

Cash Flow Forecasting for Short & Long-Term Horizons Training Course

OGI-1107 · 5 days · 15 CPD hours · English

Overview

Cash Flow Forecasting is a core treasury capability for [Institute For Oil & Gas Training](#) professionals responsible for maintaining liquidity, funding operations and supporting financial resilience across complex petroleum businesses. The Cash Flow Forecasting for Short & Long-Term Horizons Training Course develops practical expertise in direct cash forecasting, indirect cash forecasting, liquidity planning and forecast governance across the oil and gas value chain.

Oil and gas organisations operate within financial environments shaped by production schedules, commodity price movements, capital-intensive projects, procurement commitments, contractor payments, lifting schedules, inventory requirements, taxation, royalties, financing arrangements and international banking activity. These factors create substantial demands on treasury teams to understand when cash enters and leaves the organisation and how forecast changes affect liquidity decisions. A well-structured forecasting process gives treasury and finance professionals a stronger basis for managing liquidity, funding requirements and working capital decisions.

This course addresses the skills gap between financial data preparation and commercially useful cash forecasting. Participants examine how treasury teams collect data inputs from operations, establish forecasting assumptions, develop short-term and long-term cash views, and connect operational information with treasury requirements. The programme places particular emphasis on the practical application of direct cash forecasting and indirect cash forecasting so professionals understand when each method provides useful decision support.

The course also develops capability in the thirteen week rolling forecast, a widely used short-term liquidity planning technique that provides treasury teams with a structured forward view of expected receipts and disbursements. Participants explore the receipts and disbursements method, forecast consolidation, liquidity visibility, forecast accuracy measurement and variance analysis of forecast results.

Longer-term forecasting receives equal attention. Participants learn how strategic budgets, capital expenditure plans, production expectations, financing requirements and operating assumptions feed into longer-horizon cash flow models. This creates a connected forecasting approach in which daily treasury decisions remain aligned with wider financial planning.

Institute For Oil & Gas Training delivers the programme with an industry-focused perspective. The course connects treasury principles with operational realities encountered by upstream, midstream and downstream organisations, including exploration and production companies, oilfield service businesses, refining operations, trading entities, pipeline operators and energy groups with international activities.

The programme also addresses the governance dimension of forecasting. Forecasts require defined ownership, consistent data sources, documented assumptions, appropriate review controls and a disciplined cash forecasting cadence. Participants learn how to establish forecasting routines that support timely management information while reducing avoidable inconsistencies between treasury, finance, commercial and operational teams.

Through practical exercises and realistic petroleum-sector scenarios, participants develop a structured approach to identifying forecast drivers, assessing changes and explaining variances. They learn to distinguish between operational changes, timing differences, assumption changes and unexpected cash movements. This strengthens the usefulness of forecasts as management tools rather than treating them simply as financial reporting exercises.

The course is designed for professionals who need to make informed liquidity decisions using incomplete, changing or operationally driven information. It supports treasury departments seeking stronger forecasting discipline and finance teams seeking better integration between budgets, operational plans and cash requirements.

Objectives

- Apply structured cash flow forecasting techniques across short and long-term horizons
- Distinguish between direct cash forecasting and indirect cash forecasting
- Build and maintain a thirteen week rolling forecast
- Apply the receipts and disbursements method to short-term liquidity forecasting
- Identify relevant data inputs from operations for treasury forecasting
- Connect operational assumptions with cash flow expectations
- Develop longer-term cash flow forecasts using budgets and strategic plans
- Establish a consistent cash forecasting cadence
- Improve the quality and consistency of forecasting assumptions
- Apply forecast accuracy measurement techniques
- Conduct systematic variance analysis of forecast results
- Identify the causes of material forecast deviations
- Strengthen communication between treasury, finance and operating functions
- Improve visibility of expected receipts and disbursements
- Support liquidity planning through structured cash flow information

- Integrate capital expenditure requirements into longer-horizon cash forecasts
- Assess the impact of working capital movements on liquidity
- Establish appropriate forecast ownership and review responsibilities
- Strengthen forecasting controls and data validation practices
- Present forecast information clearly to treasury and senior management teams

Training methodology

Institute For Oil & Gas Training uses a practical corporate methodology focused on applying cash forecasting techniques to realistic oil and gas business situations. The delivery combines technical explanation with practical analysis, structured exercises, case studies, group discussion and scenario-based forecasting.

Participants work with representative cash flow information covering operating receipts, supplier payments, payroll, taxes, capital expenditure, financing movements, working capital changes and other treasury-relevant transactions. Exercises demonstrate how individual cash drivers affect the wider forecast and how treasury professionals interpret changes in expected liquidity.

Case studies focus on situations such as changing production schedules, delayed customer receipts, revised procurement commitments, capital project expenditure and changes in financing requirements. Participants assess how these events affect short-term and long-term forecasts and determine which forecast inputs require revision.

Forecasting simulations provide practical experience in building and updating a thirteen week rolling forecast. Participants work through successive forecasting cycles, incorporate new data inputs from operations and compare earlier assumptions with updated information. This approach demonstrates the importance of maintaining an active forecasting process rather than treating the forecast as a static financial document.

Group exercises examine direct cash forecasting and indirect cash forecasting. Participants compare transaction-level information with forecast information derived from financial statements, budgets and operational assumptions. The exercises reinforce the importance of selecting an appropriate forecasting method according to the decision being supported.

The methodology also incorporates variance analysis of forecast results. Participants examine actual cash movements against forecast values, identify material differences and classify the underlying causes. This supports better forecast accuracy measurement and creates a feedback loop for improving assumptions and data quality.

Real-world scenarios are used to examine the relationship between treasury and operating departments. Participants consider how production, procurement, commercial, project, tax and finance teams contribute information to the forecasting process. This reinforces the importance of ownership and communication within the cash forecasting cadence.

Organisational impact

A disciplined cash forecasting process gives oil and gas organisations stronger visibility over expected liquidity movements. The course helps sponsoring organisations establish forecasting practices that connect treasury requirements with operational and financial information.

Improved visibility supports better planning of supplier payments, customer receipts, capital expenditure and financing requirements. Treasury teams gain a clearer view of expected cash positions and can communicate emerging funding requirements using structured forecast information.

The programme also supports more consistent working capital management. By examining receipts and disbursements systematically, organisations gain a stronger basis for identifying timing differences, collection issues, payment commitments and operational factors affecting cash conversion.

The thirteen week rolling forecast provides a structured framework for maintaining short-term liquidity visibility. A defined rolling process enables treasury teams to refresh assumptions regularly and incorporate new information from operating departments.

Forecast accuracy measurement provides another important organisational benefit. Rather than evaluating forecasts only by whether they appear reasonable, treasury teams can compare expected and actual cash movements and identify recurring sources of error. Variance analysis of forecast results supports continuous improvement in forecasting practices.

Better integration of data inputs from operations also improves cross-functional coordination. Production, procurement, projects, commercial teams, finance and treasury can work from clearly defined information requirements and ownership responsibilities.

Long-term forecasting supports strategic financial planning by linking expected operational activity with future cash requirements. This strengthens the relationship between treasury planning, capital expenditure programmes, financing needs and business plans.

The course also reinforces governance around forecasting data and assumptions. Organisations benefit from clearer processes for reviewing forecast inputs, documenting assumptions, challenging material changes and maintaining appropriate controls over financial information.

For organisations operating across multiple assets, business units or jurisdictions, a structured forecasting methodology provides greater consistency in how cash information is prepared and consolidated. This supports management reporting and improves the comparability of forecasts across different operating areas.

Personal impact

Participants develop practical treasury skills that support day-to-day liquidity management and longer-term financial planning. They gain a clearer understanding of how operational activity translates into cash movements and how treasury professionals convert business information into usable forecasts.

Professionals strengthen their ability to prepare direct cash forecasts using expected receipts and disbursements. They also develop the capability to use indirect cash forecasting approaches when information is derived from

financial statements, budgets or broader financial plans.

Participants gain practical knowledge of the thirteen week rolling forecast and learn how to update forecast periods systematically. This supports stronger short-term liquidity monitoring and improves their ability to communicate changing cash requirements.

The course strengthens analytical capability through forecast accuracy measurement and variance analysis of forecast results. Participants learn how to identify patterns in forecasting errors and distinguish between timing differences, operational changes and assumption-related variances.

Professionals also improve their ability to obtain and challenge data inputs from operations. This is particularly important in oil and gas environments where production activity, procurement commitments, project expenditure and commercial events have direct implications for expected cash movements.

The programme supports stronger communication with senior stakeholders. Participants learn how to present forecast movements, explain material variances and communicate liquidity information in a structured business context.

The skills developed are relevant to treasury analysts, cash managers, finance managers, controllers and professionals involved in liquidity planning, financial planning and analysis, working capital management and corporate banking relationships.

Who should attend

- Treasury Managers — To strengthen short-term and long-term liquidity forecasting and improve treasury planning processes.
- Treasury Analysts — To develop practical capability in cash forecasting, forecast updates, variance analysis and liquidity monitoring.
- Cash Managers — To strengthen control over expected receipts, disbursements and short-term cash requirements.
- Finance Managers — To improve integration between financial planning, operational assumptions and cash flow forecasts.
- Financial Controllers — To strengthen oversight of forecast inputs, accuracy, controls and reporting.
- Treasury Officers — To develop practical skills in preparing and maintaining operational cash forecasts.
- FP&A Professionals — To connect budgeting, planning and operational assumptions with cash flow requirements.
- Working Capital Professionals — To understand how receivables, payables and operational movements affect liquidity forecasts.

- Corporate Finance Professionals — To strengthen long-term cash planning and funding requirement analysis.
- Oil and Gas Commercial Teams — To understand how commercial commitments, customer receipts and operational decisions affect cash forecasting.
- Project Finance Professionals — To integrate project expenditure and funding requirements into longer-horizon cash planning.
- Accounts Receivable and Accounts Payable Professionals — To improve the quality of cash flow inputs relating to expected receipts and payments.
- Senior Finance Professionals — To strengthen governance, review and management use of cash forecasting information.
- Banking and Cash Management Professionals — To improve understanding of corporate liquidity requirements and forecasting practices within petroleum businesses.

Course outline

Foundations of Oil and Gas Cash Flow Forecasting

This module establishes the foundations of Cash Flow Forecasting within petroleum businesses. It examines the role of treasury forecasting in liquidity management and explains how operating activities, commercial transactions, capital expenditure and financing movements influence expected cash positions.

Short-Term Forecasting and the Thirteen Week Rolling Forecast

This module focuses on short-term liquidity visibility and the practical development of a thirteen week rolling forecast. Participants examine how treasury teams organise expected receipts and payments, update assumptions and maintain a consistent forward-looking cash position.

Long-Term Cash Forecasting and Business Planning

This module extends forecasting beyond immediate liquidity requirements into medium and long-term financial planning. Participants examine how business plans, capital expenditure programmes, production expectations and financing requirements influence future cash positions.

Forecast Accuracy Measurement and Variance Analysis

This module focuses on measuring forecasting performance and understanding why actual cash movements differ from forecast expectations. Participants develop a structured approach to forecast accuracy measurement and variance analysis of forecast results.

Forecast Governance, Integration and Treasury Decision Support

This module brings the forecasting process together by focusing on governance, cross-functional integration and management decision support. Participants examine how treasury teams establish consistent forecasting responsibilities, maintain data quality and use cash flow information to support liquidity decisions.

Scheduled dates

Dates	Venue	Format	Fee
19 - 25 Jan 2027	Abu Dhabi, United Arab Emirates	In person	£3,600
19 - 25 Jan 2027	Abuja, Nigeria	In person	£3,600
19 - 25 Jan 2027	Accra, Ghana	In person	£3,600
19 - 25 Jan 2027	Addis Ababa, Ethiopia	In person	£3,600
19 - 25 Jan 2027	Al Ain, United Arab Emirates	In person	£3,600
19 - 25 Jan 2027	Al Khobar, Saudi Arabia	In person	£3,600
19 - 25 Jan 2027	Alberta, Canada	In person	£3,600
19 - 25 Jan 2027	AlUla, Saudi Arabia	In person	£3,600
19 - 25 Jan 2027	Amman, Jordan	In person	£3,600
19 - 25 Jan 2027	Amsterdam, Netherlands	In person	£3,600
19 - 25 Jan 2027	Athens, Greece	In person	£3,600
19 - 25 Jan 2027	Baku, Azerbaijan	In person	£3,600
19 - 25 Jan 2027	Barcelona, Spain	In person	£3,600
19 - 25 Jan 2027	Berlin, Germany	In person	£3,600
19 - 25 Jan 2027	Boston, United States	In person	£3,600
19 - 25 Jan 2027	Brussels, Belgium	In person	£3,600
19 - 25 Jan 2027	Budapest, Hungary	In person	£3,600
19 - 25 Jan 2027	Cairo, Egypt	In person	£3,600
19 - 25 Jan 2027	Cape Town, South Africa	In person	£3,600
19 - 25 Jan 2027	Casablanca, Morocco	In person	£3,600
19 - 25 Jan 2027	Dammam, Saudi Arabia	In person	£3,600
19 - 25 Jan 2027	Dhahran, Saudi Arabia	In person	£3,600
19 - 25 Jan 2027	Doha, Qatar	In person	£3,600

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19 - 25 Jan 2027	Dubai, United Arab Emirates	In person	£3,600
19 - 25 Jan 2027	Edinburgh, United Kingdom	In person	£3,600
19 - 25 Jan 2027	Edmonton, Canada	In person	£3,600
19 - 25 Jan 2027	Frankfurt, Germany	In person	£3,600
19 - 25 Jan 2027	Geneva, Switzerland	In person	£3,600
19 - 25 Jan 2027	Houston, United States	In person	£3,600
19 - 25 Jan 2027	Istanbul, Turkey	In person	£3,600
19 - 25 Jan 2027	Jakarta, Indonesia	In person	£3,600
19 - 25 Jan 2027	Jeddah, Saudi Arabia	In person	£3,600
19 - 25 Jan 2027	Jubail, Saudi Arabia	In person	£3,600
19 - 25 Jan 2027	Khamis Mushait, Saudi Arabia	In person	£3,600
19 - 25 Jan 2027	Kigali, Rwanda	In person	£3,600
19 - 25 Jan 2027	Kuala Lumpur, Malaysia	In person	£3,600
19 - 25 Jan 2027	Lisbon, Portugal	In person	£3,600
19 - 25 Jan 2027	Liverpool, United Kingdom	In person	£3,600
19 - 25 Jan 2027	London, United Kingdom	In person	£3,600
19 - 25 Jan 2027	Los Angeles, United States	In person	£3,600
19 - 25 Jan 2027	Luanda, Angola	In person	£3,600
19 - 25 Jan 2027	Madrid, Spain	In person	£3,600
19 - 25 Jan 2027	Manama, Bahrain	In person	£3,600
19 - 25 Jan 2027	Marbella, Spain	In person	£3,600
19 - 25 Jan 2027	Marrakech, Morocco	In person	£3,600
19 - 25 Jan 2027	Miami, United States	In person	£3,600
19 - 25 Jan 2027	Milan, Italy	In person	£3,600
19 - 25 Jan 2027	Munich, Germany	In person	£3,600
19 - 25 Jan 2027	Muscat, Oman	In person	£3,600

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19 - 25 Jan 2027	Nairobi, Kenya	In person	£3,600
19 - 25 Jan 2027	New York, United States	In person	£3,600
19 - 25 Jan 2027	Nice, France	In person	£3,600
19 - 25 Jan 2027	Oslo, Norway	In person	£3,600
19 - 25 Jan 2027	Paris, France	In person	£3,600
19 - 25 Jan 2027	Port Louis, Mauritius	In person	£3,600
19 - 25 Jan 2027	Prague, Czech Republic	In person	£3,600
19 - 25 Jan 2027	Pretoria, South Africa	In person	£3,600
19 - 25 Jan 2027	Riyadh, Saudi Arabia	In person	£3,600
19 - 25 Jan 2027	Rome, Italy	In person	£3,600
19 - 25 Jan 2027	Sarajevo, Bosnia and Herzegovina	In person	£3,600
19 - 25 Jan 2027	Sharm El Sheikh, Egypt	In person	£3,600
19 - 25 Jan 2027	Singapore	In person	£3,600
19 - 25 Jan 2027	Stockholm, Sweden	In person	£3,600
19 - 25 Jan 2027	Tokyo, Japan	In person	£3,600
19 - 25 Jan 2027	Toronto, Canada	In person	£3,600
19 - 25 Jan 2027	Tromso, Norway	In person	£3,600
19 - 25 Jan 2027	Vienna, Austria	In person	£3,600
19 - 25 Jan 2027	Zagreb, Croatia	In person	£3,600
19 - 25 Jan 2027	Zurich, Switzerland	In person	£3,600
19 - 25 Jan 2027	Nouakchott, Mauritania	In person	£3,600
19 - 25 Jan 2027	Online, Virtual	Online	£3,600
18 - 24 May 2027	Abu Dhabi, United Arab Emirates	In person	£3,600
18 - 24 May 2027	Abuja, Nigeria	In person	£3,600
18 - 24 May 2027	Accra, Ghana	In person	£3,600
18 - 24 May 2027	Addis Ababa, Ethiopia	In person	£3,600

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18 - 24 May 2027	Al Ain, United Arab Emirates	In person	£3,600
18 - 24 May 2027	Al Khobar, Saudi Arabia	In person	£3,600
18 - 24 May 2027	Alberta, Canada	In person	£3,600
18 - 24 May 2027	AlUla, Saudi Arabia	In person	£3,600
18 - 24 May 2027	Amman, Jordan	In person	£3,600
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18 - 24 May 2027	Dammam, Saudi Arabia	In person	£3,600
18 - 24 May 2027	Dhahran, Saudi Arabia	In person	£3,600
18 - 24 May 2027	Doha, Qatar	In person	£3,600
18 - 24 May 2027	Dubai, United Arab Emirates	In person	£3,600
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18 - 24 May 2027	Houston, United States	In person	£3,600
18 - 24 May 2027	Istanbul, Turkey	In person	£3,600

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18 - 24 May 2027	Jakarta, Indonesia	In person	£3,600
18 - 24 May 2027	Jeddah, Saudi Arabia	In person	£3,600
18 - 24 May 2027	Jubail, Saudi Arabia	In person	£3,600
18 - 24 May 2027	Khamis Mushait, Saudi Arabia	In person	£3,600
18 - 24 May 2027	Kigali, Rwanda	In person	£3,600
18 - 24 May 2027	Kuala Lumpur, Malaysia	In person	£3,600
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18 - 24 May 2027	Stockholm, Sweden	In person	£3,600
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18 - 24 May 2027	Toronto, Canada	In person	£3,600
18 - 24 May 2027	Tromso, Norway	In person	£3,600
18 - 24 May 2027	Vienna, Austria	In person	£3,600
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21 - 27 Sep 2027	Abu Dhabi, United Arab Emirates	In person	£3,600
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18 - 24 Jan 2028	Cairo, Egypt	In person	£3,600

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18 - 24 Jan 2028	Casablanca, Morocco	In person	£3,600
18 - 24 Jan 2028	Dammam, Saudi Arabia	In person	£3,600
18 - 24 Jan 2028	Dhahran, Saudi Arabia	In person	£3,600
18 - 24 Jan 2028	Doha, Qatar	In person	£3,600
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18 - 24 Jan 2028	Houston, United States	In person	£3,600
18 - 24 Jan 2028	Istanbul, Turkey	In person	£3,600
18 - 24 Jan 2028	Jakarta, Indonesia	In person	£3,600
18 - 24 Jan 2028	Jeddah, Saudi Arabia	In person	£3,600
18 - 24 Jan 2028	Jubail, Saudi Arabia	In person	£3,600
18 - 24 Jan 2028	Khamis Mushait, Saudi Arabia	In person	£3,600
18 - 24 Jan 2028	Kigali, Rwanda	In person	£3,600
18 - 24 Jan 2028	Kuala Lumpur, Malaysia	In person	£3,600
18 - 24 Jan 2028	Lisbon, Portugal	In person	£3,600
18 - 24 Jan 2028	Liverpool, United Kingdom	In person	£3,600
18 - 24 Jan 2028	London, United Kingdom	In person	£3,600
18 - 24 Jan 2028	Los Angeles, United States	In person	£3,600
18 - 24 Jan 2028	Luanda, Angola	In person	£3,600
18 - 24 Jan 2028	Madrid, Spain	In person	£3,600
18 - 24 Jan 2028	Manama, Bahrain	In person	£3,600
18 - 24 Jan 2028	Marbella, Spain	In person	£3,600

Dates	Venue	Format	Fee
18 - 24 Jan 2028	Marrakech, Morocco	In person	£3,600
18 - 24 Jan 2028	Miami, United States	In person	£3,600
18 - 24 Jan 2028	Milan, Italy	In person	£3,600
18 - 24 Jan 2028	Munich, Germany	In person	£3,600
18 - 24 Jan 2028	Muscat, Oman	In person	£3,600
18 - 24 Jan 2028	Nairobi, Kenya	In person	£3,600
18 - 24 Jan 2028	New York, United States	In person	£3,600
18 - 24 Jan 2028	Nice, France	In person	£3,600
18 - 24 Jan 2028	Oslo, Norway	In person	£3,600
18 - 24 Jan 2028	Paris, France	In person	£3,600
18 - 24 Jan 2028	Port Louis, Mauritius	In person	£3,600
18 - 24 Jan 2028	Prague, Czech Republic	In person	£3,600
18 - 24 Jan 2028	Pretoria, South Africa	In person	£3,600
18 - 24 Jan 2028	Riyadh, Saudi Arabia	In person	£3,600
18 - 24 Jan 2028	Rome, Italy	In person	£3,600
18 - 24 Jan 2028	Sarajevo, Bosnia and Herzegovina	In person	£3,600
18 - 24 Jan 2028	Sharm El Sheikh, Egypt	In person	£3,600
18 - 24 Jan 2028	Singapore	In person	£3,600
18 - 24 Jan 2028	Stockholm, Sweden	In person	£3,600
18 - 24 Jan 2028	Tokyo, Japan	In person	£3,600
18 - 24 Jan 2028	Toronto, Canada	In person	£3,600
18 - 24 Jan 2028	Tromso, Norway	In person	£3,600
18 - 24 Jan 2028	Vienna, Austria	In person	£3,600
18 - 24 Jan 2028	Zagreb, Croatia	In person	£3,600
18 - 24 Jan 2028	Zurich, Switzerland	In person	£3,600
18 - 24 Jan 2028	Nouakchott, Mauritania	In person	£3,600

Dates	Venue	Format	Fee
18 - 24 Jan 2028	Online, Virtual	Online	£3,600

Certificate

Attendees receive a Certificate of Completion from Institute For Oil & Gas Training upon successfully finishing the course. The certificate confirms completion of the programme, subject to the attendee meeting the course attendance requirement and participating in the required programme activities.