

Privy Council Office 2024–25 Departmental Plan

The Right Honourable Justin Trudeau,
Prime Minister of Canada

John Hannaford,
Clerk of the Privy Council and Secretary
to the Cabinet



Government of Canada
Privy Council Office

Gouvernement du Canada
Bureau du Conseil privé

Canada

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Privy Council Office's 2024–25 Departmental Plan at a glance

A departmental plan describes a department's priorities, plans and associated costs for the upcoming three fiscal years.

- [Vision, mission, raison d'être and operating context](#)
- [Ministers' mandate letters](#)

Key priorities

- Provide non-partisan advice to the Prime Minister, the Deputy Prime Minister and Minister of Finance, Portfolio Ministers, Cabinet, and Cabinet committees on matters of national and international importance.
- Support the smooth functioning of the Cabinet decision-making process to help implement the Government's agenda.
- Ensure Canada is safe and secure, and promote a fair, transparent and democratic Government.
- Foster an effective, diverse, inclusive and innovative Public Service.

Refocusing Government Spending

In Budget 2023, the government committed to reducing spending by \$14.1 billion over the next five years, starting in 2023–24, and by \$4.1 billion annually after that.

As part of meeting this commitment, the Privy Council Office (PCO) is planning the following spending reductions.

- **2024–25:** \$3,930,000
- **2025–26:** \$5,486,000
- **2026–27 and after:** \$7,616,000

To achieve these reductions, PCO is reviewing its organizational structure to find efficiencies in order to create savings. This includes right-sizing organizations by combining functions and streamlining management structures to deliver more efficiently and effectively and the redistribution of workload where it does not impede our ability to implement the Government's agenda. In addition, we are reducing discretionary travel and targeting modest reductions in professional services; identifying and eliminating other discretionary expenditures that are not directly aligned with delivering on our core mandate; and lastly finding savings in general corporate overhead across the organization.

The figures in this departmental plan reflect these reductions.

Highlights

A Departmental Results Framework consists of an organization's core responsibilities, the results it plans to achieve, and the performance indicators that measure progress toward these results.

Serve the Prime Minister and Cabinet

Departmental results:

- Government's priorities are achieved
- Cabinet receives high quality advice
- Cabinet decision-making process runs smoothly to help implement the Government's agenda
- Public Service renewal priorities are achieved

PCO facilitates coherent and consistent government-wide implementation of Cabinet decisions. This enables the government of the day to deliver on its priorities to the benefit of all Canadians.

In 2024–25, PCO will continue to support the Prime Minister and Cabinet in advancing the Government's priorities. To this end, the Department will:

- Support and advance economic and social policies that foster innovation, skills development, economic growth, access to housing, affordability, sustainable jobs and growth of the middle class.
- Provide timely, comprehensive, expert analysis and advice in support of the full spectrum of policy, budget, machinery of government and legislative priorities of the Prime Minister, Cabinet and Cabinet committees.
- Continue to enhance partnerships with provincial, territorial, and municipal governments, as well as Indigenous partners and communities, to advance the Government of Canada's priorities, including in the areas of health care, climate, housing, reconciliation, internal trade, public safety and immigration.
- Support the Prime Minister, the Deputy Prime Minister and Minister of Finance and Cabinet Ministers by providing timely and non-partisan analysis and advice to advance the Government's suite of affordability measures to reduce the cost of living for Canadians.
- Support the Prime Minister and the Deputy Prime Minister and Minister of Finance in advancing reconciliation with Indigenous peoples.
- Focus on supporting the Government's agenda through protecting the environment, fighting climate change, modernizing international trade agreements, strengthening trade within Canada, supporting supply chain resilience, and enhancing Canada's immigration system, including for asylum seekers.

- Develop and provide strategic foreign, security and defence policy advice and relevant intelligence assessments to advance Canada's interests at home and abroad, and bolster national security.
- Support the effective management and renewal of the Public Service, including through leading by example in sustaining and accelerating momentum on the Clerk's Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service, and the forward direction to deputies and supporting a renewed dialogue on values and ethics.

More information about PCO's core responsibility, Serve the Prime Minister and Cabinet, can be found in the full departmental plan.

Privy Council Office 2024–25 Departmental Plan

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From the Prime Minister



The Right Honourable Justin Trudeau
Prime Minister of Canada

I am happy to present the Privy Council Office’s 2024–25 Departmental Plan.

The last few years have been tough. And while Canada’s economy is proving itself resilient, many families are still struggling to make ends meet or find an affordable place to call their own. This plan outlines the Privy Council Office’s priorities over the coming year, as we work together to ensure Canadians get the services they need, when they need them, and help build a Canada where the middle class gets ahead.

One of our key priorities is housing. The cost to build homes in Canada is too high, and the time it takes to finish projects is too long. That is why we are working with partners across the country to cut red tape, fast track construction, and build more homes that Canadians can afford.

In the coming year, we must accelerate these efforts – getting more partners on board, more homes off the ground, and help more Canadians achieve home ownership.

Canada’s universal health care system has faced enormous strain in recent years. That is why we are taking action to deliver better health care for Canadians, putting billions on the table in additional health care funding for provinces, territories, and Indigenous partners. As we announce tailored agreements with provinces and territories, this funding will help hire more doctors, nurses, and health professionals, reduce backlogs, improve access to care, and address systemic inequities in services, including for Indigenous, Northern, and remote communities. Through the Canada Dental Benefit and the Canadian Dental Care Plan, we are removing barriers to accessing dental health care for millions of Canadians across the country. We are also bringing down child care costs, with over half of provinces and territories now providing Canadian families with \$10-a-day child care. That means more women in the workforce and better, more affordable care for kids.

As the fight against climate change becomes ever more pressing, the world is looking to Canada to take leadership. This coming year, we will accelerate efforts to tackle and mitigate the impacts of climate change. Whether it’s developing a sustainable critical mineral supply chain or building batteries and electric cars right here in Canada, we are attracting world-class investment in clean technology while creating good middle-class jobs and keeping our air clean. We are also working with all orders of government to ensure communities are better prepared to respond to the growing threat posed by flooding, wildfires, and extreme heat events.

The federal government remains committed to walking the path of reconciliation with First Nations, Inuit, and Métis, in everything we do. Over the next year, we will advance on our work with Indigenous Peoples to remove barriers, recognize rights, and advance self-determination. Among other priorities, I look to the Privy Council Office to guide our efforts to implement the *United Nations Declaration on the Rights of Indigenous Peoples Act* Action Plan and the Truth and Reconciliation Commission’s Calls to Action, and to create new opportunities for Indigenous communities and businesses in support of economic reconciliation.

Across the world, we are witnessing threats to democracy and fractures in the rules-based international order. In the face of global uncertainty, Canada is steadfast in our fight against attempts to undermine democracy, the rule of law, and justice. We must continue to support Ukraine as it pushes back against Russia’s brutal, unprovoked invasion. Ukraine is fighting for its land, culture, and identity – but also for our collective future. The Canadian Armed Forces have trained over 40,000 Ukrainian troops and through their deployment in Latvia – the largest current Canadian military deployment abroad – we are making a meaningful contribution to Euro-Atlantic security and strengthening the NATO Alliance.

Canada is diverse, and its public service should reflect the country it serves. As we look to the year ahead, we're building a diverse, equitable, and inclusive public service, with the Clerk's Call to Action on Anti-Racism, Equity, and Inclusion as our roadmap. That includes appointing, sponsoring, supporting, and recruiting candidates from Indigenous communities, and Black and other racialized communities from across Canada.

In the coming year, we will undoubtedly face new challenges and new opportunities. As we tackle them, let's stay focused on delivering for Canadians. I look forward to working with all public servants, at the Privy Council Office and across the Government of Canada, to build a better Canada for everyone. Your dedication and service to your country and to your fellow Canadians make our work possible. Thank you!

Plans to deliver on core responsibility and internal services

Core responsibility and internal services:

- [Serve the Prime Minister and Cabinet](#)
- [Internal services](#)

Serve the Prime Minister and Cabinet

In this section

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Description

To deliver analysis, advice and support to the Prime Minister, the Deputy Prime Minister and Ministers of the Portfolio including non-partisan advice and information from across the Public Service resulting from consultations and collaboration with international and domestic sources inside and outside government.

To act as secretariat to the Cabinet and its committees including managing the Cabinet's decision-making system, coordinate departmental policy proposals to Cabinet, schedule and provide support services for meetings of Cabinet and Cabinet committees, advance the Government's agenda across federal departments and agencies, and provide administrative services to the Prime Minister's Office, the Deputy Prime Minister's Office, Portfolio Ministers, and Commissions of Inquiry.

To lead and renew the Public Service in order to advise the Government in implementing its agenda, foster healthy workplaces that promote diversity and inclusion, and deliver services and results to Canadians.

Quality of life impacts

Good governance – Confidence in institutions

Through its core responsibility of serving the Prime Minister and Cabinet, the Privy Council Office (PCO) provides non-partisan advice and strategic guidance to the Prime Minister and Cabinet, and supports the Government’s policy development and decision-making process. PCO’s core responsibility contributes to the Quality of Life domain of “Good governance” and more specifically, the indicator of “Confidence in institutions”.

Good governance - Representation in senior leadership positions and discrimination and unfair treatment

PCO fosters an effective, diverse, inclusive and innovative Public Service by embracing transparency and ensuring decision-making processes across whole-of-government promote accountability and stand up to the highest level of public scrutiny. PCO promotes the Quality of Life domain of “Good governance”, and specifically the indicator of “Representation in senior leadership” by ensuring that it promotes fairness, safety, and fosters a culture of equity, diversity and inclusion in senior leadership positions.

Prosperity – Economic prosperity

PCO also contributes to the Quality of Life domain of “Prosperity”, and specifically the indicator of “Economic prosperity”. For example, PCO provides analysis and advice to the Prime Minister and Cabinet on economic issues such as affordability and housing.

Environment – Ecological integrity and environmental stewardship

In supporting the Government’s climate change and adaptation agenda, PCO also contributes to the advancement of the Quality of Life domain of “Environment”, and specifically the indicators of “Ecological integrity and environmental stewardship” as they relate to the Government’s commitment to reducing greenhouse gas emissions, as well as improving air quality.

Society – Positive perceptions of diversity

PCO contributes to advancing the Quality of Life domain of “Society” and specifically the “Positive perceptions of diversity” indicators. Recognizing the strength derived from a workforce that represents Canada’s diversity, PCO demonstrates leadership by actively promoting inclusive policies and practices by advising the Prime Minister and Cabinet on issues related to equity, intersectionality and reconciliation, as well as by ensuring that decision-making processes are enriched by a range of perspectives that represent Canada’s diverse regions and peoples.

PCO contributes to a Government that better reflects the diverse makeup of the Canadian population while walking the path of reconciliation by fostering an environment that embraces differences.

Results and targets

The following tables show, for each departmental result related to the core responsibility Serve the Prime Minister and Cabinet, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024–25. PCO’s indicators and related targets included in this table were introduced as part of the 2023–24 Departmental Plan. Therefore, there are no results available for previous years.

Table 1: Indicators, results and targets for departmental results

Departmental Result: Government’s priorities are achieved.

| Indicator | [2020–21] result | [2021–22] result | [2022–23] result | Target | Date to achieve |
|---|------------------|------------------|------------------|--|-----------------|
| Survey Cabinet committee chairs whether they feel well-supported for meetings and whether they believe that their Committee’s time was effectively allocated to Government priorities and time sensitive business | | | | (2023–24 and 2024–25 are baseline years) | March 2025 |

Departmental Result: Cabinet receives high quality advice.

| Indicator | [2020–21] result | [2021–22] result | [2022–23] result | Target | Date to achieve |
|---|------------------|------------------|------------------|---|-----------------|
| Percentage of Cabinet Ministers that indicate that MCs include satisfactory GBA Plus analysis | | | | Feedback from over 50% of Ministers or Ministers’ offices, 80% overall satisfaction with services | March 2025 |
| Percentage of Cabinet Ministers satisfied with service and advice from the | | | | Feedback from over 50% of Ministers or Ministers’ offices, 80% overall | March 2025 |

| Indicator | [2020–21] result | [2021–22] result | [2022–23] result | Target | Date to achieve |
|----------------------|------------------|------------------|------------------|----------------------------|-----------------|
| Privy Council Office | | | | satisfaction with services | |

Departmental Result: Cabinet decision-making process runs smoothly to help implement the Government's agenda.

| Indicator | [2020–21] result | [2021–22] result | [2022–23] result | Target | Date to achieve |
|---|------------------|------------------|------------------|---|-----------------|
| Orders in Council are made available to the public without delay in accordance with the <i>Statutory Instruments Act</i> | | | | A. 95% of OICs are posted on the PCO-OIC Website within three (3) business days B. 95% of public inquiries are answered within three (3) business days | March 2025 |
| Percentage of official Cabinet material submitted by departments to the Privy Council Office, respecting the <i>Guidance for the Drafting of the Memoranda to Cabinet</i> | | | | 80% | March 2025 |

Departmental Result: Public Service renewal priorities are achieved.

| Indicator | [2020–21] result | [2021–22] result | [2022–23] result | Target | Date to achieve |
|--|------------------|------------------|------------------|----------|-----------------|
| Percentage of Public Service employees who describe their workplace as being psychologically healthy | | | | Increase | March 2025 |
| Percentage of Public Service employees who | | | | Increase | March 2025 |

| Indicator | [2020–21] result | [2021–22] result | [2022–23] result | Target | Date to achieve |
|---|------------------|------------------|------------------|--------|-----------------|
| feel that their department or agency implements activities or practices that support diversity, inclusion, and anti-racism* | | | | | |

*This indicator would use, as a data source, all the diversity and inclusion and anti-racism questions from the Public Service Employee Survey and will determine whether overall there has been an increase when we compare the sum of all the "most positive or least negative answers".

The financial, human resources and performance information for PCO’s program inventory is available on [GC InfoBase](#).

Plans to achieve results

PCO is committed to helping the Government achieve its priorities through the delivery of expert analysis and advice, and by providing operational support to Cabinet and Cabinet committees.

In collaboration with other departments and agencies, PCO will continue to advance the Government’s public service agenda and support the Clerk of the Privy Council in his role as head of the Public Service. PCO will also support the Prime Minister in determining how to organize and structure the Government of Canada in order to meet its goals and objectives.

In 2024–25, PCO intends to achieve its departmental results by:

Providing non-partisan advice to the Prime Minister, the Deputy Prime Minister and Minister of Finance, Portfolio Ministers, Cabinet, and Cabinet committees on matters of national and international importance

- Work with other federal departments and agencies to support and advance economic and social policies that foster and enhance innovation, skills development, access to housing, affordability, sustainable jobs, health, employment, public safety, greater and inclusive labour market participation and growth of the middle class;
- Support the Prime Minister, the Deputy Prime Minister and Minister of Finance and Cabinet Ministers by providing timely and non-partisan analysis and advice to advance the Government’s suite of affordability measures, including in areas such as housing, groceries and child care services, to reduce the cost of living for Canadians;

- Provide advice and support to the Prime Minister, the Deputy Prime Minister and Minister of Finance, Cabinet and Cabinet committees on matters related to service delivery to ensure that the full suite of government services are delivered in a more efficient, timely and accessible manner for Canadians;
- Focus on supporting the Government's agenda through modernizing international trade agreements, supporting supply chain resilience, global leadership in responsible Artificial Intelligence (AI), fighting climate change and protecting the environment, and enhancing Canada's immigration system, including for asylum seekers;
- Provide advice and support to the Prime Minister, the Deputy Prime Minister and Minister of Finance, the Minister of Public Safety, Democratic Institutions and Intergovernmental Affairs, Cabinet and Cabinet committees on matters related to internal trade, to enhance trade across Canada and collaborate with provinces and territories to reduce barriers to trade within Canada;
- Provide advice and support to the Leader of the Government in the House of Commons on legislative initiatives that advance government priorities and the day-to-day management of the House of Commons.
- Collaborate with other federal departments and agencies to develop and provide strategic foreign, security and defence policy advice and relevant intelligence assessments to advance Canada's interests at home and abroad, and bolster national security;
- Deliver advice and analysis to the Prime Minister to advance Canada's international engagements, including with respect to peace and security, international trade and development, as well as the advancement of core values such as democracy, human rights, and the rule of law;
- Provide advice and support to the Prime Minister and Minister of Public Safety, Democratic Institutions and Intergovernmental Affairs on strengthening and protecting Canada's democratic institutions;
- Provide advice and support to the Prime Minister around the efficient and effective organization of government;
- Provide advice and support to the Prime Minister, the Deputy Prime Minister and Minister of Finance, the Minister of Public Safety, Democratic Institutions and Intergovernmental Affairs, the Quebec Lieutenant, Cabinet and Cabinet committees on matters related to intergovernmental relations to enhance partnerships with provincial, territorial, and

municipal governments, as well as Indigenous partners and communities, to advance the Government of Canada's priorities;

- Support the Prime Minister and the Deputy Prime Minister and Minister of Finance in renewing relationships with Indigenous peoples, including continuing to work with supporting departments on legislation, agreements and policies to support rights recognition and increased self-determination to advance reconciliation;
- Provide advice and support to the Prime Minister, the Deputy Prime Minister and Minister of Finance, Cabinet and Cabinet committees to articulate and implement litigation strategies that consider horizontal policy, financial, legal, and societal implications;
- Continue to take action on climate change, including by supporting integrated, horizontal climate action within PCO and across the Government of Canada to reach 40-45% emissions reductions below the 2005 levels by 2030 and setting the pathway to net zero emissions in 2050; and,
- Accelerate decision-making on clean growth projects by improving federal coordination, facilitating regulatory and permitting efficiencies, and supporting the development of legislative amendments to the *Impact Assessment Act*.

Supporting the smooth functioning of the Cabinet decision-making process to help implement the Government's agenda

- Deliver timely, comprehensive, expert analysis and advice in support of the full spectrum of policy, budget, machinery of government, and legislative priorities of the Prime Minister, Cabinet and Cabinet committees, and continue to ensure that proposals and advice presented to Cabinet Ministers consider the populations directly impacted and take into account a variety of perspectives. This includes considerations such as gender-based analysis plus, equity, diversity and inclusion, intersectionality, an anti-racism lens and quality of life analysis, intergovernmental considerations, and those related to client-centric implementation;
- Deliver an effective and efficient Cabinet business system by supporting the Prime Minister, Cabinet Ministers, and fellow public servants before, during, and after the Cabinet and Cabinet committee meetings. This includes coordinating the planning of Cabinet priorities through the management of the Cabinet forward agenda and operating the Government's official submission and distribution centre for Cabinet material;
- Provide secretariat support to the Cabinet in its Governor in Council role, and support the Prime Minister and the Clerk of the Privy Council on activities relating to the use and management of Orders in Council, regulations and other statutory instruments; and,

- Provide timely insights to the Prime Minister and Cabinet on the delivery of the Government's agenda, including key announcements on commitments, priorities, delivery of core services, and emerging events, while working with departments and agencies to support implementation and help ensure results-driven progress is data-informed and demonstrable to Canadians.

Ensuring Canada is safe and secure, and promoting a fair, transparent and democratic Government

- Continue to ensure the effective coordination of the national security and intelligence community, and provide analysis, assessment and advice, with a whole-of-government perspective, to the Prime Minister and National Security Council on strategic national security issues and initiatives, as well as incidents and other crises with significant national security and emergency management implications;
- Ensure an effective horizontal coordination of the Government's emergency management priorities through dedicated support to the Prime Minister, the President of the King's Privy Council for Canada and Minister of Emergency Preparedness and Minister responsible for the Pacific Economic Development Agency of Canada, and Cabinet;
- Coordinate, develop and implement government-wide measures to safeguard Canada's democracy and electoral system, including measures designed to combat disinformation; and,
- Continue to support the Government in its commitment to an open, transparent and merit-based process for Governor in Council appointments that reflect Canada's diversity.

Fostering an effective, diverse, inclusive and innovative Public Service

- Support public service renewal including by advancing a renewed dialogue with public servants on values and ethics and continuing to engage with employees across the Public Service to support their efforts in adopting innovative practices in their organizations;
- Promote a healthy work environment free of racism, harassment and discrimination by continuing to accelerate efforts to support greater equity, diversity and inclusion pertaining to accessibility, reconciliation with Indigenous Peoples, Black, racialized and 2SLGBTQIA+ employees and working with partners to lead by example to sustain and accelerate momentum on the Clerk's Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service and forward direction to deputies; and,

- Improve results for Canadians by supporting departments and agencies to effectively implement outcomes-based policy and program approaches (e.g., challenge prizes, behavioural science), in key priority areas such as public health and climate action.

Snapshot of planned resources in 2024–25

- **Planned spending:** \$143,388,708
- **Planned full-time resources:** 772 full-time equivalents (FTEs)

Related government priorities

Gender-based analysis plus

Starting in 2018 through the *Gender Budgeting Act*, the Government integrated gender and diversity impacts into the budget process, and introduced a new Gender Results Framework to inform the Government’s decision-making and measure Canada’s progress in achieving greater gender equality. Gender-based Analysis Plus (GBA Plus) has been a mandatory component of Memoranda to Cabinet since 2016. As such, in 2024–25, PCO will continue to review GBA Plus in Memoranda to Cabinet. PCO will also continue to provide advice to the Clerk of the Privy Council, Prime Minister and Cabinet on matters related to GBA Plus.

PCO will continue to use the analytical tool of GBA Plus to consider the diverse implications of Government initiatives on equity-deserving communities in policy proposals and broader departmental work. In 2024–25, PCO will continue to build capacity through the ongoing work of a GBA Plus Network internal to the Department as well as a PCO Assistant Secretary GBA Plus Committee. PCO will also continue to implement its [GBA Plus Framework](#).

In addition, through the GBA Plus Focal Point, PCO will continue to engage Women and Gender Equality Canada, the Department of Finance Canada, and the Treasury Board of Canada Secretariat on strengthening the implementation and refinement of GBA Plus as it applies to Cabinet documents.

Program inventory

The core responsibility Serve the Prime Minister and Cabinet is supported by the following programs:

- International Affairs and National Security
- Intergovernmental Affairs
- Social and Economic Policy
- Results, Delivery, Impact and Innovation
- Legislative and Parliamentary Governance
- Planning and Operations of Cabinet
- Senior Personnel and Public Service Renewal

- Commissions of Inquiry

Supporting information on planned expenditures, human resources, and results related to PCO's program inventory is available on [GC Infobase](#).

Internal services

In this section

- [Description](#)
- [Plans to achieve results](#)
- [Snapshot of planned resources in 2024–25](#)
- [Related government priorities](#)

Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- management and oversight services
- communications services
- legal services
- human resources management services
- financial management services
- information management services
- information technology services
- real property management services
- materiel management services
- acquisition management services

Plans to achieve results

Through its ongoing modernizing efforts, the departmental Internal Services functions will provide efficient and timely services in support of PCO's priorities.

In 2024–25, PCO will continue to:

- promote diversity in the workforce, including using data analytics and disaggregated data tools to identify trends, gaps, opportunities, and increase the representation of employment equity groups;
- provide effective stewardship of financial, human and information resources;
- work with Government partners (including the Treasury Board of Canada Secretariat, Shared Services Canada, Public Services and Procurement Canada, etc.) to support horizontal initiatives such as the Common Hybrid Work Model for the Federal Public Service, and the Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service;

- provide support for secure communication technologies for senior officials across government;
- assess and implement technology innovations to support the operation of the official submission and distribution centre for Cabinet material;
- implement process and technology improvements to enable timely processes of requests under the *Access to Information Act*; and,
- implement annual commitments related to PCO's Accessibility Plan.

Responding to the Call to Action on Anti-Racism, Equity and Inclusion at PCO

In January 2021, the Clerk of the Privy Council issued the Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service and, in May 2023, issued the Call to Action forward direction message to all deputies across the Federal Public Service.

Since then, PCO remains committed to providing leadership as a department and across the Federal Public Service in advancing anti-racism, equity, and inclusion. Increasing representation within the EX-cadre is a precursor to entrance into senior leadership. Since the Call to Action, as of December 31, 2023, the Department has increased representation in the EX-cadre for Visible Minorities (10.1% to 26.6%), Indigenous Peoples (0% to 2.8%), Persons with Disabilities (2.5% to 6.4%) and Women (53.2% to 56.9%).

To ensure meaningful and sustained progress, the Clerk of the Privy Council Office appointed a Chief Diversity Officer for the Department and established an Anti-Racism Secretariat to advance Inclusion, Diversity, Equity and Anti-racism in September 2023.

In 2024–25, PCO will continue to build on its efforts to support the achievement of a more equitable, diverse and representative workforce through the development of an Anti-Racism Action Plan for the Department, including initiatives to advance hiring, training and career development among equity deserving groups.

To ensure the Department maintains a diverse workforce that is reflective of the Canadian population, PCO will continue to monitor disaggregated employment equity data and representation, while conducting additional analysis to inform decisions based on disaggregated subgroup information, promoting self-identification and consequential accountability.

Table 2: Indicators, results and targets for diversity and inclusion

| Result | Indicator | Target | Date to achieve |
|--|--|---|-----------------|
| PCO's workforce is representative of the Canadian population | Percentage of employment equity groups representation (Visible Minorities*, Indigenous Peoples, Women and Persons with Disabilities) in the Executive (EX) category at PCO | At or above the most recent workforce availability, or improved from previous year (if not at workforce availability) | March 2025 |

*The measure of this indicator will be extended to Executives in the Black and People of Colour employment equity groups once the workforce availability for those groups has been published.

Snapshot of planned resources in 2024–25

- **Planned spending:** \$99,961,878
- **Planned full-time resources:** 582 full-time equivalents (FTEs)

Related government priorities

Planning for contracts awarded to Indigenous Businesses

For fiscal year 2024–25, PCO will continue to support the Government of Canada's commitment to a minimum Indigenous Procurement of 5% by setting its own target at 7%. PCO intends to meet this target by using a combination of voluntary set-asides and regular contracting with registered Indigenous Businesses.

Table 3: Contracts awarded to Indigenous businesses

| 5% reporting field | 2022–23 actual result | 2023–24 forecasted result | 2024–25 planned result |
|--|-----------------------|---------------------------|------------------------|
| Total percentage of contracts with Indigenous businesses | 7.7% | 6.0% | 7.0% |

PCO will undertake measures in order to help meet this target, including the early engagement of the procurement team to better identify available Indigenous business capacity, regular updates for senior management regarding progress towards targets with recommendations for areas where Indigenous vendors could be leveraged; mandatory Indigenous Procurement training courses for new procurement team members and, the modernization and digitization of procurement requests to an online portal which will incorporate mandatory consideration of Indigenous suppliers by business owners, or a strong justification where not considered.

Planned spending and human resources

This section provides an overview of PCO’s planned spending and human resources for the next three fiscal years and compares planned spending for 2024–25 with actual spending from previous years.

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- [Funding](#)
- [Future-oriented condensed statement of operations](#)
- [Human resources](#)

Spending

Table 4: Actual spending summary for core responsibility and internal services (dollars)

The following table shows information on spending for PCO’s core responsibility and for its internal services for the previous three fiscal years. Amounts for the current fiscal year are forecasted based on spending to date (as of September 30, 2023).

| Core responsibility and internal services | [2021–2022] actual expenditures | [2022–2023] actual expenditures | [2023–2024] forecast spending |
|---|---------------------------------|---------------------------------|-------------------------------|
| Serve the Prime Minister and Cabinet | 96,780,850 | 127,600,916 | 120,738,253 |
| Subtotal | 96,780,850 | 127,600,916 | 120,738,253 |
| Internal services | 106,834,513 | 115,336,240 | 118,790,081 |
| Total | 203,615,363 | 242,937,156 | 239,528,334 |

Table 5: Budgetary planning summary for core responsibility and internal services (dollars)

The following table shows information on spending for PCO’s core responsibility and for its internal services for the upcoming three fiscal years.

| Core responsibility and internal services | [2024–25] budgetary spending (as indicated in Main Estimates) | [2024–25] planned spending | [2025–26] planned spending | [2026–27] planned spending |
|---|---|----------------------------|----------------------------|----------------------------|
| Serve the Prime Minister and Cabinet | 143,388,708 | 143,388,708 | 120,075,188 | 116,360,057 |
| Subtotal | 143,388,708 | 143,388,708 | 120,075,188 | 116,360,057 |

| Core responsibility and internal services | [2024–25] budgetary spending (as indicated in Main Estimates) | [2024–25] planned spending | [2025–26] planned spending | [2026–27] planned spending |
|---|---|----------------------------|----------------------------|----------------------------|
| Internal services | 99,961,878 | 99,961,878 | 96,833,281 | 96,356,377 |
| Total | 243,350,586 | 243,350,586 | 216,908,469 | 212,716,434 |

Spending for the core responsibility is expected to decrease by \$23.3 million (16%) in 2025–26 as compared to 2024–25. This planned decrease in spending is mainly due to reduced funding related to the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions. Spending from 2025–26 to 2026–27 is expected to decrease by \$3.7 million (3%) as a result of sunseting funding for the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions as well as spending reductions announced in Budget 2023.

Spending for internal services is expected to decrease by \$3.1 million (3%) in 2025–26 as compared to 2024–25. This planned decrease in spending is mainly due to reduced funding related to the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions as well as spending reductions announced in Budget 2023. Spending from 2025–26 to 2026–27 is expected to decrease by \$0.5 million (1%) mainly as a result of spending reductions announced in Budget 2023.

Table 6: 2024–25 budgetary gross and net planned spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2024–25.

| Core responsibility and internal services | [2024–25] gross planned spending (dollars) | [2024–25] planned revenues netted against spending (dollars) | [2024–25] planned net spending (dollars) |
|---|--|--|--|
| Serve the Prime Minister and Cabinet | 144,148,204 | 759,496 | 143,388,708 |
| Subtotal | 144,148,204 | 759,496 | 143,388,708 |
| Internal services | 107,830,571 | 7,868,693 | 99,961,878 |
| Total | 251,978,775 | 8,628,189 | 243,350,586 |

Revenues reported include those referred to in paragraph 29.1(2)(a) of the *Financial Administration Act*, for revenues received in order to offset expenditures incurred in the fiscal year from the following sources:

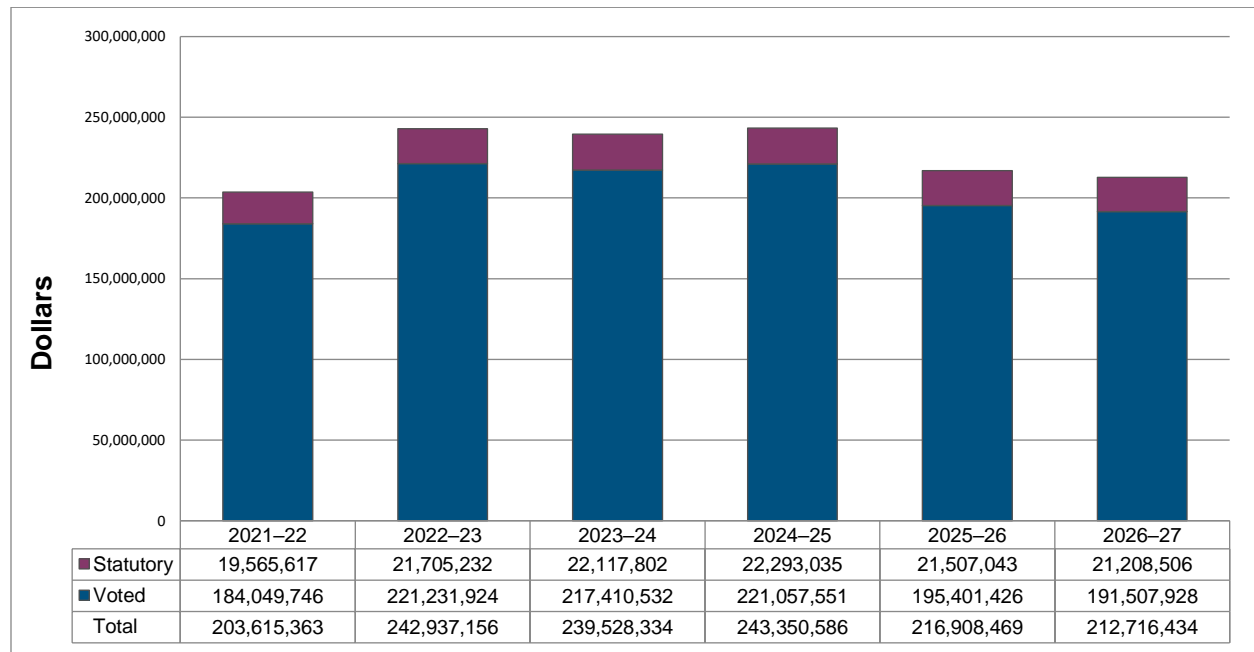
- the provision of intelligence analysis training; and

- the provision of internal support services such as financial management, human resources and information technology services.

Funding

Figure 1: Departmental spending 2021–22 to 2026–27

The following graph presents planned spending (voted and statutory expenditures) over time.



The graph above illustrates PCO's spending trend over a six-year period (2021–22 to 2026–27). Fiscal years 2021–22 and 2022–23 show actual expenditures as reported in the Public Accounts, while 2023–24 presents the forecast for the current fiscal year. Fiscal years 2024–25 to 2026–27 present planned spending.

The 2022–23 spending of \$242.9 million increased by \$39.3 million (19%), compared to 2021–22. The increase is mainly due to increased spending for the Joint Public Inquiry into the Nova Scotia April 2020 Tragedy and the Public Order Emergency Commission, the creation of a dedicated secretariat at the Privy Council Office for emergency preparedness in support of the Minister of Emergency Preparedness, additional resources to enhance departmental capacity and for compensation adjustments related to employee pay rate increases.

Forecast spending in 2023–24 is lower than 2022–23 spending by \$3.4 million (1%), primarily due to the completion of the Joint Public Inquiry into the Nova Scotia April 2020 Tragedy and the Public Order Emergency Commission. This decrease is offset by an expected increase in spending related to the creation of the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions, spending related to the Independent Special

Rapporteur, and increased expenditures expected for employee retroactive payments related to employee pay rate increases.

Spending is expected to increase by \$3.8 million (2%) in 2024–25 compared to 2023–24. This planned increase is mainly due to funding for the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions. The increase is partially offset by decreases in funding stemming from the completion of work related to the Independent Special Rapporteur in 2023-24, spending reductions announced in Budget 2023, and the expected decrease in expenditures for employee retroactive payments related to employee pay rate increases.

Spending is expected to decrease further by \$26.4 million (11%) in 2025–26, mainly due to the sunsetting of funding resulting from the expected completion of the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions in 2024–25 as well as spending reductions announced in Budget 2023.

Spending is expected to decrease by \$4.2 million (2%) in 2026–27, mainly due to the sunsetting of funding for close-out costs related to the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions as well as spending reductions announced in Budget 2023.

Estimates by vote

Information on PCO’s organizational appropriations is available in the [2024–25 Main Estimates](#).

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of PCO’s operations for 2023–24 to 2024–25.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on [PCO’s website](#).

Table 7: Future-oriented condensed statement of operations for the year ending March 31, 2025 (dollars)

| Financial information | [2023–24] forecast results | [2024–25] planned results | Difference ([2024–25] planned results minus [2023–24] forecast results) |
|--|----------------------------|---------------------------|---|
| Total expenses | 281,878,664 | 285,906,824 | 4,028,160 |
| Total revenues | 7,313,844 | 8,603,639 | 1,289,795 |
| Net cost of operations before government funding and transfers | 274,564,820 | 277,303,185 | 2,738,365 |

For fiscal year 2023–24, the net cost of operations before government funding and transfers is forecasted to be lower by \$2,738,365 than the planned 2024–25 results. This change is primarily attributable to an increase in costs for the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions in 2024–25. The increase in 2024–25 is partially offset by decreases in expenditures stemming from the completion of work related to the Independent Special Rapporteur in 2023–24, spending reductions announced in Budget 2023, and expenditures for employee retroactive payments related to employee pay rate increases that were issued in 2023–24.

Human resources

Table 8: Actual human resources for core responsibility and internal services

The following table shows a summary of human resources, in full-time equivalents (FTEs), for PCO’s core responsibility and for its internal services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

| Core responsibility and internal services | [2021–22] actual FTEs | [2022–23] actual FTEs | [2023–24] forecasted FTEs |
|---|-----------------------|-----------------------|---------------------------|
| Serve the Prime Minister and Cabinet | 636 | 673 | 680 |
| Subtotal | 636 | 673 | 680 |
| Internal services | 626 | 662 | 674 |
| Total | 1,262 | 1,335 | 1,354 |

The 2023–24 forecast spending is presented as of September 30, 2023.

Table 9: Human resources planning summary for core responsibility and internal services

The following table shows information on human resources, in full-time equivalents (FTEs), for PCO’s core responsibility and for its internal services planned for 2024–25 and future years.

| Core responsibility and internal services | [2024–25] planned fulltime equivalents | [2025–26] planned fulltime equivalents | [2026–27] planned fulltime equivalents |
|---|--|--|--|
| Serve the Prime Minister and Cabinet | 772 | 744 | 732 |
| Subtotal | 772 | 744 | 732 |
| Internal services | 582 | 571 | 567 |
| Total | 1,354 | 1,315 | 1,299 |

Corporate information

Organizational profile

Appropriate ministers: The Right Honourable Justin Trudeau, Prime Minister of Canada

The Honourable Chrystia Freeland, Deputy Prime Minister and Minister of Finance

The Honourable Steven MacKinnon, Leader of the Government in the House of Commons

The Honourable Dominic LeBlanc, Minister of Public Safety, Democratic Institutions and Intergovernmental Affairs

The Honourable Harjit S. Sajjan, President of the King’s Privy Council for Canada and Minister of Emergency Preparedness and Minister responsible for the Pacific Economic Development Agency of Canada

Institutional head: John Hannaford, Clerk of the Privy Council and Secretary to the Cabinet

Ministerial portfolio: Privy Council Office

Enabling instrument: Order in Council P.C. 1940-1121

Year of incorporation / commencement: 1867

Organizational contact information

Mailing address:

Privy Council Office
85 Sparks Street
Room 1000
Ottawa, Ontario K1A 0A3

Telephone: 613-957-5153 (9:00 a.m. to 5:00 p.m. EST)

Email: info@pco-bcp.gc.ca

Websites:

Privy Council Office - Website: <https://www.canada.ca/en/privy-council.html>

Clerk of the Privy Council - Website: <https://www.canada.ca/en/privy-council/corporate/clerk/role.html>

Clerk of the Privy Council – X (Twitter) Account: <https://twitter.com/PrivyCouncilCA>

X (Twitter) post to @PrivyCouncilCA

Supplementary information tables

The following supplementary information table is available on PCO's website:

- [Gender-based analysis plus](#)

Information on PCO's departmental sustainable development strategy can be found on [PCO's website](#).

Federal tax expenditures

PCO's Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).

This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis plus.

Definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

departmental result (résultat ministériel)

A change that a department seeks to influence. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2024–25 Departmental Plan, government-wide priorities are the high-level themes outlining the government’s agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

Indigenous business

As defined on the [Indigenous Services Canada website](#) in accordance with the Government of Canada’s commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses annually.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within a department and that focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned results.

result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead, they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The vote wording becomes the governing conditions under which these expenditures may be made.