

	Risk Management Report
TO:	Audit Committee
MEETING:	February 24, 2015
FROM:	Michael Mooney, Acting Vice-President and Chief Financial Officer
PURPOSE:	Quarterly update on the 2014-2015 CBC/Radio-Canada key risks. Modifications made to the first four columns of the report since November 19, 2014 are in blue font. The 2015-2016 Key Risk Report is provided as a separate document.
DATE:	January 29, 2015

SIGNIFICANT POINTS:

s.18(b)

s.20(1)(b)

s.21(1)(b)

s.21(1)(c)

Risk Management Report

Prepared as at
January 29, 2015

Presentation to the
Audit Committee of the Board
February 24, 2015

Michael Mooney

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Introduction

- ✓ Update on the status of the 2014-2015 Key Risks that were presented to the Audit Committee on February 25, 2014 and provided to the Board of Directors on March 26-27, 2014.
- ✓ Updates have been provided to the Audit Committee on a quarterly basis. Some of the risks have been either managed and are no longer key risks in 2014-2015 or the issues no longer exist. Some risks continue to be considered key risks in 2015-2016 and are reported in detail in the 2015-2016 Key Risks and Action Plans Report.
- ✓ Risk ranking definitions are provided on page 19.
- ✓ This report has been prepared based on information as at January 29, 2015. A verbal update on significant developments since that date will be provided at the February 24, 2015 Audit Committee meeting.

Key Risk Ranking

Rank	Key Risk	2014-2015			2013-2014
		Impact	Like-likelihood	Risk Score	Risk Score
1	Strategy Renewal- Beyond 2015				
2	Budget Concerns				
	a) Cost Reduction Measures				
	b) Self-Generated Revenue				
	c) Government Funding				
3	Hockey Contract Effect				
4	Union Relations				
	a) Section 18.1 French Union Consolidation				
	b) Contract Expiries				
5	Real Estate Strategy				
	a) MRC Redevelopment				
	b) Portfolio Optimisation				
6	Regulatory/Policy Decisions				
	a) Music Rights, Royalties and Tariffs ^{note 1}				
	b) Terms of Trade (TV)				
	c) CMF				
	d) Channel Carriage				
	e) OCOL/CRTC Joint Jurisdiction over Programming				
7	Complaints ^{note 2}				
	Reputation and Brand Management				

Note 1: Risk removed as at October 30, 2014 as no longer considered a key risk.

Note 2: Risk added as at October 30, 2014

January 29, 2015

2014-2015 Key Risks

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Status Update as at Jan. 29, 2015	Risk Trend

LEGEND
 Risk Trend: ▼ Decreasing ► Stable ▲ Increasing ● No change to status

2014-2015 Key Risks

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Status Update as at Jan. 29, 2015	Risk Trend

2014-2015 Key Risks

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Status Update as at Jan. 29, 2015	Risk Trend

2014-2015 Key Risks

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Status Update as at Jan. 29, 2015	Risk Trend

2014-2015 Key Risks

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Status Update as at Jan. 29, 2015	Risk Trend

2014-2015 Key Risks

s.18(b)
s.21(1)(b)
s.21(1)(d)

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Status Update as at Jan. 29, 2015	Risk Trend

2014-2015 Key Risks

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Status Update as at Jan. 29, 2015	Risk Trend

2014-2015 Key Risks

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Status Update as at Jan. 29, 2015	Risk Trend
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2014-2015 Key Risks

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Status Update as at Jan. 29, 2015	Risk Trend

2014-2015 Key Risks

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2014-2015 Key Risks

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2014-2015 Key Risks

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2014-2015 Key Risks

January 29, 2015

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Status Update as at Jan. 29, 2015	Risk Trend
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2014-2015 Key Risks

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Status Update as at Jan. 29, 2015	Risk Trend

January 29, 2015

2014-2015 Key Risks

Risk Definition	Strategies Identified	Components Responsible to Manage Risk	Risk Quantification	Status Update as at Jan. 29, 2015	Risk Trend

Risk Assessment Descriptions

Impact Descriptions

		Description / Example
5	Severe	Multiple deaths and/or significant asset loss with extreme consequences and/or total service cessation for a day or more and/or severe revenue impact and/or severe impact on the Corporation's reputation.
4	Major	Single death and/or multiple injuries and/or loss of asset(s) with high consequences and/or total service cessation for a number of hours and/or serious revenue impact and/or major impact on the Corporation's reputation.
3	Moderate	Individual injury and/or loss of asset(s) with medium consequences and/or partial service cessation and/or significant revenue or cost impact and/or moderate impact on the Corporation's reputation.
2	Minor	First aid and/or loss of asset(s) with minimal consequences and/or minor service interruption and/or small revenue or cost impact and/or minor impact to the Corporation's reputation.
1	Insignificant	No injuries and/or minor loss of asset(s) and/or negligible revenue or cost impact and/or insignificant impact on the Corporation's reputation.

Likelihood Descriptions

		Description / Example
5	Almost Certain	The event is expected to occur in most circumstances.
4	Likely	The event will probably occur in most circumstances.
3	Possible	The event should occur at some time.
2	Unlikely	The event could occur at some time.
1	Rare	The event may occur only in exceptional circumstances.