# Budget Preparation and Financial Reporting Training Course

22 – 26 February 2027
Milan

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**Ref:** 1076_179404 **Date:** 22 – 26 February 2027 **Location:** Milan **Fees:** 5700 Euro

## Overview

Budget Preparation and Financial Reporting Training Course is a one-week intermediate course for budget officers, accountants, finance analysts, departmental budget coordinators, financial reporting staff, and finance managers, who leave with a Budget-to-Report Workbook. Participants connect budget preparation and financial reporting, operating budget schedules, master budget preparation, budgeted financial statements, and departmental budget consolidation to assumptions, cash effects, review controls, and management reports. Agile Leaders Training Center develops controlled budget-to-report workflows.

## Who Should Attend

- Teams responsible for gathering and validating departmental budget inputs
- Teams responsible for revenue, staffing, operating expense, and capital schedules
- Teams responsible for consolidating operating and financial budgets
- Teams responsible for preparing budgeted income statements and balance sheets
- Teams responsible for internal financial reports, commentary, and review evidence

The course assumes participants already work with accounting records and spreadsheet schedules, and it leaves public-sector appropriations, external-reporting compliance, advanced forecasting models, and strategic planning outside its scope.

## Departments and Industries

The course supports departments and industries that translate approved operating assumptions into financial schedules and internal reports.

- Finance, accounting, budgeting, planning, and business partnering teams
- Manufacturing, logistics, construction, and facilities services
- Retail, hospitality, telecommunications, and professional services
- Healthcare, education, charities, and membership organizations
- Project, program, operations, and departmental management teams

## Learning Objectives

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

- Build assumption, ownership, and version controls for budget inputs
- Apply revenue, staffing, expense, capital, and cash schedules
- Consolidate departmental operating and financial budgets
- Analyze links among cash, income, and balance-sheet positions
- Diagnose interschedule and reporting control breaks
- Build a Budget-to-Report Workbook

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## Course Agenda

## Day 1: Assumptions and Input Controls

- Budget Assumption Register
- Input Responsibility and Approval Matrix
- Budget Version and Change-Control Log
- Departmental Submission Checklist
- Budget Calendar and Dependency Map

## Day 2: Operating Budget Schedules

- Revenue Driver and Volume Schedule
- Staffing and Payroll Cost Schedule
- Operating Expense Planning Sheet
- Procurement and Contract Commitment Register
- Departmental Operating Budget Template

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## Day 3: Financial Budget Schedules

- Capital Expenditure Budget Register
- Cash Collection Timing Schedule
- Cash Payment Timing Schedule
- Financing and Minimum Cash Control
- Integrated Cash Budget Worksheet

## Day 4: Consolidation and Financial Reports

- Departmental Budget Consolidation Workbook
- Interschedule Reconciliation Checklist
- Budgeted Income Statement Template
- Budgeted Balance Sheet Bridge
- Management Financial Report and Commentary Pack

## Day 5: Budget-to-Report Practice

- Exercise: Validate Assumptions and Department Inputs
- Exercise: Build Operating and Cash Schedules
- Exercise: Consolidate Departmental Budgets
- Exercise: Reconcile Budgeted Financial Statements
- Capstone Exercise: Budget-to-Report Workbook

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## Practical Exercises

The course uses suggested activities that connect departmental assumptions with financial schedules and management reports.

- Suggested activity: validate revenue and staffing inputs for a healthcare service department
- Suggested activity: prepare operating expense, contract, and capital schedules for a facilities operation
- Suggested activity: consolidate retail departmental budgets and reconcile cash timing differences
- Suggested activity: assemble budgeted statements and management commentary for review

## FAQs

### Who suits budget preparation and financial reporting training?

Budget officers, accountants, finance analysts, departmental budget coordinators, financial reporting staff, and finance managers suit the training. Participants should already use accounting records and spreadsheet schedules.

### How does budget preparation and financial reporting differ from forecasting training?

Budget preparation and financial reporting focuses on approved assumptions, linked schedules, consolidation, budgeted statements, and internal management reports. Forecasting training focuses more on updating future estimates as new results and drivers emerge.

### What schedules support an operating budget?

An operating budget is supported by revenue or volume schedules, staffing and payroll schedules, operating expense plans, procurement commitments, departmental submissions, and documented assumptions that feed the consolidated budget.

### How does a cash budget connect with budgeted financial statements?

A cash budget combines collection, payment, capital, and financing schedules. Its ending cash position and related changes in receivables, payables, debt, capital assets, and equity feed the budgeted balance sheet and income statement.

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## Why are interschedule checks important in budget preparation?

Interschedule checks confirm that linked assumptions, totals, timing, and ending balances agree across departmental, operating, cash, income-statement, and balance-sheet schedules before management reports are issued.

## Conclusion

Participants take back a Budget-to-Report Workbook containing assumption controls, operating schedules, cash plans, consolidation sheets, reconciliation checks, budgeted statements, and management commentary. The workbook connects each departmental input with its effect on cash, income, and financial position. Teams can use it to prepare consistent internal reports and retain review evidence.