

# BANKING SUPERVISION: LEADERSHIP IN THE TIMES OF FINTECH

**JUNE 9-14, 2019**

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Location:  
Toronto, Canada

## Program Agenda

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Location:  
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## Sunday, June 9

**08:00 Networking Tour to Niagara Falls**

**18:00 Program Overview, Icebreaker and Welcome Dinner**

## Monday, June 10

**08:15 Welcome and Opening Remarks**

*Babak Abbaszadeh, President and CEO, Toronto Centre.*

### Group Photograph

**08:45 SESSION 1:**

#### **Context for change**

*Clive Briault, Chair, Banking Advisory Board, Toronto Centre and former Managing Director, Financial Services Authority (FSA), UK.*

- Implementation of international standards
- Financial innovations: fintech, regtech and supotech
- Cyber security and technology risk
- Financial inclusion and gender equality
- Climate change
- Implications for the leadership of supervisory authorities

**10:30 Coffee Break**

**10:45 SESSION 2:**

#### **Group Activity**

*Clive Briault and Demet Canakci, Program Director, Toronto Centre*

Designed to capture what participants assess as the main priorities and supervisory challenges faced in their authorities.

**12:30** Lunch

**13:30** **SESSION 3:**

**Leadership Challenges for Financial Supervisors (1):**

*Action Planning*

*Demet Canakci*

- How to analyze a situation and develop a clear and concise statement of a problem
- How to identify preferred outcomes, develop a goal statement, and consider alternative ways to reach the goal
- How to develop an action plan, and consider contingencies and how to deal with them
- Mini case study

**15:00** Coffee Break

**15:15** **SESSION 4:**

**Leadership Challenges for Financial Supervisors (2):**

*Communications with Stakeholders*

*Demet Canakci*

- Analyze stakeholders – who are they, what are they likely to like and dislike about your proposal, and what is needed to get their support and/or overcome their resistance
- Four-box model for effective persuasion and communication
- How to build a “burning platform” for change
- Group activity

**17:00** **Action Planning**

Participants will start applying the action planning methodology with the assistance of the Program Leaders. The focus will be on understanding the situation and developing a precise definition of the challenge identified.



## Tuesday, June 11

### 08:15 Ideas I Will Use

#### 08:30 **SESSION 5:**

##### **Fintech: Innovations and opportunities**

*Denise Dias, Consultant and Program Leader, Toronto Centre and former Senior Financial Sector Expert, the World Bank Group.*

- What is fintech?
- What are the main developments so far?
- What are the benefits to the financial system and financial services?
- What opportunities do they bring for banks and their customers?

### 10:30 Coffee Break

#### 10:45 **SESSION 6:**

##### **Fintech: Risks**

*Clive Briault*

- Fintech applications bring risks as well as opportunities
- Risks to consumers, firms and potentially to financial stability
- How regulators have set out these risks
- Case study

### 12:30 Lunch

#### 13:30 **SESSION 7:**

##### **Regulatory and supervisory responses to fintech**

*Denise Dias*

- How are regulators and supervisors responding to fintech-related risks?
- Development of international standards
- National implementation of international standards and national regulatory initiatives
- Supervision of fintech-related risks
- Implications for supervisory authorities - leadership, resourcing and change management
- Suptech opportunities to improve supervisory methods and processes
- Facilitation of innovation- innovation hubs, accelerators and regulatory sandboxes

### 15:30 Coffee Break

#### 15:45 **SESSION 7 (cont'd):**

##### **Regulatory and supervisory responses to fintech- Group exercise**

*Denise Dias*

### 17:00 Action Planning

Participants will continue to work on their Action Plans with the assistance of the Program Leaders. The focus will be on setting goals and outlining their plans.

## Wednesday, June 12

### 08:15 Ideas I Will Use

#### 08:30 **SESSION 8:**

##### **Macro-prudential policy and stress testing**

*Clive Briault*

- Identifying risks to financial stability
- Systemic risk, contagion and interconnection effects
- Objectives of stress testing
- Calibrating and running a stress test
- Group activity

### 10:30 Coffee Break

#### 10:45 **SESSION 9:**

##### **Climate change**

*Clive Briault*

- What is link between climate change and banking supervision?
- The impact of climate change on banks' own risks
- Should we use banking regulation and supervision to support "green finance"?
- Factoring climate change into stress testing

### 12:30 Lunch

#### 13:30 **SESSION 10:**

##### **Evolving operational risks: Cyber security and technology risk**

*Abhilash Bhachech, Consultant and Program Leader, Toronto Centre and former Managing Director, the Office of the Superintendent of Financial Institutions (OSFI).*

- Supervisory challenges in cyber security
- Supervision of technology risk
- Case study

### 15:00 Coffee Break

#### 15:15 **SESSION 10 (cont'd):**

##### **Evolving operational risks: Cyber security and technology risk**

*Abhilash Bhachech*

### 16:30 Action Planning

Participants continue to work on their Action Plans. Focus will be on completing the details of the plan to address the challenges identified, analyzing stakeholders and defining the communication strategy to gain support

## Thursday, June 13

### 08:15 Ideas I Will Use

#### 08:30 **SESSION 11:**

##### **Continuing challenges in supervision (1): Recovery planning and resolution**

*Clive Briault*

- Essential elements of good recovery plans
- Recovery planning and supervision
- Supervisory colleges
- Resolution toolkit and effective formulation of resolution strategies and plans
- Assessing the adequacy of resolution plans and choice of tools
- Total loss absorbing capacity (TLAC)
- Group exercise

### 10:30 Coffee Break

#### 10:45 **SESSION 11 (cont'd):**

##### **Continuing challenges in supervision (1): Recovery planning and resolution**

*Clive Briault*

### 12:30 Lunch

#### 13:30 **SESSION 12:**

##### **Continuing challenges in supervision (2): Corporate governance**

*Clive Briault*

- What is corporate governance?
- The importance of culture, value and behaviours
- Why corporate governance is important for supervisors
- Lessons from the financial crisis
- What can supervisors do to improve corporate governance in banks?
- Case study on HBOS

### 15:15 Coffee Break

#### 15:30 **SESSION 12 (Cont'd):**

##### **Continuing challenges in supervision (2): Corporate governance**

*Clive Briault*

**17:00 Action Planning**

Participants will finalize their action plans for presentation on Friday.

**Friday, June 14**

**08:15 Ideas I Will Use**

**08:30 SESSION 13:**

**Action Plan Presentations by Participants**

Participants will present their Action Plans to the group and receive feedback from the Program Leaders and colleagues.

**10:30** Coffee Break

**10:45 SESSION 14:**

**Panel Discussion**

Participants to submit questions during the week.

**12:00 Closing Ceremony and Certificate Presentation**

**12:30 Lunch followed by “Discover Toronto” tour**

**18:30 Farewell Dinner at CN Tower**

