

ACT CASH MANAGEMENT CONFERENCE 2026 | AGENDA

08:00	<i>Registration and networking</i>	
08:00	Student seminar: Introduction to cash management	
09:00 (10 mins)	Welcome and opening remarks from the chairs	
09:10 (5 mins)	Opening remarks from Barclays	
09:15 (30 mins)	Opening keynote: Being a strong treasury partner to the business Treasury teams don't just manage cash, they manage relationships. For operational treasurers, the ability to influence colleagues across functions, explain the "why" behind processes, and secure buy-in for cash management priorities is just as critical as technical expertise. This keynote explores how treasurers can build credibility, communicate effectively with non-finance teams, and position themselves as trusted partners in the business.	
09:45 (40 mins)	The future of money From tokenisation to Central Bank Digital Currencies (CBDCs) and new forms of value exchange, money is changing. Take a strategic look at what money could look like a decade from now and what it means for economies, institutions, and treasury.	
10:25 (15 mins)	ACT learning update:	
10:40 (30 mins)	<i>Morning refreshments in the exhibition hall</i>	
11:10 (35 mins)	Choose between:	
	What's driving banks' appetite to lend? <ul style="list-style-type: none"> • How regulatory developments, from Basel IV to capital requirements, are shaping lending decisions • Where ESG fits into banks' current lending priorities • What treasurers need to know about the factors banks weigh when extending credit 	ISO20022: Is it all over? <ul style="list-style-type: none"> • Assessing the current state of corporate readiness • Key learnings from the implementation programmes so far • The next steps corporates can expect from their banks
11:45 (5 mins)	<i>Travel time</i>	

** All agenda items are subject to change*

11:50 (35 mins)	FX in focus: trends and strategies for 2026 <ul style="list-style-type: none"> • How global events and central banks are impacting market volatility in the short and medium term • What tools and strategies are driving the latest developments in FX markets • Key accounting considerations 	Too important to ignore: why the treasurer needs trade finance <ul style="list-style-type: none"> • Why trade finance is becoming more important • How treasurers can use trade finance to support the aims of the wider business • Ways trade finance is evolving in response to shifting supply chains, digitisation, and sustainability
12:25 (5 mins)	Travel time	
12:30 (35 mins)	Making the best use of the working capital cycle <ul style="list-style-type: none"> • Ways to optimise working capital to support the value chain • Strategies to reduce borrowing needs and build liquidity buffers • Approaches to defining the right target cash level 	Crisis planning: how to prepare for the next shock <ul style="list-style-type: none"> • Lessons from recent disruptions and what treasurers can take forward into future planning • Building resilient cash and liquidity strategies to withstand the unexpected • The role of scenario modelling, contingency funding, and communication in effective crisis preparation
13:05 (60 mins)	Lunch in the exhibition hall	
14:05 (40 minutes)	AI in action: transforming treasury operations <ul style="list-style-type: none"> • How AI is already reshaping forecasting, liquidity, and cash visibility • Practical lessons from treasurers applying AI today • Where AI adds real value and where human judgement still matters 	
14:45 (35 minutes)	Making cash work harder <ul style="list-style-type: none"> • Trends in corporate cash portfolios and investment policies • The role of technology and data in optimising cash investing • What to expect from money market funds, deposits, and new investment options 	
15:20 (30 mins)	Afternoon refreshments in the exhibition hall	
15:50 (35 mins)	Cyber security: the risk and realities for treasury <ul style="list-style-type: none"> • Understanding the latest threats and impact • The role of data security in safeguarding treasury operations • What you can do to stay vigilant and how to work with your IT team 	

16:25 (40 mins)	Closing panel: Partnering for the future of cash management This closing panel will reflect on the key themes from the day, of working with partners to responding to risk, and discuss how treasurers should think about the challenges and opportunities that lie ahead. From immediate priorities to longer-term shifts, panellists will share their perspectives on how cash management is evolving and what this means for the function's future.
17:05 (5 mins)	Closing remarks
17:10	<i>Networking drinks reception</i>
18:00	<i>End of event</i>