

Privy Council Office
2023–24
Departmental Results Report

The Right Honourable Justin Trudeau,
Prime Minister of Canada

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Clerk of the Privy Council and Secretary to
the Cabinet



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Privy Council Office's 2023–24 Departmental Results Report: At a glance

A Departmental Results Report for the Privy Council Office (PCO) provides an account of actual accomplishments against plans, priorities and expected results set out in the associated [Departmental Plan](#).

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

Key priorities

PCO's priorities for 2023–24 were as follows:

- 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.
- Ensure all Canadians are secure and have the opportunity to attain full social and economic participation.
- Ensure that the Cabinet decision-making process runs smoothly to help implement the Government's agenda.
- Ensure a transparent, democratic and secure Government.
- Foster an effective, diverse, inclusive and innovative Public Service.

Highlights

In 2023–24, the total actual spending (including internal services) for PCO was \$243,972,129 and the total full-time equivalent staff (including internal services) was 1,346. For complete information on PCO's total spending and human resources, read the [Spending and human resources section](#) of the full Departmental Results Report.

The following provides a summary of the Department's achievements in 2023–24 according to its approved Departmental Results Framework. A Departmental Results Framework consists of a department's core responsibilities, the results it plans to achieve and the performance indicators that measure progress toward these results.

Core responsibility: Serve the Prime Minister and Cabinet

Actual spending: \$121,482,862

Actual human resources: 682

Departmental results achieved

In 2023–24, PCO continued to be the hub across government to coordinate and provide timely, comprehensive, expert analysis and advice in support of the full spectrum of policy, budget and legislative priorities of the Prime Minister, the Deputy Prime Minister and Minister of Finance, Portfolio ministers, Cabinet and Cabinet committees. Key achievements included:

- PCO provided expert analysis and advice on the development of Canada’s first Sustainable Jobs Plan, as well as the introduction of Bill C-50, the *Canadian Sustainable Jobs Act*, into Parliament (received Royal Assent on June 20, 2024), to facilitate and promote economic growth, the creation of sustainable jobs, and support for workers and communities in Canada as the country shifts to a net-zero economy.
- PCO provided support and advice to the Prime Minister and Cabinet in decisions around the development of a National School Food Policy and Program; the Canadian Dental Care Program and Pharmacare coverage, programs that are expected to help address the cost of living for families. The National School Food Program, which focuses on accessibility, flexibility, inclusivity, sustainability, and better health, will provide meals to up to 400,000 more kids every year, beyond those served by existing school food programs.
- PCO also supported the implementation of the Housing Accelerator Fund, to accelerate the construction of homes and build safe, affordable communities for Canadians. PCO also worked with Employment and Social Development Canada in finalizing agreements for the Early Learning and Child Care (ELCC) Infrastructure fund, a \$625 million fund to help provinces and territories create child care spaces, supporting the planning, design, construction and renovation of non-profit spaces.
- PCO supported the introduction of legislation to modernize Canada's *Competition Act* in Bill C-56 and Bill C-59, which are now in force. *Competition Act* reforms provide the Competition Bureau with improved enforcement tools for ensuring greater competition in the marketplace, thereby increasing choice and affordability for Canadians.
- PCO Supported the Prime Minister and Cabinet committees in ongoing reconciliation efforts with First Nations, Inuit and Métis. This included providing advice to the Cabinet Committee on Reconciliation and supporting work with Indigenous partners to remove barriers, recognize rights, and advance self-determination.
- PCO supported Immigration, Refugees and Citizenship Canada for the development of the 2024–26 Immigration Levels Plan, and provided support and advice on ongoing efforts to help improve the stability and integrity of Canada’s asylum system. PCO also supported the Minister of Intergovernmental Affairs by operationalizing Canada’s commitments under the Canadian Free Trade Agreement (CFTA).
- PCO coordinated the Government of Canada's response to the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions, and supported

actions to address issues facing the government of relevance to the Inquiry, in order to balance national security and public transparency. This included establishing new strategic inter departmental governance processes and supporting departments in consulting Canadians on Bill C-70 to modernize and fill gaps in existing legislation and strengthen the tools available to combat foreign interference.

- PCO worked closely with other departments to develop foreign and defence policy advice to advance Canada’s values and global interests, and prepared strategic intelligence assessments to ensure the Prime Minister and Cabinet, including the National Security Council, were provided with a whole-of-government perspective on national security matters.
- PCO continued to support the Prime Minister and Cabinet by providing operational updates across multiple hazards and throughout the 2023 flood, wildfire and hurricane seasons, and contributing to the Government’s response to significant events such as by convening the Incident Response Group meetings.
- PCO provided advice and policy support to the mandate commitments of the Minister of Public Safety, Democratic Institutions and Intergovernmental Affairs. This included work to introduce legislation to enhance citizens’ participation and trust in Canada’s electoral process (Bill C-65, introduced on March 20, 2024).
- PCO continued to support the effective management and renewal of the Public Service, including through sustaining and accelerating momentum on the Clerk’s Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service, and supporting a renewed dialogue on values and ethics.

More information about the core responsibility Serve the Prime Minister and Cabinet can be found in the “[Results – what we achieved](#)” section of the full Departmental Results Report.

The Privy Council Office's 2023–24 Departmental Results Report

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From the Prime Minister



The Right Honourable Justin Trudeau
Prime Minister of Canada

I welcome the Privy Council Office's 2023–24 Departmental Results Report, which outlines the public service's progress and achievements in the delivery of critical services to Canadians across the country.

Over the past year, the Privy Council Office, alongside the entire public service, showed unwavering dedication to providing the high-quality services that millions of Canadians rely on. With exemplary professionalism, public servants played an essential part in advancing our efforts to deliver fairness for every generation and make Canada a better place.

This includes our work to build more homes faster and improve access to affordable housing, including through programs like the Housing Accelerator Fund, the Rapid Housing Initiative, and the Affordable Housing Fund. Together, we also continued our work to deliver \$10-a-day child care across Canada and help more parents return to their careers, building on our investments to create more affordable child care spaces.

This past year, the Privy Council Office supported our efforts to improve the health and well-being of Canadians. We launched the Canadian Dental Care Plan to expand dental health coverage for up to nine million uninsured Canadians – and over 2 million people have already signed up. We moved forward with the first phase of our national pharmacare plan, to provide universal coverage for a range of contraception and diabetes medications to millions of Canadians. And we continue to work with provinces and territories to train more doctors and nurses, reduce hospital wait times, clear backlogs, and improve primary care, as part of our investment of almost \$200 billion over 10 years to improve health care in Canada. Earlier this year, we also announced a new National School Food Program that will provide up to 400,000 more kids each year with the healthy meals they need for the best start in life.

In 2023–24, public servants continued to support the government's work to advance the priorities of First Nations, Inuit, and Métis on the shared path of reconciliation. This included consultation and co-operation with Indigenous partners from across the country to develop the *United Nations*

Declaration on the Rights of Indigenous Peoples Act Action Plan 2023–2028, which will help achieve lasting change in Canada’s relationship with Indigenous Peoples. We also continued working closely with Indigenous partners to address gaps in Indigenous health care services and improve access to culturally safe care. Last January, building on years of Inuit-Crown partnership, we reached a milestone agreement on the devolution of Nunavut. This was the largest land transfer in Canada’s history and an even bigger step in realizing the goal of economic, social, and cultural well-being of Nunavut through self-determination.

Over the past year, the Privy Council Office continued to support our efforts to fight climate change, conserve nature, and build a cleaner future for everyone. From mining to manufacturing, we created the right conditions to attract billions of dollars in investments from the world’s top manufacturers across our electric vehicle supply chain. Along with new federal investments in public transit and infrastructure, this is bringing us closer to a future with less emissions. Thanks to the efforts of our public servants, Canada also continues to lead international action to protect the world’s nature and biodiversity and to put the environment on a path to recovery by 2050 – including in close collaboration with Indigenous Peoples. And we worked in partnership with provinces and territories to address and mitigate the devastating impacts of climate change on our communities, including during a particularly challenging wildfire season.

Beyond our borders, the Privy Council Office played a key role in championing Canada’s unwavering commitment to defending peace, democracy, and human rights around the world. This included supporting our ongoing whole-of-government response to Russia’s brutal and unjustifiable invasion of Ukraine, addressing the crisis in the Middle East, contributing to international efforts to restore stability in Haiti, and responding to other global challenges. The Privy Council Office also continues to play a leading role within Canada’s public service to monitor and address threats of foreign interference and combat disinformation to protect our democratic processes and national security. I am thankful for this invaluable support.

This past year, Canada’s public servants once again demonstrated their commitment to addressing racism and promoting inclusion, diversity, equity, and accessibility in the workplace and within our communities. This includes their work to advance our renewed Anti-Racism Strategy and support the launch of Canada’s first-ever Action Plan on Combatting Hate, to help address hate incidents, hate crimes, and violent extremism. They also continued to support initiatives to increase representation for Indigenous, Black, and racialized employees, persons with disabilities, and 2SLGBTQI+ people within Canada’s public service. The Privy Council Office continues to make meaningful change with respect to equity, diversity, and inclusion within the organization. Recognizing there is more work to do, I look forward to seeing that momentum continue to drive lasting, positive change in our workplaces.

As we look ahead, I know I can continue to count on the hard-working public servants of the Privy Council Office and of Canada’s world-leading public service. Their support to me, the Deputy Prime Minister, members of my Cabinet, and all Canadians is invaluable. Together, we will continue to take concrete action to get more homes built, make life more affordable, create good middle-class jobs, protect our democracy, and build an economy that works for everyone. Let’s keep moving forward on our progress.

Results – what we achieved

Core responsibility and internal services

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

Core responsibility: Serve the Prime Minister and Cabinet

In this section

- [Description](#)
- [Progress on results](#)
- [Resources required to achieve results](#)
- [Related government-wide priorities](#)
- [Program inventory](#)

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.

Progress on results

This section presents details on how the Department performed to achieve results and meet targets for the core responsibility, Serve the Prime Minister and Cabinet. Details are presented by departmental result. PCO's indicators and related targets included in this table, for the most part, were introduced as part of the 2023–24 Departmental Plan, and therefore, for most of the indicators, there are no results available for previous years.

Table 1: Targets and results for Serve the Prime Minister and Cabinet

Table 1 provides a summary of the target and actual results for each indicator associated with the results under Serve the Prime Minister and Cabinet.

Government's priorities are achieved

Departmental Result Indicators	Target	Date to achieve target	Actual Results
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	First year would be a baseline year	March 2024	2021–22: 2022–23: 2023–24: 88%

Cabinet receives high quality advice

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of Cabinet Ministers that indicate that MCs include satisfactory GBA Plus analysis	Feedback from over 50% of ministers or minister's offices, 80% overall satisfaction with services	March 2024	2021–22: 69% 2022–23: 81% 2023–24: 67%
Percentage of Cabinet Ministers satisfied with service and advice from the Privy Council Office	Feedback from over 50% of ministers or minister's offices, 80% overall satisfaction with services	March 2024	2021–22: 76% 2022–23: 79% 2023–24: 78%

Cabinet decision-making process runs smoothly to help implement the Government's agenda

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Orders in councils 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 PCOOIC Website within three (3) business days B- 95% of public inquiries are answered within three (3) business days	March 2024	2021–22: 2022–23: 2023–24: A-99%*
Percentage of official Cabinet material submitted by Departments to the Privy Council Office, respecting the Guidance for the Drafting of the Memoranda to Cabinet	80%	March 2024	2021–22: 2022–23: 2023–24: 25%**

Public Service renewal priorities are achieved

Departmental Result Indicators	Target	Date to achieve target	Actual Results
Percentage of Public Service employees who describe their workplace as being psychologically healthy***	Increase	March 2024	2021–22: 2022–23: 68% 2023–24:
Percentage of Public Service employees who feel that their department or agency implements activities or practices that support diversity, inclusion, and anti-racism***	Year-over-year increase	March 2024	2021–22: 2022–23: 79% 2023–24:

*Results will be reported for fiscal year 2024–25. The data collection system and resources required to measure the result were put in place part way through the fiscal year. As a result, data for the full fiscal year is not available. Preliminary results from the last quarter do, however, indicate that PCO is on track to meet this target: from January to March 2024, the service standard was met 96% of the time.

**The adherence to Cabinet submission deadlines can be impacted by the fluidity of government business, shifting priorities and intricacies in executing broad consultations. Additionally, PCO must ensure sound meeting management, balancing accepting late submissions against the Cabinet Committee schedule to avoid cancelling meetings and oversubscribed agendas.

***The Public Service Employee Survey (PSES) is conducted bi-annually and was not conducted in 2023–24.

Additional information on [the detailed results and performance information](#) for PCO’s program inventory is available on GC InfoBase.

Details on results

The following section describes the results for the core responsibility Serve the Prime Minister and Cabinet in 2023–24 compared with the planned results set out in PCO’s Departmental Plan for the year.

Throughout 2023–24, PCO facilitated coordinated action across federal departments and agencies and ensured policy coherence by providing advice and supporting the Prime Minister, his Portfolio ministers and the Cabinet across the entire spectrum of policy challenges and opportunities facing the nation. This included supporting the Prime Minister and the Leader of the Government in the House of Commons to ensure the successful delivery of the Government’s legislative agenda. PCO accomplished this 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

- PCO assisted in improving transit options for Canadians and in addressing the housing crisis, providing non-partisan advice to the Prime Minister on the delivery of the Canada Public Transit Fund and tying housing conditions to the funding, on the transition of Canada’s auto

sector to electrification, and on the extent to which Canada should invest in building an electric vehicle battery manufacturing sector.

- PCO worked with Innovation, Science and Economic Development Canada (ISED), the Department of Finance Canada and the Treasury Board of Canada Secretariat to enhance the Strategic Innovation Fund's policy and funding framework and to support the program's major project approvals through the Cabinet process.
- PCO provided non-partisan advice to the Prime Minister, Minister of Intergovernmental Affairs and Quebec Lieutenant on advancing federal priorities with provinces and territories, including support for key bilateral agreements on health funding, ending gender-based violence, and infrastructure. In addition, PCO supported bilateral and multilateral engagements with all provinces and territories, including through organizing the Atlantic Growth Strategy Leadership Meeting in July 2023 with Atlantic Premiers and federal regional ministers.
- In collaboration with ISED, PCO helped to introduce a first set of amendments to the *Competition Act* as part of Bill C-56, *Affordable Housing and Groceries Act*, which was introduced in September 2023 and received Royal Assent in December 2023. In addition, PCO worked with ISED and the Department of Finance Canada on a second set of amendments to the *Competition Act* for inclusion in the Fall Economic Statement and BIA2 (Bill C-59).
- PCO contributed to obtaining Cabinet approval of the Government's approach to Bill C-27, *Digital Charter Implementation Act*. Bill C-27 seeks to reform Canada's private sector privacy regime and create a new legislative framework to address potential harms posed by artificial intelligence systems. Introducing legislation to advance the Digital Charter is one of ISED's Minister mandate letter commitments.
- PCO provided support and advice to the Prime Minister and Cabinet to resolve several contentious fisheries issues, including with First Nations. This included to advance the implementation of Treaty rights and fisheries negotiations with First Nations in both the West and East coasts, including with 14 First Nations in British Columbia and ,with the Department of Fisheries Oceans and the Canadian Coast Guard, in advancing the open net-pen salmon aquaculture transition plan in British Columbia.
- PCO supported the Prime Minister on issues relating to the Crown in Canada including participation in the Coronation of King Charles III and related activities and the appointment of Lieutenant Governors.
- PCO also supported the Minister of Intergovernmental Affairs to advance internal trade and operationalize Canada's commitments under the Canadian Free Trade Agreement (CFTA). Key achievements included:

- A substantive review of federal party-specific exceptions to the CFTA: this has now been completed with the announcement of the removal and streamlining of one third of all federal exceptions in the CFTA in Budget 2024.
- The launch of the Canadian Internal Trade Data and Information Hub on April 3, 2024 to provide open, transparent and accessible data on the state of internal trade in Canada. The Hub was developed in partnership between Statistics Canada and PCO.
- PCO provided advice and supported engagement and development of amendments to the *Impact Assessment Act* in response to the Supreme Court of Canada decision, to re-establish a robust framework that protects the environment, provides certainty for investors and proponents, and delivers good projects for Canada. PCO also supported the Ministerial Working Group on Regulatory Efficiency for Clean Growth projects.

Supporting the Renewal of the Government's Relationship with Indigenous Peoples

- Supported the Prime Minister in:
 - ✓ Co-Chairing the Permanent Bilateral Mechanism meeting with the Métis National Council, the Inuit-Crown Partnership Committee meeting with Inuit leadership, and the inaugural meeting of the Self Governing and Modern Treaty Intergovernmental Leaders' Forum.
 - ✓ Signing of the Nunavut Lands and Resources Devolution Agreement in Iqaluit, Nunavut.
 - ✓ Signing a recognition agreement with Haida Nation, British Columbia and Canada and introducing associated implementation legislation.
- Supported the Prime Minister and Cabinet committees in reconciliation efforts with First Nations, Inuit and Métis.
 - ✓ This included providing advice to the Cabinet Committee on Reconciliation, supporting engagement with Indigenous partners on a wide range of priorities and supporting work with Indigenous partners to remove barriers, recognize rights, and advance self-determination.
- Engaged in joint distinctions-based committees with other federal departments and Indigenous partners to advance Indigenous climate priorities.
 - ✓ This collaboration supports reconciliation and advances Government of Canada and Indigenous objectives on mitigating and adapting to climate change and promoting clean growth.
- Supported the Prime Minister in:
 - ✓ Decisions to introduce Bill C-61, the First Nations Clean Water Act (December 11, 2023) and to advance Bill C-29, the *National Council for Reconciliation Act* (Royal Assent on April 30, 2024).
 - ✓ Continuing to advance the resolution of First Nations historical grievances through the Specific Claims process.
- To support the achievement of Canada's 2030 target and the transition to net-zero emissions by 2050, PCO supported the development and public release of the 2023 Progress Report on the 2030 Emissions Reduction Plan in December 2023.
- As part of advancing the commitments under the Emissions Reduction Plan, PCO supported the release of Inefficient Fossil Fuel Subsidies Self-Review Assessment Framework and Guidelines, in July 2023, to eliminate inefficient fossil fuel subsidies, as well as the development of the Canada Green Buildings Strategy, setting steps on the path towards greater energy affordability and decarbonization of the buildings sector.
- PCO provided support to the Department of Justice and CSIS by coordinating in person engagements with provinces and territories on enhancing federal legislative measures to counter foreign interference, in support of Bill C-70.
- PCO supported and provided advice to the President of the King's Privy Council and Minister of Emergency Preparedness in delivering the Minister's mandate, including for emergency management mandate letter commitments.

Ensuring all Canadians are secure and have the opportunity to attain full social and economic participation

- PCO continued to work with Public Safety and partners on the implementation of Bill C-21, *An Act to amend certain Acts and to make certain consequential amendments* (firearms), which represented ground-breaking legislation that aims to strengthen Canada's gun control framework and combat the criminal use of firearms. PCO also supported the Department of Justice Canada to advance changes to the *Criminal Code* through Bill C-48, *An Act to amend the Criminal Code (bail reform)*, to strengthen the bail system, including its ability to deal with repeat violent offending and offences involving firearms and other weapons, in response to Premiers' calls for bail reform.
- PCO provided expert analysis and advice on the development of Canada's first Sustainable Jobs Plan, as well as the introduction of Bill C-50, the *Canadian Sustainable Jobs Act*, into Parliament (received Royal Assent on June 20, 2024). This work is intended to provide a plan and framework to facilitate and promote economic growth, the creation of sustainable jobs, and support for workers and communities in Canada as the country shifts to a net-zero economy.
- PCO worked with ISED to pursue amendments through S-6, An Act respecting regulatory modernization, to the *Weights and Measures Act* and the *Electricity and Gas Inspection Act* to create a more modern and flexible measurement framework that supports the adoption of novel technologies, the Government's commitments to green economy and clean fuels, and a fair and competitive marketplace.
- PCO provided support and advice to the Prime Minister and Cabinet in decisions around the development of a National School Food Policy and Program; the Canadian Dental Care Program and Pharmacare coverage, programs that are expected to help ensure Canadians are healthy and able to meet their fullest potential at school and at work. With an investment of \$1 billion over five years, the National School Food Program focuses on accessibility, flexibility, inclusivity, sustainability, and better health, and will provide meals to up to 400,000 more kids every year, beyond those served by existing school food programs. On average, the National School Food Program is expected to save participating families with two kids up to \$800 a year in grocery bills. The Canadian Dental Care Plan will make trips to the dentist more affordable for up to 9 million uninsured Canadians.
- PCO also supported the implementation of the Housing Accelerator Fund, to accelerate the construction of homes and build safe, affordable communities for Canadians . Furthermore, PCO worked with Employment and Social Development Canada in finalizing agreements for the Early Learning and Child Care (ELCC) Infrastructure fund, a \$625 million fund to help provinces and territories create child care spaces, supporting the planning, design, construction and renovation of non-profit spaces. The Canada-wide ELCC has already reduced fees for regulated child care by half on average across the country.

- PCO supported Immigration, Refugees and Citizenship Canada for the development of the 2024–26 Immigration Levels Plan that includes appropriate immigration targets to help address labour market shortages in key sectors while balancing it with the country’s capacity to adequately welcome and accommodate newcomers. PCO also provided support and advice on key work related to improvements to the stability and integrity of Canada’s asylum system, including through adjustments to travel requirements for Mexican citizens.
- PCO coordinated closely with Global Affairs Canada and provided key advice that contributed to further progressing the United Kingdom’s accession to the Comprehensive and Progressive Trans-Pacific Partnership and the modernized Canada-Ukraine Free Trade Agreement.
- In addition to overseeing the whole-of-government implementation of Canada’s Indo-Pacific Strategy, PCO worked closely with other departments to develop foreign and defence policy advice to advance Canada’s values and global interests and supported the Prime Minister’s international engagement through 87 leader calls, 69 bilateral meetings, and 33 visits as well as major summits including the CARICOM Heads of Government Meeting, Global Citizen NOW Summit, G7, Nordic Prime Ministers Meeting, G20, ASEAN, APEC, APEP, NATO Summit, and United Nations General Assembly High-Level Week (including the Climate Action Summit), and Canada-EU Summit.
- PCO coordinated the implementation of Canada’s sanctions regimes, most notably with respect to Russia’s invasion of Ukraine, but also in response to new and complex international peace and security crises, including in the Middle East. Additionally, PCO oversaw the recent defence policy review, which was a key Government priority announced in Budget 2022. In total, Canada committed to invest \$8.1 billion over five years and \$73 billion over 20 years, increasing defence funding to 1.76 per cent of gross domestic product by 2029–30.
- PCO continued to work with other departments and agencies to prepare strategic assessments to ensure the Prime Minister and Cabinet, including the National Security Council, were provided with a whole-of-government perspective on national security matters. PCO also collaborated with Public Safety, Communications Security Establishment Canada, the Treasury Board of Canada Secretariat and other departments to advise on the renewal of Canada’s National Cyber Security Strategy. It is anticipated that the strategy will be published in 2024. PCO also worked closely with Public Safety on the development and launch of public consultations on the modernization of Canada’s toolkit to counter foreign interference and the development of a Foreign Influence Transparency Registry, which laid the foundation for the tabling of foreign interference legislation in Spring 2024.
- PCO coordinated, developed and implemented government-wide measures designed to combat disinformation in order to advance initiatives aimed at safeguarding Canada’s democracy and electoral system. This included: launching the Canadian Digital Media

Research Network (\$5.5 million over 3 years) to strengthen Canadians’ information resilience (June 2023), as well as publishing tools to help community leaders, elected officials, public office holders, and public servants to identify and combat disinformation (January 2024).

- PCO ensured strategic governance process were in place to support decision making on national security issues and took a leadership role in convening relevant departments and agencies , through the Deputy Clerk of the Privy Council and National Security and Intelligence Advisor to the Prime Minister, to address threats facing Canadians, including those from cyber actors, foreign interference and violent extremism.
- PCO coordinated the Government of Canada's response to the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions, and supported actions to address issues facing the government of relevance to the Inquiry, in order to balance national security and public transparency.
- Through the Emergency Preparedness Secretariat, PCO continued to support the Prime Minister and Cabinet by providing operational updates across multiple hazards and throughout the 2023 flood, wildfire and hurricane seasons, and contributing to the Government’s response to significant events such as by convening the Incident Response Group meetings.

Ensuring that the Cabinet decision-making process runs smoothly to help implement the Government’s agenda

- To support well-informed deliberations and efficient decision-making by Cabinet on a broad spectrum of policy, legislative, and operational matters, PCO ensured that high-quality proposals, options, and advice were provided to ministers with key considerations included with respect to gender-based analysis plus, diversity, quality of life analysis, fisheries matters, climate and environmental impact, fiscal impact, implementation, communications, parliamentary affairs, governance, and intergovernmental relations.
- PCO provided timely and professional support through coordinating and scheduling 149 Cabinet and Cabinet committee meetings, and processing 406 departmental Cabinet documents (259 Memoranda to Cabinet and 147 presentations and other documents).
- PCO also supported the Leader of the Government in the House of Commons in advancing the Government’s legislative agenda: 28 government bills were introduced and 26 bills

PCO’s Support to Cabinet and Cabinet Committees in 2023–24
<ul style="list-style-type: none"> • 406 Cabinet documents produced (259 Memoranda to Cabinet and 147 presentations/other documents) • 53.25 hours spent in Cabinet meetings and 245.75 hours spent in 149 full Cabinet and Cabinet Committee meetings by ministers • 1, 267 Orders in Council were processed, of which 920 were approved at Cabinet or via a special ad hoc Cabinet committee and 347 were approved at Treasury Board (acting as the Governor in Council) • 17 Swearing-in Ceremonies were conducted, including the July 2023 Cabinet shuffle for 27 ministers, 2 members of the King’s Privy Council, 3 Lieutenant Governor ceremonies, and various Governor in Council appointees

received Royal Assent during this period. Additionally, PCO successfully implemented the terms of the Memorandum of Understanding signed between House leaders, delivering on the work of the Ad Hoc Committee of Parliamentarians in reviewing the Winnipeg Lab documents.

- PCO continued to provide accurate and timely analysis, advice and support to the Prime Minister and Cabinet in fulfilling the Government's commitment to deliver meaningful results for Canadians. This included providing regular and timely updates on the delivery of top government priorities, tracking key initiatives with cross-departmental policy linkages to ensure coherence, and identifying and addressing implementation and delivery issues and challenges.
- PCO ensured key decisions maintained a results and implementation focus by delivering facts, evidence and advice on front of mind issues for Canadians, including cost of living, housing and child care. PCO also monitored and reported on the alignment of activities on initiatives essential to the Government's responses to these emerging issues, as well as contributing advice on key change agenda items such as climate change and the Government's continual improvement for service delivery.

Ensuring a transparent, democratic and secure Government

- PCO provided advice and policy support to the mandate commitments of the Minister of Public Safety, Democratic Institutions and Intergovernmental Affairs, including to continue to lead an integrated government response to protect Canada's democratic institutions, such as the federal electoral process, from foreign interference and disinformation. This included work to:
 - Deliver to the Prime Minister a report highlighting work completed to date to counter foreign interference as well as further actions to address outstanding recommendations from the National Security and Intelligence Committee of Parliamentarians (NSICOP) and assessments of the Critical Election Incident Public Protocol (Countering an Evolving Threat: Update on Recommendations to Counter Foreign Interference in Canada's Democratic Institutions, April 2023).
 - Support departments in consulting Canadians on modernizing Canada's toolkit to counter foreign interference and developing legislative proposals (Bill C-70, introduced on May 6, 2024, and received Royal Assent on June 20, 2024).
 - Introduce legislation to enhance citizens' participation and trust in Canada's electoral process (Bill C-65, introduced on March 20, 2024).
- PCO provided machinery of government support to the Prime Minister across all government priorities and files, on the structure of Cabinet and its decision-making, and on the authorities of ministers and federal government entities, including on:
 - Leading the establishment of the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions.

- High-impact legislative initiatives such as the Government’s Online Harms bill and the Government’s *National Security Review of Investments Modernization Act*, which received royal assent in March 2024.
- PCO continued to support the Government in carrying out open, transparent, and merit-based (OTMB) selection processes, where possible, for Governor in Council (GIC) and Senate appointments that reflect Canada’s diversity. Between April 1, 2023, and March 31, 2024, over 570 GIC appointments were made, excluding judicial and auditor appointments:
 - Of these, over 170 appointments did not follow an OTMB selection process managed by PCO either due to legislative requirements (e.g., the legislation prescribes a selection process or the appointment is made on the nomination by a third party) or as an alternate selection process managed outside of PCO was in place (e.g., Heads of Mission rotations and Honorary Consuls).
 - Of approximately 400 appointments, 95% were filled following an OTMB selection process. Of the over 570 appointments made in fiscal year 2023–24, approximately 53% identified as women, 18% as visible minorities, 7% as Indigenous Peoples, and 6% as persons with disabilities.

Fostering an effective, diverse, inclusive and innovative Public Service

- PCO continued to leverage Deputy Minister governance structures to advance Public Service renewal priorities. This included convening eight meetings of the Board of Management and Renewal (BoMR). Chaired by the Clerk of the Privy Council, the BoMR is comprised of deputy ministers and guides the strategic management agenda and ongoing renewal of the federal Public Service.
- PCO continued to actively engage with departments and agencies, employee networks, functional and horizontal communities, Regional Federal Councils, external and other stakeholders through nearly 90 engagements in support of renewal priorities, including the Clerk’s Call to Action on Anti-Racism, Equity and Inclusion, and the renewed dialogue on values and ethics in the federal Public Service. Public servants spanning a range of different roles, functions, levels and across a variety of employee communities and networks were engaged to help inform approaches to collaboratively advance renewal priorities.
- PCO delivered the Thirtieth Annual Report to the Prime Minister on the Public Service of Canada which outlines the accomplishments of the Public Service over 2022–23.
- Building upon momentum generated by the Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service, and to accelerate progress on implementation, in late spring 2023, the Clerk of the Privy Council released a forward direction message to Deputies on the Call to Action, setting a clear expectation for departments to set specific goals for representation and inclusion; measure progress; and establish accountability for results.

Resources required to achieve results

Table 2: Snapshot of resources required for Serve the Prime Minister and Cabinet

Table 2 provides a summary of the planned and actual spending (dollars) and full-time equivalents (FTEs) required to achieve results.

Resource	Planned	Actual
Spending	107,545,801	121,482,862
Full-time equivalents	652	682

[Complete financial](#) and [human resources information](#) for PCO's program inventory is available on GC InfoBase.

Related government-wide priorities

Gender-based analysis plus

Gender-Based Analysis Plus (GBA Plus) is an analytical process used to assess how diverse groups of women, men and people of all genders may experience policies, programs and initiatives. The "Plus" in GBA Plus acknowledges that GBA goes beyond biological (sex) and socio cultural (gender) differences. We all have multiple identity factors that intersect to make us who we are; GBA Plus considers many other identity factors, like race, ethnicity, religion, age and mental or physical disability.

As part of continued work to enhance the use of analytical tools such as GBA Plus, to assess the implications of policies and programs through individuals' intersecting identity factors, the GBA Plus Focal Point delivered training sessions for PCO analysts on Strengthened GBA Plus. In addition, PCO developed and distributed tailored job aids aimed at improving the quality of GBA Plus and disaggregated data in Memoranda to Cabinet (MCs).

Efforts were undertaken to support the robust oversight, monitoring, and reporting on commitments to apply GBA Plus, including by the ongoing implementation of the recommendations from the Office of the Auditor General's latest [performance audit of GBA Plus](#) released on May 31, 2022. To that end, PCO, alongside the Treasury Board of Canada Secretariat (TBS) and Women and Gender Equality Canada, released a public [Management Response Action Plan \(MRAP\)](#) in January 2023 outlining a range of planned activities to address gaps and challenges related to GBA Plus.

In 2023–24, PCO published its first, public-facing GBA Plus framework. In addition, a new governance structure for GBA Plus was put in place at PCO. The Assistant Secretary GBA Plus Committee was established to serve as the primary senior management governance and decision-making body for this stream of work.

PCO has also continued to collaborate with Women and Gender Equality Canada, the Department of Finance Canada, and TBS on strengthening the implementation and refinement of GBA Plus. The mandatory application of GBA Plus in MCs ensures that government decision-making is responsive, inclusive and reflective of diverse experiences and realities in order to help

address inequities and barriers (e.g., those related to experiences of gender, Indigeneity, race, disability, income, sexuality, gender expression, language, geographical locations).

Innovation

PCO continues to play a leadership role in advancing novel, outcomes-based policy and program methods across the federal government through its flagship initiative, [Impact Canada](#).

In 2023–24, project work continued to advance on 10 Impact Canada Challenges with seven partner departments, including launching three new projects: [Housing Supply Round 5](#) in partnership with Canada Mortgage and Housing Corporation, [Agricultural Methane Reduction Challenge](#), in partnership with Agriculture and Agri-Foods Canada, and the [AquaLunar Challenge](#) in partnership with the Canadian Space Agency.

In addition, seven Impact Canada Challenges were completed, including the [Food Waste Reduction Challenge Business Models A, B, C, and D](#); the [Deep Space Healthcare Challenge](#); the [Deep Space Food Challenge](#); and [3 Afriplastics Challenges – which fulfilled a G7 commitment](#).

Collectively these seven challenges have incubated over 130 solutions and solvers who have demonstrated that they can make measurable impact on the lives of people in Canada, around the world and eventually, on long duration space missions as well.

Throughout 2023–24 Impact Canada’s Programs of Applied Behavioural Science Research continued to expand, providing insights and evidence into the policy process in a number of areas, including climate, health and wellbeing, and trust, information, and digital ecosystems.

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

Additional information related to the program inventory for the core responsibility Serve the Prime Minister and Cabinet is available on the [Results page on GC InfoBase](#)

Internal services

In this section

- [Description](#)
- [Progress on results](#)
- [Resources required to achieve results](#)
- [Contracts awarded to Indigenous businesses](#)

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

Progress on results

This section presents details on how the Department performed to achieve results and meet targets for internal services.

Some key internal services initiatives advanced in 2023–24 are as follows:

- Continued to improve the use of data analytics to support diversity and inclusiveness, including the use of disaggregated data. Individual work units continued to be provided access to data to help guide their individual priorities including staffing, with particular focus on addressing gaps within the executive and EX-feeder groups.
- Continued to invest in digital transformation by upgrading email and security protocols, modernizing applications, and expanding secure communications across departments and international missions.
- Continued to implement new system rules that streamline Information Management (IM) practices in collaboration platforms, and developed updated IM guidance materials for employees.
- Continued to support and expand the Secure Communications for National Leadership initiative internationally, working closely with Shared Services Canada, the Communications Security Establishment and Global Affairs Canada.

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

In 2023–24, PCO remained committed to providing leadership, as a Department and across the Federal Public Service, in advancing anti-racism, equity, and inclusion. To ensure meaningful and sustained progress, the Clerk of the Privy Council appointed PCO's first Chief Diversity Officer (CDO) in September 2023, who supports the Clerk as Deputy Head of PCO in responding to the Call to Action and addressing what we heard from PCO's Safe Space Report.

The mandate of the CDO is to develop PCO's Action Plan on Anti-Racism, Equity and Inclusion, support the culture of inclusion at PCO and serve as a Centre of Expertise on inclusion, diversity, equity and anti-racism. To support the CDO, the Inclusion, Diversity, Equity and Anti-Racism (IDEA) Secretariat was established in November 2023.

As part of the strategic engagement to develop PCO's Anti-Racism, Equity, and Inclusion Plan, the IDEA Conversation Circles were initiated. IDEA Circles were peer-to-peer discussions along equity seeking groups (e.g., Indigenous Peoples, Black and racialized peoples, Persons with Disabilities, 2SLGBTQIA+ community) and non-equity seeking employees who volunteered and self-identified. The outcome of the engagement is expected to be finalized in 2024–25.

Through the IDEA Secretariat, employees were engaged to explore, develop and support employee networks for equity seeking groups (e.g., Black Employee Network, People with Disabilities Working Group, 2SLGBTQIA+ network, and religious groups). This included sharing employee profiles to create awareness of the unique and diverse stories of Black employees during Black History Month in 2024 and organizing key events such as the panel hosted by the Clerk: Advancing Black leadership at PCO – Investing today for a better tomorrow.

In collaboration with PCO's Human Resources Directorate, the CDO and IDEA Secretariat refined objectives in the Executive Performance Management Agreements to advance the Clerk's Call to Action on Anti-Racism, Equity and Inclusion. The Ombuds Function was also established at PCO to provide additional support to employees who face racism, harassment, and discrimination.

The CDO and the IDEA Secretariat also work with Central Agencies and other federal departments to identify partnerships and collaborations to advance the Call to Action, e.g., innovative recruitment tools to improve recruitment and promotion of employees from equity seeking groups.

Table 3: Indicator, target and result for diversity and inclusion

Table 3 provides progress on achieving a workforce at PCO that is representative of the Canadian population.

Expected Result: PCO’s workforce is representative of the Canadian population

Indicator	Target	Date to achieve target	Actual Result	
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 2024	Women	Representation: 58.2% Workforce Availability: 45.5%
			Visible Minorities	Representation: 27.3% Workforce Availability: 9.7%
			Indigenous Peoples	Representation: 3.6% Workforce Availability: 5.4%
			Persons with Disabilities	Representation: 5.5% Workforce Availability: 5.4%

*The measure of this indicator will be extended to Executives in the racialized people subgroups, including Black and other racialized groups, once the workforce availability for those groups has been published.

Resources required to achieve results

Table 4: Resources required to achieve results for internal services this year

Table 4 provides a summary of the planned and actual spending (dollars) and full-time equivalents (FTEs) required to achieve results.

Resource	Planned	Actual
Spending	103,391,638	122,489,267
Full-time equivalents	657	664

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

Contracts awarded to Indigenous businesses

Government of Canada departments are to meet a target of awarding at least 5% of the total value of contracts to Indigenous businesses each year. This commitment is to be fully implemented by the end of 2024–25.

PCO’s result for 2023–24:

Table 5: Total value of contracts awarded to Indigenous businesses¹

As shown in the Table 5, PCO awarded 9.8 % of the total value of all contracts to Indigenous businesses for the fiscal year.

Contracting performance indicators	2023–24 Results
Total value of contracts awarded to Indigenous businesses ² (A)	\$4,984,370
Total value of contracts awarded to Indigenous and non-Indigenous businesses ³ (B)	\$50,977,525
Value of exceptions approved by deputy head (C)	\$0
Proportion of contracts awarded to Indigenous businesses $[A / (B-C) \times 100]$	9.8 %
<ul style="list-style-type: none"> - ¹ For the purposes of measuring performance against the minimum 5% target for fiscal year 2023–24, the data in this table is based on how Indigenous Services Canada (ISC) defines “Indigenous business”, which is one that is owned and operated by Elders, band and tribal councils; registered in the Indigenous Business Directory; or registered on a modern treaty beneficiary business list. - ² Includes contract amendments with Indigenous businesses and contracts that were entered into with Indigenous businesses by means of acquisition cards above \$10,000.00, and may include subcontracts with Indigenous businesses. - ³ Includes contract amendments and contracts that were entered into by means of acquisition cards above \$10,000.00. 	

In its 2024–25 Departmental Plan, the Department forecasted that, by the end of 2023–24, it would award 6 % of the total value of its contracts to Indigenous businesses. To meet this target, PCO actively looked for opportunities to leverage the service providers listed on the Indigenous Business Directory as a primary source to when identifying available capacity for contracting opportunities.

PCO continues to leverage strategies such as voluntary set-asides, limiting competitive processes to Indigenous suppliers where possible, or inviting Indigenous businesses to participate in a solicitation where limiting competition is not feasible.

Communication of PCO’s departmental commitment to work with Indigenous Businesses, within its own operations, and with client departments and organizations, continues to yield success in supporting this government priority.

Spending and human resources

In this section

- [Spending](#)
- [Funding](#)
- [Financial statement highlights](#)
- [Human resources](#)

Spending

This section presents an overview of the Department's actual and planned expenditures from 2021–22 to 2026–27.

Budgetary performance summary

Table 6: Actual three-year spending on core responsibility and internal services (dollars)

Table 6 presents how much money PCO spent over the past three years to carry out its core responsibility and for internal services.

Core responsibility and internal services	2023–24 Main Estimates	2023–24 total authorities available for use	Actual spending over three years (authorities used)
Serve the Prime Minister and Cabinet	107,545,801	129,539,754	<ul style="list-style-type: none"> • 2021–22: 96,780,850 • 2022–23: 127,600,916 • 2023–24: 121,482,862
Subtotal	107,545,801	129,539,754	<ul style="list-style-type: none"> • 2021–22: 96,780,850 • 2022–23: 127,600,916 • 2023–24: 121,482,862
Internal services	103,391,638	122,180,380	<ul style="list-style-type: none"> • 2021–22: 106,834,513 • 2022–23: 115,336,240 • 2023–24: 122,489,267
Total	210,937,439	251,720,134	690,524,648

Analysis of the past three years of spending

Core Responsibility

PCO's actual spending under its core responsibility increased by \$30.8 million from 2021–22 to 2022–23, primarily due to spending on 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, as well as compensation adjustments related to employee pay rate increases. Spending then decreased by \$6.1 million in 2023–24 mainly due to the completion of these two Commissions of Inquiry, which was partially offset by the creation of the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions, additional resources to enhance departmental capacity and strengthen internal trade and further compensation adjustments.

PCO’s actual spending under its core responsibility in fiscal year 2023–24 was \$13.9 million higher than the 2023–24 Main Estimates. This was primarily attributable to the launch of the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions during 2023–24 and compensation adjustments related to employee pay rate increases.

Internal Services

PCO’s actual spending under its internal services increased by \$8.5 million from 2021–22 to 2022–23, primarily as a result of wages increases and increased travel as COVID-19 restrictions were relaxed in 2022–23. Spending then increased a further \$7.2 million in 2023–24, primarily as a result of additional wage increases and the work of the special independent rapporteur.

PCO’s actual spending for internal services in fiscal year 2023–24 was \$19.1 million higher than the 2023–24 Main Estimates, primarily due to compensation adjustments related to employee pay rate increases, the work of the special independent rapporteur, and spending related to secure communications and the application modernization initiative.

More financial information from previous years is available on the [Finances section of GC Infobase](#).

Table 7: Planned three-year spending on core responsibility and internal services (dollars)
 Table 7 presents how much money PCO’s plans to spend over the next three years to carry out its core responsibility and for internal services.

Core responsibility and internal services	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
Serve the Prime Minister and Cabinet	143,388,708	120,075,188	116,360,057
Subtotal	143,388,708	120,075,188	116,360,057
Internal services	99,961,878	96,833,281	96,356,377
Total	243,350,586	216,908,469	212,716,434

Analysis of the next three years of spending

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 sunsetting 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.

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.

More [detailed financial information from previous years](#) is available on the Finances section of GC Infobase.

Table 8: Budgetary actual gross and net planned spending summary (dollars)

Table 8 reconciles gross planned spending with net spending for 2023–24.

Core responsibility and internal services	2023–24 actual gross spending	2023–24 actual revenues netted against expenditures	2023–24 actual net spending (authorities used)
Serve the Prime Minister and Cabinet	122,370,908	(888,046)	121,482,862
Subtotal	122,370,908	(888,046)	121,482,862
Internal services	129,181,294	(6,692,027)	122,489,267
Total	251,552,202	(7,580,073)	243,972,129

Analysis of budgetary actual gross and net planned spending summary

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.

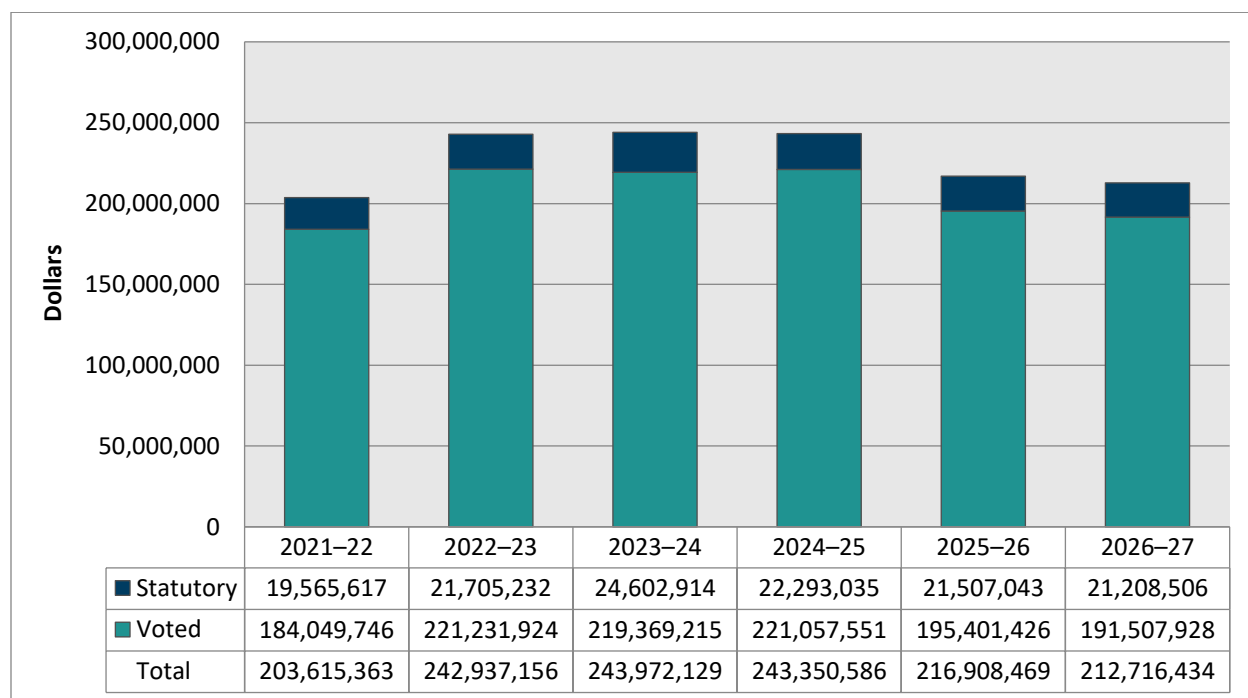
Information on the alignment of PCO’s [spending with Government of Canada’s spending and activities](#) is available on GC InfoBase.

Funding

This section provides an overview of the Department's voted and statutory funding for its core responsibility and for internal services. For further information on funding authorities, consult the [Government of Canada budgets and expenditures](#).

Graph 1: Approved funding (statutory and voted) over a six-year period

Graph 1 summarizes the Department's approved voted and statutory funding from 2021–22 to 2026–27.



Text version of graph 1 (dollars)

Fiscal year	Total	Voted	Statutory
2021–22	203,615,363	184,049,746	19,565,617
2022–23	242,937,156	221,231,924	21,705,232
2023–24	243,972,129	219,369,215	24,602,914
2024–25	243,350,586	221,057,551	22,293,035
2025–26	216,908,469	195,401,426	21,507,043
2026–27	212,716,434	191,507,928	21,208,506

Analysis of statutory and voted funding over a six-year period

The departmental funding trend graph presents planned (voted and statutory spending) over a six-year period (2021–22 to 2026–27).

Fiscal years 2021–22 to 2023–24 show actual expenditures as reported in the Public Accounts while 2024–25 to 2026–27 present planned spending.

The 2022–23 spending of \$242.9 million increased by \$39.3 million (19%), as 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, additional resources to enhance departmental capacity, and compensation adjustments related to employee pay rate increases. The increase in spending is also attributable to increased travel as COVID-19 restrictions were relaxed in 2022–23.

Spending increased by \$1.0 million (0.4%) in 2023–24. This increase can be attributed to compensation adjustments related to employee pay rate increases, the creation of the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions, spending related to the Independent Special Rapporteur, as well as additional resources to enhance departmental capacity and strengthen internal trade. This increase was largely offset by reduced spending due to the completion of the Joint Public Inquiry into the Nova Scotia April 2020 Tragedy and to the Public Order Emergency Commission.

Planned spending in 2024–25 is lower than 2023-24 spending by \$0.6M (0.3%), which is primarily due retroactive payments in 2023-24 related to employee pay rate increases, the completion of work related to the Independent Special Rapporteur, spending on the application modernization initiative in 2023-24, and additional spending reductions announced in Budget 2023. The total decrease was largely offset by an increase in planned spending for the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions.

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.

For further information on PCO's departmental voted and statutory expenditures, consult the [Public Accounts of Canada](#).

Financial statement highlights

PCO's [complete financial statements](#) (unaudited or audited) for the year ended March 31, 2024, are available online.

Table 9: Condensed Statement of Operations (unaudited or audited) for the year ended March 31, 2024 (dollars)

Table 9 summarizes the expenses and revenues for 2023–24 which net to the cost of operations before government funding and transfers.

Financial information	2023–24 actual results	2023–24 planned results	Difference (actual results minus planned)
Total expenses	292,724,288	246,151,916	46,572,372
Total revenues	7,580,073	8,526,305	(946,232)
Net cost of operations before government funding and transfers	285,144,215	237,625,611	47,518,604

The 2023–24 planned results information is provided in PCO's [Future-Oriented Statement of Operations and Notes 2023–24](#).

Table 10 summarizes actual expenses and revenues which net to the cost of operations before government funding and transfers.

Financial information	2023–24 actual results	2022–23 actual results	Difference (2023–24 minus 2022–23)
Total expenses	292,724,288	284,726,715	7,997,573
Total revenues	7,580,073	7,367,532	212,541
Net cost of operations before government funding and transfers	285,144,215	277,359,183	7,785,032

Difference between 2022–23 actual results and 2023–24 actual results:

The Department's actual net cost of operations before government funding and transfer for 2023–24, as compared to 2022–23, increased by \$7,785,032 which is primarily attributable to the creation of the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions and further compensation adjustments related to employee pay rate increase. This increase was partially offset by a reduction due to the completion of the two Commissions of Inquiries, namely the Joint Public Inquiry into the Nova Scotia April 2020 Tragedy and the Public Order Emergency Commission.

Difference between 2023–24 actual results and 2023–24 planned results:

The Department’s actual net cost of operations from continuing activities was \$47,518,604 higher than the planned results for the 2023–24 fiscal year primarily as a result of compensation adjustments related to employee pay rate increases, the launch of the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions during 2023–24, and higher non-capital expenditures than expected.

Table 11: Condensed Statement of Financial Position (unaudited or audited) as of March 31, 2024 (dollars)

Table 11 provides a brief snapshot of the Department’s liabilities (what it owes) and assets (what the Department owns), which helps to indicate its ability to carry out programs and services.

Financial information	Actual fiscal year (2023–24)	Previous fiscal year (2022–23)	Difference (2023–24 minus 2022–23)
Total net liabilities	49,819,766	45,465,149	4,354,617
Total net financial assets	32,851,200	30,229,216	2,621,984
Departmental net debt	16,968,566	15,235,933	1,732,633
Total non-financial assets	27,356,912	32,315,954	(4,959,042)
Departmental net financial position	10,388,346	17,080,021	(6,691,675)

In 2023–24, the Department’s net liabilities increased by \$4,354,617. This increase is primarily attributable to an increase in accrued liabilities with other government departments and agencies. This is due to a timing difference in receipt of invoice.

Total net financial and non-financial assets in 2023–24 were \$60,208,112, a decrease of \$2,337,058 from 2022–23. This variance is attributable to a reduction in tangible capital asset acquisitions, a reduction of accounts receivable and a reduction in prepaid expenditures offset by an increase in amounts due from the Consolidated Revenue Fund.

Human resources

This section presents an overview of the Department’s actual and planned human resources from 2021–22 to 2026–27.

Table 12: Actual human resources for core responsibility and internal services

Table 12 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.

Core responsibility and internal services	2021–22 actual FTEs	2022–23 actual FTEs	2023–24 actual FTEs
Serve the Prime Minister and Cabinet	636	673	682

Core responsibility and internal services	2021–22 actual FTEs	2022–23 actual FTEs	2023–24 actual FTEs
Subtotal	636	673	682
Internal services	626	662	664
Total	1,262	1,335	1,346

Analysis of human resources over the last three years

The overall growth in actual FTEs from 2021–22 to 2023–24 is mainly due to creation of a dedicated secretariat at the Privy Council Office for emergency preparedness, as well as additional staff to enhance departmental capacity and strengthen internal trade.

Table 13: Human resources planning summary for core responsibility and internal services

Table 13 shows information on human resources, in full-time equivalents (FTEs), for PCO’s core responsibility and for its internal services planned for the next three years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibility and internal services	2024–25 planned FTEs	2025–26 planned FTEs	2026–27 planned FTEs
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

Analysis of human resources for the next three years

The overall decline in planned FTEs from 2024–25 to 2026–27 is 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.

Corporate information

Departmental 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 Karina Gould, 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](#)^{vi}

Year of incorporation / commencement: 1867

Departmental 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](#)

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).

This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

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, departments 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 report on the plans and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (priorité)

A plan or project that a department has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. 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 quantitative measure of progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

fulltime equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the fulltime equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

An analytical tool used to assess support the development of responsive and inclusive how different groups of women, men and gender-diverse people experience policies, programs and 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 (including rurality), language, race, religion, and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2023–24 Departmental Results Report, government-wide priorities are the high-level themes outlining the government’s agenda in the [November 23, 2021, Speech from the Throne](#): building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fight 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 where two or more federal departments are given funding to pursue a shared outcome, often linked to a government priority.

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

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an department, program, policy or initiative respecting expected results.

plan (plan)

The articulation of strategic choices, which provides information on how a department 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 to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in 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 the department and focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (résultat)

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

Indigenous business (entreprise autochtones)

For the purpose of the *Directive on the Management of Procurement Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses* and the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses, a department that meets the definition and requirements as defined by the [Indigenous Business Directory](#).

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 a department, 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.