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COURSE BROCHURE

Advanced Budgeting, Planning and Financial Reporting Training Course

11 – 22 January 2027
Milan

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Registered in the United Kingdom and Saudi Arabia

Advanced Budgeting, Planning and Financial Reporting Training Course

Ref: 526_19515 **Date:** 11 – 22 January 2027 **Location:** Milan **Fees:** 11100 GBP

Budgeting, Planning and Financial Reporting is a 2-week advanced training course for planning managers, budget controllers and management accountants, and each participant assembles an integrated planning and board reporting pack that connects strategy, the annual budget and monthly results. Boards now ask for one consistent story from strategic plan to management accounts, and gaps between them erode confidence. Jupiter Prime Training built the course around the reporting calendar that ties these documents together.

Why Budgeting, Planning and Financial Reporting Matter Now

Boards and audit committees expect monthly reports that show progress against strategy, not just spend against budget. Investors and lenders read published statements prepared under International Financial Reporting Standards IFRS and expect management numbers to reconcile to them. Meanwhile, reporting platforms make dashboards easy to produce but hard to keep consistent. Organisations that link planning and reporting well spot slippage against strategic targets early and allocate resources with confidence; those that do not run separate planning and reporting worlds, waste effort reconciling them and lose the board's trust. The course rests on IFRS presentation, strategy cascades through scorecards and objectives, and a disciplined close-to-report calendar.

Who Gains Most from Budgeting, Planning and Financial Reporting

- Planning leads who run the strategic and annual planning calendar across divisions
- Budget controllers who consolidate divisional submissions and track approved envelopes
- Management accountants who close the month and prepare management accounts and commentary
- Reporting specialists who design KPI dashboards and executive scorecards
- Company secretariat and finance staff who compile board and committee packs

A finance department that sends its planning, controlling and reporting staff together gains most, because the course joins three calendars that often run apart.

Budgeting, Planning and Financial Reporting Capabilities

Participants learn to make every document in the cycle, from strategic plan to board pack, tell the same financial story.

- Design a planning calendar that sequences strategy refresh, budget build and quarterly forecast reviews — chief financial officer timetable
- Align strategic objectives to budget envelopes through a scorecard and objective cascade — executive committee priorities
- Build a month-end close timetable that delivers management accounts within working-day targets — divisional heads
- Specify a KPI dashboard of leading and lagging measures with clear thresholds — operational and commercial directors
- Reconcile management accounts to IFRS-based statutory figures — audit committee confidence
- Communicate results in a board pack with an executive summary, variance bridges and forward view — board decisions

Key Budgeting, Planning and Financial Reporting Terms

- Planning Calendar — a timetable that fixes when strategy, budget, forecasts and reports are prepared, reviewed and approved each year.
- Objective Cascade — the chain linking strategic goals to divisional objectives, budget envelopes and individual targets.
- Management Accounts — internal monthly financial statements with commentary that show performance against budget and forecast.
- KPI Dashboard — a visual set of key performance indicators with targets and thresholds that signals where attention is needed.
- Board Pack — the bundle of reports and papers sent to directors before a meeting so they can review and decide.
- Reforecast — an updated projection of full-year results prepared during the year to replace outdated budget assumptions.

Budgeting, Planning and Financial Reporting Day by Day

Day 1: Planning and Reporting as One Cycle

- Strategy-to-Report Value Chain — Where Plans and Results Disconnect
- Planning Calendar Design — Sequencing Strategy, Budget and Reviews
- Roles of Board, Executive and Finance — Approval Rights in the Cycle
- Planning and Reporting Maturity Assessment — Priorities for Improvement
- Case Comparisons From Healthcare and Logistics Groups — Lessons in Alignment

Day 2: Strategic Planning Foundations

- Strategic Plan Structure and Horizons — Long-Range Financial Ambition
- Environmental Scanning and Planning Assumptions — Shared Macro Inputs
- Long-Range Financial Projections — Funding Headroom for Strategy
- Portfolio Prioritisation Matrices — Choosing Initiatives to Fund
- Strategic Initiative Charters — Linking Projects to Financial Outcomes

Day 3: Cascading Strategy Into Budgets

- Scorecard Perspectives and Strategy Maps — Translating Goals Into Measures
- Objective Cascade to Divisions — Clear Ownership of Targets
- Budget Envelopes and Guidelines — Top-Down Parameters for Submissions
- Budget Submission Packs and Templates — Consistent Divisional Input
- Budget Challenge Panels — Testing Submissions Against Strategy

Day 4: Annual Budget Consolidation

- Divisional Consolidation and Eliminations — Group Budget Integrity
- Capital and Operating Budget Linkage — Depreciation and Funding Effects
- Phasing Budgets Across Months — Realistic Monthly Targets
- Budget Approval Papers — Board-Ready Presentation of the Plan
- Budget Book Documentation — Reference for the Year Ahead

Day 5: Month-End Close and Management Accounts

- Close Timetable and Working-Day Targets — Faster Reliable Results
- Accrual and Cut-Off Checklists — Accurate Period Results
- Management Accounts Layout — Readable Monthly Financial Statements
- Variance Commentary Standards — Explaining Drivers Not Numbers
- Reconciliation of Management Accounts to IFRS Statements — Statutory Consistency

Day 6: KPI Dashboards and Scorecards

- Leading and Lagging Indicator Selection — Early Warning of Slippage
- Threshold and Traffic-Light Rules — Consistent Escalation
- Dashboard Layout and Visual Hierarchy — Fast Executive Reading
- Data Lineage for Reported Measures — Trust in Each Figure
- Divisional Scorecard Reviews — Accountability Conversations

Day 7: Forecast Reviews and Reforecasting

- Quarterly Forecast Review Cadence — Updated Full-Year Outlook
- Latest Estimate Versus Budget Bridges — Explaining the Gap
- Risk and Opportunity Registers in Forecasts — Range of Outcomes
- Resource Reallocation Decisions — Moving Funds to Priorities
- Forecast Sign-Off Protocols — Ownership by Division Heads

Day 8: Financial Reporting Under IFRS for Planners

- IFRS Primary Statements Presentation — What Boards and Investors Read
- Revenue Recognition Under IFRS 15 — Effects on Budget Phasing
- Lease Accounting Under IFRS 16 — Effects on Operating Budgets
- Segment and Divisional Reporting Links — Consistency With Internal Views
- Interim Reporting Timetables — Aligning Internal and External Calendars

Day 9: Board Reporting Packs

- Board Pack Structure and Executive Summary — Decisions Before Detail
- Financial Performance Section With Variance Bridges — Clear Board Insight
- Forward View and Outlook Pages — Strategy Progress and Risks
- Committee Paper Formats for Audit and Investment — Focused Oversight
- Board Feedback Loops — Improving Packs Each Cycle

Day 10: Practising the Integrated Planning and Board Reporting Pack

- Planning Calendar for the Coming Year — Agreed Timetable
- Objective Cascade and Budget Envelope Summary — Strategy-Linked Plan
- Management Accounts and KPI Dashboard Mock-Up — Monthly Reporting View
- Reforecast Bridge and Outlook Page — Forward Visibility
- Integrated Planning and Board Reporting Pack Completion — Presentation to Finance Leadership

Applying Budgeting, Planning and Financial Reporting After the Course

- Redraw the coming year's planning calendar so strategy refresh, budget build and quarterly forecast reviews follow one agreed sequence.
- Pilot a revised board pack with an executive summary, variance bridges and an outlook page for the next board meeting.

Budgeting, Planning and Financial Reporting Questions FAQ

What is budgeting, planning and financial reporting and why does it matter now?

Budgeting, planning and financial reporting is the cycle that links strategy, the annual budget and monthly results in one consistent story. It matters now because boards expect reports that track strategic progress, and inconsistent planning and reporting documents quickly undermine their confidence.

Which roles gain most from budgeting, planning and financial reporting training?

Planning managers, budget controllers and management accountants gain most, along with reporting specialists who build dashboards and staff who compile board packs. You benefit most if you run the planning calendar, close the month or present results to executives.

How does budgeting, planning and financial reporting training differ from a course on budget control alone?

It covers the whole cycle, not only spending control. A budget control course focuses on variances and cost discipline; this one links strategic plans, budget consolidation, management accounts, IFRS-based statutory figures, KPI dashboards and board reporting.

What will I bring back from budgeting, planning and financial reporting training?

You bring back an integrated planning and board reporting pack: a planning calendar, an objective cascade with budget envelopes, a management accounts and dashboard layout, a reforecast bridge and a board pack template ready for your next cycle.

Budgeting, Planning and Financial Reporting: The Way Forward

The integrated planning and board reporting pack first informs the timetable for the next planning round, where the chief financial officer sets dates and planning managers brief divisions. Management accountants then use its layouts each month and the board reads its outlook pages. After two board cycles, revisit which dashboard measures prompted real decisions and drop those that only filled space.