

Treasury Operations for Petroleum Entities Training Course

OGI-1083 · 5 days · 15 CPD hours · English

Overview

Treasury Operations are central to the financial resilience of petroleum entities, where large transaction values, international banking relationships, commodity-linked cash flows, capital-intensive projects and complex payment requirements demand disciplined treasury management. The Treasury Operations for Petroleum Entities Training Course from Institute For Oil & Gas Training develops practical capability across treasury policy, treasury organisation structure, liquidity management, banking operations, cash forecasting and financial risk controls.

Oil and gas organisations manage cash across exploration, production, refining, processing, transportation, trading, services and corporate functions. These activities create diverse cash requirements, including supplier payments, payroll, taxes, joint venture settlements, debt servicing, capital expenditure, operating expenditure and international transfers. Effective Treasury Operations provide the structure required to understand where cash is held, when it is required, how liquidity is controlled and how banking relationships support business activity.

This course focuses on the practical operation of a modern petroleum treasury function. Participants examine the relationship between front office, middle office and back office activities and learn how responsibilities, controls and reporting should operate across the treasury organisation structure. The programme also develops practical understanding of daily cash position management, cash forecasting, cash pooling, notional and physical pooling, bank account structure, liquidity buffer requirements and treasury management system applications.

The course addresses the operational gap between financial policy and day-to-day treasury execution. A well-designed treasury policy provides the governance framework, while effective Treasury Operations turn that framework into controlled banking, liquidity, payment and cash management processes. Participants examine how treasury teams establish account structures, monitor liquidity, manage funding requirements, coordinate with banks and maintain appropriate controls over financial transactions.

Petroleum organisations also operate across jurisdictions with different currencies, banking environments, tax requirements, payment systems and financial market conditions. Treasury teams therefore require processes that provide visibility over cash while maintaining appropriate segregation of duties and transaction controls. The course examines practical methods for consolidating cash information and improving the quality of treasury decision-making without losing operational control at business-unit level.

A particular focus is placed on the daily cash position. Participants explore how treasury teams collect bank balances, identify expected receipts and payments, assess available liquidity and distinguish between operational cash and strategically available funds. The course also addresses cash pooling structures and the differences between physical pooling and notional pooling, enabling participants to understand how group treasury arrangements support liquidity concentration.

Bank account structure is another important component of the programme. Participants examine how organisations can establish appropriate account hierarchies, payment accounts, collection accounts and controlled accounts while maintaining clear ownership and reconciliation processes. The course also considers how treasury management system capabilities support bank connectivity, cash visibility, forecasting, payment workflows, reporting and control.

The programme is designed for corporate professionals who require commercially relevant treasury capability rather than purely theoretical financial knowledge. Exercises and scenarios reflect the realities of petroleum operations, including fluctuating cash requirements, project expenditure, international payments, centralised treasury functions, subsidiary funding and banking coordination.

By the end of the course, attendees will have a structured understanding of how an effective petroleum treasury function operates from daily cash management through to governance, liquidity planning, banking coordination and treasury technology. [Institute For Oil & Gas Training](#) delivers the programme with an emphasis on practical application, controlled processes and commercially relevant Treasury Operations.

Objectives

- Develop practical knowledge of Treasury Operations within petroleum organisations
- Understand the purpose and structure of a corporate treasury function
- Develop an effective treasury policy framework for operational treasury activities
- Understand treasury organisation structure and segregation of responsibilities
- Distinguish clearly between front office, middle office and back office functions
- Build reliable daily cash position processes
- Strengthen short-term and medium-term cash forecasting practices
- Understand cash pooling and its role in centralised liquidity management
- Compare notional and physical pooling arrangements
- Develop effective bank account structure and account governance practices
- Improve visibility over group-wide cash balances
- Establish appropriate principles for maintaining a liquidity buffer
- Strengthen banking relationship management and payment controls

- Understand treasury controls for receipts, payments, settlements and reconciliations
- Examine treasury management system capabilities and operational workflows
- Improve coordination between treasury, finance, accounting, procurement and operations
- Strengthen liquidity planning for petroleum projects and operating entities
- Improve the quality and consistency of treasury reporting
- Support stronger cash governance and transaction control
- Apply treasury principles to realistic oil and gas business scenarios

Training methodology

Institute For Oil & Gas Training uses an applied corporate training methodology designed around the operational requirements of petroleum treasury teams. The course combines concise technical briefings with practical exercises, case studies, group discussions, treasury scenarios and structured problem-solving activities.

Participants work through realistic treasury situations involving multiple bank accounts, operating subsidiaries, cash inflows, scheduled payments and changing liquidity requirements. These exercises demonstrate how a treasury team develops a daily cash position and uses reliable information to support funding and payment decisions.

Case studies are used to examine treasury policy and governance. Participants assess how a treasury policy establishes authority, responsibilities, transaction controls, permitted activities, reporting requirements and escalation procedures. The focus remains on translating policy requirements into processes that treasury professionals can apply consistently.

Practical exercises address treasury organisation structure by separating front office, middle office and back office responsibilities. Participants examine transaction initiation, risk monitoring, confirmation, settlement, reconciliation and reporting processes to understand how segregation of duties supports treasury control.

Cash management simulations focus on daily liquidity. Participants review expected receipts and payments, assess cash availability and identify funding gaps. These scenarios reinforce the importance of accurate cash information and disciplined forecasting.

Banking exercises cover bank account structure, account rationalisation and relationships between operating accounts and central treasury accounts. Participants examine how account structures affect visibility, control, reconciliation and liquidity concentration.

The course also includes cash pooling scenarios. Participants compare notional and physical pooling structures and examine the practical implications for liquidity visibility, interest optimisation, banking arrangements and group treasury management.

Technology-focused exercises introduce treasury management system workflows. Participants consider how treasury technology supports cash visibility, payment processing, forecasting, bank reconciliation, reporting and control.

Group exercises encourage participants to compare treasury practices across petroleum businesses and identify process improvements that are relevant to their own operating environment. The methodology keeps discussions commercially focused and connects treasury principles with operational decisions.

Organisational impact

The course supports organisations in developing a more structured and controlled approach to Treasury Operations. Sponsoring companies gain stronger internal capability across cash management, banking coordination, liquidity visibility and treasury governance.

A clearly defined treasury organisation structure establishes accountability across front office, middle office and back office functions. This supports stronger segregation of duties and clearer ownership of treasury processes, particularly where the organisation manages numerous subsidiaries, bank accounts and financial transactions.

Improved daily cash position processes provide management with more consistent visibility over available cash and anticipated movements. This strengthens short-term liquidity planning and supports more disciplined decisions concerning payments, funding and cash transfers.

A structured treasury policy provides a consistent framework for treasury activities. It establishes responsibilities, approval processes, controls and operating principles that can be applied across business units and treasury teams.

Improved cash forecasting helps organisations identify expected liquidity requirements and cash surpluses earlier. This supports better coordination between treasury and operating departments and reduces reliance on fragmented cash information.

Understanding cash pooling gives organisations greater insight into centralised liquidity structures. Physical pooling and notional pooling involve different operating and banking arrangements, and treasury teams benefit from understanding how each structure affects cash concentration and visibility.

A well-designed bank account structure supports more effective account administration, reconciliation and control. It also helps treasury teams understand how operating accounts, collection accounts and central treasury accounts interact within the wider liquidity framework.

The programme also strengthens understanding of liquidity buffer management. Maintaining appropriate liquidity reserves supports continuity of critical financial operations and provides treasury teams with a structured approach to assessing short-term cash requirements.

Treasury management system knowledge can improve the use of technology for cash visibility, reporting, forecasting, payment workflows and bank connectivity. Better use of treasury technology supports standardisation and reduces dependence on disconnected spreadsheets and manual processes.

The course also improves communication between treasury and other functions. Procurement, accounts payable, accounting, tax, finance, commercial teams and operational departments all influence cash movements. A common understanding of treasury requirements helps improve the quality and timeliness of information supplied to treasury

teams.

For petroleum organisations, these capabilities support more disciplined management of the financial flows generated by capital projects, operating activities, joint ventures, suppliers and international business relationships.

Personal impact

Attendees develop practical Treasury Operations capability that can be applied within corporate treasury, finance and banking environments across the oil and gas sector.

Participants strengthen their understanding of daily liquidity management and learn how treasury teams construct and maintain a daily cash position. This supports more confident engagement with cash forecasting, payment planning and funding discussions.

The programme develops practical knowledge of treasury policy, enabling attendees to understand how governance requirements translate into operational procedures and controls.

Attendees also gain clearer knowledge of treasury organisation structure. Understanding the distinction between front office, middle office and back office functions helps professionals recognise responsibilities across dealing, risk oversight, settlement, reconciliation and reporting.

Participants develop the ability to analyse bank account structures and identify the information required to improve cash visibility. They also gain a practical understanding of cash pooling arrangements, including notional and physical pooling.

The course strengthens professional capability in liquidity planning and liquidity buffer management. Participants learn to connect operational cash requirements with broader treasury planning.

Technology capability is addressed through practical discussion of treasury management system functions. Attendees gain greater awareness of how treasury systems support cash management, forecasting, bank connectivity, payment controls and reporting.

The course also strengthens cross-functional communication. Treasury professionals learn to work more effectively with finance, accounting, procurement, commercial and operational stakeholders whose activities generate or consume cash.

These capabilities support professional development across treasury analyst, treasury manager, finance manager, cash manager, banking and corporate finance roles. The programme also provides senior professionals with a structured framework for reviewing treasury processes and identifying areas for operational improvement.

Who should attend

- **Treasury Managers and Treasury Officers** — To strengthen practical cash, banking, liquidity and treasury control capability.

- **Cash Managers and Liquidity Managers** — To improve daily cash position management, forecasting and liquidity concentration.
- **Finance Managers and Finance Controllers** — To strengthen understanding of treasury governance, banking operations and liquidity requirements.
- **Corporate Finance Professionals** — To connect funding, liquidity and banking decisions with wider business requirements.
- **Financial Controllers and Accounting Managers** — To improve coordination between accounting, reconciliation and treasury processes.
- **Accounts Payable and Accounts Receivable Managers** — To understand how payment and collection activities affect treasury cash visibility.
- **Banking and Relationship Management Professionals** — To develop stronger understanding of corporate banking requirements within petroleum organisations.
- **Oil and Gas Commercial Professionals** — To understand the treasury implications of commercial transactions, contracts and cash flows.
- **Procurement and Supply Chain Managers** — To improve coordination around supplier payments, payment schedules and cash requirements.
- **Treasury Transformation and Systems Professionals** — To understand treasury management system requirements and operational workflows.
- **Risk and Control Professionals** — To strengthen understanding of treasury controls, segregation of duties and risk oversight.
- **Senior Finance Leaders and Heads of Finance** — To develop a structured view of treasury governance, liquidity management and banking operations.

Course outline

Petroleum Treasury Framework and Organisation

Module 1 establishes the operating framework for Treasury Operations within petroleum entities. Participants examine the purpose of corporate treasury, the relationship between treasury and finance, and the treasury organisation structure required to manage cash and banking activities effectively.

Cash Management and Daily Liquidity

Module 2 focuses on operational cash management and the development of a reliable daily cash position. Participants examine cash forecasting, expected receipts, scheduled payments, available balances and liquidity requirements across petroleum operations.

Cash Pooling and Bank Account Structure

Module 3 examines the design and operation of group cash structures. Participants explore cash pooling, notional and physical pooling, bank account structure and the principles used to improve cash visibility across petroleum entities and operating units.

Banking Operations, Payments and Treasury Controls

Module 4 focuses on the operational relationship between treasury and banking partners. Participants examine payment controls, bank connectivity, transaction authorisation, reconciliations, settlement processes and controls supporting secure treasury operations.

Treasury Technology, Risk and Integrated Operations

Module 5 integrates the course themes through treasury technology, risk management and practical operating scenarios. Participants examine how a treasury management system supports cash visibility, forecasting, banking connectivity, reporting and controlled treasury workflows.

Scheduled dates

Dates	Venue	Format	Fee
18 - 22 Jan 2027	Al Khobar, Saudi Arabia	In person	£4,200
18 - 22 Jan 2027	Abu Dhabi, United Arab Emirates	In person	£4,200
18 - 22 Jan 2027	Abuja, Nigeria	In person	£4,200
18 - 22 Jan 2027	Accra, Ghana	In person	£4,200
18 - 22 Jan 2027	Addis Ababa, Ethiopia	In person	£4,200
18 - 22 Jan 2027	Al Ain, United Arab Emirates	In person	£4,200
18 - 22 Jan 2027	AlUla, Saudi Arabia	In person	£4,200
18 - 22 Jan 2027	Alberta, Canada	In person	£4,200
18 - 22 Jan 2027	Amman, Jordan	In person	£4,200
18 - 22 Jan 2027	Amsterdam, Netherlands	In person	£4,200
18 - 22 Jan 2027	Athens, Greece	In person	£4,200
18 - 22 Jan 2027	Baku, Azerbaijan	In person	£4,200

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18 - 22 Jan 2027	Barcelona, Spain	In person	£4,200
18 - 22 Jan 2027	Berlin, Germany	In person	£4,200
18 - 22 Jan 2027	Boston, United States	In person	£4,200
18 - 22 Jan 2027	Brussels, Belgium	In person	£4,200
18 - 22 Jan 2027	Budapest, Hungary	In person	£4,200
18 - 22 Jan 2027	Cairo, Egypt	In person	£4,200
18 - 22 Jan 2027	Cape Town, South Africa	In person	£4,200
18 - 22 Jan 2027	Casablanca, Morocco	In person	£4,200
18 - 22 Jan 2027	Dammam, Saudi Arabia	In person	£4,200
18 - 22 Jan 2027	Dhahran, Saudi Arabia	In person	£4,200
18 - 22 Jan 2027	Doha, Qatar	In person	£4,200
18 - 22 Jan 2027	Dubai, United Arab Emirates	In person	£4,200
18 - 22 Jan 2027	Edinburgh, United Kingdom	In person	£4,200
18 - 22 Jan 2027	Edmonton, Canada	In person	£4,200
18 - 22 Jan 2027	Frankfurt, Germany	In person	£4,200
18 - 22 Jan 2027	Geneva, Switzerland	In person	£4,200
18 - 22 Jan 2027	Houston, United States	In person	£4,200
18 - 22 Jan 2027	Istanbul, Turkey	In person	£4,200
18 - 22 Jan 2027	Jakarta, Indonesia	In person	£4,200
18 - 22 Jan 2027	Jeddah, Saudi Arabia	In person	£4,200
18 - 22 Jan 2027	Jubail, Saudi Arabia	In person	£4,200
18 - 22 Jan 2027	Khamis Mushait, Saudi Arabia	In person	£4,200
18 - 22 Jan 2027	Kigali, Rwanda	In person	£4,200
18 - 22 Jan 2027	Kuala Lumpur, Malaysia	In person	£4,200
18 - 22 Jan 2027	Lisbon, Portugal	In person	£4,200
18 - 22 Jan 2027	Liverpool, United Kingdom	In person	£4,200

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18 - 22 Jan 2027	London, United Kingdom	In person	£4,200
18 - 22 Jan 2027	Los Angeles, United States	In person	£4,200
18 - 22 Jan 2027	Luanda, Angola	In person	£4,200
18 - 22 Jan 2027	Madrid, Spain	In person	£4,200
18 - 22 Jan 2027	Manama, Bahrain	In person	£4,200
18 - 22 Jan 2027	Marbella, Spain	In person	£4,200
18 - 22 Jan 2027	Marrakech, Morocco	In person	£4,200
18 - 22 Jan 2027	Miami, United States	In person	£4,200
18 - 22 Jan 2027	Milan, Italy	In person	£4,200
18 - 22 Jan 2027	Munich, Germany	In person	£4,200
18 - 22 Jan 2027	Muscat, Oman	In person	£4,200
18 - 22 Jan 2027	Nairobi, Kenya	In person	£4,200
18 - 22 Jan 2027	New York, United States	In person	£4,200
18 - 22 Jan 2027	Nice, France	In person	£4,200
18 - 22 Jan 2027	Oslo, Norway	In person	£4,200
18 - 22 Jan 2027	Paris, France	In person	£4,200
18 - 22 Jan 2027	Port Louis, Mauritius	In person	£4,200
18 - 22 Jan 2027	Prague, Czech Republic	In person	£4,200
18 - 22 Jan 2027	Pretoria, South Africa	In person	£4,200
18 - 22 Jan 2027	Riyadh, Saudi Arabia	In person	£4,200
18 - 22 Jan 2027	Rome, Italy	In person	£4,200
18 - 22 Jan 2027	Sarajevo, Bosnia and Herzegovina	In person	£4,200
18 - 22 Jan 2027	Sharm El Sheikh, Egypt	In person	£4,200
18 - 22 Jan 2027	Singapore	In person	£4,200
18 - 22 Jan 2027	Stockholm, Sweden	In person	£4,200
18 - 22 Jan 2027	Tokyo, Japan	In person	£4,200

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18 - 22 Jan 2027	Toronto, Canada	In person	£4,200
18 - 22 Jan 2027	Tromso, Norway	In person	£4,200
18 - 22 Jan 2027	Vienna, Austria	In person	£4,200
18 - 22 Jan 2027	Zagreb, Croatia	In person	£4,200
18 - 22 Jan 2027	Zurich, Switzerland	In person	£4,200
18 - 22 Jan 2027	Nouakchott, Mauritania	In person	£4,200
18 - 22 Jan 2027	Online, Virtual	Online	£4,200
17 - 21 May 2027	Al Khobar, Saudi Arabia	In person	£4,200
17 - 21 May 2027	Abu Dhabi, United Arab Emirates	In person	£4,200
17 - 21 May 2027	Abuja, Nigeria	In person	£4,200
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17 - 21 May 2027	Casablanca, Morocco	In person	£4,200
17 - 21 May 2027	Dammam, Saudi Arabia	In person	£4,200
17 - 21 May 2027	Dhahran, Saudi Arabia	In person	£4,200
17 - 21 May 2027	Doha, Qatar	In person	£4,200
17 - 21 May 2027	Dubai, United Arab Emirates	In person	£4,200
17 - 21 May 2027	Edinburgh, United Kingdom	In person	£4,200
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17 - 21 May 2027	Tokyo, Japan	In person	£4,200
17 - 21 May 2027	Toronto, Canada	In person	£4,200
17 - 21 May 2027	Tromso, Norway	In person	£4,200
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20 - 24 Sep 2027	Al Khobar, Saudi Arabia	In person	£4,200
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17 - 21 Jan 2028	Abuja, Nigeria	In person	£4,200
17 - 21 Jan 2028	Accra, Ghana	In person	£4,200
17 - 21 Jan 2028	Addis Ababa, Ethiopia	In person	£4,200
17 - 21 Jan 2028	Al Ain, United Arab Emirates	In person	£4,200
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17 - 21 Jan 2028	Alberta, Canada	In person	£4,200
17 - 21 Jan 2028	Amman, Jordan	In person	£4,200
17 - 21 Jan 2028	Amsterdam, Netherlands	In person	£4,200
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17 - 21 Jan 2028	Dammam, Saudi Arabia	In person	£4,200
17 - 21 Jan 2028	Dhahran, Saudi Arabia	In person	£4,200
17 - 21 Jan 2028	Doha, Qatar	In person	£4,200
17 - 21 Jan 2028	Dubai, United Arab Emirates	In person	£4,200
17 - 21 Jan 2028	Edinburgh, United Kingdom	In person	£4,200
17 - 21 Jan 2028	Edmonton, Canada	In person	£4,200
17 - 21 Jan 2028	Frankfurt, Germany	In person	£4,200
17 - 21 Jan 2028	Geneva, Switzerland	In person	£4,200
17 - 21 Jan 2028	Houston, United States	In person	£4,200
17 - 21 Jan 2028	Istanbul, Turkey	In person	£4,200
17 - 21 Jan 2028	Jakarta, Indonesia	In person	£4,200
17 - 21 Jan 2028	Jeddah, Saudi Arabia	In person	£4,200
17 - 21 Jan 2028	Jubail, Saudi Arabia	In person	£4,200

Dates	Venue	Format	Fee
17 - 21 Jan 2028	Khamis Mushait, Saudi Arabia	In person	£4,200
17 - 21 Jan 2028	Kigali, Rwanda	In person	£4,200
17 - 21 Jan 2028	Kuala Lumpur, Malaysia	In person	£4,200
17 - 21 Jan 2028	Lisbon, Portugal	In person	£4,200
17 - 21 Jan 2028	Liverpool, United Kingdom	In person	£4,200
17 - 21 Jan 2028	London, United Kingdom	In person	£4,200
17 - 21 Jan 2028	Los Angeles, United States	In person	£4,200
17 - 21 Jan 2028	Luanda, Angola	In person	£4,200
17 - 21 Jan 2028	Madrid, Spain	In person	£4,200
17 - 21 Jan 2028	Manama, Bahrain	In person	£4,200
17 - 21 Jan 2028	Marbella, Spain	In person	£4,200
17 - 21 Jan 2028	Marrakech, Morocco	In person	£4,200
17 - 21 Jan 2028	Miami, United States	In person	£4,200
17 - 21 Jan 2028	Milan, Italy	In person	£4,200
17 - 21 Jan 2028	Munich, Germany	In person	£4,200
17 - 21 Jan 2028	Muscat, Oman	In person	£4,200
17 - 21 Jan 2028	Nairobi, Kenya	In person	£4,200
17 - 21 Jan 2028	New York, United States	In person	£4,200
17 - 21 Jan 2028	Nice, France	In person	£4,200
17 - 21 Jan 2028	Oslo, Norway	In person	£4,200
17 - 21 Jan 2028	Paris, France	In person	£4,200
17 - 21 Jan 2028	Port Louis, Mauritius	In person	£4,200
17 - 21 Jan 2028	Prague, Czech Republic	In person	£4,200
17 - 21 Jan 2028	Pretoria, South Africa	In person	£4,200
17 - 21 Jan 2028	Riyadh, Saudi Arabia	In person	£4,200
17 - 21 Jan 2028	Rome, Italy	In person	£4,200

Dates	Venue	Format	Fee
17 - 21 Jan 2028	Sarajevo, Bosnia and Herzegovina	In person	£4,200
17 - 21 Jan 2028	Sharm El Sheikh, Egypt	In person	£4,200
17 - 21 Jan 2028	Singapore	In person	£4,200
17 - 21 Jan 2028	Stockholm, Sweden	In person	£4,200
17 - 21 Jan 2028	Tokyo, Japan	In person	£4,200
17 - 21 Jan 2028	Toronto, Canada	In person	£4,200
17 - 21 Jan 2028	Tromso, Norway	In person	£4,200
17 - 21 Jan 2028	Vienna, Austria	In person	£4,200
17 - 21 Jan 2028	Zagreb, Croatia	In person	£4,200
17 - 21 Jan 2028	Zurich, Switzerland	In person	£4,200
17 - 21 Jan 2028	Nouakchott, Mauritania	In person	£4,200
17 - 21 Jan 2028	Online, Virtual	Online	£4,200

Certificate

Attendees receive a Certificate of Completion from Institute For Oil & Gas Training upon successfully finishing the course. Certificate eligibility requires full attendance and participation in the scheduled course sessions and learning activities.