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Strategic Planning and Project Management: Delivering Change and Meeting Objectives

25–28 May 2020, 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>





200+

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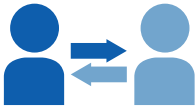
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Central Banking Publications

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,

How do central bankers strategically plan in an era of technology-driven disruption? How can central banks, as institutions and through their policies, systematically incorporate and prioritise climate risk? How can a central bank embrace innovation in a way that is not only consistent with its mandate, but which supports it?

It is a shifting world that strategic planners find themselves in. Climate risk and sustainability more broadly require a bank wide response, and a commitment throughout to change. Technology has fundamentally altered the markets, producing new areas of oversight and sources of risks. More broadly technology has created opportunities for central banks has overseers and system operators. These dynamics will have far-reaching consequences for the work of central banks and the profession of central banking. Understanding implications, identifying synergies and taking a long-term view will be essential. This is the work of the strategic planner.

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

The four-day programme of interactive roundtable seminars and workshops offers practical examples of strategic plan design and implementation, performance measure and technological integration.

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,

Janet Crosier
Course chair

Learning outcomes:

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

- Strategic perspectives on greening central banking
- The role of central bank leaders in strategic management
- Building organisational resilience: the role of strategic planning
- Making the most of Big Data and advanced analytics
- Project management and monitoring: implementing the strategic plan
- Strategic outlooks for 2020 and beyond



Strategic Planning and Management: Delivering Change and Meeting Objectives

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

Monday 25th May

Drivers of Change: Key Forces and Dynamics

The central bank mandate: embracing change and maintaining independence

Marko Škreb, former Governor, Croatian National Bank

- Evolution of central banks' mandates and responsibilities
- Examples of how increasingly broad remits can be embraced
- Realities of new and resurgent threats to independence
- Changing culture: strategic plans as a tool for change not just a 'fashion'

A catalyst for change: hubs, sandboxes and incubators

Livingstone Morrison, former Deputy Governor, Bank of Jamaica

- Ensuring inclusive innovation: the central bank as a catalyst
- Use, funding and outputs: measuring value
- How central banks can change to better embrace and utilise innovation
- *Case study*: the role of hubs, sandboxes and incubators in inclusive innovation

Towards sustainability: strategic perspectives on greening central banking

Gabor Gyura, Head of Sustainable Finance, Central Bank of Hungary

- Understanding the connection between central banking and climate-related risks
- A framework for thinking about climate-related risks and their impact
- Implications for policymaking, operations and governance
- What this means for strategic planning: short, medium and long term

About the course chair

Janet Cosier was a chief risk officer and adviser on strategic planning at the Bank of Canada. 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.



Tuesday 26th May

Enhancing the Toolkit for Strategic Management

The role of central bank leaders in strategic management

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 monitoring, reporting and communication
- *Discussion*: what does the board expect from the strategic managers and what do the strategic managers expect from the chairman?

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

Dinora Barroso, Deputy Head of Department, General Secretariat, Bank of Portugal

- Key features of building blocks of a modern strategic plan
- Tips for integrating new areas of focus into strategic planning
- Using the planning cycle to gain an effective outcome
- *Hands on exercise*: indicators and matrixes for continuous assessment of strategic objectives

Reporting and contextualising change: outputs vs outcomes

Pether Burvall, Controller and Senior Adviser, Sveriges Riksbank

- How can central banks show the effectiveness of a change?
- How can they show they are delivering value for money?
- How can they determine the division of labour between policy-setters and functional heads?
- *Group discussion*: how should a central bank measure performance?

The mutual enablers: strategy and risk

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

Building organisational resilience: the role of strategic planning

Nedal F. El Batayneh, Director of Strategy & Corporate Performance Central Bank of the UAE (invited)

- Key features of organisational resilience as a strategic goal
- Impact of factors such as corporate culture, risk appetite and risk tolerance
- Examples of tools and frameworks for strategic monitoring and continuous assessment
- Role of interdepartmental cooperation and coordination

Wednesday 27th May

Fintech in central banking: new tools and opportunities

Making the most of Big Data and advanced analytics

Oliver Burrows, Chief Data Officer, Bank of England and **Trevor Sabean**, Senior Director, Data and Statistics Office, Bank of Canada

- State of the art of Big Data and advanced analytics
- Examples of applications in central banking and supervision
- Overview of opportunities for strategic planning and management
- Implications for resourcing and institutional organisation

Case study: a cyber resilience framework in practice

Paul Williams, Head of Division, Operational Risk and Resilience, Supervisory Risk Specialists

- Taxonomy of cyber risks and their operational implications
- Examples of frameworks for integrating cyber risk on a strategic level
- Cyber resilience: key features of effective crisis management plan and business continuity
- *Hands-on exercise*: a real life cyber attack scenario

Supervisory technology: a case study of cross sectoral partnerships and stakeholder buy-in

Johannes Turner, Director of Statistics Department, National Bank of Austria

- How to identify and prioritise areas where technology can make a difference
- Framework for sourcing and contextualising input from stakeholders
- Tips for working with key external partners and stakeholders
- *Discussion*: when and how to assess performance?

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: Project Management and Performance

Project management and monitoring: implementing the strategic plan

Representative from the Central Bank of Ireland

- 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

Corporate culture: cooperation, diversity and integrity

Donna Brenner, Vice President, Federal Reserve Bank of Philadelphia

- Overview of key dynamics shaping corporate culture in a central bank
- Impact of factors such as personal accountability, conduct management and risk appetite on operational efficiency
- A framework for addressing questions of diversity
- *Discussion:* what does it take to successfully change a corporate culture?

Strategic outlooks for 2020 and beyond

Led by 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 that help adjust medium- and long-term strategy
- Challenges and opportunities for leaders
- Hands on exercise: building a strategic plan for 2021

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

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 Nyman-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



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, 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

Post: Central Banking Publications

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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 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.



