1	Risk that information from funders about program operations is not available, timely, or accurate to enable informed decision-making and effective planning.	Proactively planning for local client/tenant needs, economic trends, and other factors impacting program delivery; monitoring monthly operational statistics; aligning resources through Performance Based Budgeting. Proper communication channels are in place to effectively communicate direction, program changes, etc. Internal processes for finance, purchasing, IT; membership, effective management, professional development, best-practice research. Proactively planning, process reviews, program realignment.	3	4	12
		S2; Move to Secondary (Tier 2) Risk Status	Risk that we do not maximize the use of technology to achieve identified outcomes (appropriate training/process reviews/updated procedures)	Training, continuous improvement, Job Aids, support for external funded organizations on technology use; Internal training and policies.	1	2	2
<u>FINANCIAL AND LIQUIDITY</u> Risk that TBDSSAB will be unable to meet its financial commitments in a timely manner (suppliers, lenders, investments, compensation, and benefits)	Financial Position Risk	F7	Risk of running an in-year operating deficit overall that can't be mitigated	Management processes, Levy Stabilization Reserve Fund, effective Reserve Fund Strategy, quarterly monitoring processes (i.e., variance reports); exceeding cost-sharing ratio, if required, with the ability to levy under <i>DSSAB Act</i> .	2	1	2
<u>REGULATORY/ COMPLIANCE</u> Risk of not complying with regulatory and other obligatory authoritative requirements	Regulatory Compliance	R16; Move to Secondary (Tier 2) Risk Status	The risk of inadvertent or negligent errors in meeting corporate regulatory obligations, eg. non-compliance with <i>DSSAB Act</i> .	Policies and Procedures, Job Aids, employee training, orientation, communication, Ministry reporting requirements.	1	1	1

Category	Type of Risk	#	Nature of Risk	Key Controls	Likelihood	Impact	Residual Risk Level
REGULATORY/ COMPLIANCE (con't)	Regulatory Compliance (con't)	R17; Move to Secondary (Tier 2) Risk Status	Risk of not meeting requirements in <i>OH&S Act</i> and Regulations	Processes exist so that situations are responded to in a timely manner, and the risk of repeat incidents is minimized through appropriate policies, procedures and training. Active Joint Health and Safety Committee (certified members). Annual audit of Health and Safety Program. Regular Health and Safety inspections and risk assessments.	1	2	2
	Regulatory Change	R18	Risk that changes in building codes, fire safety requirements or regulatory inspections could have a financial and operational impact on current and future building operations	Planning, communication, capital reserves, external program funding.	1	3	3
OPERATIONAL/ PROGRAMS The risk of operational/ program impact resulting from inadequate or failed internal processes, people and systems, or from external events	Environmental Risk	P20	Risk that Acts of Nature, including extreme weather events (fire, storm, wind, flood) or other events (explosion, power failure, biohazards) would negatively impact building operations and possibly displace tenants	Disaster Recovery Site; Property Insurance; HQ and Satellite Offices emergency plans; Reserve Funds.	5	4	20
	Property/ Equipment System Risk	P23	Risk that building systems' failures (heating, water heating, potable water, air exchange, emergency generators) could impact tenants and require financial investment	Emergency and Evacuation Plans, Property Insurance, Purchasing processes, Reserve Funds.	3	3	9
		P24	Risk that server recovery is not timely or complete so that client/tenant service is impacted (Hardware/software applications)	In-house expertise; Vendor/Partner Maintenance Agreements and SLAs (Service-Level Agreements); OffSite and OnSite back-ups; Disaster Recovery Site; Network Security protocols; property insurance.	1	3	3
		P25	Risk that telecommunication system cannot be recovered on a timely basis so that client/tenant service is impacted	In-house expertise; Vendor/Partner Maintenance Agreements and SLAs (Service-Level Agreements); Off-Site and On-Site back-ups; Disaster Recovery Site; Network Security protocols; property insurance, mobile phones.	1	2	2
		P26	Risk that Satellite Offices do not have appropriate, robust and resilient internet service infrastructure (vendor/ service provider) so that they cannot connect (via internet to HQ or other systems) for an extended period of time	Manual processes (paper documentation); back-up internet connection.	3	2	6

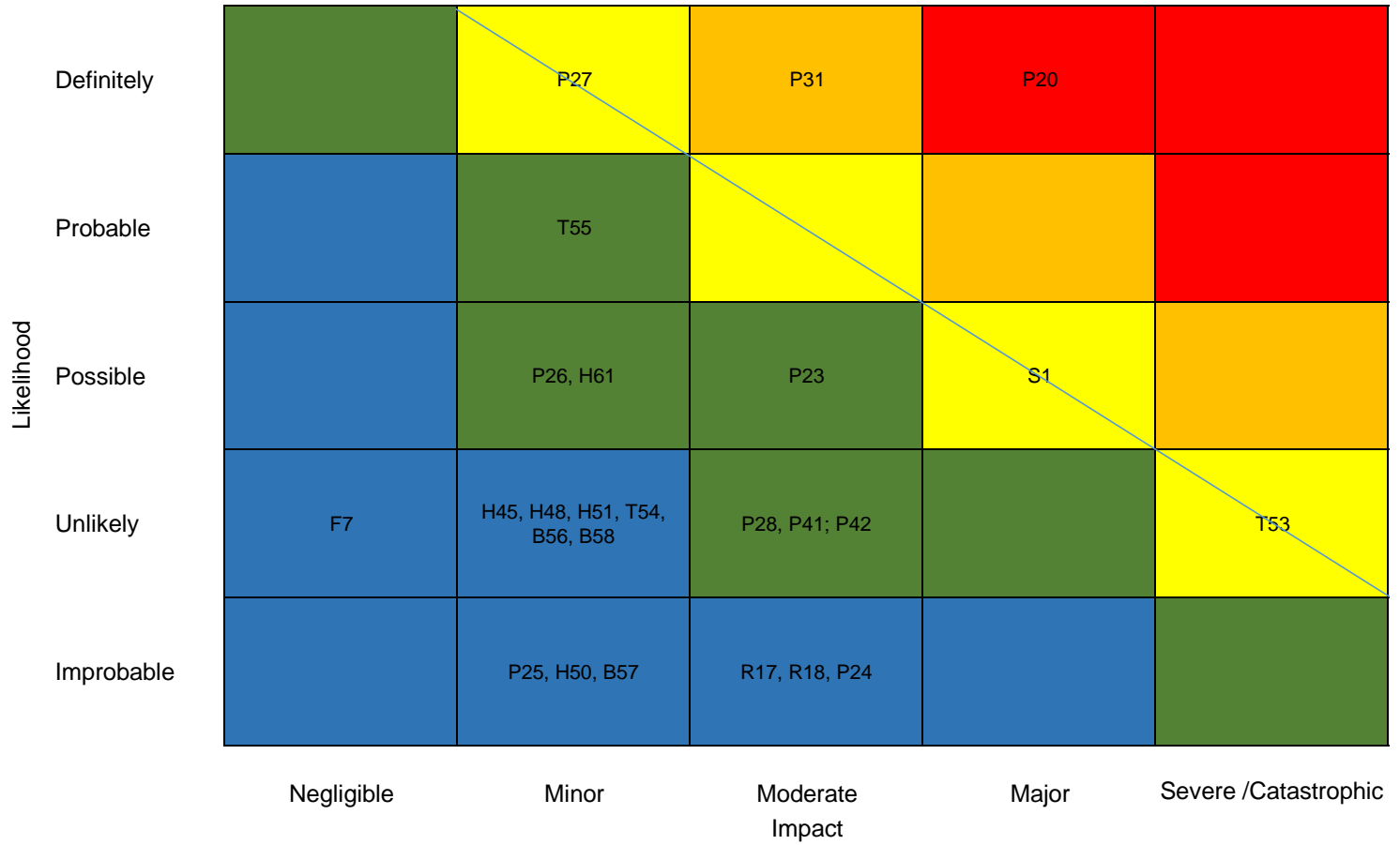
Category	Type of Risk	#	Nature of Risk	Key Controls			
					Likelihood	Impact	Residual Risk Level
Third-Party Risk		P27	Risk that tenant activities (negligence or criminal) could impact building operations and displace tenants or require financial investment	Security Infrastructure, Police relationships.	5	2	10
		P28	Risk of tenant health issues impacting staff, other tenants, stakeholders, or themselves	Policies and PPE, removal of persons, public health, appropriate preventative, investigative, reporting and corrective action measures.	2	3	6
Third-Party Risk (con't)		P31	Risk that community at large (inappropriate behaviour) negatively impacts TBDSSAB property (vandalism, dumping, theft)	Emergency plans, security systems, Resource centres, tenant support, use of alternate accommodations.	5	3	15
Process Risk		P35; Move to Secondary (Tier 2) Risk Status	Risk of applicant receiving assistance, not receiving accurate information (all programs)	Processes established to ensure staff receive timely updated program information (Intake provides initial contact with the client/tenant).	1	1	1
				Training, Cross team communication, awareness; team meetings, cross-divisional training, weekly updates to staff.			
		P36; Move to Secondary (Tier 2) Risk Status	Risk of errors in granting Ontario Works benefits (Financial and Employment)	Paylist review in process.	1	2	2
				Signing Authority process for CW; Supervisory File Review for new CW, Staff training.			
				Supplemental SAMs control through enhanced Eligibility Verification Process (EVP) process for FORM 1			
P37; Move to Secondary (Tier 2) Risk Status	Risk of errors in granting Child Care Fee Subsidy	Practices exist to ensure clients/tenants are notified in a timely manner of changes or updates to their payments, benefits, eligibility, as well as program information.	1	1	1		
		Process in place where all files are reviewed by Supervisor. Fee Subsidy Process review is in the early stages of development.					
P38; Move to Secondary (Tier 2) Risk Status	Risk of errors in calculating RGI rent subsidy, portable housing benefit, rent supplement, and supplier contracts (landlord contracts)	Oversight, staff training, reviews.	1	2	2		
Demographic Risk		P40; Move to Secondary (Tier 2) Risk Status	Risk of lack of suitability of housing units to meet tenant need (aligning unit sizes with demand)	Long-range planning, reviews, external supports.	2	2	4
Legal Risk		P41	Risk of liability in third-party landlord properties (H&S, contracts)	Programs, incentives, financial reserves.	2	3	6

Category	Type of Risk	#	Nature of Risk	Key Controls	Likelihood	Impact	Residual Risk Level
	Program Delivery Risk	P42	Risk of inadequate and/or inappropriate employment planning for clients/tenants so that clients/tenants do not receive the services they need	GERE	2	3	6
		P43; Move to Secondary (Tier 2) Risk Status	Risk of not following policies and procedures	Appropriate training and orientation practices are in place for all staff.	1	1	2
				Comprehensive Management training and orientation to ensure effective employee supervision.			
	Annual review of Policies and Procedures, accompanied by Staff Acknowledgement Sign-off.						
HUMAN CAPITAL	Hiring/ Retention Risk Risk associated with inadequate human resource policies, processes and practices to hire, develop and retain resources and appropriate competencies to operate the programs and maintain a safe, ethical, and non-discriminatory work environment that complies with employment law	H45	Risk that we cannot attract suitable qualified candidates for key positions (skilled trades, technical, management)	Position description are monitored to ensure up-to-date requirements are identified; recruitment and selection practices/process.	2	2	4
		H48	Risk of unexpectedly losing a key member of the leadership team, or a high turnover rate (internal operations and public perception concerns)	Robust orientation and onboarding, Succession planning, documented policies and procedures, training.	2	2	4
				Active participation in local and District job fairs, including Confederation College and Lakehead University.			
				Comprehensive quarterly review of recruitment activities to identify trends.			
	H50	Risk that labour discord impacts TBDSSAB work environment	Strong labour relations, planning, recovery site, use of external partners.	1	2	2	
	Employee Misconduct	H51	Risk of violation of TBDSSAB Code of Conduct in the workplace (also brand reputation) and leads to negative legal/ reputation outcomes.	Appropriate onboarding, policies, procedures, training, supervision and corrective action.	2	2	4
				Annual review, and sign-off, of Policies and Procedures.			

Category	Type of Risk	#	Nature of Risk	Key Controls			
					Likelihood	Impact	Residual Risk Level
	Third Party Risk	H61; (P29 and P33 combined and move to Human Capital)	Risk that tenant or patron behaviours (physical, violent, harassment) impact staff, stakeholders and other tenant/ patron safety (HQ and offices, TBDSSAB facilities, vehicles)	Emergency plans, security systems, alarms, emergency response schedule, security presence at HQ Intake, police presence, Resource Centres, insurance, use of alternate accommodations. Appropriate corrective action, policies, procedures, protocols and training are in place. Regular completion of Risk Assessments.	3	2	6
TECHNOLOGICAL	Information Security Risk	T53	Risk of cyber threats and IT security vulnerabilities	IT infrastructure is current so that programming is supported to the extent possible/under the control of TBDSSAB. In-house expertise; Vendor/Partner Maintenance Agreements and SLAs (Service-Level Agreements); OffSite and OnSite back-ups; Disaster Recovery Site; Network Security protocols. Mandatory Cyber Security training for all staff	2	5	10
The risk associated with inappropriate access or use of information	Information Security Risk - Breach	T54	Risk that there is a breach of confidential data: A) Risk that confidential/client/tenant files/sensitive documents leave the building in an inappropriate manner B) Risk that email with key information is sent to incorrect individuals C) Risk that storage and communication devices will be stolen or misplaced or fail (laptops, phones, etc) D) Risk that hard-copy files are lost, misplaced or destroyed	Confidentiality Agreements upon hire; security protocols for vendors within the building; records' management processes; policies and procedures; file encryption; file transportation security protocols, client communication protocols.	2	2	4
	Third-Party Risk	T55	Risk that partners do not have robust and resilient infrastructure to support 7/24/365 service (programs will be offline for extended periods of time) and impact operations (externally-hosted software)	Manual processes (paper documentation), redundancy plans; back-up internet providers.	4	2	8

Category	Type of Risk	#	Nature of Risk	Key Controls	Likelihood	Impact	Residual Risk Level
BRAND/ REPUTATION The risk of the potential for negative publicity, public perception or uncontrollable events to have an adverse impact on TBDSSAB's reputation, thereby affecting program delivery.	Third-Party Risk	B56	Risk that a serious occurrence in a funded agency is reflected on TBDSSAB	Initiated Agreements process. Operational Reviews.	2	2	4
		B57	Risk that unfavourable events (eg., security breach) impact TBDSSAB's reputation	Policies, communications.	1	2	2
	Public Perception /Brand Risk	B58	Risk of <i>perceived</i> unfair procurement activities	Broader Public Sector procurement directives; internal procurement policies and procedures; E-Bids and Tenders (transparent procurement processes); debriefing process.	2	2	4
		B59; Move to Secondary (Tier 2) Risk Status	Risk that complaints from clients, tenants, applicants, general public through MP/MPP office, or municipal councillor, Board Member, are not addressed appropriately - move to secondary	Policy and Processes exist so that complaints are addressed in a timely manner and in accordance with standard process.	2	2	4
	Employee Misconduct	B60; Move to Secondary (Tier 2) Risk Status	Risk of misuse of social media platforms by staff, resulting in negative brand	Appropriate policy, procedure and training. Appropriate investigative, reporting and corrective measures. Annual staff review, and sign-off, of Policy and Procedure. Discipline issued for violation of Social Media Policy.	2	2	6

The District of Thunder Bay Social Services Administration Board
 Assessed Residual Risk Heat Map - Primary (Tier 1) Risks
 August, 2023



Red	Immediate Focus/Action Required
Gold	Focus on best practice improvement
Yellow	Monitor, with a view to Best Practice improvement
Green	Monitor
Blue	No action required

Category	Type of Risk	#	Nature of Risk	Risk Exposure - Original Assessment*	Risk Exposure - at August 2022*	Risk Exposure at August, 2023	Trajectory**
STRATEGIC Risk of not being able to respond well to external changes as a result of inaction, ineffective strategies, or poor implementation of strategies	Management Information Risk	S1	Risk that information is not available, timely, or accurate about program operations to enable informed decision-making				↑
FINANCIAL AND LIQUIDITY Risk that TBDSSAB will be unable to meet its financial commitments in a timely manner (suppliers, lenders, investments, compensation, and benefits)	Liquidity Risk	F7	Risk of running an in-year operating deficit overall that can't be mitigated				⇒
REGULATORY/ COMPLIANCE Risk of not complying with regulatory and other obligatory authoritative requirements	Regulatory Change	R18	Risk that changes in building codes, fire safety requirements or regulatory inspections could have a financial and operational impact on current and future building operations				⇒
OPERATIONAL/ PROGRAMS The risk of operational/ program impact resulting from inadequate or failed internal processes, people and systems, or from external events	Environmental Risk	P20	Risk that Acts of Nature, including extreme weather events (fire, storm, wind, flood) or other events (explosion, power failure, biohazards) would negatively impact building operations and possibly displace tenants				⇒
	Property/ Equipment System Risk	P23	Risk that building systems' failures (heating, water heating, potable water, air exchange, emergency generators) could impact tenants and require financial investment				⇒
		P24	Risk that server recovery is not timely or complete so that client/tenant service is impacted (Hardware/software applications)				⇒

Category	Type of Risk	#	Nature of Risk	Risk Exposure - Original Assessment*	Risk Exposure - at August 2022*	Risk Exposure at August, 2023	Trajectory**
		P25	Risk that telecommunication system cannot be recovered on a timely basis so that client/tenant service is impacted				⇒
		P26	Risk that Satellite Offices cannot connect for an extended period of time				⇒
	Third-Party Risk	P27	Risk that tenant activities (negligence or criminal) could impact building operations and displace tenants or require financial investment				⇒
		P28	Risk of tenant health issues impacting staff, other tenants, stakeholders, or themselves				⇒
		P31	Risk that community at large (e.g., gangs, drugs) negatively impacts TBDSSAB property (vandalism, dumping, theft)				⇒
	Legal Risk	P41	Risk of liability in third-party landlord properties (H&S, contracts)				⇒
	Program Delivery Risk	P42	Risk of inadequate and/or inappropriate employment planning for clients/tenants so that clients/tenants do not receive the services they need				↓

Category	Type of Risk	#	Nature of Risk	Risk Exposure - Original Assessment*	Risk Exposure - at August 2022*	Risk Exposure at August, 2023	Trajectory**
<u>HUMAN CAPITAL</u> Risk associated with inadequate human resource policies, processes and practices to hire, develop and retain resources and appropriate competencies to operate the programs and maintain a safe, ethical, and non-discriminatory work environment that complies with employment law	Hiring/ Retention Risk	H45	Risk that we cannot attract suitable qualified candidates for key positions (skilled trades, technical, management)				⇒
		H48	Risk of unexpectedly losing a key member of the leadership team, or a high turnover rate (internal operations and public perception concerns)				⇒
		H50	Risk that labour discord impacts TBDSSAB work environment.				↓
	Employee Misconduct	H51	Risk of violation of TBDSSAB Code of Conduct in the workplace (also brand reputation) which may lead to negative legal/reputation outcomes.				⇒
		H61	Risk that tenant or patron behaviours (physical, violent, harassment) impact staff, stakeholders and other tenant/patron safety (HQ and offices, TBDSSAB facilities, vehicles)				⇒
<u>TECHNOLOGICAL</u> The risk associated with inappropriate access or use of information	Information Security Risk	T53	Risk of cyber threats and IT security vulnerabilities				↑
	Information Security Risk - Breach	T54	Risk that there is a breach of confidential data: A) Risk that confidential/client/tenant files/sensitive documents leave the building B) Risk that email with key information is sent to incorrect individuals C) Risk that storage and communication devices will be stolen or misplaced or fail (laptops, phones, etc.) D) Risk that hard-copy files are lost, misplaced or destroyed				⇒
	Third-Party Risk	T55	Risk that programs will be offline for extended periods of time, and impact operations (externally-hosted software)				⇒
<u>BRAND/ REPUTATION</u> The risk of the potential for negative publicity	Third-Party Risk	B56	Risk that a serious occurrence in a funded agency is reflected on TBDSSAB				⇒

Category	Type of Risk	#	Nature of Risk	Risk Exposure - Original Assessment*	Risk Exposure - at August 2022*	Risk Exposure at August, 2023	Trajectory**
for negative publicity, public perception or uncontrollable events to have an adverse impact on TBDSSAB's reputation, thereby affecting program delivery.		B57	Risk that unfavourable events (e.g., security breach) impact TBDSSAB's reputation				⇒
	Public Perception /Brand Risk	B58	Risk of <i>perceived</i> unfair procurement activities				⇒
*Risk Exposure Legend				**Trajectory Legend			
Red	Immediate Focus/Action Required			Significant Increase	↑		
Gold	Focus on best practice improvement			Moderate Increase	↑		
Yellow	Monitor, with a view to best practice improvement			No Change	⇒		
Green	Monitor			Decrease	↓		
Blue	No action required						