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| TSC Category | Business and Organisational Management | | | | | |
| TSC | Budget Management | | | | | |
| TSC Description | Manage budget and finance systems and processes for tracking of budget utilisation to ensure efficient and effective use of budgets | | | | | |
| TSC Proficiency Description | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | Level 6 |
| | | | | ECM-BIN-4001-1.1 | ECM-BIN-5001-1.1 | ECM-BIN-6001-1.1 |
| | | | | Develop budget plans and review actual budget performance against forecasts | Lead budget control and formulate intervention strategies to ensure budget utilisation is aligned with budget plans | Drive annual budget plans, budget governance and control |
| Knowledge | | | | <ul style="list-style-type: none"> Principles on how to develop profit and loss (P&L) and cash flow budget and forecasts Budget variance analysis and analytical measurement techniques Methods of developing budget plans Methods of financial probability projections Methods of developing qualification and risk registers Methods of P&L accounting, balance sheet and cash flow forecasting | <ul style="list-style-type: none"> Principles of how to manage a budget Methods of how to perform reviews on performance versus projected forecasts Methods of evaluating probability and qualifications to budget plans Methods of setting and maintaining a clear view of monthly and annual targets Methods of managing budget review sessions Methods of managing forecasts against actual performance Methods of managing intervention activities to recover over-budget Methods of developing budget dashboards | <ul style="list-style-type: none"> Annual budget development strategy methods Methods of budget risk management Financial accounting Methods of management accounting Types of budget and forecasting management Methods of measuring finance performance Financial ratios and analytics |

**SKILLS FRAMEWORK FOR ENERGY AND CHEMICALS
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

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| <p>Abilities</p> | | | | <ul style="list-style-type: none"> • Develop consolidated budget plans • Contribute to the preparation of departmental budgets • Supervise and control budgets • Review actual budget performance against forecasts and provide variance analysis reports | <ul style="list-style-type: none"> • Develop and roll out annual budgets • Manage and control budget reviews • Manage interventions to recover over-budget • Compile consolidated budget reports for senior management review | <ul style="list-style-type: none"> • Endorse and approve annual budgets • Liaise with managerial staff, financial teams and finance controllers • Provide assistance to account holders in developing annual budgets • Review financial performance and carry out variance analyses • Set budget performance targets, objectives and key performance indicators • Implement effective budget governance and control procedures • Audit financial compliance and adherence to standards, policies and procedures |
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