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Central Bank Board: Good Governance, Resilience and Enhancing Performance

28–31 May 2019, Royal Berkshire Hotel, England

Course Chair

John Jussup, former General Counsel and Corporate Secretary, Bank of Canada

Series Advisor

Charles Goodhart, Professor Emeritus, London School of Economics

<http://events.centralbanking.com/windsor>



200+

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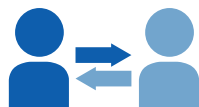
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industry speakers



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Central Banking Publications

For over 25 years Central Banking Publications has been a trusted provider of independent, authoritative and relevant information, commentary and analysis to the central banking community. Central Banking's events division is the leading independent organiser of public policy seminars/training courses for the official sector. Since 1999, Central Banking has hosted roundtable seminars and training courses for over 6,000 senior policymakers from central banks, ministries of finance and financial regulatory agencies around the world. Senior officials from more than 140 countries have attended these meetings over the past decade and a half.

Dear Delegate,

In 2019, central bank agendas will be shaped by two global forces: technology and environmental and social governance (ESG) objectives.

In both instances, central bankers increasingly recognise the role of their institutions as leaders and exemplars, both at home and on the international stage.

Yet they must also prepare for the challenge of “normalising” markets and the threat of increasing geopolitical and financial instability.

The challenge for central bank leaders is to incorporate an understanding of disruptive technologies and climate risks into their existing mandate portfolio, while effectively maintain and uphold the hard-won reputation and independence of central banks.

So, what forms of support and contribution should executive and oversight boards be ready to deliver in this regard? How can they ensure their institutions become more resilient against internal as well as external threats? And what are the key attributes of effective leadership in a modern central bank?

This seminar, “Central Bank Board: Good Governance, Resilience and Enhancing Performance” is designed to equip delegates with the tools to meet these challenges.

The panel of expert speakers will combine practical central banking experience and expertise in the technical aspects as well as views from private sector experts and leading thinkers from academia.

All discussions will be held in roundtable format to encourage participants to share their experiences and debate the pressing issues in their field.

This format, as more than 6,000 central bankers and regulators can attest, encourages delegates to quiz panellists, raise issues and discuss solutions to the specific challenges they face.

We look forward to welcoming you to Windsor on May 28.

Yours sincerely,

Course Chair
John Jussup
former General Counsel and Corporate Secretary
Bank of Canada

Learning outcomes:

By the end of the training course, participants will have gained new knowledge and a more comprehensive understanding of:

- The major risks affecting central bank executives and boards in a dynamic landscape
- Challenges and common difficulties in market oversight
- Application and implementation of best practices into the risk management framework
- The roles and responsibilities board members take on in overseeing risks
- The relationship between risk managers and the board for crisis management
- Key components of an effective crisis management framework
- Case studies of good governance
- Effective environmental and social governance (ESG) initiatives

Tuesday 28 May

Institutional Change: Evolving Mandates and New Responsibilities

Operating in a multi-mandate environment: challenges for the governor and board

Patrick Honohan, former Governor, Central Bank of Ireland

- Dynamics, trends and forces (re)shaping central bank mandates in 2019
- Overview of new roles and responsibilities
- Evolution of demands and expectations for central banks: both internal and external
- *Hands on exercise*: "Saying the unsayable" – communication for leadership teams

Climate Risk and Environmental, Social & Governance (ESG) agendas: what can central banks contribute?

Egil Matsen, Deputy Governor, Norges Bank

- Climate change as a new source of local and systemic risks
- Understanding ESG from a corporate perspective
- Managing alignment and potential conflicts with existing mandates, practices and cultures
- Examples of frameworks and structures for incorporating ESG and Climate Risk policies

Cyber risk and disruptive technology: how will they impact central banking

Panel discussion with **Sherif Eldin**, Assistant Sub Governor, Banking Computing Security Incident Response Centre, Central Bank of Egypt and **Mohammed Nyaoga**, Chairman of the Board, Central Bank of Kenya

- Implications of cyber risk for central bank mandates, policy functions and corporate services
- Examples of technologies disrupting "traditional" central bank functions
- Tips on how boards can oversee and encourage disruptive innovation in a central bank and the financial sector more broadly
- *Hands on exercise*: The role of the board in a cyber attack

About the course chair



John Jussup was general counsel and secretary of the Bank of Canada, from 2009 until July 2012. Prior to joining the central bank, he was senior vice-president, chief legal officer & secretary of Cognos Inc., one of Canada's leading software companies, from 1993 until its acquisition by IBM in 2008. Before joining Cognos, Mr Jussup held increasingly senior in-house counsel and secretarial positions in the mining, medical diagnostics and finance industries. He graduated from the Royal Military College of Canada and from Queen's University, in Kingston, Canada (LLB). He was called to the Ontario Bar in 1979. He was a recipient of the Canadian General Counsel of the Year Award in 2005 in recognition of his achievements corporate governance. He currently sits on a number of boards and consults in the areas of in corporate secretarial and in-house legal practice.

Wednesday 29 May

Strengthening Operational Resilience for Increased Performance

Strengthening independence in a changing environment: a chairman's view

Mohammed Nyaoga, Chairman of the Board, Central Bank of Kenya

- Overview of key challenges to central bank independence in 2019
- The role and responsibilities of the board in safeguarding independence
- Examples of legal and governance measures available and effected
- *Hands on exercise*: is accountability the strongest pillar of central bank independence?

Overseeing central bank performance: what are the key indicators?

Egil Matsen, Deputy Governor, Norges Bank

- Key areas where central banks need to deliver
- Creating the indicators boards need to assess performance
- Reporting frameworks: their content, frequency and what questions to ask
- *Case study*: critiquing examples of boards' direct involvement

The board and risks: governance, appetite and reporting frameworks

Colin Lawrence, Director and Advisor, Lawrence Risk and Financial

- Identifying and prioritising risks facing a central bank
- Examples of strategies and frameworks employed to determine risk appetite or tolerances
- Operational, financial and conduct: how to balance risks and where can the board add most value
- *Hands on exercise*: a risk management story and the red flags missed

Governance, legal structure and operational risk

Colin Lawrence, Director and Advisor, Lawrence Risk and Financial

- Assess and discuss the legal framework for effective central bank function
- Examples of risks and the challenges it can bring to institutional reform and operational efficiency
- The role and relationships of stakeholders and the central bank board
- *Discussion*: how to manage the inclusion and coordination of different mandates and policy functions

Workshop: the challenging discipline of delegation: responsibilities of the board

John Jussup, former General Counsel and Corporate Secretary, Bank of Canada and **Jeremy Farr**, General Counsel and Corporate Secretary, Bank of Canada

- How central banks structure their board's roles, activities and responsibilities
- The role of the secretary of the board
- Managing information flow for efficient communication
- *Hands on exercise*: a board meeting in session

Thursday 30 May

Crisis Preparedness and Risk Management: Practical Examples

Key features of responsive risk assessment and crisis management: extended workshop session

John Jussup, former General Counsel and Corporate Secretary, Bank of Canada and **Jeremy Farr**, General Counsel and Corporate Secretary, Bank of Canada

- Understanding the breadth of central bank responsibilities to and within its financial system
- Key components of a comprehensive risk management framework
- Crisis management: tools and techniques for coordinating a crisis response
- *Hands on exercise*: critiquing risk management structures and plans
- Case-study on the creation of an executive role for monitoring risks
- *Hands on exercise*: good practice central bank risk management: an executive's guide

Crisis management and activation of the business continuity plan: extended workshop session

John Jussup, former General Counsel and Corporate Secretary, Bank of Canada

- How to distinguish between a crisis management plan and a business continuity plan
- Effectively integrate the two management strategies into one framework
- *Hands on exercise*: delegates will be challenged with a fast evolving crisis scenario to which they will be expected to respond
- Case study: when is a crisis not a crisis?
- *Hands on exercise*: group will critique responses to earlier scenario, drawing out key learning points for effective crisis management

What delegates say about us

“ The seminar provided a great opportunity for continuing professional development and to network with peers from different countries ”

Namwand Ndhlovu, Director, Board Services, Bank of Zambia

Friday 31 May

The Evolution of Accountability

Communications: demonstrating good governance and safeguarding reputation

Mike Hannah, former head of Communications/ Board Secretary, Reserve Bank of New Zealand

- The role of public surveys in central banks' communication strategies
- Overview of the tools and channels applicable for public surveying
- Evaluation of the results of the Reserve Bank of New Zealand's 2018 survey on public trust, confidence and understanding of the Bank's mandates and functions
- Discussion of methodological approaches used in the analysis

Overseeing innovation: how accountable are central banks for driving change?

Livingstone Morrison, Deputy Governor, Bank of Jamaica

- How central banks can change to better appreciate and utilise innovation
- Ensuring inclusive innovation: the central bank as a catalyst
- Hubs, Sandboxes and incubators: use, funding and outputs
- Case study: disruptive innovation in central bank and financial sectors

Delegate action points and course conclusion

Led by the chair, John Jussup

- Summary of the training course
- Discussion of the observed trends and case studies
- Application of learning points in the delegates' home organisations
- Preparation of action point

Past attendees include:

Banco De La Republica, Colombia • Bangko Sentral ng Pilipinas • Bank For International Settlements • Bank Indonesia • Bank Negara Malaysia • Bank of Algeria • Bank of Canada • Bank of Finland • Bank of Ghana • Bank of Haiti • Bank of Italy • Bank of Jamaica • Bank of Korea • Bank of Mexico • Bank of Mozambique • Bank of Portugal • Bank of Thailand • Bank of Uganda • Bank of Zambia • Bermuda Monetary Authority • Cayman Islands Monetary Authority • Central Bank of Aruba • Central Bank of Bahrain • Central Bank of Barbados • Central Bank of Belize • Central Bank of Brazil • Centrale Bank van Curaçao en Sint Maarten • Central Bank of Estonia • Central Bank of Ireland • Central Bank of Kenya • Central Bank of Lesotho • Central Bank of Liberia • Central Bank of Luxembourg • Central Bank of Malaysia • Central Bank of Nigeria • Central Bank of Oman • Central Bank of Republic Turkey • Central Bank of Sri Lanka • Central Bank of Swaziland • Central Bank of the Philippines • Central Bank of the Republic of Turkey • Central Bank of the UAE • Central Bank of Trinidad & Tobago • Deutsche Bundesbank • Eastern Caribbean Central Bank • European Banking Authority • European Central Bank • European Investment Bank • Federal Reserve Bank of Philadelphia • Federal Reserve Bank of Richmond • Federal Reserve Bank of St Louis • Hong Kong Monetary Authority • International Monetary Fund • Magyar Nemzeti Bank • Maldives Monetary Authority • Monetary Authority of Singapore • National Bank of Belgium • National Bank of Cambodia • National Bank of Poland • Norges Bank • Norwegian Ministry of Finance • Palestine Monetary Authority • Reserve Bank of India • Saudi Arabian Monetary Authority • South African Reserve Bank • State Bank of Pakistan • Swiss National Bank

Booking details

4-Day (3 nights) residential course

Course fee includes: accommodation at the Royal Berkshire, meals, refreshments, course documentation and a complimentary copy of the most recent issue of the Central Banking journal. Substitute delegates can be accepted should the registered delegate be unable to attend; please let us know prior to the event.

How to book

There is a booking form overleaf. Please use one of the following methods to book your place:

Online: <http://events.centralbanking.com/windsor>

Call: George Johnson on +44 (0)207 316 9136

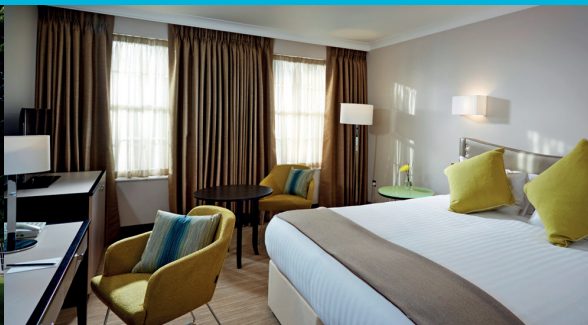
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The venue

Central Banking's 2019 Windsor Training Series will take place in the heart of Berkshire, the royal county with a history spanning over 1,000 years. Amidst its countless historical monuments, ancient forests and stunning horticultural displays, the Royal Berkshire Hotel is one of the historical seats of the Churchill family and, since 1971, the home to a traditional British country hotel. The venue (located less than 30 minute from Heathrow airport) is fully equipped for modern events and occupies a relaxed location offering guests the opportunity to step back from their day-to-day work, to think strategically and to learn from their peers in central banks around the world. It is also near to the sights of the Windsor Castle and the Great Park, the independent school of Eton College, and Runnymede – where the Magna Carta was signed.



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EMAIL 1:	Please provide us with the direct email address of the delegate and an additional email address if possible. This is very important because all correspondence with delegates is by email.
EMAIL 2:	

Early Bird Offer (Ends 22nd February 2019) Course fee: £3,100

Invoice: If you select this option an invoice will be sent to you by email and by post. If you would like to provide different details to the above for the invoice please notify us when sending back the booking form.

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