



Central Bank Board: Good Governance, Resilience and Enhancing Performance

25–28 May 2020, 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+

Institutions have attended



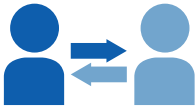
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Central Banking Publications

For over 30 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 6,500 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,

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

In 2020, central bank agendas will be shaped by two global forces: technological innovation 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 to tackle market disruptions and the threats of increasing geopolitical and financial instability. In this challenging environment, central bank leaders need to be able to incorporate an understanding of FinTech and climate risk into their existing mandate portfolio, while effectively maintaining and upholding the hard-won reputation and independence of central banks.

This course, "Central Bank Board: Good Governance, Resilience and Enhance Performance" is designed to equip central banker leaders 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 6,500 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 25th.

Yours sincerely,

John Jussup
Course Chair

Learning outcomes:

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

- Environmental, Social and Governance (ESG): how, where and when can central banks contribute?
- FinTech and innovation: what board members need to know
- Understanding cyber resilience in an era of digital disruption
- Maintaining central bank independence
- Communication: demonstrating good governance and safeguarding reputation
- Financial strength: what does it mean for central banks – and how to achieve it
- Reporting lines and the role of the secretary of the board



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Monday 25th May

Evolving Mandates: Effective Oversight of Institutional Change

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

Ardian Fullani, former Governor, Bank of Albania

- Dynamics, trends and forces (re)shaping central bank mandates in 2020
- Overview of new roles and responsibilities
- Evolution of internal and external demands and expectations
- *Hands on exercise:* "saying the unsayable" – communication for leadership teams

Environmental, Social and Governance (ESG): how, where and when can central banks contribute?

Morgan Després, Head of the NGFS Secretariat, Banque de France (invited)

- Climate change as a new source of local and systemic risk
- Overview of financial, operational and regulatory risks associated with climate change
- New roles and responsibilities for central banks in strategic management of climate related risk
- Examples of frameworks and structures for incorporating ESG and climate risk policies

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

Livingstone Morrison, former Deputy Governor, Bank of Jamaica

- Roles and responsibilities of central banks in balancing innovation with consumer protection
- Ensuring inclusive innovation: the central bank as a catalyst
- Hubs, Sandboxes and incubators: use, funding and outputs
- Examples of educational initiative for markets, players and the public

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.



Tuesday 26th May

Disruptive Innovation: New Risks and Opportunities for Central Banking

Risk appetite: the cornerstone of corporate culture

David Strachan, Head of EMEA Centre for Regulatory Strategy, Deloitte

- Overview of key factors and dynamics shaping risk appetite in a central bank
- Impact on corporate culture and organisational resilience
- Examples of tools and strategies for monitoring and continuous assessment
- *Discussion*: what can the board help to change a central bank's risk appetite?

Digital money issuance, oversight and regulation: where do central banks stand?

Daniel Heller, FinTech Specialist and former Head of Financial Stability, Swiss National Bank

- Taxonomy of digital money: CBDCs, stablecoins and crypto assets
- Implications for roles and responsibilities of central banks
- Overview of key financial, operations and regulatory risks
- *Discussion*: how to educate markets, players and the public?

Case-study: explaining and selling the sustainability proposition

Dirk Broeders, Senior Risk Manager, The Netherlands Bank (invited)

- Understanding commitments to ESG and sustainability from a corporate perspective
- The new normal: managing alignment and potential conflicts with existing mandates, practices and cultures
- Examples of central bank initiatives for tackling climate change internally
- *Discussion*: how are sustainability policies implemented in the delegates' home institutions?

Hacked! Understanding cyber resilience in an era of digital disruption

Greg Stefani, Chief Operating Officer, Federal Reserve Bank of Cleveland

- Implications of cyber risk for central bank mandates, policy functions and corporate services
- Cyber attack: key features of effective crisis management plan and business continuity
- Roles and responsibilities of the board in a cyber attack crisis
- *Hands-on exercise*: a real life cyber attack scenario

FinTech and innovation: what board members need to know

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

- FinTech driven evolution of central bank mandates and policy functions
- Implications for central bank's corporate services and support functions
- Tips for how boards can oversee and encourage sustainable innovation in a central bank
- *Discussion*: how do central banks need to change to make the most of innovation?

Wednesday 27th May

Accountability, Transparency and Independence

Maintaining central bank independence

David Archer, Head of Central Banking Studies, Bank for International Settlements

- Key challenges to central bank independence in 2020
- Role and responsibilities of the board in safeguarding independence
- Examples of legal and governance measures available and effected
- *Discussion*: accountability and central bank independence as mutual enablers

Communication: demonstrating good governance and safeguarding reputation

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

- Governance, reputation and legitimacy as the pillars of a resilient central bank
- Role of communications in management of reputational risk
- Examples of strategies and approaches to communication - cross-country comparisons
- *Hands-on exercise*: how to measure the effectiveness of communications?

Good governance: the role of diversity and inclusion

A representative from the European Central Bank

- Diversity and inclusive culture as building blocks of good governance frameworks
- Implications for corporate services and the human resources function
- Examples of projects and initiatives focused on integration of under-represented groups
- *Discussion*: what should the board do to lead by example?

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

Thursday 28th May

Demonstrating Value to Stakeholders

Financial strength: what does it mean for central banks – and how to achieve it

Robin Darbyshire, former Financial Accountant, Bank of England

- Taxonomy of variable determining central banks' financial strength
- Role of accounting in maintaining central banking independence
- Implications for the relationship with the public and stakeholders
- *Discussion*: how to determine the appropriate level of financial resources needed for central banks to perform their functions?

Reporting lines and the role of the secretary of the board

Workshop led by **John Jussup**, former General Counsel and Corporate Secretary, Bank of Canada

- Examples of frameworks for organising priorities and activities of the board
- Role of the secretary of the board in managing information flow and interdepartmental communication
- Building blocks of effective reporting lines and processes
- *Discussion*: what is expected of the board secretary in the delegates' home organisations?

Delegate action points and course conclusion

Led by the chair

- 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

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



Windsor Training Series 2020:

Week One: 19th – 22nd May



FinTech: Innovation in Payments and Settlements

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



AML/CFT: Implementing the Risk-Based Framework

Course chair: Richard Chalmers, former Co-Chair, FATF's Evaluation and Compliance Group



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



Big Data and Data Science: Advanced Analytics in Economics and Finance

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

Week Two: 25th – 28th 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



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Communications, Media Relations and Engagement

Course Chair: Marek Petruš, Central Bank Communications Consultant and former Director of the General Secretariat, Czech National Bank



Good Practice in Banknote and Currency Management

Course Chair: Antti Heinonen, Chairman, Banknote Ethics Initiative



Internal Audit: Moving at the Speed of Innovation

Course chair: Klaus Gressenbauer, former Director, Internal Audit, European Central Bank and Chairman of the Internal Auditors Committee European System of Central Banks

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

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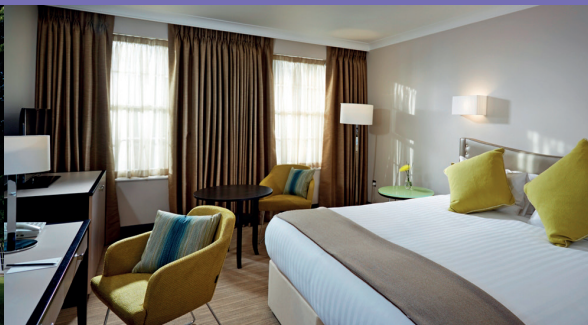
London

EC3A 7BX

United Kingdom

The venue

Central Banking's 2020 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 minutes 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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25–28 May 2020

Delegate details: PLEASE WRITE IN CAPITALS and return to training@centralbanking.com

MR/MRS/MS:	SURNAME/FAMILY NAME:
FIRST NAME:	
JOB TITLE:	DEPARTMENT:
ORGANISATION:	
ADDRESS:	
	POSTCODE:
TELEPHONE:	FACSIMILE:
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:	

Accommodation: The course fee includes 3 nights accommodation at The Royal Berkshire Hotel. Please indicate if you think you may need **extra (nights) accommodation** at the venue (Yes/No).
Please confirm whether you have received financial approval to attend? (Yes/No).
Do you require a VISA to travel to the UK? (Yes/No).

Early Bird Offer (Ends 21st February 2020): £3,100. Standard Rate: £3,550

Payment details:

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.

Credit card: please charge £3,100 / £3,550 to my Visa Mastercard American Express

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Cardholder name: _____ Expiry date: _____

Cardholder address (if different from above): _____

Signature: _____ Date: _____

I have read and agree to the terms and conditions below.

Signature: _____ Date: _____

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