CORE
CONCEPT

Corporate Treasury Management: Cash Positioning, Liquidity and Bank Relationships

23 – 27 August 2027
Paris - Right Bank business hotel

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Introduction:

Corporate treasury management often runs on fragmented bank statements, idle balances in dozens of accounts, surprise overdrafts and payment approvals handled by email. The result is cash that cannot be seen, deployed or protected when the business needs it. This Core Concept course equips treasury and finance staff to organise the treasury function, position cash daily, build a 13-week cash forecast, pool liquidity across entities, manage bank relationships and funding lines, and secure payments. Participants leave with a Treasury Operating Model and 13-week cash forecast for their own company.

Course Objectives:

- Define the mandate, organisation and segregation of duties of a corporate treasury function and document them in a treasury policy
- Produce a daily cash position and a direct-method 13-week cash forecast reconciled to bank balances and measured for accuracy
- Design a liquidity structure with physical or notional cash pooling, intercompany funding and a minimum cash buffer
- Rationalise bank accounts and bank relationships using a bank wallet review, fee analysis and a bank relationship scorecard
- Place surplus cash and arrange borrowing facilities within counterparty limits while monitoring headroom and financial covenants
- Set treasury payment controls, fraud prevention checks and a treasury KPI dashboard for management reporting

Target Audience:

- Managers who run daily cash, bank accounts and funding for a company or group of entities
- Finance managers who answer for liquidity, bank facilities and payment approval in their organisation
- Staff who prepare cash positions, cash forecasts and treasury reports for senior finance leaders
- Shared service and payments leads who operate supplier payment runs and bank connectivity
- Controllers who design financial controls over bank mandates, signatories and treasury transactions

Course Outline:

Day 1: The Treasury Function and Current-State Diagnostic

- Treasury Mandate and Scope: Cash, Liquidity, Funding, Banking and Payments
- Centralised, Decentralised and In-House Bank Treasury Organisation Models
- Treasury Roles Map: Front Office, Middle Office and Back Office Duties
- Group Cash Visibility Audit Across Entities, Currencies and Banks
- Treasury Maturity Self-Assessment Scorecard

Day 2: Cash Positioning and Short-Term Cash Forecasting

- Daily Cash Position Worksheet from Opening Balances and Value-Dated Flows
- Bank Statement Formats and Automated Balance Reporting
- Direct-Method 13-Week Cash Forecast Structure by Receipt and Payment Category
- Forecast Owner Submissions and Business Unit Data Collection Calendar
- Forecast Accuracy Measurement with Actual-Versus-Forecast Variance Tracking

Day 3: Liquidity Structures, Banking and Funding Lines

- Physical Cash Pooling with Zero-Balancing and Target-Balancing Sweeps
- Notional Pooling and Intercompany Loan Pricing and Documentation
- Bank Account Rationalisation and Bank Wallet Allocation Review
- Bank Relationship Scorecard with Service, Fees and Credit Support Criteria
- Revolving Credit, Overdraft and Commercial Paper Facility Comparison with Headroom Tracking

Day 4: Surplus Cash, Working Capital, Controls and Payment Security

- Short-Term Investment Policy: Security, Liquidity and Yield Ranking with Counterparty Limits
- Cash Conversion Cycle Levers: Payment Terms, Collections Timing and Supply Chain Finance
- Financial Covenant Compliance Calendar and Headroom Testing
- Payment Fraud Red Flags: Supplier Bank Detail Changes, Impersonation and Callback Verification
- Treasury Management System Selection Criteria and Bank Connectivity Options

Day 5: Treasury Modelling Build and the Treasury Operating Model

- Retail and Construction Group Case: Multi-Entity Cash and Bank Data Set
- 13-Week Cash Forecast Model Build with Minimum Cash Buffer and Facility Drawdown Triggers
- Treasury KPI Dashboard: Forecast Accuracy, Idle Cash, Bank Fees and Facility Headroom
- Treasury Operating Model Assembly: Policy, Roles, Pooling Design and Approval Matrix
- Treasury Committee Presentation and Peer Challenge

Skills You Will Gain:

- Cash Positioning
- Direct-Method Cash Forecasting
- Cash Pooling Design
- Bank Relationship Management
- Funding Facility Headroom Management
- Treasury Policy Drafting
- Payment Fraud Prevention
- Treasury Performance Reporting

Why Attend This Course:

- Return with a Treasury Operating Model and 13-week cash forecast built on your own company data and tested before a peer treasury committee
- Know each morning how much cash the group holds, where it sits and what can be moved or invested that day
- Cut idle balances, excess bank accounts and bank fees with evidence that banks and executives accept
- Compare treasury practice with finance peers from retail, construction, energy and services organisations in several countries

Conclusion:

A treasury function earns its place when the company can see its cash, move it to where it is needed and protect it from loss. This course moves from the treasury mandate and organisation, through daily cash positioning and the 13-week cash forecast, to pooling structures, bank relationships and funding lines, and then to surplus cash placement, working capital levers, covenants and payment security. The final day turns that material into a Treasury Operating Model and cash forecast ready for internal review.