

OUTLIERS CFO EXCELLENCE CENTRE™

Working Capital Toolkit™

Release and protect cash

CFO / Treasury / Finance Team · Flagship Edition 2026

Outliers Professionals Ltd — publication-ready resource for the CFO Excellence Centre Resource Library

1. Full Guide

This toolkit releases and protects cash by improving receivables, payables and inventory, shortening the cash conversion cycle and forecasting cash reliably.

Operating lifecycle

1. Measure — DSO, DIO, DPO and the cash conversion cycle
2. Receivables — accelerate collections
3. Payables — optimise terms
4. Inventory — right-size stock
5. Forecast — reliable cash forecasting

Maturity model

L1 Initial	L2 Developing	L3 Defined	L4 Managed	L5 Optimised
Reactive / manual	Core but unstandardised	Standardised & controlled	Measured & automated	Predictive & value-creating

Key components

- Receivables management
- Payables management
- Inventory & WIP
- Cash conversion cycle
- Liquidity management
- Cash forecasting

2. Templates & Contents

Working capital tracker

Track DSO/DIO/DPO and the cash conversion cycle (supplied as a working XLSX).

13-week cash flow forecast

Rolling short-term cash forecast (supplied as a working XLSX).

Receivables management toolkit

Practices to accelerate collections.

Cash conversion cycle tracker

Monitor the cash conversion cycle over time.

3. Checklists

- DSO, DIO, DPO measured
- Cash conversion cycle tracked
- Receivables actively managed
- Payables optimised
- Inventory controlled
- Cash forecast reliably

- Cash-release opportunities pursued

Governance Structure

Working capital is owned by the CFO and treasury, with business owners acting on the drivers:

Layer	Role
Board / Audit Committee	Oversees financial reporting, controls, risk and capital
CFO	Owns the finance function and agenda
Finance leadership	Run FP&A, control, treasury, reporting
Finance business partners	Connect finance to the business
Finance team	Deliver close, reporting, analysis and controls

Reporting Example

Standard report: executive summary · performance vs target (RAG) · key metrics · risks & actions · decisions sought.

Metric	Current	Target	RAG	Action
Cash conversion cycle	62 days	≤50 days	Red	Release cash
DSO	58 days	≤45 days	Amber	Accelerate collections
Cash forecast accuracy	On plan	≤10% var	Green	Maintain
Cash released (£m)	On plan	On plan	Green	Maintain

Board Reporting Section

Illustrative one-page board summary (replace with live data):

Item	Status	Commentary
Working capital	Amber	Cash tied up; release programme underway
Receivables	Amber	DSO above target
Cash visibility	Green	Forecast accuracy good
Decisions sought	—	Approve cash-release programme

Notes & Disclaimer

This resource is a professional finance management template, not accounting, tax, legal or financial advice. Calibrate frameworks, KPIs, thresholds and figures to your organisation and confirm accounting, tax and regulatory specifics against current applicable standards and law and professional counsel. Bracketed fields [like this] and sample figures are editable placeholders.