

Liquid Learning Seminar Series

# Integrating Budgeting, Planning and Forecasting in the Public Sector Seminar 2009

Applying Outcomes Driven Financial Management Tools for  
Improved Agency Performance in an Evolving Public Sector

Liquid Learning is delighted to present this TWO-DAY SEMINAR that provides practical examples of how to integrate leading edge management accounting principles into your finance operations! This in-depth and interactive learning experience will give you the practical tools to:

- Understand how to integrate your strategic plan and your budget
- Prepare strategic plans and prioritise planned objectives
- Link budgeting, planning and forecasting activities to organisational outcomes
- Harness resource efficiencies through applying the principles of activity based costing, management and budgeting
- Understand rolling forecasts and their potential to enable a more agile organisation
- Discover how to manage for results by developing a robust performance management system
- Understand what to consider when designing and presenting management reports
- Learn how to streamline financial management processes at all levels in your agency
- Consider practical strategies to increase accountability and efficiency

## EXPERT FACILITATOR



**Aubrey Joachim FCMA**  
Global President  
**Chartered Institute of Management Accountants (CIMA)**  
Director, Australasia  
**Beyond Budgeting Round Table (BBRT)**  
Principal  
**Leading Edge Change**



**13 & 14 October 2009**  
Marque Hotel, Canberra

“ We are moving beyond strategy to purpose, beyond structure to process, and beyond systems to people. ”

Sumantra Ghosel

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structured learning!



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# Integrating Budgeting, Planning and Forecasting in the Public Sector Seminar 2009

## SEMINAR BACKGROUND

Organisations in all jurisdictions across the Public Sector are faced with the pressure of increased accountability and the need to demonstrate performance improvements in how they manage their finances. Progressive organisations are exploring new ways of integrating and aligning their budgeting, strategic planning, forecasting and performance management processes. A consistent theme in many organisations is a heightened emphasis on performance. This is a natural focus in progressive organisations where the continuous measurement of performance constitutes good management. In this environment, organisational priorities are made very clear, and resources are allocated accordingly to achieve specific outcomes.

As organisations face the challenge of linking resources to results, it becomes important to calculate and account for the full cost of services – principles of activity based management are particularly useful in this context. Activity based costing creates accurate justification for budgetary requests, enabling agencies to make more informed decisions about how they allocate resources and spend tax payers money. Rolling forecasts can also be deployed to continuously monitor actual performance against the budget. Finally, the benefits of an improved budgeting, planning and forecasting process must be supported by corporate performance management systems that monitor, manage and report on organisational outcomes.

This unique seminar will draw these concepts together into a comprehensive program. It will not only demonstrate the importance of linking the processes, but also demonstrate how it is implemented in organisations.

## SEMINAR DELIVERY

This seminar will be delivered using a three-tiered approach. The structure of each session is as follows:

1. Technical overview and review of research into the topic area under discussion
2. Practical application of management principles in the review of case studies
3. Discussion of outcomes and implementation problems

Seminar participants will have the opportunity to include comments and questions about issues outlined in the program by way of a pre-course questionnaire. This feedback will enable the course facilitator to consider participants individual questions.

## INTRODUCING YOUR FACILITATOR

### Aubrey Joachim FCMA



Global President

**Chartered Institute of Management Accountants (CIMA)**

Director, Australasia

**Beyond Budgeting Round Table (BBRT)**

Principal

**Leading Edge Change**

Aubrey Joachim is a Fellow of the Chartered Institute of Management Accountants (CIMA), London and also an MBA. He is the Global Vice President of CIMA as of June 2007. He counts over 30 years of financial and management accounting experience with global conglomerates Unilever of the UK, McDermott International Inc, the US company involved in the oil and gas industry and a very large organisation in the utility sector. Aubrey also has experience with medium sized manufacturing organisations. He has worked in Sri Lanka, the Middle East, London and Singapore prior to migrating to Australia in 1993. This global exposure has provided him with insights into cross-cultural issues facing organisations. He was formerly the Financial Manager of the Asset Management Division of Sydney Water for eleven years.

Aubrey's experience includes all aspects of financial accounting, management accounting and financial management. He has also been involved in implementing leading edge corporate Enterprise Resource Planning (ERP) systems. He now focuses on Strategic Management Accounting and sees this as the area that finance professionals are most able to add value to organisations. Aubrey provides valuable insights into the changing role of the finance function where finance professionals are becoming true business partners. Aubrey has implemented a number of leading edge management accounting techniques such as activity based costing / management, beyond budgeting and rolling forecast processes as well as performance management systems within the framework of organisations strategic and business planning processes. He is also involved in areas identifying opportunities for cost reduction within organisations. Aubrey has recently set up a boutique consulting firm, Leading Edge Change and is in demand globally as an expert commentator and trainer on a variety of management accounting related topics. He is also the Australasian Director of the Beyond Budgeting Round Table (BBRT) a global management accounting think tank.

## SEMINAR SCHEDULE

8.30 - 9.00	Registration & Morning Coffee	1.30 - 3.00	Session
9.00 - 10.40	Session	3.00 - 3.20	Afternoon Tea
10.40 - 11.00	Morning Tea	3.20 - 5.00	Session
11.00 - 12.30	Session	5.00	Close of Seminar
12.30 - 1.30	Lunch		

## SUPER SAVER & EARLY BIRD DISCOUNTS

See booking form for details

To request an electronic version of the brochure for easy circulation, email [marketing@liquidlearning.com.au](mailto:marketing@liquidlearning.com.au)

#### Strategic Planning Revisited

- Background to planning in organisations
- Reviewing strategic planning models and frameworks
- Translating strategic plans into business plans
- Understanding the relationship between strategic plans and financial plans

#### Strategic Planning Processes within the Organisation

- Linking organisational strategy with the vision and mission
- Identifying and bridging gaps in your strategy
- Achieving alignment between business unit plans and the organisations' strategic plan
- Identifying and managing the organisations strategic risks
- Communicating strategy to diverse business units across the organisation

#### Developing the Financial Plan

- Highlighting the limitations of traditional budgeting processes in organisations
- Integrating budgeting and planning to drive resource allocations
- Involving operational managers and business unit heads in the budgeting process
- Communicating the budgeting process across the organisation
- Assessing whether traditional budgets support the current business environment

#### Exploring New Directions in Budgeting

- Updating your knowledge on leading edge budgeting methodologies
- Implementing best practice financial management processes
- Applying the concept of Beyond Budgeting
- Activity-based budgeting
- Zero-based budgeting
- Priority-based budgeting
- Trending and benchmarking

#### Introducing Rolling Forecasts

- Understanding the concepts and benefits of rolling forecasts
- Application of rolling forecasts within the Public Sector
- Understanding the drivers for transitioning from traditional budgeting to rolling forecasts
- Exploring new methods for setting targets and measuring performance
- Improving forecasting capabilities within your agency
- Evaluating forecasting options

#### Implementing the Rolling Forecast

- The practical steps for designing and preparing a rolling forecast
- Identifying and using business drivers
- Linking activity based budgeting to rolling forecasts
- Linking rolling forecasts with strategic planning
- Evaluating the software solutions that support rolling forecasts

#### Integrating Budgeting, Planning and Forecasting for Effective Corporate Performance

- Linking Corporate Performance Management (CPM) to Strategy
- Integrating strategy, financial plans and performance indicators
- Highlighting factors that influence performance management
- Developing effective performance management systems
- Considering alternative frameworks for performance measurement and improvement

#### Developing a Comprehensive Corporate Performance Management Model within Your Agency

- Conducting an analysis of business drivers
- Developing relevant Key Performance Indicators (KPI's)
- Explore how management reporting should improve organisational performance
- Introducing strategic scorecards

### WHO SHOULD ATTEND

- Chief Financial Officers
- Finance Managers / Directors
- Management Accounting / Reporting
- Planning and Analysis
- Forecasting
- Budgeting
- Performance Management
- Cost Management

#### Case Study

Your seminar facilitator will cement the key concepts in this course by working through an actual integration of budgeting, planning and forecasting processes in a major Australian, Government-owned organisation.



#### CPD/CPE Guide

Clock up to 14 hours of structured learning!



# Integrating Budgeting, Planning and Forecasting in the Public Sector Seminar 2009

13 & 14 October 2009

# Booking Form

The Marque Hotel, Canberra  
102 Northbourne Avenue  
Canberra ACT 2601  
Ph: +61 2 6249 1411

**SUPER SAVER DISCOUNTS**  
Register and pay by 31 August 2009  
and Receive \$200 off registration

**EARLY BIRD DISCOUNTS**  
Register and pay by 18 September  
2009 and Receive \$100 off registration

**1**

Registration Information	Organisation Name								
	Address					City/Suburb		State	Postcode
	Title	Full Name or TBA			Title	Full Name or TBA			
	Position				Position				
	Phone		Fax		Phone		Fax		
	Email				Email				

\* Please photocopy this form if more than three will attend

**2**

Please confirm my registration for Integrating Budgeting, Planning and Forecasting in the Public Sector Seminar 2009

No. #	Options	Standard Rate	Early Bird Rate*	Super Saver Rate **	TOTAL incl GST
<input type="checkbox"/>	Seminar (2 days)	\$2195 + GST = (\$2414.50)	\$2095 + GST = (\$2304.50)	\$1995 + GST = (\$2194.50)	

\* Receive \$100 off registration if you register and pay by 18 September 2009  
\*\* Receive \$200 off registration if you register and pay by 31 August 2009  
Note: Course Materials, refreshments & lunches are included. Travel and accommodation are NOT included.

**Group Discounts Available:**  
Register 3 or more and receive 10% off Standard Rate

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Group Discounts apply for bookings made simultaneously and on one invoice only. Only one discount applies. Group discounts apply to standard rates only. Group discounts are not applicable to Early Bird or Super Saver rate. Individual workshops not valid with Super Saver or Early Bird Discounts.

All prices listed in Australian Dollars  
**IBPF1009 - I**

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**3**

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Payment Details	<input type="checkbox"/> Credit Card	Credit Card Details – Please charge my credit card for this registration: Card Type <input type="checkbox"/> Visa <input type="checkbox"/> MasterCard <input type="checkbox"/> Diners Club <input type="checkbox"/> American Express Note: 2% surcharge applies to Diners Club and American Express payments	Electronic Funds Transfer (EFT) Please transfer funds directly to: Westpac Account Name: Liquid Learning Group Pty Ltd BSB: 032 002 Account No: 407 273 Amount <input type="text"/>
	<input type="checkbox"/> Cheque (payable to Liquid Learning Group Pty Ltd)		
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