

Title:

Contemporary challenges in the Asset Liability management in banks.

Short description:

The role of the active management of the banking book in the banking industry is constantly growing. This is dictated by heavily regulated landscape and increased competition for resources such as liquidity and capital. Given the market pressure, the relentless pursuit for the most efficient and productive use of a bank's resources subject to consolidated risk and return appetite remains of upmost importance for banks of all size. Consequently, strategic ALM can significantly improve financial performance by delivering a better balance between returns and risks across the on and off-balance sheet items.

This advanced 3 -day course covers best practice in Asset - Liability Management (ALM), as well as ALM role's as a strategic function in financial institutions.

Overview:

The first day of the course focuses on the role of the ALM function and its set up within the financial institution. It provides the audience with the overview of the best market practice to ALM and its evolving role in the overall profitability of the bank. During the first day, presenter walks the audience through techniques for the interest rate risk measurement and management in the banking book (IRRBB) and emphasizes the importance of the active management of IRRBB in ALM through undertaking profitability enhancement strategies.

The second day covers, in detail, the new regulatory requirements for IRRBB (Basel Committee on Banking Supervision Standards) and provides the methodological support in the implementation of this requirement. The second part of the day is focused on the analysis of the balance sheet maturity transformation and liquidity risks. In particular, it aims to answer the question what is the proper size of the liquidity buffer in the financial institutions.

The third day provides the overview of the Funds Transfer Pricing process and the role of the ALM unit in the FTP framework. The second part of the third day is dedicated to the balance sheet optimization techniques and acts as an introduction to the concepts of quantification and optimization of asset and liability structures.

Learning Objectives:

- Understand the ALM role in a financial institution
- Gain knowledge on the IRRBB measurement techniques
- Gain knowledge on the IRRBB profitability enhancement strategies
- Overcoming the practical challenges related to the BCBS 368 requirement
- Gain knowledge on the pricing of liquidity
- Overview of the best practice in the Funds Transfer Pricing process
- Overview of the balance sheet optimization techniques

Who The Course is For:

- Liquidity managers and IRRBB managers
- Finance professionals
- Bank treasurers and treasury professionals
- ALM professionals
- Advisors at consultancy firms
- Bank supervisors

Prior Knowledge:

- Understanding of banking treasury/ALM aspects
- Familiarity with Basel III requirements
- Familiarity with the concept of Interest rate risk and liquidity risk in banks
- Familiarity with the FTP process

Outline:

Day One

ALM Introduction and Overview

- The evolving role of ALM in financial institutions
- ALM role as a bank within the bank
- ALM as a business unit
- Maturity transformation as a main source of earnings
- ALM - Zero sum game
- Creation and categorization of assets and liabilities in the banking book
- Why is it important to transfer risks to ALM?
- Development of ALM in the future

IRRBB measurement, management and strategies

- Re-ricing Gap analysis as an important tool for the understanding of the IRRBB position of a bank
- Measuring Net Interest Income (NII) risks with static and dynamic sensitivity analysis
- Measuring Economic Value of Equity (EVE) and its sensitivity
- Analysis of the interest rate shocks
- Analysis of the impact of the automatic options on the EVE metric
- Re-investment and re-funding risks

Case study: calculation of the NII sensitivity and EVE volatility under different interest rate scenarios

- Analysis of the basis risks
- Analysis of the Credit Spread Risk in the banking book
- Discounting with commercial margin and without – external and internal view for IRRBB
- IRRBB stress testing and capital allocation

Case study: assessment of the basis risk through re-fixing gap analysis

- Interest Rate positioning – decisions taken within ALM
- Should we be able to increase risks to profit from expected market conditions?
- Interest rate treatment of items without deterministic maturity
- Structural hedging – margin compression
- Analysis of the IRRBB metrics
- VaR – calculation of interest rate risk in the investment portfolio

Case study: analysis of the IRRBB metrics – is the IRRBB well managed?

Day Two

Basel Committee on Banking Supervision Standards and European Banking Authority – detailed analysis of the requirements for IRRBB

- IRRBB metrics and shock scenarios
- Treatment of automatic options
- Treatment of behavioural options (CASA and prepayments)
- IRRBB governance
- Challenges with the BCBS 368 implementation

Introduction to the liquidity risk managed within ALM

- Maturity transformation as a main source of liquidity risk
- Contractual vs behavioural maturity ladder
- Short term liquidity risk and liquidity metrics
- Funding risk and medium long-term liquidity metrics
- Tactical liquidity management
- Liquidity buffer and counterbalancing capacity of a bank
- What is the proper size of the liquidity buffer?

Case study: calculation of the size of the liquidity buffer in a bank

Trade-off between hedging and funding strategies

- Impact of IRR and liquidity mismatches on NII
- Understanding the “trade –off” between profitability and risk - real challenge of ALM analysis
- Important links for liquidity management and transfer pricing through ALM

Case study: undertaking different hedging and funding strategies – what happens?

- Is it better to manage the ALM position through natural hedging or derivatives?

Case study: Pros and Cons of the use of derivatives – practical example

Summary of the main take away messages for the IRRBB and liquidity management through ALM

Day Three

What is Funds Transfer Pricing?

- Sum of policies and methodologies for the use and generation of liquidity
- Robust model with different participants involved
- Maturity transformation as a main source of earnings
- External pricing versus internal pricing
- Objectives of FTP

ALM role in the FTP framework

- Match Maturity Transfer Pricing
- Separating interest and liquidity component within FTP
- Cost of contingent liquidity
- Why is it important to transfer risks to ALM?

Case study: calculation of Net Interest Margin in business units and ALM

- Interest Rate positioning, extent of maturity transformation and the optimal amount of liquidity buffer – decisions taken within ALM

Case study: analysis of the ALM P&L components

Introduction to the Balance Sheet Optimisation techniques

- Balance Sheet optimisation concept and the role of ALM in the optimisation process
- Balance Sheet optimisation through numerical optimisation
- What is the objective function in the optimisation exercise?
- What are the constraints functions in the optimisation exercise?
- Quantification of the economic benefits coming from the optimisation exercise.

Conclusions and Questions

- Measuring ALM economic performance
- Evolution of modelling requirements and the role of ALM