



Government of Canada
Privy Council Office

Gouvernement du Canada
Bureau du Conseil privé

Canada

PRIVY COUNCIL OFFICE

FUTURE-ORIENTED STATEMENT OF OPERATIONS

FOR THE YEARS ENDING MARCH 31, 2026 AND MARCH 31, 2027



Future-Oriented Statement of Operations: For the years ending March 31, 2026 and March 31, 2027

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Privy Council Office
Future-Oriented Statement of Operations (unaudited)
For the year ending March 31
(in thousands of dollars)

	Forecast results 2025-26	Planned results 2026-27
Expenses		
Serve the Prime Minister and Cabinet	156,643	172,262
Internal services	132,810	120,986
Total expenses	289,453	293,248
Revenues		
Miscellaneous revenues	7,855	8,191
Revenues earned on behalf of government	(21)	(21)
Total revenues	7,834	8,170
Net cost of operations before government funding and transfers	281,619	285,078

The accompanying notes form an integral part of the Future-Oriented Statement of Operations.

Notes to the Future-Oriented Statement of Operations (unaudited)

1. Methodology and significant assumptions

The Future-Oriented Statement of Operations has been prepared based on government priorities and departmental plans as described in the Departmental Plan.

The information in the forecast results for fiscal year 2025-26 is based on actual results as at December 31, 2025 and on forecasts for the remainder of the fiscal year. Forecasts have been made for the planned results for fiscal year 2026-27.

The main assumptions underlying the forecasts are as follows:

- The department's activities will remain substantially the same as in the previous year.
- Expenses and revenues, including the determination of amounts internal and external to the government, are based on experience. The general historical pattern is expected to continue.

These assumptions are made as at December 31, 2025.

2. Variations and changes to the forecast financial information

Although every attempt has been made to forecast final results for the remainder of 2025-26 and for 2026-27, actual results achieved for both years are likely to differ from the forecast information presented, and this variation could be material.

In preparing this Future-Oriented Statement of Operations, the Privy Council Office has made estimates and assumptions about the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances, and are continually evaluated.

Factors that could lead to material differences between the Future-Oriented Statement of Operations and the historical statement of operations include:

- the timing and the amount of acquisitions and disposals of property, plant and equipment, which may affect gains, losses and amortization expense;
- the implementation of new collective agreements;
- economic conditions, which may affect both the amount of revenue earned and the collectability of loan receivables; and
- other changes to the operating budget, such as new initiatives or technical adjustments later in the fiscal year.

After the Departmental Plan is tabled in Parliament, the Privy Council Office will not be updating the forecasts for any changes in financial resources made in ensuing supplementary estimates. Variances will be explained in the Departmental Results Report.

3. Summary of significant accounting policies

The Future-Oriented Statement of Operations has been prepared using the Government of Canada's accounting policies in effect for fiscal year 2025-26 and is based on Canadian public sector accounting standards. The presentation and results using the stated accounting policies do not result in any significant differences from Canadian public sector accounting standards.

Significant accounting policies are as follows:

a. Expenses

Expenses are generally recorded when goods are received or services are rendered and include expenses related to personnel, professional and special services, repair and maintenance, utilities, materials and supplies, as well as amortization of tangible capital assets. Provisions to reflect changes in the value of assets or liabilities, such as provisions for bad debts, loans, investments and advances and inventory obsolescence, as well as utilization of inventories and prepaid expenses, and other are also included in expenses.

b. Revenues

Revenues are recognized in the period the event giving rise to the revenues occurred and future economic benefits are expected to be received.

Revenues that are non-respendable are not available to discharge the department's liabilities. Although the deputy head is expected to maintain accounting control, he or she has no authority over the disposition of non-respendable revenues. As a result, non-respendable revenues are earned on behalf of the Government of Canada and are therefore presented as a reduction of the department's gross revenues.

4. Parliamentary authorities

The department is financed by the Government of Canada through parliamentary authorities. Financial reporting of authorities provided to the department differs from financial reporting according to generally accepted accounting principles because authorities are based mainly on cash flow requirements. Items recognized in the Future-Oriented Statement of Operations in one year may be funded through parliamentary authorities in prior, current or future years. Accordingly, the department has different net cost of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables.

**a) Reconciliation of net cost of operations to requested authorities
(in thousands of dollars)**

	Forecast results 2025-26	Planned results 2026-27
Net cost of operations before government funding and transfers	281,619	285,078
Adjustment for items affecting net cost of operations but not affecting authorities:		
Amortization of tangible capital assets	(3,922)	(4,205)
Gain on disposal of tangible capital assets	8	8
Services provided without charge by other government departments	(33,517)	(33,430)
(Increase) / decrease in vacation pay and compensatory leave	1,016	(530)
(Increase) / decrease in employee future benefits	1,165	138
Refunds and adjustments of previous years' expenditures	1,780	613
Total items affecting net cost of operations but not affecting authorities	(33,470)	(37,406)
Adjustment for items not affecting net cost of operations but affecting authorities:		
Acquisition of tangible capital assets	3,800	4,600
Increase / (decrease) in inventory	(65)	10
Increase / (decrease) in prepaid expenses	86	(17)
Total items not affecting net cost of operations but affecting authorities	3,821	4,593
Requested authorities forecasted to be used	251,970	252,265

**b) Authorities provided/requested
(in thousands of dollars)**

	Forecast results for 2025-26	Planned results for 2026-27
Authorities provided/requested		
Vote 1: operating expenditures	263,693	224,350
Statutory amounts	27,870	27,915
Total authorities provided/requested	291,563	252,265
Less: Estimated unused authorities and other adjustments	39,593	-
Requested authorities forecasted to be used	251,970	252,265

The authorities presented reflect current forecasts of statutory items; approved initiatives included in Estimates documents; and estimates of amounts to be allocated from Treasury Board Central Votes.