



[01- PALACE OFFICE]

Corporate Plan & Budget 2025/26 – 2027/28

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LIST OF ABBREVIATIONS

CP&B	Corporate Plan and Budget
FY	Fiscal Year
TSDF	Tonga Strategic Development Framework
GPA	Government Priority Agenda
SDG	Sustainable Development Goals
KPI	Key Performance Indicator
PS	Office of the Private Secretary

PS	Office of the Lord Chamberlain
LPS	Office of the Lord Privy Seal
NIDC	National Identity Card Office

FOREWORD

It is my great pleasure to present the Palace Office Corporate Plan for the financial years 2025 -2028. Our mandate is to provide effective and efficient support and advice; and to carry out and implement the direction of His Majesty the King in His duty as the Sovereign and Head of State.

This plan states our core functions which translate into our key Outputs linking to Organisational Outcomes, National Outcome and Impact as in the Tonga Strategic Development Framework II (TSDF II) as well as our support to all Government Priority Agendas (GPA) and all Sustainable Development Goals (SDG)

The Palace Office Organisational Structure and Planned Major Reforms which are necessary in order to achieve our key Outputs in the FY 2025/26. The Palace Office is structured into three main Divisions include: Office of the Private Secretary, Office of the Lord Chamberlain and Office of the Lord Privy Seal. Each respective Divisions contribute to a total of six Divisional key Outputs as illustrated in our Results Map.

Planned Major Reforms have been identified as the following by priority: *Support and advice the Monarch in His role as Sovereign and Head of State; Establishment of Heir Scholarship; Maintenance of the Royal Palace and Royal Residences; and Administrative Operations* which is further detailed in this plan.

I look forward to our journey together to a successful implementation of this Corporate Plan.



1. PALACE OFFICE CORPORATE PLAN EXECUTIVE SUMMARY

This Corporate Plan and Budget of the Palace Office is prepared for FY 2025/26 and covers the **next three (3) Fiscal Years** for the period of **2025/26 to 2027/28**¹. It presents the goals and objectives of the Office, and the tasks proposed to be achieved to efficiently provide support to **His Majesty the King in His Duty to the Nation and the People**.

1.1 Mandate & Legislation

The mandate of the Palace Office is to provide effective and efficient support and advice; and to carry out and implement the direction of His Majesty the King in His duty as the Sovereign and Head of State.

The following key legislations guide the operations of the Palace Office namely the:

- *Act of Constitution of Tonga*
- *Constitutional & Electoral Commission Act 2008*
- *Electoral Commission Boundaries Act 2010*
- *Emergency Powers Act 1988*
- *Government Act 1988*
- *Legislative Assembly Act 1988*
- *Land Act Use 1988*
- *Miscellaneous Amendments Privy Council Act 2010*
- *Nationality (Amendment) Act 2007*
- *National Identity Card Act 2010*
- *Privy Council (Court of Appeal) Rule*
- *Royal Commissions Act 1960*
- *Royal Estates Act 1927*

1.2 Stakeholders

The Palace Office acknowledges the on-going collaboration between the relevant stakeholders in order, to achieve their role of carrying out and implementation of His Majesty The King of Tonga's directions in his role as Sovereign and Head of State as illustrated in **Table 1. (Details outlined in Annex B)**

Table 1: Palace Office Stakeholders

PALACE OFFICE STAKEHOLDERS AND THEIR RELATIONSHIPS				
<i>Stakeholder</i>	<i>Customer Of Palace Office</i>	<i>Supplier To Palace Office</i>	<i>Partner With Palace Office</i>	<i>Oversight Of Palace Office</i>
Monarch	✓	✓	✓	✓
(Executive) Cabinet	✓	✓	✓	✓
LA	✓	✓	✓	
MDAs (esp. Prime Minister's Office, Ministry of	✓	✓	✓	

¹ Please, refer to ANNEX A for A detailed listing of the Palace Office activities completed in the past FY 2024/25.

<i>Foreign Affairs and HMAF)</i>				
Tonga Electoral Commission	✓	✓	✓	
Diplomatic Corps	✓	✓	✓	
Businesses	✓	✓		
NSA, CSO, Churches	✓	✓	✓	
General Public	✓	✓		
Development Partners	✓	✓	✓	

1.3 Results Map

The results map of the Palace Office illustrates and identifies-

- *detailed linkages between the 6 key Outputs (through detailed activities) carried out by the Office,*
- *How each Division contributes to the identified Organisational Outcomes, National Outcome and Impact as identified in the Tonga Strategic Development Framework (TSDF II). (see Figure 1)*

The Palace Office has identified **6 key outputs:**

- (1) *Improved management of financial operations; personnel; logistics and the upkeep of the Royal Residences;*
- (2) *Improved promotion of Tongan traditions and Culture and to upgrade and better manage the preservation of Royal Archival records with the aim towards Digitization;*
- (3) *Advanced planning and delivery of resources for State, Ceremonial and Court Events;*
- (4) *To foster closer ties with foreign countries through close contact with visiting VVIPs and with the Heads of Diplomatic Missions accredited to His Majesty's Court;*
- (5) *Improved service and support for His Majesty's Privy Council meetings; and,*
- (6) *Improved administration of the National Scheme of Registration of National Identity Cards.*

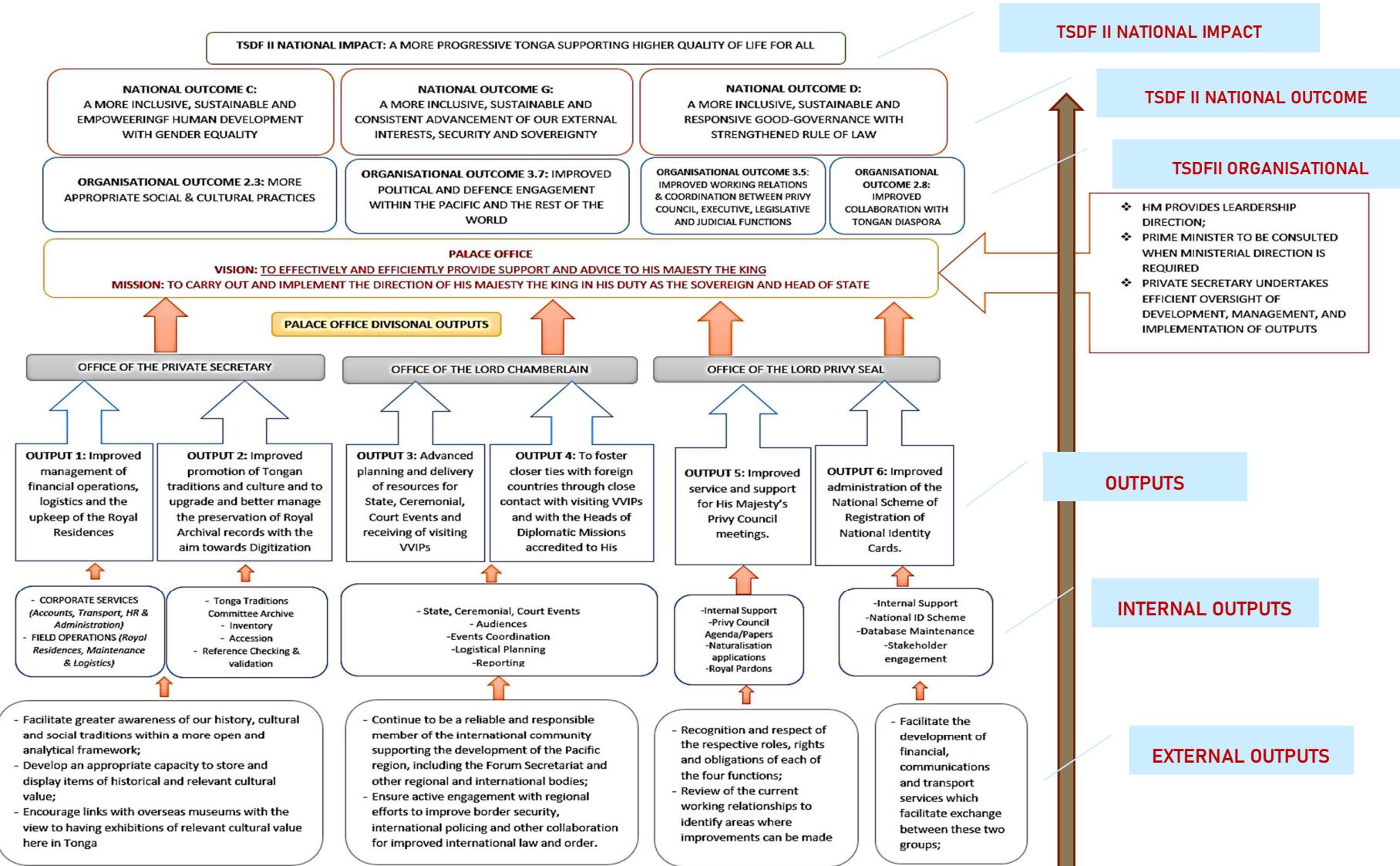


Figure 1: Palace Office Results Map 2025

1.4 TSDF/SDGS/Regional Frameworks

1.4.1 TSDF Outcomes Supported by the Palace Office Outputs

The Palace Office's mandate and Outputs hold linkages to (2) two of the seven TSDFII National Outcomes: *(i) National Outcome D: Good governance strengthening the rule of law; (ii) National Outcome G: External interests and Sovereignty.*

The links between the TSDFII National Outcomes, TSDFII Organisational Outcomes, and relevant Palace Office Outputs are illustrated in *Figure 2:*

Figure 2: TSDFII linkage to Palace Office Outputs

NATIONAL OUTCOME	ORGANISATIONAL OUTCOME	PALACE OFFICE OUTPUTS	RESPONSIBLE DIVISIONS
D: A more inclusive, sustainable, and responsive good governance strengthening rule of law.	<p>2.3: More appropriate social & cultural practices which help maintain positive aspects of our Tongan identity.</p>	<p>OUTPUT 1: Improved management of financial operations, personnel, logistics and the continued upkeep and maintenance of the Royal Residences.</p> <p>OUTPUT 2: Improved promotion of Tongan traditions and culture and to upgrade and better manage the preservation of The Royal Archival records with the aim towards Digitization.</p>	Office of the Private Secretary (HQ)
	<p>3.5: Improved working relations and coordination between the Privy Council, Executive, Legislative & Judicial arms of Government.</p> <p>2.8: Improved collaboration between Tongans in the Kingdom and Tongan Diasporas.</p>	<p>OUTPUT 5: Improved service & support for His Majesty's Privy Council meetings.</p> <p>OUTPUT 6: Improved administration of the National Scheme of Registration of National Identity Cards.</p>	<p>Office of the Lord Privy Seal</p> <p>Office of the Lord Privy Seal/ National Identity Card Office</p>

G: A more inclusive, sustainable, and consistent advancement of our external interests, security and sovereignty.	3.7: Improved foreign and defence relations within the Pacific and with foreign nations.	OUTPUT 3: Advanced planning and delivery of resources for State, Ceremonial, Court Events and receiving of visiting VVIPs. OUTPUT 4: To foster close ties with foreign countries through close contact with visiting VVIPs and with the Heads of diplomatic missions accredited to His Majesty's Court.	Office of the Lord Chamberlain
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1.4.2. GPA Supported by Palace Office Outputs

The Palace Office Outputs supports **ALL** Government Priority Agendas with a particular focus and partial contribution to: **Objective 3: Economic and Public Sector Development** namely the **GPA 7: Public Sector Efficiency**: to improve quality and productivity of the public sector, through capacity building, organizational review, public sector reform which is intrinsically linked to our strategy as an ongoing dedication towards managing fiscal stance including enhancing revenue collection, prudence expenditure and debt management to ensure overall fiscal stability.

1.4.3. SDG Supported by Palace Office Outputs

The Palace Office Outputs supports all **Sustainable Development Goals (SDG)** with a particular focus on SDG 17 '**Partnership for the goals**'.

2. MINISTRY OVERVIEW

The Palace Office's main role is to **provide support and advice and to implement His Majesty The King's directions in the performance of His duty as The Sovereign and Head of State.**

To achieve this, the Palace Office is structured into 3 main divisions² (*Further details outlined in Annex D*) namely:

1. Office of the Private Secretary: as Chief Executive Officer (CEO) is responsible* for (i) the Privy Purse, (ii) financial management; (iii) the overall administration and operation of the Office and the (iv) management of the Tonga Tradition and the Royal Residences. *The Office of the Private Secretary is located at the corner of Salote Road and Hala Tu'i, Nuku'alofa aside from the Royal Palace and the Pangai.*

* In January 2020, a further revision to the duties of the **Office of the Lord Chamberlain** were transferred to the **Office of the Private Secretary** namely, channel of communications and maintenance of the welfare of the Royal Family and every day matters relative to Events at the Court of His Majesty.

2. Office of the Lord Chamberlain: is responsible for the (i) channel of communications between the Sovereign as Head of State, the Executive and the Legislative Assembly; (ii) the link with visiting VVIPs and Heads of Diplomatic Missions accredited to the Court; (iii) the organisation and management of the State, Ceremonial and Court Events; (iv) Investiture and maintenance of the welfare of the Royal Family and (v) the everyday matters relative to Events at the Court of His Majesty, The King. *The Office of the Lord Chamberlain is located at Mapu'afuiva Complex Building, Salote Road.*

3. Office of the Lord Privy Seal: is the secretariat to His Majesty's Privy Council and is responsible for the management of the National Identity Card Office. This division provides support staff during State, Ceremonial and Court Events. *The Office of the Lord Privy Seal is located the Mapu'afuiva Complex Building, Salote Road.*

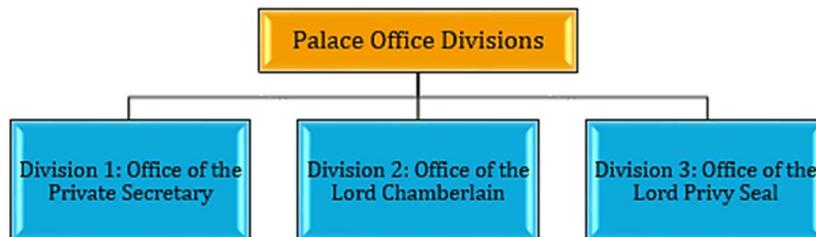


Figure 3: Palace Office Divisions

² In preparation for the Political Reform in 2010, His Late Majesty King George Tupou V restructured the Palace into 3 main divisions: Office of the Private Secretary, Office of the Lord Chamberlain and Office of the Lord Privy Seal, each with their function and role which contributes to the overall role of His Majesty The King as Sovereign and Monarch.

2.1 PALACE OFFICE OUTPUTS

In accordance, with the Palace Office's 3 main divisions, each division contributes to 2 Outputs of the Palace Office's overall 6 Outputs. The following table depicts each Division's Output and sub-programs to support their activities and strategies.

Table 2: Palace Office Outputs/Activities

Sub-Program (S)	Organisational Outputs	Activities/Strategies	Responsible Division/Units
SUB-PROGRAM 1: LEADERSHIP & POLICY ADVICE	Output 1: Improved management of financial operations, personnel, logistics and the upkeep of the Royal Residences.	<ul style="list-style-type: none"> i. To ensure the Palace Office Divisions are compliant with PSC & Financial regulations, processes & procedures. ii. To develop and implement training plans for employees to improve and increase workplace performance. iii. To monitor, manage and prepare the Palace Office financial, accounting, budget, salary, and cash flow and forecast; iv. To ensure the Royal Palace and Royal Residences are maintained. 	Office of the Private Secretary
	Output 2: Improved promotion of Tongan traditions and Culture and to upgrade and better manage the preservation of the Royal Archives towards Digitization.	<ul style="list-style-type: none"> i. Transfer/ Accession of materials into the Archives ii. Customer Service, Marketing and Outreach program 	
SUB-PROGRAM 2: OFFICE OF THE LORD CHAMBERLAIN	Output 3: Advanced planning and delivery of resources for State, Ceremonial, Court Events and receiving of visiting VVIPs;	<ul style="list-style-type: none"> i. Oversight and implementation of logistics for State, Court and Ceremonial Events. 	Office of the Lord Chamberlain
	Output 4: Improved foreign relations and working relations with Diplomatic	<ul style="list-style-type: none"> i. Strengthening ties with Foreign Dignitaries, VIPs, and members of the Diplomatic/Consular Corps. 	

	Corps accredited to His Majesty's Court.		
SUB-PROGRAM 3: OFFICE OF THE LORD PRIVY SEAL	Output 5: Improved service and support for His Majesty's Privy Council meetings;	i. Privy Council Agenda and decisions preparations.	Office of the Lord Privy Seal
	Output 6: Improved administration of the National Scheme of Registration of the National Identity Card	i. Oversight and daily operations of the National Identity Card Office and National Scheme for Identity Card Registration.	Office of the Lord Privy Seal/<i>National Identity Card Office</i>

2.2: Palace Office Organisational Structure.

The Palace Office's organisational structure is divided into 3 main divisions in support of their 6 main outputs as outlined in **Figure 4**. (*Details of Palace Office staffing are listed in Annex C*).

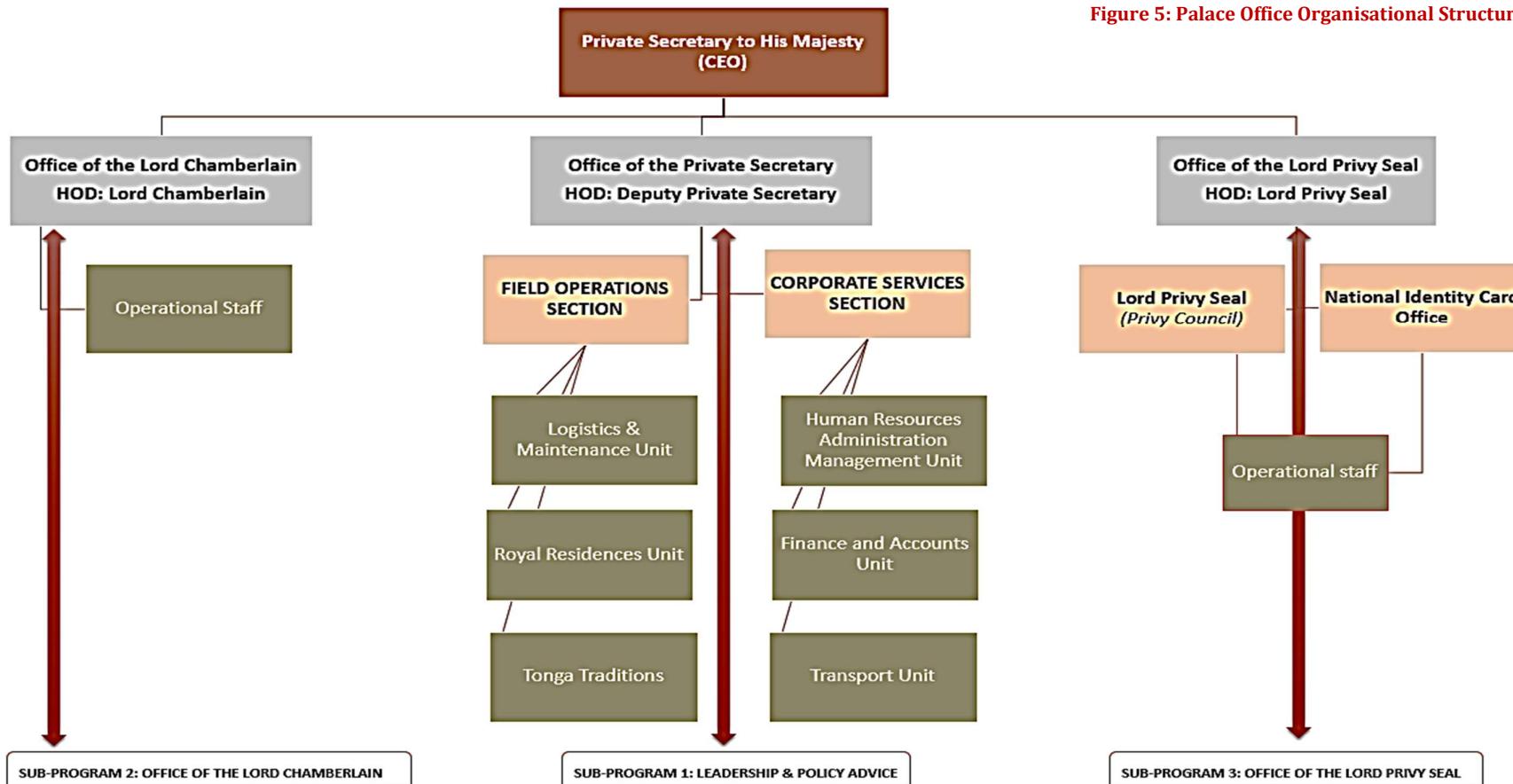


Figure 5: Palace Office Organisational Structure 2025

2.3 Summary of Palace Office Planned Major Reforms

The Palace Office has identified the following planned reforms by priority for FY 2025/26 namely:

- i. *Support the Monarch in His role as Sovereign and Head of State,*
- ii. *Establishment of Heir Scholarship*
- iii. *Maintenance of the Royal Palace and Royal Residences,*
- iv. *Administrative Operations*

Details of the Palace Office planned reforms are as outlined in **Table 3:**

Table 3: Palace Office Planned Reforms 2025

PRIORITY	ACTIVITIES	SUB PROGRAM	OPERATING EXPENDITURE	REASONING FOR REFORM	ESTIMATED COSTING	ONGOING/NEW PROPOSAL
1. SUPPORT TO THE MONARCH	i. State and Ceremonial Visits abroad	Leadership and Policy Advice 01	1202: Overseas Travel	<p><i>-Planned Royal Visits abroad in the months of July – December 2025 (tbc)</i></p> <p><i>-His Majesty The King as USP Chancellor for July 2025 – June 2026 and will attend Graduation Ceremonies in the Pacific for the period of July 2025/ December 2025.</i></p>	1202:\$992,800.00	On-going

	<p>i. His Majesty's 66th Annual Birthday Celebration in July 2025.</p>	<p>1419- Facility Hire 1422-Hospitality 1427- Catering/Refreshments 1490- National Celebration 1506-Prize and Awards</p>	<p>-<i>Timely preparations for the Annual Celebration of HM King Tupou VI 66th Birthday in July 2025.</i> <i>- Including facilities hire (tents), catering, programs, and guest management and logistical planning.</i> <i>-Annual Birthday Honours Investiture Program including a need to replenish the Investiture classifications (Commemorative Medals) from an overseas supplier.</i></p>	<p>1419: \$75,000.00 1422: \$50,000.00 1427: \$55,000.00 1490: \$54,000.00 1506: \$112,000.00</p>	On-going
	<p>ii. State; National and Court Events including Traditional and Ceremonial events of the Royal family.</p>	<p>1491-National Events</p>	<p>-<i>Preparations and coordination for National/State events including the State Opening of the Legislative Assembly; Visits of VVIPs; presentation of Letters of Credence of Heads of Diplomatic Missions accredited to His Majesty's Court;</i></p>	<p>1491: \$80,000.00</p>	On-going

			<i>Opening of the FWC General Conference</i>		
	iii. Royal Visits to the outer Islands		1201- Domestic Travel <i>-Preparations for the visit for Their Majesties to the Outer Islands when Presiding at the Agricultural Shows 2025. -Proposed Royal Visits to the Outer Islands in July – December 2025.</i>	1201: \$500,000.00	On-going
2. SCHOLARSHIP HEIR	i. Scholarship for HRH Prince Taufa'ahau Manumataongo Tuku'aho		Scholarship <i>The Scholarship is to fund the further studies of HRH Prince Taufa'ahau Manumataongo Tuku'aho.</i>	\$200,000.00	New Initiative FY2025/26
3. MAINTENANCE OF THE ROYAL PALACE AND ROYAL RESIDENCES	i. Annual insurance of the Royal Palace in Tongatapu and annual insurance for outer Islands Royal Residences- <i>Tau'akipulu (Ha'apai) and Heilala Tangitangi ('Eua).</i>		1318- Maintenance of Buildings & Compounds <i>This is an ongoing payment to complete Annual insurance of the Royal Palace (\$75,000.00) and Outer Islands Royal Residences – (i) Tau'akipulu</i>	1425: \$100,000.00	On-going

				(HP)\$12,500.00, (ii) Heilala Tangitangi ('Eua)\$12,500.00		
	<p><i>ii. Upkeep and maintenance of the Royal Palace and Royal Residences- Fangatongo (Vava'u); Tau'akipulu (Ha'apai) and Heilala Tangitangi ('Eua).</i></p>	<p>1318- Maintenance of Buildings & Compounds</p>	<p><i>- Planned maintenance works for the Royal Palace for FY2026/27 include the review of the water drainage system, internal air condition and roofing. Ongoing maintenance of the temporary (current) Royal Palace security fence whilst, Ongoing consultations for the permanent fence continues.</i></p> <p><i>- With the upcoming Agricultural Show of 2025, there is a need to attend to the maintenance of the Outer Islands Royal Residences namely –</i></p> <ul style="list-style-type: none"> • Fangatongo (Vava'u) refurbishment of the Royal Residence (\$300,000.00) 	<p>1318- \$40,000.00</p>	<p>1318-\$1,000,000.00</p>	On-going

			<ul style="list-style-type: none"> • Tau'akipulu (Ha'apai) refurbishment works – (\$200,000.00) • Heilala Tangitangi ('Eua) proposal for extension of the rear verandah of Heilala Tangitangi Royal Residence for Traditional presentations and as parking for TM's vehicles (\$500,000.00). 	
iii. Replacement of the Royal Palace generator	2003-New Office Equipment	<ul style="list-style-type: none"> • The current Back-up generator for the Royal Palace needs to be replaced (10 years). This was delayed from FY 2024/25 due to, other repair priorities at the Royal Palace but is planned to be actioned in FY2025/26. 	2003: \$70,000.00	On-going

4. ADMINISTRATIVE OPERATIONS	i. Recruitment: Proposal of return of previously pooled Palace Office Positions (5) and establishment of 5 new positions for FY 25/26, ii. Recruitment of 3 daily paid staff for the Royal Archives. <i>(Details of staff proposal outlined in Annex C)</i>	Leadership and Policy Advice 01	1001- Salaries	(a) POOLED POSITIONS: <i>The Office requests for the revival of previously pooled in FY 2022/23 Palace Office positions as various Units in the Palace Office are currently understaffed:</i> -ASA0(1) Band L -CA(1) Band Q -VIP Driver(1) Band Q -Driver (2) Band R (b) NEW POSITIONS: *Proposed establishment (i) Chef for the Royal Palace. (Band M)*Proposal for establishment of 4 new positions to assist with the operations of the Logistics & Maintenance Unit which are currently, understaffed:	1001: \$128,025.00	New Initiative FY2025/26
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				<p>1101 - Wages</p> <p><i>(i) Maintenance Operative *1 (Band M)</i> <i>(ii) Maintenance groundskeepers *3 (Band R) to assist with the landscaping and maintenance works at the Royal Palace and Office premises.</i></p> <p>(d) DAILY PAID LABOURERS:</p> <ul style="list-style-type: none"> • 3 daily staff for Royal Archives to assist with the daily operations of the Royal Archives Office which is scheduled to start operations in FY2025/26. 	<p>1101- \$36,680.00</p>	Ongoing
	iii. New Vehicle		New Vehicles	<p><i>To date the Palace Office has NOT acquired any new vehicles since 2017. Proposal for purchase of a second hand vehicle for:</i></p>	<p>\$100,000.00</p>	<p>New Initiative FY2026/27</p>

				<p><i>(1) PS (vehicle since 2004)</i></p> <p><i>(2) Office vehicle for daily operations</i></p>		
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3. PALACE OFFICE BUDGET AND STAFFING

3.1: Budget

The approved Budget 2023/24 and the *given* Proposed New Baseline³ for the fiscal years 2025/26 - 27/28 is outlined below:

2.1.2.1: Table 4: Approved Budget Baseline FY 2025/26 -2027/28

Expenditure Outturn 2024/25	Proposed New Baseline 2025/26	Proposed New Baseline 2026/27	Proposed New Baseline 2027/28
\$4,748,549	\$5,004,200.00	\$5,004,200.00	\$5,004,200.00

I. MINISTRY BUDGET BY RECURRENT, DEVELOPMENT AND ITEM (CASH & IN-KIND)

Expenditure Item (\$m)	FY 2024/25 (Original)	FY 2025/26	FY 2026/27 Proj	FY 2027/28 Proj
Established Staff (10xx)	\$2,065,000.00	\$2,144,600.00	\$2,144,600.00	\$2,144,600.00
Un established Staff (11xx)	\$223,600.00	\$216,500.00	\$216,500.00	\$216,500.00
Travel and Communication (12xx)	\$1,073,600.00	\$1,105,300.00	\$1,105,300.00	\$105,300.00
Maintenance and Operations (13xx)	\$744,100.00	\$714,000.00	\$714,000.00	\$983,500.00
Purchase of Goods and Services	\$675,700.00	\$573,700.00	\$573,700.00	\$573,700.00
Grants and Transfer (15xx)	\$50,000.00	\$250,000.00	\$250,000.00	\$250,000.00
**Assets (20xx)	\$92,400.00	\$100.00	\$100.00	\$100.00
Total PALACE OFFICE Operation Recurrent	\$2,635,800.00	\$2,643,100.00	\$2,643,100.00	\$1,912,600.00
Total Expenditure Recurrent	\$4,924,400.00	\$5,004,200.00	\$5,004,200.00	\$4,273,700.00

³ Further details outlined in Annex E

II. MINISTRY TOTAL STAFF BY KEY CATEGORY

Category	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 Proj (rec)
Established Staff				
Executive Officer (Band C to H)	6	6	6	6
Professional Staff (Band I to L)	8	8	8	8
Other Staff (Band M to S)	16+48	16+48	16+48	16+48
Total Established Staff	30+48	78	78	78
Unestablished Staff	26	26	26	26
Total Staff	104	104	104	104
Total Recurrent Cost (\$m)	2,102,940	2,323,800	2323800	2323800
Staff funded by Development		nil		

4. PROGRAMS AND SUB-PROGRAMS

The Palace Office Budget Structure is made up of 1 Program (Palace Office [1]) and is divided into 3 Subprograms ([01], [02], [03]) according to the 3 Divisions which make up the Palace Office. Each of these Subprograms is differentiated by the Activities listed under each Division. (*Please see Figure 5: Palace Office Budget Structure 2025*)

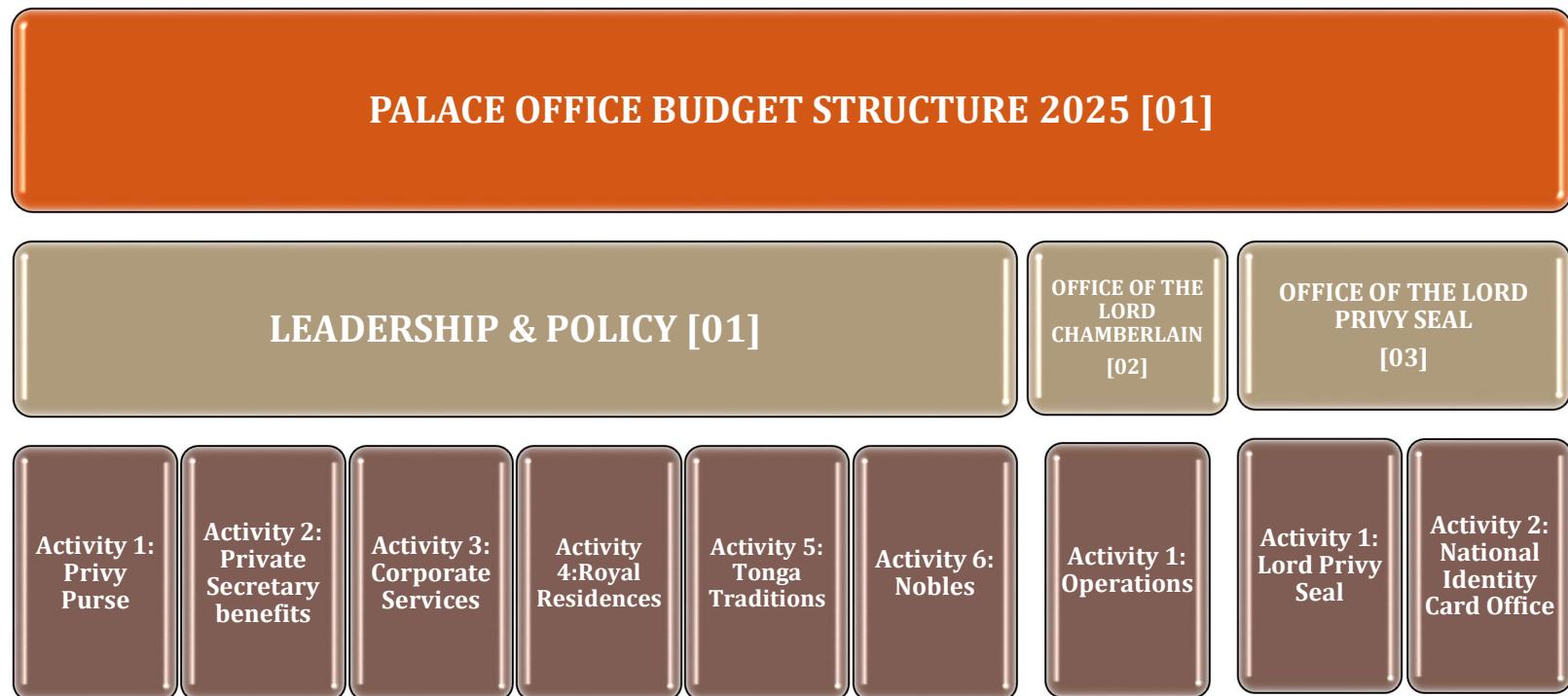


Figure 5: Palace Office Budget Structure 2025

4.1 SUB-PROGRAM [01.01]: LEADERSHIP AND POLICY ADVICE

The Leadership and Policy Advice Sub program [01] is under the authority of the Office of the Private Secretary Division and is led and managed by the Private Secretary (CEO of the Palace Office.) The Division is responsible for the management of the Privy Purse, all financial matters; the overall administration and operations of the Head Office; Tonga Tradition and the Royal Residences.

The Program is categorised into 6 key activities which are pivotal to the operations of the Palace Office and to the Division's main outputs namely, **OUTPUT 1: Improved management of financial operations; personnel; logistics and Royal Residences & OUTPUT 2: Improved promotion of Tongan traditions; Culture and to upgrade and better manage the preservation of Royal Archival records with the aim towards Digitization.** (Please see Figure 6)

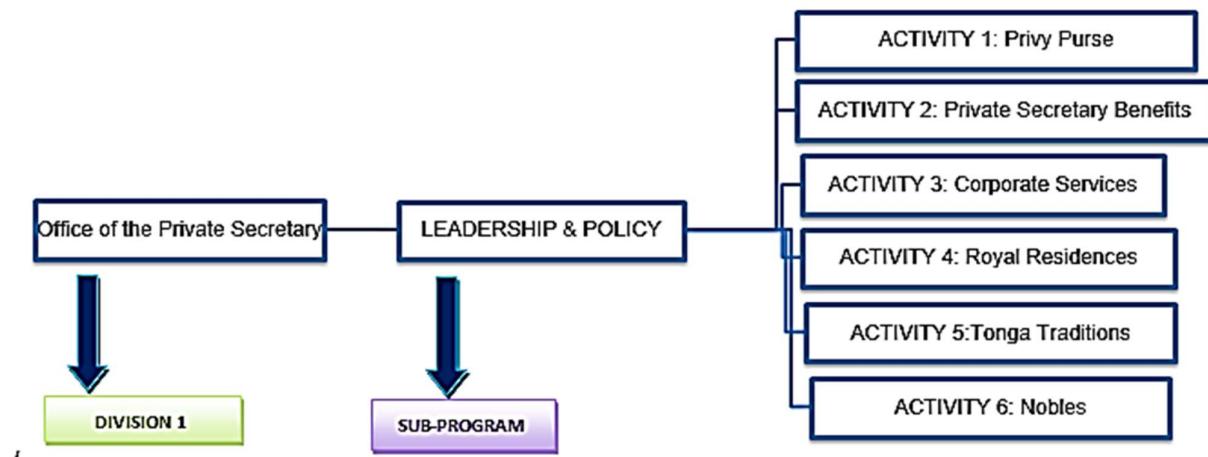


Figure 6: Division 1
Subprogram and Activities.

Link to last CP&B [Mark the appropriate cell]	Ongoing	Minor change	Major Change	New
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4.1.1 TOTAL STAFF BY KEY CATEGORY PROGRAM 01-LEADERSHIP & POLICY ADVICE (OFFICE OF THE PRIVATE SECRETARY DIVISION)

Details of the staff by Key category under the Office of the Private Secretary Division is outlined below:

Description	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 Proj (rec)
Total = Recurrent (\$m)	1,858,938	2,031,800	2031800	2031800
Executive Staff (Band C to H)	3	3	3	3
Prof Staff (Band I to L)	7	7	7	7
Other Staff (Band M to S)	9+47	9+47	9+47	9+47
Total Established	19+47	19+47	19+47	19+47
Unestablished	26	26	26	26

4.1.2 KEY PERFORMANCE INDICATORS

The Key Performance Indicators for each of the 2 Outputs under the **[01.01] Leadership & Policy Advice (Office of the Private Secretary Division)** are outlined below:

Output 1: Improved Management of financial operations, personnel, logistics and the Royal Residences.						SDG/TSDF		Budget	
Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATORS #	Recurrent	Development
i. To ensure the Palace Office Divisions are	KPI 1: Timely submission of the Palace	On the scheduled due date	24 hours prior to scheduled	24 hours prior to scheduled	24 hours prior to scheduled	17		1,090,700	

<p>compliant with PSC & Financial regulations, processes & procedures.</p>	<p><i>Office plans- Corporate Plan/M & E/Annual Procurement Plan/PMS Quarterly Reports to relevant MDAs (PMO, Finance, PSC etc)</i></p>					<p>TSDF: Outcome 2.3: More appropriate social and cultural practices</p>		
<p>ii.To develop and implement training plans for employees to improve and increase workplace performance</p>	<p>KPI 2: <i>No. of Development plans approved and implemented by the HR Unit per quarter to further improve workplace procedures and employee morale.</i></p>	2-3	2-3	2-3	2-3		60,968	
	<p>KPI 3: <i>No. of employees achieving and</i></p>	50% of the staff	60% of the staff	70% of the staff	80% of the staff			

	<i>maintain employee performance score of 3.5-5 ratings per Performance Evaluation Cycle.</i>						
iii. To monitor, manage and prepare the Palace Office financial, accounting, budget, salary, and cash flow and forecast;	KPI 4: % of financial reports submitted on schedule	on the given due date	24 hours prior to scheduled	24 hours prior to scheduled	24 hours prior to scheduled	TSDF: Outcome 2.3: More appropriate social and cultural practices	472,700
	KPI 5: Budget Variance per quarter (compare the actual and expected outcomes of your financial activities.)	<5%	<4%	<3%	<2%		
iv. To ensure the Royal Palace and	KPI 6: maintenance Backlog: number of	<5	1-3	1-3	1-3		684,9005

Royal Residences are maintained.	<i>outstanding maintenance works per month</i>								
	KP 7: Cycle Time: Time taken to process maintenance works reported	Within 24-72 hours	Within 24-72 hours	Within 24-72 hours	Within 24-72 hours				
Output 2: Improved Promotion of Tongan Traditions; Culture and To Upgrade And Better Manage The Preservation Of Royal Archival Records With The Aim Towards Digitization						SDG/TSDF	BUDGET		
Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATORS #	Recurrent	Development
Transfer/ Accession of materials into the Archives	KPI1: No. of new materials transferred to the Archives per year	1-2	3	3	5	17	TSDF: Outcome 2.3: More appropriate social and cultural practices	5,400	
	KPI2: % of records stored in appropriate environment	20%	50%	60%	70%				

Customer Service, Marketing and Outreach program	KPI1: <i>% of reference inquiries responded to within 30 days</i>	80%	80%	90%	90%			
	KPI2: <i>No. of lifelong exhibitions, information and marketing programs delivered</i>	Minimum 5 per year						

4.2 SUB-PROGRAM [01.02]: OFFICE OF THE LORD CHAMBERLAIN

The Sub-program [02] is grouped under the Office of the Lord Chamberlain Division. The Division is responsible for the organisation and management of State, Court and Ceremonial Events of the Sovereign. The key outputs delegated to this division are **OUTPUT 3: Advanced planning and preparation of resources for State, Ceremonial and Court Events** & **OUTPUT 4: Improved foreign relations and working relation with the diplomatic corps accredited to His Majesty's Court.** (Please see Figure 7)

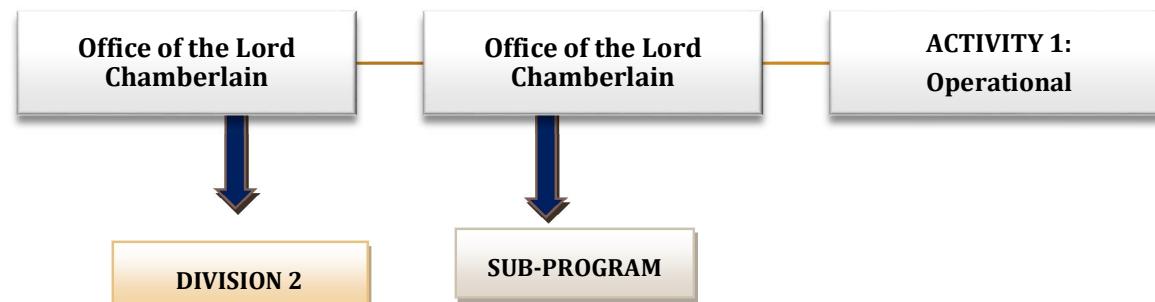


Figure 7: Division 2 Sub-Program and activities 2025

Link to last CP&B [Mark the appropriate cell]	Ongoing	Minor change	Major Change	New
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4.2.1 TOTAL STAFF BY KEY CATEGORY PROGRAM 01.02 OFFICE OF THE LORD CHAMBERLAIN DIVISION)

Details of the staff by Key category under the Office of the Lord Chamberlain Division is outlined below:

Description	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 Proj (rec)
Total = Recurrent (\$m)	61,702	86,500	86,500	86,500
Executive Staff (Band C to H)	1	1	1	1
Prof Staff (Band I to L)	NIL	Nil	NIL	NIL
Other Staff (Band M to S)	3+1	3 + 1	3 + 1	3 + 1
Total Established	4+1	4 + 1	4 + 1	4 + 1
Unestablished	NIL	nil	NIL	NIL

4.2.2: KEY PERFORMANCE INDICATORS

The Key Performance Indicators for each of the 2 Outputs under the **[01.02] Operations (Office of the Lord Chamberlain Division)** as outlined below:

Output 3: Advanced planning and preparation of Resources for State, Ceremonial and Court Events.						SDG/TSDF		Budget	
Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATORS #	Recurrent	Development
Oversight and Implementation of Logistics	KP1: Number of days to process a COMPLETED audience request or	6 weeks	Within 2-4 weeks	Within 2-4 weeks	Within 2-4 weeks	17	Outcome 3.7: Improved political and defence engagement	5,000	

for State, Court and Ceremonial Events	<i>invitation to the Monarch and reverting to Customer</i>					within the Pacific and the rest of the world		
	KPI 2: % of compliance by customer/government agencies with court protocol and procedures.	70%	80%	90%	95%			
	KPI 3: % of guests who RSVP'd for a Royal Event within the given period	80%	80% 90%	90%	95%			
	KPI 4: Number of days for distribution of invitations for Royal Functions	3-4 weeks in advance	3-4 weeks in advance	3-4 weeks in advance	1 month prior			
Output 4: Improved foreign relations and working relations with Diplomatic Corps accredited to His Majesty's Court.						SDG/TSDF	Budget	

Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATORS #	Recurrent	Development
Strengthening ties with Foreign Dignitaries, VIPs, members of the Diplomatic/ Consular Corps	KPI 1: Number of days between when applicant/customer lodges a general enquiry via email or telephone and the time it takes for the Office to provide a response.	2 days	Within 24-72 hours	Within 24-48 hours	Within 24 hours	17	Outcome 3.7: Improved political and defence engagement within the Pacific and the rest of the world	75,400	
	KPI 2: Number of days requests for audiences for presentation of credentials (coordination with MINOFA and Diplomatic Missions: arrangement of Guard of Honour; Ceremonial staff, Palace staff) have submitted to the Palace Office.	4 weeks in advance of date of Event	4 weeks in advance of date of Event	4 weeks in advance of date of Event	6 weeks				

	KPI 3: Number of completed Diplomatic audiences conducted at the Royal Palace per quarter	5	5	5	8		
	KPI 4: Number of weeks to complete the arrangements for State/ceremonial Visits abroad	3 months prior to Visits	3 months prior to Visits	3 months prior to Visits	2-3 months prior to State Visit	17	Outcome 3.7: Improved political and defence engagement within the Pacific and the rest of the world
	KPI 5: Number of Official and Ceremonial Visits abroad successfully coordinated with Consulates/Embassies and High Commissions and Tongan Diaspora	5	3-5	3-5	3-5		

4.3 SUB-PROGRAM [01.03.1 & 01.03.2]: OFFICE OF THE LORD PRIVY SEAL

The Subprogram [03] is grouped under the Office of the Lord Privy Seal's Division in which, the Division's core role is to act as secretariat for His Majesty's Privy Council. Furthermore, the Division is also, responsible for the operations and administration of the National Identity Card Office and the maintenance of the National Identity Card registry. The key outputs delegated to this division and program **OUTPUT5: Improved service and support for Privy Council meetings & OUTPUT 6: Improved administration of the National Scheme of Registration of National Identity Cards. (Please refer to Figure 8)**

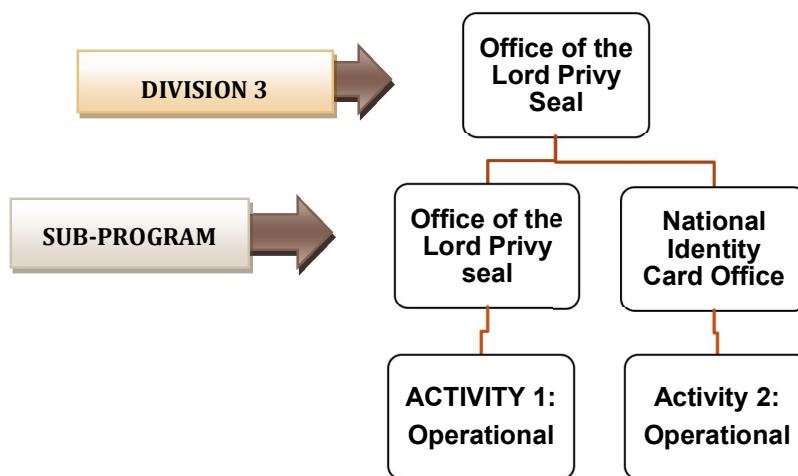


Figure 8: Division 3 Sub Programs and Activities 2025

Link to last CP&B [Mark the appropriate cell]	Ongoing	Minor change	Major Change	New
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4.3.1 TOTAL STAFF BY KEY CATEGORY PROGRAM 01.03.1 OFFICE OF THE LORD PRIVY SEAL DIVISION)

Details of the staff by Key category under the Office of the Lord Privy Seal Division is outlined below:

Description	2024/25 budget (rec)	2025/26 est (rec)	2026/27 proj (rec)	2027/28 Proj (rec)
Total = Recurrent (\$m)	182,300	205,500	205,500	205,500
Executive Staff (Band C to H)	2	2	2	2
Prof Staff (Band I to L)	1	1	1	1
Other Staff (Band M to S)	4	4	4	4
Total Established	7	7	7	7
Unestablished	NIL	nil	nil	Nil

4.3.2 KEY PERFORMANCE INDICATORS

The Key Performance Indicators for each of the 2 Outputs under the [01.03.1] & [01.03.2] Operations (*Office of the Lord Privy Seal Division*) are outlined below:

Output 5: Improved service and support for Privy Council Meetings						SDG/TSDF		Budget	
Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATORS #	Recurrent	Development
Privy Council Agenda and	KPI 1: Number of days to process a Naturalisation	60 DAYS	60 DAYS	60 DAYS	20 DAYS		Outcome 3.5: Improved	35,100	

Decisions Preparations	<i>Application to be tabled before Privy Council.</i>					17	working relations and coordination between Privy Council, Executive,		
	KPI 2: % of Royal Pardon, Naturalisation Pardons processed by the Office has received from the Judicial Panel.	2%	10%	10%	15%				
	KPI 3: % of enquiries responded to by the Office within 30 days	60%	70%	70%	80%				
	KPI 4: % of PC agenda papers submitted to the Office on time for timely processing for Privy Council scheduled meetings.	30%	40%	40%	50%				
	KPI 5: Number of days PC agendas and papers are delivered to PC members prior to	2 days	4 days ahead of schedule	4 days ahead of scheduled	1 week				

	<i>scheduled PC meetings.</i>		d PC meeting	PC meeting					
Output 6: Improved administration of the National Scheme of Registration of the National Identity Card Issuing and Control System and Database.						SDG/TSDF	Budget		
Activity:	KPIs	2024/25 (baseline)	2025/26	2026/27	2027/28	TARGETS #	INDICATORS #	Recurrent	Development
Oversight and daily operations of the National Identity Card Office and National Scheme for Identity Card Registration	KPI 1: Number of days to process lost, damaged, or amended ID applications received at the Office.	10 working days	Within 5-10 working days	Within 5-10 working days	5 days		Outcome 2.8 Improved collaboration between Tongans in the Kingdom, and the Tongan Diasporas.	40,300	
	KPI 2: Number of computer service (maintenance jobs) conducted at the Office.	5	<5	<5	<4				
	KPI3: % of Government Departments whom have complied with necessary database linkage	10%	15%	15%	20%				

<p><i>requirements in order to be able to link with the National Identity Card Issuing Card Control for cross referencing purposes. (Database details, level of data storage etc.)</i></p>							
<p>KPI 4: Number of complaints received by the Office regarding customer service</p>	>2	>2	>2	0			
<p>KPI 5: Number of Government Departments whom have been successfully assisted by the Office in verification and validation of citizen's identity.</p>	5	5-10	5-10	10+			

ANNEX A: PALACE OFFICE COMPLETED TASKS FY 2024/25

Since the issuance of the last published **Corporate Plan FY 2024/25**, the Office has completed the following major tasks:

EVENT	ACTIVITIES
International/Local Ceremonial Events	<p style="text-align: center;">INTERNATIONAL:</p> <ul style="list-style-type: none"> ▪ His Majesty King Tupou VI and HM Queen Nanasipau'u attend the Kiangi Tuheitia Potatau Te Wherowher Te Tuawitu 18th Koroneihana 2024 (<i>18th Coronation Anniversary</i>) on <i>20th – 21st August 2024</i>, ▪ His Majesty King Tupou VI attend the of the Late Maori King's Funeral on <i>5th September 2024</i>. ▪ His Majesty The King and HM Queen Nanasipau'u Royal Visit to the United States of America (<i>Washington D.C. and Loma Linda</i>) in <i>September – October 2024</i>. ▪ His Majesty The King and HM Queen Nanasipau'u Royal Visit to Thailand in <i>December 2024 – January 2025</i>. <p style="text-align: center;">LOCAL:</p> <ul style="list-style-type: none"> ▪ Closing of the Legislative Assembly on <i>2nd May 2024</i>. ▪ His Majesty The King officially opens the Church of Tonga School 'Anastasis College' on <i>10th May 2024</i>. ▪ His Majesty The King granted H.E. Lucy Joyce (<i>British High Commissioner to Tonga</i>) a farewell audience for <i>13th May 2024</i>. ▪ Opening of 2024 Session of Parliament by His Royal Highness The Crown Prince Tupouto'a-'Ulukalala on behalf of HM King Tupou VI on <i>16th May 2024</i>. ▪ Traditional Taumafa Kava and Pongipongi for Lord Ma'afu on <i>29th June 2024</i>. ▪ 65th Annual Birthday Celebrations of His Majesty The King Tupou VI from <i>1st – 7th July 2024</i>. ▪ His Majesty The King Commissions the new HMAF Leadership Centre on <i>Tuesday 2nd July 2024</i>. ▪ His Majesty The King official opens the Pea Health Centre on <i>6th July 2024</i>. ▪ His Majesty The King commissions new Japanese tugbot 'Fanga 'I Lifuka' on <i>23rd July 2024</i>. ▪ His Majesty The King opens Tonga College's 'Atele Boarding Complex projects on <i>1st December 2024</i>. ▪ Presentation of Letters of Credence of HE Philip Malone (<i>British High Commissioner to Tonga</i>) to His Majesty The King at the Royal Palace on <i>9th December 2024</i>. ▪ His Majesty The King opens the JH International Ltd building complex at Mataoa on <i>11th December 2024</i>. ▪ Blessing of Disassembling of Consular House 'Polata'ane' Ceremony by His Majesty the King on <i>20th January 2025</i>.

Administrative:	<ul style="list-style-type: none">▪ Completion of 2nd instalment payment for the National Identity Card Issuing and Control System maintenance contract in <i>March 2024</i>.▪ Successful participation of the Palace Office in the Protocol Training facilitated by the Singapore Ministry of Foreign Affairs in <i>July 2024</i>.▪ Internal launch of the online Palace Office Evaluation Form for employees use for the PMS End of Year Review FY2023/2024 in <i>July 2024</i>.▪ Continued running of the PMS Sharing is Caring Day for Palace Office employees as a means to encourage teamwork, build motivation and prepare for the new Performance Evaluation Cycle FY2024/2025 in <i>August 2024</i>.▪ Successful advertisement and recruitment of established staff to the following vacant positions – <i>Senior Assistant Secretary, Assistant Secretary, Executive Officer, Transport Supervisor and Caretaker</i> in <i>October 2024</i>.▪ Completion of procurement of Specialised Teslin Laminated Sheets for the National Identity Card Office in <i>September – December 2024</i>.▪ Securement of computer equipment by the National Identity Card Office in preparation, for the 2nd phase of the E-government (Civil Registry linkage) in <i>April - December 2024</i>.▪ Successful printing of ID cards in preparations for a total of 8 By Elections of District in Tongatapu, Vava'u, Ha'apai, 'Eua and the Niuas from <i>May – December 2024</i>.▪ Ongoing Annual maintenance of the Royal Palace and Royal Residences.▪ Ongoing renewal and registration of new ID applicants in preparation for the upcoming General Election of <i>November 2025</i>.
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ANNEX B: STAKEHOLDER ANALYSIS

PALACE OFFICE STAKEHOLDERS AND THEIR RELATIONSHIPS				
STAKEHOLDER	CUSTOMER OF PALACE OFFICE	SUPPLIER TO PALACE OFFICE	PARTNER WITH PALACE OFFICE	OVERSIGHT OF PALACE OFFICE
RECEIVED FROM/PROVIDED TO PALACE OFFICE				
Monarch	Advice, Recommendations Information	Decisions, Direction	Support of the TSDF towards good governance and support of the efficient operations of Government administration	Direction
(Executive) Cabinet	Cabinet Decisions Submission to HM Information	Cabinet Decisions	Support of the efficient operations of Government administration	Direction
LA	Advice, Recommendations, Information	Audience Requests, Submissions to HM, Legislation	Support of conveying bills for Royal Assent to become legislation	
MDAs (esp. Prime Minister's Office, Ministry of Foreign Affairs and HMAF)	Policy directions	Information Advice	Operating Effectiveness of Government, Support of the TSDF	
Tonga Electoral Commission	Information	Information	Registration of eligible residents for National ID Card in preparation for General Election/District/Town Officer Elections	
Diplomatic Corps	Letters of Credence, requests for Audience	Information, Direction	Operating Effectiveness of Government, Support of the TSDF	

Businesses	Services, Information	Delivery of Commercial Goods, Services, Fees, Charges	Support of the TSDF, Economic Development	
NSA, CSO, Churches	Advice, Guidance, Instructions, Services, Information	Goods, Services, Fees, Charges	Support of the TSDF, Community Work and processing of audience requests to the Monarch	
General Public	Guidance, Information	Goods, Services, Fees, Charges	Support of the TSDF and processing of audience requests to the Monarch and processing of Royal Pardon and Naturalisation applications	
Development Partners	Guidance, Information	Development Assistance and Advice	Delivery of Aid Funded Programs	

ANNEX C: PALACE OFFICE STAFFING

The Office currently employees a total of **55 staff of which are 21 Established Staff, 19 Daily Paid Staff and 15 vacant positions** (6 pooled to Critical Pool and 7 currently vacant). A detailed *summary of Staffing* is listed in below:

BAND LEVEL	POSITION	BUDGETED POSITIONS			TOTAL	FILLED	VACANT
		PS	LC	LPS			
D	<i>Private Secretary*</i>	1	-	-	1	1	
F	<i>Lord Chamberlain*</i>	-	1	-	1		1
G	<i>Lord Privy Seal*</i>	-	-	1	1	1	
G	Deputy Private Secretary	1	-	-	1	1	
G	Director	-	-	1	1	1	
H	<i>Equerry in Waiting</i>		1	-	1	-	1
J/K	Senior Assistant Secretary	1	1	-	2	2	
K	Senior Accountant	1		-	1	1	
L	Assistant Secretary	2	-	-	2	1	1
L**	Assistant Senior Accounting Officer	1			1		1
L	<i>Master of Royal Household</i>	1	-	-	1	-	1
L	Personal Assistant Her Majesty	1	-	-	1	1	
L	Senior Executive Officer	1	-	-	1	-	1
N	Executive Officer	1	-	-	1	1	
M	Accounting Officer Diplomat	1	-	-	1	1	
O	Transport Supervisor	1	-	-	1	1	
P	Administrative Clerical Assistant	1		-	1	-	1
Q	Senior VIP Driver	-	1	-	1	-	1
Q**	VIP Driver	2	-	-	2		2
Q**	Data Entry Assistant	1	-	4	5	4	1
Q	Leading hand- Handyman	1	-	-	1	1	
R**	Driver	2	-	-	2	-	2
R**	Administrative Assistant	2			2	1	1

R	Clerk Grade III	1	1	-	2	1	1
S	Caretaker	2	-	-	2	2	
<u>TOTAL</u>		25	5	6	<u>36</u>	21	15
<i>Daily paid staff</i>		19	-	-	-	-	

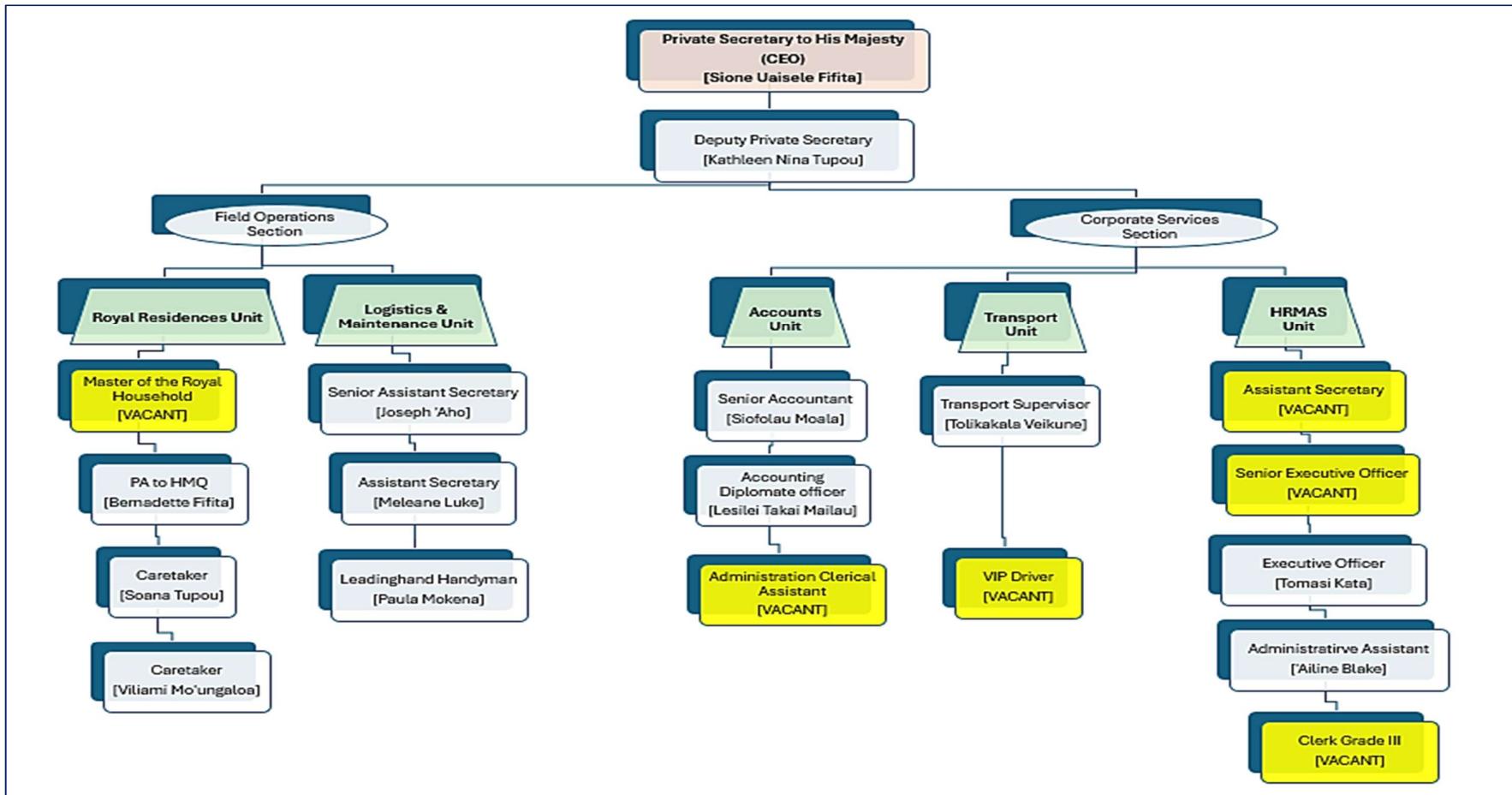
Key:

*posts are appointed at His Majesty's pleasure and with the approval of Government.

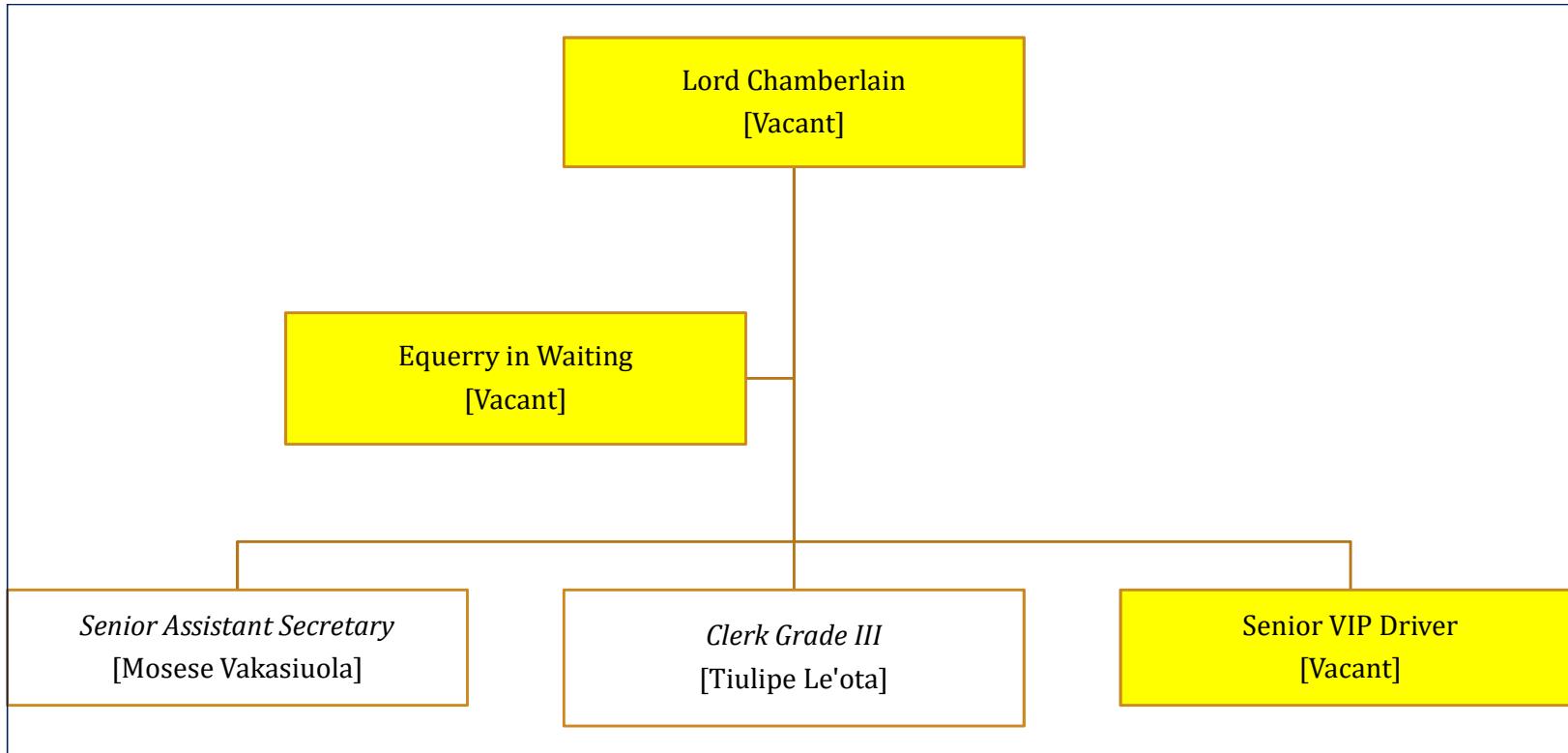
** posts have been pooled to Vacant Positions at the Ministry of Finance.

ANNEX D: PALACE OFFICE DIVISIONS

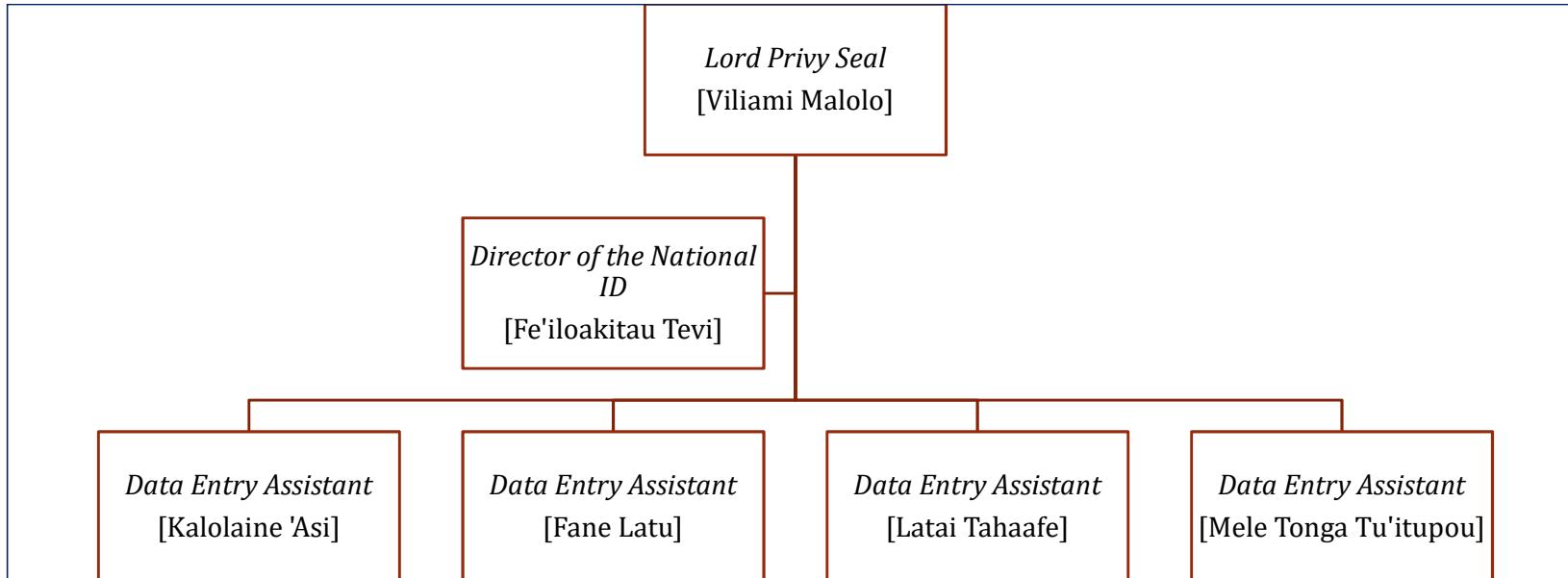
DIVISION 1: OFFICE OF THE PRIVATE SECRETARY



DIVISION 2:
OFFICE OF THE LORD CHAMBERLAIN



DIVISION 3:
OFFICE OF THE LORD PRIVY SEAL



ANNEX E: BUDGET ESTIMATES FY2025/26-2027/28

BUDGET SUBMISSION FOR FY2025/26 - FY2027/28

OVERALL BUDGET SUMMARY							
Funding Source Details	FY 2023/24 Actual	FY 2024/25 Original Budget Estimate	FY 2024/25 Outturn	FY 2025/26 New Initiatives Requests	FY 2025/26 Budget Estimate	FY 2026/27 Budget Estimate	FY 2027/28 Budget Estimate
General Fund	4,301,992.94	4,924,400.00	4,748,548.62	1,883,699.00	6,556,600.00	6,111,000.00	6,111,000.00
Confirmed Budget Support Fund	-	-	-	-	-	-	-
Overseas Donor Funding - In-Kind	-	-	-	-	-	-	-
Overseas Donor Funding	-	-	-	-	-	-	-
Total	4,301,993	4,924,400	4,748,549	1,883,699	6,556,600	6,111,000	6,111,000
RECURRENT BUDGET ESTIMATE							
Sub-Program Details	FY 2023/24 Actual	FY 2024/25 Original Budget Estimate	FY 2024/25 Outturn	FY 2025/26 New Initiatives Requests	FY 2025/26 Budget Estimate	FY 2026/27 Budget Estimate	FY 2027/28 Budget Estimate
<i>Sub-program 1.01 - Leadership and Policy Advice</i>	4,094,616	4,540,600	4,401,202	1,580,699	5,868,600	5,723,000	5,723,000
<i>Sub-program 1.02 - Office of the Lord Chamberlain</i>	76,163	99,500	96,728	3,000	94,500	94,500	94,500
<i>Sub-program 1.03 - Lord Privy Seal</i>	131,213	284,300	250,619	-	293,500	293,500	293,500
Total	4,301,993	4,924,400	4,748,549	1,583,699	6,256,600	6,111,000	6,111,000
Recurrent Budget _ Checking							
<i>Baseline _ RECEIPTS</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

April 2025

PALACE OFFICE CORPORATE PLAN FY25/26 – 27/28

	\$ Balanced	\$ Balanced	\$ Balanced	\$ Balanced	\$ Balanced	\$ Balanced
Baseline _ PAYMENTS	\$ 4,301,993	\$ 4,924,400	\$ 4,748,549	\$ 4,672,900	\$ 4,672,900	\$ 4,672,900
	\$ 4,301,993	\$ 4,924,400	\$ 4,748,549	\$ 4,672,900	\$ 4,672,900	\$ 4,672,900
	Balanced	Balanced	Balanced	Balanced	Balanced	Balanced
	0	0				
Submission_ RECEIPTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Submission_ PAYMENTS	\$ 4,301,993	\$ 4,924,400	\$ 4,748,549	\$ 1,883,699	\$ 6,556,600	\$ 6,111,000
Variance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ 1,883,700	\$ 1,438,100	\$ 1,438,100

DEVELOPMENT BUDGET ESTIMATE						
Sub-Program Details	FY 2023/24 Actual	FY 2024/25 Original Budget Estimate	FY 2024/25 Outturn	FY 2025/26 Budget Estimate	FY 2026/27 Budget Estimate	FY 2027/28 Budget Estimate
<i>Sub-program 1.01 - Leadership and Policy Advice</i>	-	-	-	-	-	-
<i>Sub-program 1.02 - Office of the Lord Chamberlain</i>	-	-	-	-	-	-
<i>Sub-program 1.03 - Lord Privy Seal</i>	-	-	-	-	-	-

Total	-	-	-	-	-	-	-	-	-
Development Budget _ Checking									
Baseline _ PAYMENTS									
	\$		\$		\$		\$		\$
	Balanced		Balanced		Balanced		Balanced		Balanced
Submission_ PAYMENTS	\$		\$		\$		\$		\$
	\$		\$		\$		\$		\$