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Strategic Planning and Project Management: Delivering Change and Meeting Objectives

28–31 May 2019, Royal Berkshire Hotel, England

Course Chair

Janet Cosier, former Adviser on Strategic Planning and Risk Management, Bank of Canada

Series Advisor

Charles Goodhart, Professor Emeritus, London School of Economics

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



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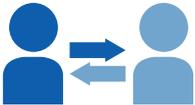
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Central Banking Publications

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,

The years following the global financial crisis presented central banks with significant challenges. They turned to unconventional monetary policy instruments, expanded their field of operations, and have started to explore the dynamic new world of disruptive technological innovation. More broadly, they have begun to make an active contribution to debates on sustainability and ESG.

In 2019, the work of those responsible for strategic planning and management can be broadly grouped around three headings: How can a central bank be organised to manage these new roles? How can it prepare for disruptive tools such as Big Data and RegTech? How can a central bank ensure that it does not take on roles that might conflict with its core functions and mission?

This course, "Strategic Planning and Project Management: Delivering Change and Meeting Objectives" is designed to equip central bankers with tools to meet these challenges.

The four-day programme of interactive roundtable seminars and workshops offers practical examples of both external and internal communication strategies, as well as questions of organisation and resourcing the function.

The panel of expert speakers combines practical central banking experience and expertise in the technical aspects as well as views from private sector experts.

All discussions are 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,

Janet Cosier, Course Chair
former Adviser on Strategic Planning and Risk Management
Bank of Canada

Learning outcomes:

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

- Challenges and opportunities of expanding multi-mandate environment for central banks
- New roles and responsibilities for central banks' in relation to tackling climate change risk
- Strategies and frameworks for sustainable internal integration
- The evolution of strategy planning and management as an internal function
- Examples of project development as a tool for strategic planning implementation
- Synergies and overlaps between the risk management and strategic planning function
- Key features of effective internal communication

Tuesday 28 May

New Demands Facing Central Banks

Operating in a multi-mandate environment: a governor's perspective

Marko Škreb, former Governor, Croatian National Bank

- Overview of central banks evolving mandate in 2019
- Implication for external responsibilities and internal functioning
- Impacts of the evolving mandates and what this means for the central bank
- *Discussion*: experiences from the delegates home jurisdictions

Climate risk in focus: new roles and responsibilities for central banks

A speaker from the Bank of England

- Climate change as a new source of local and systemic risk
- Overview of financial, operation and regulatory risks associated with climate change
- New roles and responsibilities for central banks' in relation to tackling climate change risk
- Examples of central bank initiatives for tackling climate change internally

How to strategically manage technology and innovation?

Panel with **Marko Škreb**, former Governor, Croatian National Bank;

A speaker from the Bank of England

- State of the art technological disruptive innovation
- Examples of recent impact and implications for central bank regulators
- Strategies and frameworks for sustainable internal integration
- *Discussion*: how to supervise innovation

About the course chair



Janet Cosier recently retired from the Bank of Canada in her roles as chief risk officer and adviser on strategic planning. She continues in her capacity as the chair of the board of directors of the Canadian Payments Association. She has served in a variety of functions including comptroller and chief accountant, as well as chief internal auditor, before being appointed adviser to the governor. She has provided technical assistance to various central banks in the areas of strategic planning, risk management, governance and financial reporting. Before joining the Bank of Canada, she worked with the Office of the Auditor General of Canada and with the Department of Industry, Trade and Commerce. Mrs Cosier holds degrees from York University and the University of Windsor in mathematics, computer science, accounting and financial management.

Wednesday 29 May

Dealing with Disruption

Designing the strategic plan in 2019: key building blocks, focus areas and performance indicators

Janet Cosier, former Adviser on Strategic Planning and Risk Management, Bank of Canada

- The evolution of strategy planning and management as an internal function
- Key features of the building blocks of strategy design
- Examples of innovate approaches to strategic planning and management
- *Hands on exercise*: indicators and matrixes for continuous assessment of strategic objectives

Project development in focus: strategic management through annual business plan

Shehzad Ali Sharif, Joint Director – Strategic Planning Department, State Bank of Pakistan

- The role of an annual business plan in strategic management
- Examples of project development as a tool for strategic planning implementation
- Frameworks for continuous assessments of short, medium and long term delivery of a project
- *Case study*: strategic management through annual business plan in the State Bank of Pakistan

Reporting and contextualising change: from output to outcomes

Pether Burvall, Controller and Senior Adviser, Sveriges Riksbank (invited)

- Overview of frameworks and indicators for monitoring and measuring change
- Examples of reporting frameworks to and from the strategic manager
- Tips for central banks to target and assess strategic change and business performance
- *Case study*: modernising the world's oldest bank: the journey and models

Strategic planning and risk management: the mutual enablers

Janet Cosier, former Adviser on Strategic Planning and Risk Management, Bank of Canada

- Synergies and overlaps between the risk management and strategic planning function
- Emerging opportunities and unavoidable trade-offs
- Examples of methods and tools for systemic coordination and cooperation between the two functions
- Tips for engagement in the planning process: options and choices to address key areas of risk

Workshop: working with central bank leaders

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

- The roles and responsibilities of the executive and non-executive board members
- Overview of engaging central bank leaders in the design and formulation of a strategic plan
- Frameworks for consistent communication
- *Discussion*: what does the chairman of the board expect from the strategic managers and what do the strategic managers expect from the chairman?



Windsor Training Series 2019:

Week One: NEW! Tech Week, 21st–24th May



FinTech: Innovation in Payments and Settlements

Course Chair: Richard Heckinger, former Vice President and Senior Policy Adviser, Federal Reserve Bank of Chicago



RegTech and SupTech: Disruptive Technology in Reporting, Regulation and Supervision

Course Chair: Kimmo Soramäki, Founder and CEO, Financial Network Analytics and founding Editor-in-Chief, The Journal of Network Theory in Finance



RiskTech: New Opportunities in Treasury, Risk and Compliance Technology

Course Chair: Eric Wolfe, former Deputy Managing Director, Funds Management and Banking Department, Bank of Canada



Cyber Risk and Resilience: Strategies, Policies and Frameworks for Central Banks

Course Chair: Chris Gale, former Senior Vice President, Federal Reserve Bank of Boston



Big Data: Applications in Economic and Statistical Analysis

Course Chair: Per Nymand-Andersen, Adviser, European Central Bank

Week Two: Mandates and Functions in Focus, 28th–31st May



Strategic Planning and Management: Delivering Change and Meeting Objectives

Course Chair: Janet Cosier, former Adviser on Strategic Planning and Risk Management, Bank of Canada



Central Bank Board: Good Governance, Resilience and Enhancing Performance

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



Communications, Media Relations and Engagement

Course Chair: Marek Petruš, Communications Director at Institute for Economic Education (INEV), and former Director of the General Secretariat, Czech National Bank



Macro-prudential Policy: Implementing the Financial Stability Mandate

Course Chair: Maria Nieto, Advisor in the Directorate of Financial Stability, Regulation and Resolution, Bank of Spain



Good Practice in Banknote and Currency Management

Course Chair: Antti Heinonen, Chairman, Banknote Ethics Initiative

Thursday 30 May

Enabling New Tools and Key Policy Functions

Capitalising on new opportunities: from Change to 'Big Data in focus'

Trevor Sabean, Senior Director, Data and Statistics Office Bank of Canada

- Evolution of new variables and dynamics shaping the work of strategic managers in 2019
- Challenges and opportunities of integration into strategic frameworks
- Implications for resourcing and institutional organisation
- *Discussion:* to what extent should central banks be able to plan for the unplannable

Investing in cyber resilience frameworks

Donna Brenner, Vice President, Federal Reserve Bank of Philadelphia

- Evolution of cyber risks in 2019
- Key implications for the work of central banks and the regulators
- Examples of frameworks which have successfully integrated cyber risk on a strategic level
- Indicators helping you to understand the most pressing areas of investment

Right-sourcing in focus: how to strategically coordinate outsourced solutions with the in-house ones?

Panel with **Trevor Sabean**, Senior Director, Data and Statistics Office Bank of Canada and **Donna Brenner**, Vice President, Federal Reserve Bank of Philadelphia

- Evolving roles of procurement in central banking
- Factors and indicators helping you to understand where your institution needs technical agility
- Frameworks and tools to use during the decision making process: to insource or outsource
- Tips on how to best integrate the outsourced solutions with the in-house solutions

What delegates say about us

“ A very informative seminar which provides a pool of information to select from in line with the specific organisational requirements. ”

Vumile Magongo, Senior Strategy Officer, Central Bank of Swaziland

Friday 31 May

Strengthening Institutional Resilience

Interdepartmental coordination: communication in focus

Mirela Roman, Strategy Advisor to the Board, National Bank of Romania

- Key features of effective internal communication
- Trends and dynamics of internal department coordination
- The roles and responsibilities of communication and coordination facilitators
- Examples of innovative methods and frameworks for communication and coordination

Workshop: what's next for strategic planning?

Janet Cosier, former Adviser on Strategic Planning and Risk Management, Bank of Canada

- Key expectations in relation to the strategic management functions for 2020 and beyond
- Trends and dynamics of roadmaps and frameworks helping to adjust the medium and long term strategy
- Challenges and opportunities for leaders
- Hands on exercise: building a strategic plan for 2020

Delegate action points and key takeaways

Led by the chair, Janet Cosier, former Adviser on Strategic Planning and Risk Management, Bank of Canada

- 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 points

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

Email: training@centralbanking.com

Fax: Attention of Central Banking Training to +44 (0)207 681 3401

Post: Central Banking Publications
Infopro Digital Limited
28 – 29 Haymarket
London
SW1Y 4RX, UK

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.



