

OUTLIERS CFO EXCELLENCE CENTRE™

# Treasury Excellence Toolkit™

Manage cash, funding and financial risk

CFO / Treasurer / Treasury Team · Flagship Edition 2026

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

## 1. Full Guide

This toolkit helps treasury manage cash and liquidity, funding and debt, and FX/interest-rate risk, with the policy, controls and reporting to do it safely and efficiently.

### Operating lifecycle

1. Forecast — short-term cash and liquidity
2. Fund — secure and efficient funding
3. Hedge — manage FX and interest-rate risk
4. Control — treasury policy and controls
5. Report — treasury dashboard and board reporting

### 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

- Cash & liquidity management
- Funding & debt
- FX & interest-rate risk
- Banking relationships
- Treasury policy
- Treasury controls

## 2. Templates & Contents

### Treasury policy template

Mandate, limits, responsibilities and controls for treasury.

### 13-week cash flow forecast

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

### Treasury dashboard

Liquidity, funding and FX-risk dashboard (supplied as a working XLSX).

### Bank relationship register

Track facilities, covenants and relationships.

### Debt & covenant tracker

Monitor debt, maturities and covenant headroom.

## 3. Checklists

- Treasury policy adopted and current
- 13-week cash forecast operating
- Liquidity headroom monitored against minimum
- Funding secure with covenant headroom tracked
- FX exposure hedged per policy

- Banking relationships governed
- Treasury controls effective

## Governance Structure

Treasury operates under board oversight with the CFO and treasurer accountable, aligned to risk appetite:

Layer	Role
Board / Audit Committee	Oversees financial reporting, controls, risk and capital
CFO	Owens 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
Liquidity headroom	1.8x	≥1.5x	Green	Maintain
Covenant headroom	22%	≥15%	Green	Maintain
FX hedged	70%	≥75%	Amber	Increase hedging
Days cash on hand	95	≥60	Green	Maintain

## Board Reporting Section

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

Item	Status	Commentary
Treasury & liquidity	Green	Healthy liquidity and covenant headroom
Funding	Green	Secure with undrawn facilities
Risk	Amber	FX hedging slightly below policy
Decisions sought	—	Approve increased FX hedging

## 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.*