



The voice of banking
& financial services

The Bull in the Chinese Takeaway

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British Bankers' Association



The voice of banking
& financial services

About the BBA

- **200+ members**
- **60 countries**

Leading association for the UK banking and financial services sector on the full range of UK and international banking issues

It was the wrong crisis

Summer 2007 – overdraft fees

**Many other issues before that eroding
banking's reputation**

BBA LIBOR – first indications

September 2007

Run on the Rock

Bank of England: “Lender of Last Resort”

Peston reported, NR back office not ready

A global crisis

Worse in the US, but smaller retail brands

Lehmans was turning point

In UK, Halifax

Peston again

Role of the BBA

Central contact point for media

Apologist for banks

Putting industry's point of view

Explaining what's happening

Explaining what's being done

What does it mean for the customer?

What the BBA did

All possible interviews

Background briefings

Position papers

Tried to build consensus – but did not wait

International dimension

Messages

International problem

UK banks well capitalised (yes, but ...)

Customers' money safe

Working with Govt and authorities to get out of it

Friction from ...

Govt (needed to deflect attention)

Institutions (BoE had to defend itself against inaction; FSA against not regulating properly)

FSA was harder on itself than us

Consumer organisations

Media (greedy bankers caused it)

Banks (continued knocking copy)

The man in the Chinese takeaway said ...

What's happening to the banks?

Why has it happened?

Is my money safe?

What can I do?

Will it ever recover?

Shall I sell my bank shares?

Rolling news

It rolls like a brick

It provides no analysis, just string of events and talking heads

Huge strain on news commentators (such as Peston)

All press offices now must be 24 hours

So are the media responsible?

Certainly an accelerant

The BBC's red arrow

Peston's briefer

Banking as synonym for finance (Madoff the banker on Sky; Scottish Sun and Dunfermline "bankers")

Now it's political the newspapers are much better!

Lessons from banking crisis

- You can never control the terminology
- You can never control the people you represent

BUT

- None of that must stop the flow of information
- Key message:

“Don’t wait for consensus, because your critics won’t”

How we remember it

Peston

Goodwin

Sorry

Woollies

Queues at Northern Rock

The other crisis

Bank overdraft fees

In court

Won on two counts, third at House of Lords

**Losing PR battle as lawyers control messaging
(Martin Lewis has no similar accountability)**

**Banks believe least said soonest mended: but
all communications through us**

G20 protests

BBA on anarchists' target list

Media management

Past the BBA

Bank of England

Media coverage



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And the Chinese takeaway.....