

Certified Bank Director 



Who we are

The Institute of Banking

The Institute of Banking is the largest professional institute in Ireland. We are a community of 34,000 members who work in banking and in both international and local financial services in the Republic of Ireland and Northern Ireland.

Professional development of our members through education is at the heart of what we do. We are a not-for-profit organisation. The Institute provides university-level banking education programmes, executive education programmes and related services. These enable our members to achieve and sustain their professional qualifications and continuing professional development – essential in meeting customer and regulatory expectations. More than 10,000 of our members are currently studying with us.

Excellence in education

As a recognised college of University College Dublin (UCD) and the standout industry educator, we offer qualifications of the highest standard.

We currently have more than 40 programmes ranging from Professional Certificates (level 7 on the NFO) to Masters Degrees (level 9).

The Institute also provides specialist education programmes (including the Certified Bank Director Programme), continuing professional development training and customised development programmes through the executive education department, directed by Dr. Kate Cullen.

We design our programmes to be practical and relevant, but grounded in academic rigour. We focus on providing innovative and flexible education options to ensure that we meet your changing needs. All our programmes are part-time.

The Certified Bank Director Programme is part of a Framework to educate the industry from entry level to Senior Executive.

Cambridge Judge Business School Executive Education

The reputation of Cambridge Judge Business School has grown rapidly since it was founded in 1990. Today it is internationally celebrated as a provider of stimulating management education, with a particular emphasis on entrepreneurship and innovation management.

With a world-class faculty of over 55 members and a philosophy of collaboration, the School is a place where people from many disciplines meet and share ideas – policy makers, entrepreneurs, leaders of industry, regulators, not-for-profit organisations and academics.

As a learning institution, we are well placed to support bank directors and senior bank executives navigate the complex landscape banks are operating in. There are several research initiatives at Cambridge Judge Business School that we will draw on to bring international awareness into the topics discussed during the programme. For example, the Centre for Risk Studies is critically active with financial institutions

in the analysis of systemic risk and developing a framework for mitigation against them and researching the challenges caused by fintech and regtech market disruptions.

The goal of Executive Education at Cambridge Judge Business School is to align these strengths to deliver programmes that impact on the development of leaders and organisational performance, drawing upon expertise and resources from the University of Cambridge and other renowned academics and practitioners from around the world. Our programmes are designed to provide a collaborative and stimulating environment for learning that enhances both professional and personal lives. The diverse educational and professional backgrounds of our faculty and delegates enrich the experience. Cambridge Judge Business School's global community has over 6,200 members in more than 100 countries worldwide; a truly international and dynamic network, which we welcome you to join.

The Chartered Banker Institute

The Chartered Banker Institute is the oldest institute of bankers in the world, and the only body approved by the Privy Council to award the flagship Chartered Banker designation to individuals displaying the highest standards of banking professionalism. Based in London and Edinburgh, the Institute has more than 30,000 members, and a similar number of individuals hold qualifications awarded by the Institute. Since 1875, we have set and supported high standards of professional expertise and conduct, supporting a strong and sustainable banking industry that customers and communities - and bankers themselves – can be proud of. Our work as a professional body complements the work of regulators and banks to enhance and sustain a culture of customer-focused, ethical professionalism in banking.

Together with our learning partners, including many of the UK's leading universities, we offer a wide range of professional and regulatory qualifications to support bankers' professional development "from CSO (Customer Service Officer) to CEO (Chief Executive Officer)." We have members in 87 countries, including the UK. In 2011, the Institute led the establishment of the UK's Chartered Banker Professional Standards Board. The Chartered Banker Code of Professional Conduct, developed by the Board, and aligned with the PRA and FCA's Individual Conduct Rules, now covers more than 70% of the UK banking workforce, and the Foundation Standard for Professional Bankers has been achieved by 177,589 individual bankers

A Few Words from Dr. Kate Cullen, Director of Executive Education, The Institute of Banking



The global banking sector experienced systemic failure in 2008 with enormous consequences for the industry, its customers and the economy it serves.

The European regulatory architecture for banking changed considerably following the financial crisis with European and national regulators seeking to reform banking culture and enhance standards of bank governance. To prevent a future financial crisis, and to restore public confidence in banks, it is critical that robust governance arrangements and appropriate oversights and standards are in place and maintained across the banking sectors.

Understanding the risk profile and risk appetite in the context of overall strategy and the dynamic relationship between risk appetite, profitability and stakeholder value maximisation are key features of the regulatory guidelines emanating from the European Banking Authority. Board directors therefore should be highly aware of the key issues and be in a position to offer well-grounded views and provide challenge as part of their board responsibilities and participation. The Certified Bank Director programme is a unique, specialist governance programme, designed specifically for Bank Directors (executive and non-executive) or those operating at executive committee level. It is an intensive 10 day programme completed in two separate blocks of five days duration each.

The programme will provide participants with a comprehensive understanding of the unique governance issues associated with banks arising from the inherent complexity of banking business models and their risk profile. It will provide an understanding of the duties and responsibilities of directors and the behaviours required from them and from well-functioning boards. Inadequate credit assessment was identified as a key contributor to the banking crisis and governance issues in relation to risk will receive particular attention during the programme. Strongly rooted in academic research, theory and regulation, the programme is designed to provide practical knowledge and application.

Launched in Dublin in September 2012 by the Institute of Banking, the Programme has completed many very successful cohorts to date with Cohort 15 being delivered in Dublin in Autumn 2018. The Institute of Banking is delighted to be working with the expert faculty of Cambridge Judge Business School and collaborating with the Chartered Banker Institute in delivering the programme in Cambridge for the second time in March 2019.

We look forward to welcoming you to the programme.

Dr. Kate Cullen
Director of Executive Education
The Institute of Banking

A few words from Simon Thompson, Chief Executive, Chartered Banker Institute



It has always been an honour and a privilege—as well as a weighty responsibility—to be charged with the governance of a bank. Systemic failures and the perception of a widespread culture of misconduct in banking in many countries have rightly led to significant regulatory and structural reform of the banking industry, and to a number of high-profile investigations into the culture of banking. Most, if not all, reach similar conclusions—that poor governance, including the lack of effective Board oversight, a lack of understanding of banks' business models, especially of credit, risk and exposures to complex financial instruments, and a lack of banking experience, lies at the heart of the problem.

In the UK, the Prudential Regulatory Authority (PRA) and Financial Conduct Authority (FCA), have introduced the Senior Manager and Certification Regime and new Individual Conduct Rules to enhance standards of bank governance and individual accountability. A new regulatory regime will not succeed, though unless we develop and equip bank directors with the knowledge and expertise they need to discharge their responsibilities effectively and professionally, which is why the Chartered Banker Institute strongly supports the Certified Bank Director programme.

Ultimately, we cannot—and should not—look to regulators to avoid future bank failures. We should be able to rely on well-qualified, well-led Boards of Directors to do so. Directors' responsibilities go well beyond simply avoiding failure, of course, and an effective Board will rightly be credited with overseeing the governance and management of sound, successful and profitable banks—banks that satisfy both shareholders' need for sustainable returns, and banks that the public can rely on. Our vision for the Certified Bank Director programme is not only to enhance the knowledge and expertise of bank directors, it is also to develop a strong community of senior banking professionals able to play significant roles in rebuilding our banks, and our banking industry. Professionals who will play a key part in rebuilding public confidence and trust in banks and bankers, and a banking industry we can rightly be proud of.

Simon Thompson FCIBS

Chief Executive, Chartered Banker Institute

A few words from Marwa Hammam, Programme Director of the Master of Finance, Cambridge Judge Business School



In association with the Institute of Banking, Cambridge Judge Business School Executive Education will bring practitioner and research-based perspectives to the issues of risk, governance, strategy and the regulatory environment faced by bank directors in the United Kingdom, Europe and globally.

We believe that continuous professional development should be a priority throughout your career especially so at director level where responsibility for achieving business goals, ethical conduct and compliance falls squarely on your shoulders. The Certified Bank Director Programme will provide a forum where practitioners and other specialists can learn from one another and exchange valuable experiences that will open new doors to professional and personal success.

Recent scandals involving banks manipulating benchmarks (ie., LIBOR) and sanctions compliance demonstrate the importance of integrity and transparency in bank operations and understanding the international political environment. Therefore the programme will address the major changes in banking regulation and its main purposes and priorities. Particular focus will be on how banking regulation and compliance can be integrated into bank strategy and governance. The programme will also cover developments in risk management and how evolving financial markets are presenting new risks for banks that must be managed and measured effectively. The main elements of bank accounting and financial statement analysis will be covered as well as conduct risk and how it can be managed more effectively in order to preserve and enhance bank reputation.

The programme will provide a blended learning environment based on face-to-face seminar sessions and a self-paced learning structure involving readings and interactive sessions between seminar participants. Sessions will be led by experts who have worked with global banks, advised on policy and researched the financial markets. They bring their expertise to the fore and stimulate the valuable debates that enable deeper understanding and critical thinking to take place.

Marwa Hammam

Programme Director of the Master of Finance, Cambridge Judge Business School

About the Certified Bank Director Programme

“In the work that we are doing at the PRA to overhaul our approach to supervision of governance in firms as it relates to our statutory objectives, we want to help to get this issue on the table and make real progress. My hunch...is that one answer lies in the approach by which Non-Executives are informed by Executives about firms and thus for Executives to enable rigorous challenge and to be given credit for doing so even where the consequences will be sometimes uncomfortable.

We will always be cautious of Executives who seem to see Non-Executives as some form of threat; the really effective Executives are those who see their Non-Executive colleagues' experience and knowledge as a means of improving the effectiveness of the Board's judgement through constructive support and challenge.”

Extract from a speech given by Andrew Bailey, Deputy Governor, Prudential Regulation and Chief Executive Officer, Prudential Regulation Authority, Westminster Business Forum, London on 3 November 2015.

Programme delivery and curriculum

The Certified Bank Director Programme comprises 9 modules delivered over 10 days across two blocks of five days' duration each. A panel of subject area experts drawn from academia and industry lead each of the individual modules. The emphasis in the programme is on the application of key concepts to enhance the skills of participants and to create a learning forum where challenges can be explored and wisdom and insights dissected and shared.

On completion of this programme candidates will:

- Understand the essence of a bank, the banking system, the lessons from the banking crisis, and the likely future development of banking post-crisis;
- Appreciate the implications of recent regulatory changes and the legal, regulatory and governance framework relevant to board directors;
- Know the components, measurement and control of bank risk, stress testing, funding and credit risk;
- Comprehend the unique risk profile of banking models, including the systematic and systemic implications of risk-related policies in the context of strategy and the relationship between risk appetite, profitability and stakeholder maximisation;
- Appreciate the efficacy of the internal governance processes and the application of best practice;
- Understand the behaviours required from well-functioning boards and the expectations and requirements of individual directors.

Who should undertake this programme?

The Certified Bank Director Programme is targeted at executive and non-executive directors of the main and subsidiary boards of banks. It will be highly beneficial, not only to individuals new to the roles and responsibilities of being a bank director, but also to experienced bank directors operating in a significantly changed regulatory landscape. This programme is also targeted at senior managers aspiring to be bank executive directors and/or identified as potential future executive directors within their organisation.

Assessment

An assessment is attached to each module to ensure that the learning outcomes associated with the module have been achieved. The assessment takes the form of a learning journal recorded by programme participants during and on completion of each block. A learning journal is a reflective log that records a participant's learning experience of a particular topic/module. It allows participants to reflect on how their study and learning has developed during each module, what they are learning and the relevance or application of this learning to their own experiences in a work setting. The content of the learning journal will be unique to each participant and will reflect their experiences during the class and their own interpretation of the material presented. The learning journal will be evaluated and graded by the Programme Director to assess the participant's knowledge, synthesis, analysis and development.

Award

On successful completion of this programme, candidates will earn the professional designation of Certified Bank Director from the Institute of Banking in association with the Chartered Banker Institute.

Candidates who successfully complete the programme subject to certain qualifying conditions will be awarded Chartered Banker status from the Chartered Banker Institute. Further details will be provided during the programme by the Chartered Banker Institute.

Continuing professional development

Certified Bank Directors have an obligation to develop and maintain the level of professional competence relevant to their positions. The Chartered Banker Institute with the support of The Institute of Banking will provide Certified Bank Directors with a comprehensive CPD programme to help them meet their CPD requirements.

Programme Curriculum

BLOCK 1

Module 1

Bank Governance I

- Theoretical Perspectives on Corporate Governance
- Definition of Corporate Governance
- Failures in Governance and the Banking Crisis
- Legal responsibilities and duties of the board
- Senior Manager and Certification Regime

Module 2

Prudential Regulatory Framework

- European Regulatory Response to the Financial Crises
- European Regulatory Architecture

UK Specific

- Prudential Regulatory Authority: prudential regulatory approach and agenda
- Senior Manager and Certification Regime
- Recovery and Resolution
- PRA/FCA Relationship

Module 3

Bank Capital (including stress testing)

- What is capital?
- Key requirements
- Basel III/CRD IV
- Capital Allocation and Dynamic Balance Sheet Management

Module 4

Risk

- Operational risk
- Interest rate risk in the banking book
- Liquidity risk
- Conduct risk

Module 5

Credit (Risk and Philosophy)

- Appetite and policy
- Underwriting
- Credit review and oversight
- Credit grading of loans and portfolios
- Models - use and effectiveness
- Credit portfolio analysis
- Credit losses - provisioning, process and recovery
- Credit pricing and return on capital
- Different types of lending

BLOCK 2

Module 6

Liquidity Management

- Asset and liability management
- ALM governance in banks
- Basel III Liquidity Metrics
- Funding sources/classes
- Balance sheet structures
- Fund Transfer Pricing
- Stress Testing

Module 7

Analysis of Bank Financial Statements

- Analysing bank financial statements
- Classification and measurement rules (fair value vs. amortised cost)
- Impairments of financial assets
- Measuring capital
- Introduction to retail bank disclosures (IFRS 7 - interest rate, credit, liquidity, FX and market risk)

Module 8

Bank Strategy

- Macroeconomic and regulatory backdrop
- Key strategic challenges to the banking industry
- Specialised versus universal banking in a periphery economy
- Developing best practice strategy for the future of banking, to include reg-tech and fin-tech
- Organisational Strategy, Regulation and Brexit

Module 9

Bank Governance II

- Boards' role in practice
- Board process
- Internal Governance Frameworks
- Ethics and the board
- Board effectiveness: behavioural aspects of boards
- Executive remuneration and incentives

Programme Schedule

BLOCK 1 (5 days)	COHORT 17
Module 1 (0.5 day) Bank Governance I	18 March 2019
Module 2 (0.5 day) Prudential Regulatory Framework	18 March 2019
Module 3 (1 day) Bank Capital (including stress testing)	19 March 2019
Module 4 (I) 1 day, (II) 0.5 day, (III) 0.5 day Risk (I) Market, Liquidity, IRRBB	20 March 2019
Risk (II) Operational Risk and ERM	21 March 2019
Risk (III) Conduct Risk	21 March 2019
Module 5 (1 day) Credit (Risk and Philosophy)	22 March 2019

BLOCK 2 (5 days)	COHORT 17
Module 6 (1 day) Liquidity Management ERM	29 April 2019
Module 7 (1 day) Analysis of Bank Accounting Statements	30 April 2019
Module 8 (1 day) Bank Strategy	1 May 2019
Module 9 (2 days) Bank Governance II	2 & 3 May 2019
<i>Application Deadline</i>	<i>1 February 2019</i>

Testimonials and Further Information

“*The Certified Bank Director Programme is a first-class executive education programme tailor-made for bank directors. It elevates awareness and practice of corporate governance in a group setting with people of senior management experience. Some of the best insights were derived from group discussions and the presenters all have the requisite knowledge and experience.*”

“*A great programme, highly recommended!*”

“*The material is well constructed and interesting, a good balance of education and dialogue and above all is fun! I would recommend this programme to anyone who takes their Bank Governance role seriously.*”

“*A contemporarily relevant and personally valuable course, which helped to stretch me intellectually and, in so doing, will improve my contributions as a Director.*”

Programme Venue

Cambridge Judge Business School
Executive Education
University of Cambridge
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For more information contact



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Candidates interested in participating on the Certified Bank Director Programme are advised to speak to the Programme Director prior to submitting an application

As the number of places on the programme is restricted, early applications are encouraged. An application form is available from the Admissions and Programme Manager.





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of Banking



*A recognised
college of UCD*

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