



Crisis Budgeting and Financial Contingency Training Course

22 – 26 February 2027
Milan

Crisis Budgeting and Financial Contingency Training Course

Ref: 653_150029 **Date:** 22 – 26 February 2027 **Location:** Milan **Fees:** 5700 Euro

Overview

Crisis Budgeting and Financial Contingency Training Course is a five-day course for finance leaders, FP&A managers, treasury professionals, continuity planners, and crisis decision-support teams who leave with a Financial Contingency Playbook. Participants assess financial exposure, model liquidity stress, prioritize costs, govern emergency spending, protect cash, compare funding options, and reforecast recovery. The course turns uncertain disruption scenarios into controlled financial decisions and documented safeguards. Agile Leaders Training Center presents crisis budgeting as a disciplined connection between finance and continuity.

Who Should Attend

- Finance functions responsible for budgets, forecasts, controls, and executive reporting
- Planning functions responsible for scenarios, performance outlooks, and resource allocation
- Treasury functions responsible for liquidity, cash positioning, and funding options
- Continuity functions responsible for disruption assumptions and response dependencies
- Executive support functions responsible for crisis decisions and financial information

The course assumes participants already prepare budgets, forecasts, cash views, controls, or continuity decisions and leaves out introductory accounting and bank-specific regulatory testing.

Departments and Industries

The course supports departments and industries that must protect financial capacity and allocate resources during disruption.

- Finance, FP&A, treasury, internal control, and executive offices
- Business continuity, enterprise risk, procurement, and operations
- Manufacturing, energy, transportation, and telecommunications
- Healthcare, hospitality, education, and professional services
- Banking, insurance, construction, and public services

Learning Objectives

By the end of this course, participants will be able to:



- Analyze disruption exposures and financial dependencies
- Build liquidity stress scenarios and cash projections
- Prioritize costs, reserves, and emergency spending
- Evaluate contingency funding and cash-preservation options
- Apply control safeguards to crisis finance decisions
- Build executive reports and recovery reforecasts

Course Agenda

Day 1: Financial Exposure and Crisis Assumptions

- Disruption Financial Exposure Map
- Revenue and Cost Sensitivity Grid
- Critical Financial Dependency Register
- Crisis Assumption and Evidence Log
- Financial Impact Prioritization Matrix

Day 2: Liquidity Stress and Scenario Budgets

- Liquidity Stress Scenario Design Method
- Stressed Cash Flow Projection Model
- Cash Runway and Shortfall Timeline
- Scenario Budget Adjustment Worksheet
- Forecast Assumption Challenge Checklist

Day 3: Reserves, Spending, and Funding Choices

- Contingency Reserve Allocation Framework
- Critical Cost Prioritization Scorecard
- Emergency Spending Authority Matrix
- Contingency Funding Option Comparison
- Cash Preservation Action Register

Day 4: Controls, Reporting, and Recovery Reforecasting

- Crisis Finance Control Safeguard Map
- Emergency Transaction Review Checklist
- Executive Financial Situation Report
- Recovery Reforecasting Decision Model
- Financial Trigger and Review Calendar



Day 5: Crisis Budgeting Practice

- Exercise: Assess Financial Exposure and Dependencies
- Exercise: Build a Liquidity Stress Scenario
- Exercise: Prioritize Costs and Emergency Spending
- Exercise: Evaluate Funding and Recovery Reforecasts
- Capstone Exercise: Financial Contingency Playbook

Practical Exercises

The course uses suggested activities to practice crisis budgeting and financial contingency decisions across operating environments.

- Suggested activity: map revenue and cost exposure after a manufacturing supply interruption.
- Suggested activity: build a stressed cash projection for a hospitality demand shock.
- Suggested activity: prioritize emergency healthcare spending under constrained liquidity.
- Suggested activity: compare funding and recovery forecasts for a transportation disruption.

FAQs

Who suits crisis budgeting and financial contingency training and what does it assume?

Crisis budgeting and financial contingency training suits professionals who already prepare budgets, forecasts, liquidity views, controls, or continuity decisions and need a structured method for financial choices under disruption.

How does crisis budgeting differ from general budgeting and forecasting training?

Crisis budgeting focuses on disruption exposure, stressed liquidity, constrained resources, emergency authority, contingency funding, control safeguards, and recovery reforecasting, while general budgeting and forecasting training addresses routine planning and performance cycles.

What belongs in a financial contingency plan?

A financial contingency plan should document disruption assumptions, exposure, liquidity scenarios, reserves, cost priorities, spending authority, funding options, cash actions, controls, reporting routes, review triggers, and recovery reforecasts.

How should liquidity stress scenarios support crisis budgeting?

Liquidity stress scenarios should connect plausible cash-flow disruptions with time-based shortfalls, available resources, response options, decision triggers, and the assumptions executives must review.



How can emergency spending remain controlled during a crisis?

Emergency spending remains controlled through defined authority, documented purpose, budget limits, evidence requirements, segregation of duties, transaction review, exception reporting, and scheduled reassessment.

Conclusion

Participants leave with a Financial Contingency Playbook containing exposure maps, liquidity scenarios, adjusted budgets, reserve priorities, spending authority, funding comparisons, cash actions, controls, reports, and recovery reforecasts. The playbook helps finance and continuity teams make traceable decisions during disruption. It also creates a controlled bridge from crisis spending to recovery planning.