Bluebird Partners

Private Equity Operator: The Weekly Cash Review Agenda

Review cash every week **without** waiting for month-end reports, chasing scattered updates, or getting surprised by payroll, collections, or vendor payments.

INSTRUCTIONS

Use this agenda once per week with the portfolio company leadership team. The goal is to create a simple weekly rhythm for reviewing cash before it becomes urgent. This is not meant to become a long finance meeting. It is a focused cash visibility review. Use it to quickly identify:

- What cash looks like today
- What cash is expected to come in
- What cash is expected to go out
- What risks need attention
- What decisions need to be made

If leadership cannot answer these questions clearly, that is a signal.

Weekly Cash Review Agenda

Portfolio Company: [Company Name]
Week Of: [Date]
Prepared By: [Name]
Reviewed By: [Operator / Sponsor Name]

1. Current Cash Position

Start with the current cash position.

Cash Item	Amount /Status	Notes
Current cash balance	[$]	[Notes]
Available operating cash	[$]	[Notes]
Restricted cash	[$]	[Notes]
Minimum cash threshold	[$]	[Notes]

Operator Question:
Do we know what cash is actually available to operate the business?

Red Flag:
Leadership quotes the bank balance but cannot explain available operating cash.

2. Cash Movement Since Last Review

Review what changed since the last weekly cash review.

Cash Movement	Expected	Actual	Difference	Notes
Collections received	[$]	[$]	[$]	[Notes]
Payroll paid	[$]	[$]	[$]	[Notes]
Vendor payments made	[$]	[$]	[$]	[Notes]
Debt / lender payments	[$]	[$]	[$]	[Notes]
Other major expenses	[$]	[$]	[$]	[Notes]

Operator Question:
Did cash move the way we expected, or did something change?

Red Flag:
Cash changed materially, but nobody can clearly explain why.

3. Expected Collections

Review what cash is expected to come in.

Customer/Source	Amount	Expecte Date	Confidence Level	Owner
[Customer / Source 1]	[$]	[Date]	High/Medium /Low	[Name]
[Customer / Source 2]	[$]	[Date]	High/Medium /Low	[Name]
[Customer / Source 3]	[$]	[Date]	High/Medium /Low	[Name]

Check any that apply:

- Collections are slower than expected
- Large receivables are overdue
- One customer represents a major cash dependency
- Payment timing is unclear
- Collection ownership is unclear
- The forecast assumes collections will arrive on time

Operator Question:
Are we forecasting cash based on confirmed timing or hopeful timing?

Red Flag:
The cash forecast only works if every customer pays exactly when expected.

4. Payroll And People Costs

Payroll is usually one of the largest recurring cash obligations. Confirm:

- Next payroll date
- Expected payroll amount
- Contractor payments
- Commission or bonus obligations
- Benefits or insurance payments
- New hire cash impact
- Severance or transition costs

People Cost	Amount	Due Date	Owner	Notes
Payroll	[$]	[Date]	[Name]	[Notes]
Contractors	[$]	[Date]	[Name]	[Notes]
Commissions / bonuses	[$]	[Date]	[Name]	[Notes]
Benefits / insurance	[$]	[Date]	[Name]	[Notes]

Operator Question:
Do we understand the full cash impact of people costs this week and over the next few weeks?

Red Flag:
Payroll is known, but the forward cash impact is not built into the review.

5. Vendor Payments And Operating Expenses

Review expected cash outflows.

Vendor / Expense	Amount	Due Date	Critical?	Pay/Hold/ Review
[Vendor 1]	[$]	[Date]	Yes/No	Pay/Hold /Review
[Vendor 2]	[$]	[Date]	Yes/No	Pay/Hold /Review
[Vendor 3]	[$]	[Date]	Yes/No	Pay/Hold /Review
[Expense 1]	[$]	[Date]	Yes/No	Pay/Hold /Review

Review:

- Vendor payments
- Software renewals
- Insurance
- Legal fees
- Consulting fees
- Equipment
- Rent or facilities
- Taxes
- Debt or lender payments
- One-time expenses

Operator Question:
Which cash outflows could create pressure if they land at the wrong time?

Red Flag:
Vendor payments are reviewed only when cash is already tight.

6. 13-Week Cash View

Review the forward cash view.

Week	Beginning Cash	Expected Inflows	Expected Outflows	Ending Cash	Watchouts
Week 1	[$]	[$]	[$]	[$]	[Notes]
Week 2	[$]	[$]	[$]	[$]	[Notes]
Week 3	[$]	[$]	[$]	[$]	[Notes]
Week 4	[$]	[$]	[$]	[$]	[Notes]
...					
...					
Week 12	[$]	[$]	[$]	[$]	[Notes]
Week 13	[$]	[$]	[$]	[$]	[Notes]

Operator Question:
Where does cash start to tighten over the next 13 weeks?

Red Flag:
Leadership knows cash today but cannot explain cash 30, 60, or 90 days from now.

7. Cash Risks And Watchouts

Identify anything that could create pressure.

Risk / Watchout	Impact	Owner	Next Step	Due Date
[Delayed collection]	High/Medium /Low	[Name]	[Action]	[Date]
[Payroll pressure]	High/Medium /Low	[Name]	[Action]	[Date]
[Vendor payment issue]	High/Medium /Low	[Name]	[Action]	[Date]
[Large expense]	High/Medium /Low	[Name]	[Action]	[Date]
[Forecast assumption risk]	High/Medium /Low	[Name]	[Action]	[Date]

Operator Question:
What could become expensive if ignored for another week?

Red Flag:
Cash risks are discussed, but no owner or next step is assigned.

8. Decisions Needed

Use this section to turn cash visibility into action.

Decision Needed	Data Needed	Owner	Deadline	Status
[Decision 1]	[Data]	[Name]	[Date]	Open/Decided /Blocked
[Decision 1]	[Data]	[Name]	[Date]	Open/Decided /Blocked
[Decision 1]	[Data]	[Name]	[Date]	Open/Decided /Blocked

Examples:

- Should we delay a vendor payment?
- Should we escalate collections?
- Should we pause a hire?
- Should we update the forecast?
- Should we adjust expenses?
- Should we communicate risk to the board or sponsor?

Operator Question:
What decision needs to be made this week based on the cash view?

Red Flag:
The team reviews cash but leaves without making decisions.

9. Next 7-Day Cash Priorities

End the meeting by assigning clear next steps.

Priority	Owner	Due Date	Definition of Done
[Priority 1]	[Name]	[Date]	[Definition]
[Priority 2]	[Name]	[Date]	[Definition]
[Priority 3]	[Name]	[Date]	[Definition]

Before ending the review, confirm:

- What needs to be collected
- What needs to be paid
- What needs to be delayed or reviewed
- What forecast assumption needs to be updated
- What decision needs to be escalated
- Who owns each next step

Operator Question:
What needs to happen before the next weekly cash review?

Why This Is Important

Cash surprises usually do not happen because nobody knew cash mattered. They happen because cash is not reviewed with enough rhythm, ownership, and forward visibility. A bank balance tells you where cash is today. A weekly cash review helps leadership understand what changed, what is coming, what could go wrong, and what decision needs to be made before pressure hits.

For private equity operators, this rhythm matters. It helps prevent delayed collections, payroll pressure, vendor surprises, unclear cash ownership, and reactive decision-making. The goal is not to create another finance meeting. The goal is to create a simple weekly habit that keeps cash visible, current, and actionable.

Book a 15-Minute Strategy Conversation

We'll help you identify where cash visibility, weekly reporting rhythm, or finance ownership may be breaking down inside your portfolio company.

https://bluebird-partners.com