

# 2020–21 Departmental Results Report

## **Privy Council Office**

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The Right Honourable Justin Trudeau  
Prime Minister of Canada

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Interim Clerk of the Privy Council and  
Secretary to the Cabinet

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## Table of contents

From the Prime Minister .....	1
Results at a glance.....	3
Results: what we achieved.....	5
Core responsibility: Serve the Prime Minister and Cabinet .....	5
Internal Services .....	13
Analysis of trends in spending and human resources .....	16
Actual expenditures .....	16
Actual human resources .....	18
Expenditures by vote .....	18
Government of Canada spending and activities.....	18
Financial statements and financial statements highlights .....	19
Corporate Information .....	21
Organizational profile .....	21
Raison d'être, mandate and role: who we are and what we do.....	21
Operating context.....	21
Reporting framework.....	22
Supporting information on the program inventory .....	22
Supplementary information tables.....	23
Federal tax expenditures.....	23
Organizational contact information.....	23
Appendix: definitions .....	24
Endnotes .....	27

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## From the Prime Minister

I welcome the 2020–21 Departmental Results Report.

Over the past year, the Privy Council Office has played a vital role in keeping Canadians safe, supported, and healthy, while continuing to turn government priorities into tangible results for Canadians.

Together we have experienced an unprecedented crisis, but hope is on the horizon. Thanks to the efforts of dedicated federal public servants and those of millions of people across the country, we continue to make progress against COVID-19 and set the stage for a recovery that will benefit everyone.

In the early days of the pandemic, we quickly mobilized to keep Canadians safe and healthy, protect their jobs and small businesses, and make sure millions of people received the help they needed to get through this difficult time. We continue to team up with partners and all orders of governments across the country to coordinate the largest rollout of vaccines in Canada's history. It's working: Canada is among the world's most vaccinated countries, with more and more Canadians getting their second dose every day. To make sure everyone, everywhere, can get vaccinated, we will continue to donate millions of surplus vaccines to the countries that need them most. These are remarkable feats – none of which would have been possible without Canada's world-class public service.

While winning the fight against COVID-19 remains our top priority, we have not lost sight of the other challenges we face – from advancing gender equality, combatting racial discrimination, to tackling the climate crisis, to walking the path of reconciliation.

The horrific findings of the remains of children at the sites of former residential schools have rightfully pressed us to reflect on our country's historical failures. We acknowledge there is much more work to do to address the systemic racism, discrimination, and injustice that Indigenous peoples have faced – and continue to face – in Canada. Earlier this year, we passed legislation to advance the implementation of the United Nations Declaration on the Rights of Indigenous Peoples. We also introduced the federal contribution to the National Action Plan, the Federal Pathway, to make the transformative change necessary to end the national tragedy of missing and murdered Indigenous women, girls, and two-spirit and LGBTQ people. We will continue to address these historical and ongoing injustices, and build a better future for Indigenous peoples.

The vision of Beyond2020 – the Public Service's renewal framework – has truly come to life during the pandemic. From greater organizational agility to more inclusive decision making, the Public Service continued to adapt to better serve Canadians and support the Government of Canada's response to COVID-19.



Time and time again, the Privy Council Office has helped guide Canada and support Canadians through challenging times. Today is no different. Thank you for everything you have done, and everything you will do in the months and years ahead. Together, we will finish the fight against COVID-19 and build back a better Canada for everyone.

The Right Honourable Justin Trudeau  
Prime Minister of Canada

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## Results at a glance

In 2020–21, the Privy Council Office (PCO) continued to support the development and implementation of the Government of Canada's policy and legislative agendas. PCO also coordinated responses to issues facing the Government and the country — in particular, as the global COVID-19 pandemic emerged and affected Canada, other countries and people around the world — and ensured the effective operation of Cabinet and government during this unprecedented time of challenge.

As such, 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, portfolio ministers, Cabinet and Cabinet committees. This included:

### **Providing non-partisan advice to the Prime Minister, the Deputy Prime Minister, portfolio ministers, Cabinet, and Cabinet committees on matters of national and international importance**

PCO delivered analysis and advice and supported national and international programs and policies in 2020–21, having:

- provided broad support in advancing policies and measures that fostered public health and safety and supported Canadians in response to the COVID-19 global pandemic. This included the extension of income support benefits and providing strong controls at all ports of entry;
- developed strategic policy advice and intelligence assessments to support the Prime Minister's international engagements, and engaged with international partners to enhance intelligence sharing and provide holistic assessments. This included organizing 115 calls and 28 virtual and in-person leader-level events;
- coordinated the development of strategic recommendations and policy advice to the Prime Minister in order to advance core bilateral and multilateral relationships, contribute to international efforts to address the global pandemic, increase and diversify international trade, pursue a progressive international agenda, and advance Canada's economic and trade interests;
- supported the Prime Minister and Cabinet committees in reconciliation efforts with Canada's First Nations, Inuit and Métis. This included providing advice to the Cabinet Committee on Reconciliation, supporting engagement with Indigenous partners on priorities, and supporting whole-of-government efforts to respond to COVID-19 in Indigenous communities;
- provided advice and policy support to the President of the Queen's Privy Council for Canada and Minister of Intergovernmental Affairs to support key parts of his mandate, including the continued leadership of an integrated government response to protect Canada's democratic institutions against foreign interference and disinformation and supporting the establishment of a Leaders' Debates Commission; and

- provided advice and policy support to the Prime Minister and Cabinet ministers in their bilateral and multilateral engagements with the provinces and territories. This work included ensuring the complementarity of federal, provincial, and territorial public health and economic recovery measures to support Canadians through the COVID-19 pandemic, and collaborating with jurisdictions on priorities.

### **Ensuring that the Cabinet decision-making process runs smoothly and helping implement the Government’s agenda**

PCO supports the efficient and effective functioning of Cabinet and its committees in order to enable Cabinet ministers and the Prime Minister to collectively make decisions on major new policies, programs or legislation. PCO does so by coordinating the Cabinet's decision-making system, performing a challenge function to departmental proposals to Cabinet, and preparing briefing materials and accompanying policy analysis to facilitate Cabinet’s decision-making process.

To that end, PCO played a critical challenge function in the development of 431 departmental Cabinet documents, including 121 Memoranda to Cabinet and 310 presentations and other documents, ensuring that these policy proposals supported evidence-based decision making and that submissions were consistent with the Government’s overall policy direction. These statistics also include numerous Cabinet documents in support of the Cabinet Committee on the Federal Response to COVID-19. PCO also supported Canada’s first virtual swearing in ceremony for Cabinet ministers.

PCO continued to provide analysis, advice and support to the Prime Minister and Cabinet in fulfilling the Government’s commitment to deliver meaningful results by making evidence-based decisions, monitoring delivery, addressing implementation challenges on key priorities, and reporting on progress to Canadians. PCO also provided administrative services to the Prime Minister’s Office, the Ministers of the Portfolio, and Commissions of Inquiry.

### **Fostering an effective and inclusive Public Service**

With the Beyond2020 renewal framework focused on nurturing a more agile, inclusive and better equipped public service, PCO continued to engage with employees across the Public Service to support their efforts in adopting innovative and inclusive practices.

PCO worked with other federal departments, central agencies, functional and horizontal communities, and partners outside of government to advance the vision of a world-class public service equipped to serve Canada and Canadians now and into the future.

PCO’s total actual spending for 2020–21: **\$202,293,324**

PCO’s total actual full-time equivalents for 2020–21: **1,180**

For more information on PCO’s plans, priorities and results achieved, see the “Results: what we achieved” section of this report.



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## Results: what we achieved

### Core responsibility: Serve the Prime Minister and Cabinet

#### 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.

#### Results:

Throughout 2020–21, PCO was responsible for providing public service support to the Prime Minister to advance the Government's economic and social priorities as well as operational issues on a daily basis. PCO accomplished this by:

#### **Helping the Government achieve its priorities through the delivery of high-quality information, expert analysis and advice**

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.

PCO also provided secretariat support to the Cabinet in its Governor in Council (GIC) role regarding appointments, machinery of government and security and intelligence matters. Furthermore, PCO supported the President of the Treasury Board and Treasury Board ministers in their role in the GIC process and the Prime Minister and the Clerk of the Privy Council on a range of activities relating to the use and management of Orders in Council, regulations and other statutory instruments.

PCO supported the Prime Minister, the Deputy Prime Minister, the President of the Queen's Privy Council of Canada and Minister of Intergovernmental Affairs, the Quebec Lieutenant, and the Special Representative for the Prairies in their bilateral and multilateral engagements with

### Supporting the Government's Relationship with Indigenous Peoples

- Legislation to advance reconciliation with, and increased self-determination of, Indigenous Peoples:
  - An Act respecting the United Nations Declaration on the Rights of Indigenous Peoples.
  - Continued implementation of the *Indigenous Languages Act* and an Act respecting First Nations, Inuit and Métis children, youth and families (child and family services reform).
- The whole-of-government response to the COVID-19 pandemic in Indigenous communities, including public health responses and emergency management, community supports, vaccine rollout, tailored business supports, and efforts to support safe restart efforts in communities.
- Continued progress in eliminating long-term drinking water advisories on-reserve and improving infrastructure for Indigenous communities.
- Supported activities in response to the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG), including work towards a National Action Plan and Federal Pathway.
- Supported the Prime Minister's engagement with Indigenous partners, including with National Indigenous Organizations through the Permanent Bilateral Mechanisms, to advance Indigenous priorities.
- Continued the implementation of the recommendations of the Truth and Reconciliation Commission, alongside continued efforts to address other past wrongs.
- Continued negotiation and implementation of treaties and agreements grounded in recognition of rights and increased self-determination.

provinces and territories. The COVID-19 pandemic necessitated close collaboration with provinces and territories to ensure alignment on public health measures, border restrictions, economic supports, and economic recovery measures. PCO facilitated 25 First Ministers' Meetings during the year, and was responsible for negotiating the Safe Restart Agreement and the Safe Return to Class Fund.

PCO supported work to promote economic growth for the middle class. It did so by working to reduce and remove barriers to interprovincial trade, as well as through international activities, expanding and implementing Canada's free trade agreements, addressing international trade disputes, increasing global investment in Canada, and promoting Canadian businesses abroad.

PCO supported the Government's response to the COVID-19 pandemic by leading the coordination of efforts to procure personal protective equipment, testing supplies, vaccines and therapeutics, as well as ancillary supplies, and identifying key investment opportunities to strengthen Canada's biomanufacturing and life sciences sector.

PCO continued to develop strategies and approaches to implement the *Species at Risk Act* in the most cost-effective way, and worked with Environment and Climate Change Canada and other key stakeholders to further advance the renewal of the Canadian *Environmental Protection Act* as well as to move forward with the Chemical Management Plan update.

PCO worked with Environment and Climate Change Canada and Natural Resources Canada, as well as multiple other federal departments, to advance policy development and funding decisions to support the Government's \$15 billion Strengthened Climate Plan. The Government's Strengthened Climate Plan aims to meet and exceed Canada's 2030 target under the Paris Agreement, promote greater resilience to climate impacts, support Indigenous climate leadership and advance the decarbonisation of the Canadian economy. PCO also supported work to advance the *Canadian Net-*

*Zero Emissions Accountability Act* to enable a pathway for Canada to reach net zero emissions by 2050. Furthermore, PCO supported the Government’s efforts to adopt a strengthened 2030 Paris Agreement target of reducing emissions by 40-45% below 2005 levels in 2030.

PCO worked with Innovation, Science and Economic Development Canada and other key stakeholders to establish the Net Zero Accelerator within the Strategic Innovation Fund, among the largest measures announced in the Government’s Strengthened Climate Plan. The Net Zero Accelerator will help advance Canada’s transition to a low-carbon economy and aim to reduce greenhouse gas (GHG) emissions by 15 million tonnes per year by 2030.

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

PCO collaborated with other departments such as Employment and Social Development Canada and Canada Revenue Agency to develop and implement income support measures, such as the Canada Emergency Response Benefit (CERB) and Canada Recovery Benefit (CRB) to help Canadians during the COVID-19 pandemic.

In addition, PCO worked with provinces and territories to implement leave provisions for Canadians unable to work due to the pandemic.

PCO provided advice on several key workstreams, such as developing a comprehensive and holistic approach to internal trade, liberalizing trade in alcohol, strengthening the Canadian Free Trade Agreement (CFTA) by evaluating Party Specific Exceptions that could be removed, and negotiating for the future inclusion of non-medical cannabis.

PCO provided advice and support to help advance proposals on amendments to Canada’s firearms regime, such as the May 2020 prohibition of assault-style firearms, and the introduction of Bill C-21, which would amend the *Firearms Act* and the *Criminal Code*, to include measures to combat intimate partner and gender-based violence, and self-harm involving firearms, and to combat gun smuggling and trafficking.

PCO provided advice to the Prime Minister on the development of the National Action Plan to end gender-based violence, including on the coordination

#### **PCO’s Support to Cabinet and Cabinet Committees 2020–21**

- 36 full Cabinet meetings, 7 Cabinet retreats, and 18 Ministerial-level meetings were held
- 157 Cabinet committee meetings (including 52 COVID-19 meetings) and 431 Cabinet documents (121 Memoranda to Cabinet and 310 presentations/other documents) and 440 Governor in Council submissions)
- 89 hours spent in Cabinet meetings and 273 hours spent in Cabinet committees by ministers (including 156 hours dedicated to COVID-19)
- 1,181 Orders in Council were processed, of which 567 were approved at Cabinet and, 366 were approved at TB (GIC)
- 13 Swearing-in Ceremonies were conducted, including for 6 Cabinet ministers, 2 Parliamentary Secretaries, 1 provincial Lieutenant Governor, 1 Commissioner, the Administrator of the Government of Canada and various Governor in Council appointees
- Events related to Prorogation of Parliament and Dispatch of Business

and implementation of measures adopted during the pandemic to provide emergency supports to organizations working with victims of gender-based violence.

PCO continued to coordinate and facilitate policies and operations related to emergency management, Canadian Extremist Travellers, violent extremism, aviation security, economic security, and cyber security. PCO also remained vigilant to new and emerging issues to ensure whole-of-government cohesion and awareness.

PCO continued to lead the development of a knowledgeable, resilient, and integrated security community across the Government of Canada; providing over 850 pieces of expert security advice to departments and agencies.

### **Supporting Cabinet decision-making processes that are effective, of high quality, and consistent with the Government’s priorities**

PCO continued to ensure that proposals and advice presented to Cabinet ministers took into account the full range of departmental and public service-wide perspectives, gender-based analysis and issues related to implementation, such as communications, parliamentary affairs, intergovernmental relations and fiscal impacts.

PCO supported the Cabinet Committee on the Federal Response to COVID-19. In addition to secretariat support, PCO provided strategic and urgent advice to the Deputy Prime Minister and Committee members in order to carry out their mandate of ensuring a whole-of-government leadership, coordination and preparedness for a response to, and recovery from, the pandemic.

PCO launched a program of applied research grounded in behavioural science to help support the Government’s response effort in accurately and effectively promoting the measures recommended by public health experts to reduce the spread of COVID-19 in Canada.

PCO also supported the Leader of the Government in the House of Commons in advancing the Government’s legislative agenda: 35 government bills were introduced and 15 bills received Royal Assent during this period, including the first of several pieces of legislation in response to COVID-19. Furthermore, PCO provided advice and support to the Government on legislation, private members’ business, parliamentary returns and parliamentary practices and procedure.

### **Ensuring a transparent, democratic and secure Government**

PCO provided advice and policy support to the President of the Queen’s Privy Council for Canada and Minister of Intergovernmental Affairs to ensure the continued leadership of an integrated government response to protect Canada’s democratic institutions against foreign interference and disinformation.

PCO also supported the President of the Queen’s Privy Council for Canada and Minister of Intergovernmental Affairs in establishing the re-appointment of the Right Honourable David Johnston as Debates Commissioner, to ensure that there will be federal leaders’ debates in advance of the 44th general election.

PCO additionally supported the President of the Queen’s Privy Council for Canada and Minister of Intergovernmental Affairs in his role as co-lead of Principle 3 (Defend Electoral Processes) of the Paris Call for Trust and Security in Cyberspace, a commitment to addressing new cyberspace threats that could endanger citizens and democratic infrastructure.

As part of the comprehensive review of the 2019 Protecting Democracy Plan, PCO led a government-wide engagement exercise with over 13 departments and agencies. An assessment of some of the key measures from the 2019 Plan was conducted, including:

- Establishing an independent evaluation process for the [Critical Election Incident Public Protocol](#)<sup>i</sup> (the public version of the report was released in November 2020).
- Completing an internal review of the [2019 Declaration on Electoral Integrity Online](#)<sup>ii</sup> in December 2020.

PCO supported all the necessary steps, including the policy and drafting process for the introduction of Senate Bill S-4, An Act to amend the Parliament of Canada and to make consequential and related amendments to other Acts, seeking to reflect the evolving and increasingly non-partisan nature of the Senate.

PCO continued to support the Government’s commitment to an open, transparent, and merit-based approach to Governor in Council and Senate appointments that reflect Canada’s diversity. Between April 1, 2020 and March 31, 2021, 271 Governor in Council appointments were made following open, transparent, and merit-based selection processes. Of those appointees, close to 51% identify as women, close to 11% as visible minorities, over 6% as Indigenous peoples, and over 4% as Canadians with disabilities.

### **Championing Public Service leadership and renewal**

PCO actively engaged the Beyond2020 renewal community to support discussions and engagements on how public servants and the Public Service was adapting during the response to the pandemic.

PCO designed *FEDTalks – Beyond2020 in Action* as a virtual platform for organizations and communities to share the experiences of how public servants were responding to the pandemic. Overall, the event generated over 11,000 views.

PCO collaborated with the Observatory of Public Sector Innovation (OPSI) on the [Government After Shock](#)<sup>iii</sup> event. The event was an early discussion on themes emerging from the response to the pandemic. PCO also convened six calls with the Beyond2020 community, with attendance ranging from 80 to over 100 participants per call.

In January 2021, the Clerk released the *Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service*. The Call to Action (CTA) sets out expectations for leaders, at all levels, to take direct practical action to invoke change with a particular focus on:

- Increasing representation, with specific calls to appoint, sponsor, support and recruit Indigenous employees and Black and other racialized employees.

- The development of inclusive leadership skills and a sense of belonging and trust for all public servants.

Following its release, PCO sought to improve awareness and understanding of the CTA by directly engaging with public servants across several departments, agencies, horizontal and functional communities, and Deputy-level committees.

The strategic management agenda and ongoing renewal of the federal Public Service was guided by the Board of Management and Renewal, which is chaired by the Clerk of the Privy Council and comprised of senior deputy ministers. PCO convened six meetings of the Board of Management and Renewal in 2020-21.

In addition, PCO convened three meetings of the Clerk’s Contact Group on Mental Health to hear employee mental health experiences and views during the year.

### **Gender-based analysis plus**

In 2020–21, PCO continued to support implementation of the Action Plan on Gender-based analysis (2016–2020) across the Public Service, in collaboration with Women and Gender Equality Canada (WAGE) and the Treasury Board of Canada Secretariat. PCO continued to ensure that Gender-based analysis plus (GBA Plus) is considered in every Cabinet proposal and supported interdepartmental efforts led by WAGE to strengthen the quality, timing and intersectional focus of the analytical tool. In addition, PCO worked with the central agencies, WAGE and departments across the Public Service, to enhance guidance, tools and training on GBA Plus, thereby contributing to the release, in June 2021, of a new step-by-step guide, a quick reference document and a compendium of tools.

### **Experimentation**

PCO continues to play a leadership role in advancing innovation and experimentation across the federal government through its flagship initiative, [Impact Canada](#).<sup>iv</sup> In 2020–21, work continued to advance on a number of key innovative projects.

The Food Waste Reduction Challenge Streams A and B were launched in November 2020. Twenty-four semi-finalists were selected under the first two streams of the Challenge, which are focused on innovative business models to reduce food waste. In addition, the Housing Supply Challenge with Canada Mortgage and Housing Corporation launched Round 1 to seek innovative solutions to the barriers that limit the creation of new housing. In January 2021, the Canadian Space Agency and NASA launched their first Impact Canada challenge: the Deep Space Food Challenge, intended to incentivize the development of compact and novel advanced food production solutions. The \$1M grand-prize winner of the Drug Checking Technology Challenge was also announced. Lastly, in partnership with the Atlantic Canada Opportunities Agency, work continued on the Hull Design Efficiency Challenge to develop an innovative hull design that meets the needs of the Atlantic inshore fishery, maximizes energy efficiency, lowers operational costs and reduces greenhouse gas emissions.

Furthermore, in consultation with Health Canada and the Public Health Agency of Canada, PCO expanded its experimentation mandate to integrate evidence-based, behaviourally-informed insights and recommendations to COVID-19 related policy and program issues, and government-wide decision making. Examples of this work included initiatives such as leading the COVID-19 Snapshot Monitoring (COSMO Canada) longitudinal study through thirteen waves of data collection to examine how attitudes and behaviours are evolving in tandem with the progression of the pandemic; understanding and promoting vaccine acceptance and uptake in Canada; reducing the risk of importing new cases of COVID-19 to Canada by applying insights and methods from behavioural science; promoting health, safety and well-being in frontline service delivery; combating the spread of misinformation and amplifying fact-based information through monitoring the mis/disinformation environment in Canada related to COVID-19; and leveraging the graphic design and communications expertise within PCO to develop behaviourally informed public health communication materials.

In 2020–21, PCO also launched and completed one Behavioural Science Fellowship recruitment campaign. The Impact Canada Fellowship program recruits external talent and skills into government aimed at increasing capacity and upskilling the existing workforce.

## Results achieved

To implement the Policy on Results, PCO adopted the Departmental Results Framework (DRF) for planning and reporting in 2018–19. Therefore, results from previous years are not available.

For information on results achieved in previous years before implementing the DRF, please see the [2017–18 Departmental Results Report](#).<sup>v</sup>

The methodology used for the calculation of the departmental results indicators in the table below is available on [GC InfoBase](#).<sup>vi</sup>

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 Actual results	2019–20 Actual results	2020–21 Actual results
<b>Government's priorities are achieved</b>	Reporting on status of Mandate Letter Commitments in the Mandate Letter Tracker	Four times a Year	March 2021	Not available*	Not available*	Not available**
<b>Cabinet receives high quality advice</b>	Percentage of Cabinet Ministers satisfied with service and advice from the Privy Council Office	80% or more	March 2021	75%	Not available	70%

2020–21 Departmental Results Report

<b>Cabinet and its committees focus on priorities</b>	Percentage of Cabinet items devoted to mandated government priorities	50% of Cabinet items	March 2021	50%	50%	51%
	Percentage of Cabinet items devoted to the government's priorities	30%	March 2021	31%	31%	21%
<b>Public Service priorities are achieved</b>	Percentage of employees who describe their workplace as being psychologically healthy	Increase year-over-year	March 2021	59%	61%	68%
	Percentage of employees who feel they are encouraged to be innovative or take initiative in their work	Increase year-over-year	March 2021	66%	68%	71%
	Percentage of employees who feel they get the training they need to do their job	Increase year-over-year	March 2021	70%	69%	73%

\* This indicator and methodology are new as of 2020–21 and therefore do not have any data from previous reporting years. For more information, please refer to the methodology section on GC InfoBase.

\*\* In 2020–21, Canadians faced exceptional circumstances created by the pandemic. In response, departments and agencies prioritized activities related to the COVID-19 response, focusing on the provision of critical services to ensure the health, safety, security, economic well-being of Canadians, as well as economic recovery. While departments and agencies also focused their efforts on the implementation of government priorities and mandate letter commitments, public reporting through the Mandate Letter Tracker was suspended to allow departments and agencies to redirect efforts and reporting where they were most needed.



**Budgetary financial resources (dollars)**

2020–21 Main Estimates	2020–21 Planned spending	2020–21 Total authorities available for use	2020–21 Actual spending (authorities used)	2020–21 Difference (Actual spending minus Planned spending)
77,069,965	77,069,965	89,240,986	88,729,766	11,659,801

**Human resources (full-time equivalents)**

2020–21 Planned full-time equivalents	2020–21 Actual full-time equivalents	2020–21 Difference (Actual full-time equivalents minus Planned full-time equivalents)
539	589	50

PCO's actual spending under its core responsibility in fiscal year 2020–21 was \$11.7 million higher than planned spending. This variance was mainly due to spending for the following activities:

- to support a whole-of-government strategy for communicating with Canadians about the COVID-19 pandemic;
- for the transfer of Ministers' Regional Offices from Public Services and Procurement Canada (PSPC); and
- to enhance support to the Prime Minister, the Deputy Prime Minister, portfolio ministers and Cabinet and other key priorities.

Financial, human resources and performance information for PCO's Program Inventory is available in [GC InfoBase](#).<sup>vii</sup>

**Internal Services****Description**

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are:

- ▶ Acquisition Management Services
- ▶ Communication Services
- ▶ Financial Management Services
- ▶ Human Resources Management Services
- ▶ Information Management Services
- ▶ Information Technology Services
- ▶ Legal Services
- ▶ Materiel Management Services
- ▶ Management and Oversight Services
- ▶ Real Property Management Services

### Budgetary financial resources (dollars)

2020–21 Main Estimates	2020–21 Planned spending	2020–21 Total authorities available for use	2020–21 Actual spending (authorities used)	2020–21 Difference (Actual spending minus Planned spending)
89,052,948	89,052,948	113,570,786	113,563,558	24,510,610

### Human resources (full-time equivalents)

2020–21 Planned full-time equivalents	2020–21 Actual full-time equivalents	2020–21 Difference (Actual full-time equivalents minus Planned full-time equivalents)
566	591	25

PCO’s actual spending for Internal Services in fiscal year 2020–21 was \$113.6 million, which is approximately \$24.5 million higher than planned spending. This variance was primarily due to additional funding received in year to enhance secure communication technologies for senior officials across government and additional information technology (IT) investments due to the COVID-19 pandemic.

Some key internal services initiatives during the past fiscal year were as follows:

- Engaging with PCO’s Black, Indigenous, and People of Color communities (BIPOC), including the creation of a BIPOC Focus Group to help inform PCO’s Diversity and Inclusiveness Plan and future initiatives; and establishing a dedicated diversity and inclusiveness team within Human Resources.
- Improving the use of data analytics to support diversity and inclusiveness, including the use of disaggregated data. Individual work units were provided improved access to data to help guide their individual priorities including staffing.

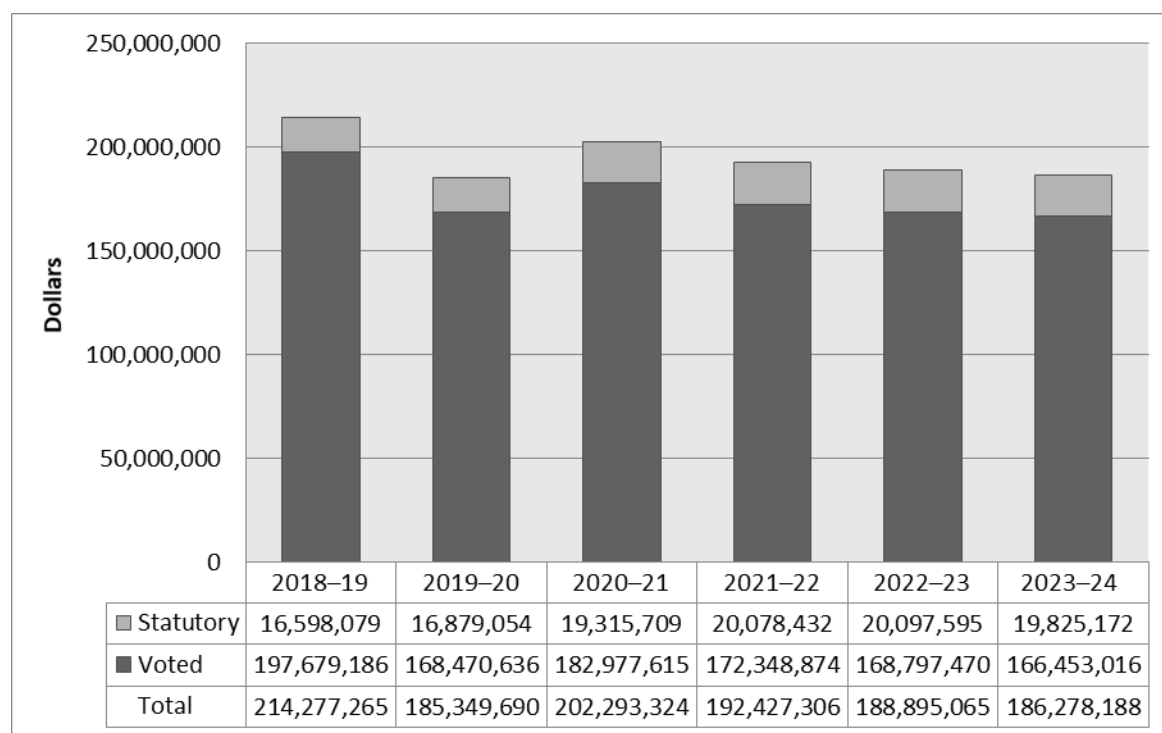
- Continuing to refresh and modernize information technologies, including the ongoing implementation of new collaborative technologies, the successful rollout of logistical and IT requirements for employees that shifted to remote work during COVID-19, and the expansion of the Secure Communications for National Leadership initiative working closely with Shared Services Canada and the Communications Security Establishment.
- Integrating Ministers' Regional Offices (MROs) into PCO and beginning to modernize IT in MROs. This allowed PCO to continue to improve Ministerial regional support during the pandemic.

## Analysis of trends in spending and human resources

### Actual expenditures

#### Departmental spending trend graph

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



The departmental spending trend graph presents planned (voted and statutory) spending over a six-year period (2018–19 to 2023–24).

Fiscal years 2018–19 to 2020–21 show actual expenditures as reported in the Public Accounts while 2021–22 to 2023–24 presents planned spending.

The 2019–20 actual spending of \$185.3 million decreased by \$28.9 million (14%), compared to 2018–19. This is primarily due to the decrease in spending for the National Inquiry into Missing and Murdered Indigenous Women and Girls.

Spending increased by \$16.9 million (9%) in 2020–21, mainly due to an increase in spending for a whole-of-government strategy for communicating with Canadians about the COVID-19 pandemic, the enhancement of secure communication technologies for senior officials across government, and the transfer of Ministers' Regional Offices from PSPC.

Planned spending in 2021–22 is lower than 2020–21 spending by \$9.9 million (5%). This is primarily due to the decrease in COVID-19 funding of \$4.1 million and the decrease in funding for PCO's capacity to support the Prime Minister and Cabinet of \$3.7 million.

Spending is expected to decrease by \$3.5 million (2%) in 2022–23 as compared to 2021–22, mainly due to the expected completion of PCO's Secure Video Conferencing project in 2021–22.

Planned spending is expected to decrease by an additional \$2.6 million (1%) in 2023–24, primarily due to a decrease in funding for the Impact Canada and Innovation Unit in 2023–24.

### Budgetary performance summary for Core Responsibility and Internal Services (dollars)

Core responsibility and Internal Services	2020–21 Main Estimates	2020–21 Planned spending	2021–22 Planned spending	2022–23 Planned spending	2020–21 Total authorities available for use	2018–19 Actual spending (authorities used)	2019–20 Actual spending (authorities used)	2020–21 Actual spending (authorities used)
Serve the Prime Minister and Cabinet	77,069,965	77,069,965	91,460,384	91,792,436	89,240,986	122,134,560	92,809,670	88,729,766
<b>Subtotal</b>	<b>77,069,965</b>	<b>77,069,965</b>	<b>91,460,384</b>	<b>91,792,436</b>	<b>89,240,986</b>	<b>122,134,560</b>	<b>92,809,670</b>	<b>88,729,766</b>
Internal Services	89,052,948	89,052,948	100,966,922	97,102,629	113,570,786	92,142,705	92,540,020	113,563,558
<b>Total</b>	<b>166,122,913</b>	<b>166,122,913</b>	<b>192,427,306</b>	<b>188,895,065</b>	<b>202,811,772</b>	<b>214,277,265</b>	<b>185,349,690</b>	<b>202,293,324</b>

### 2020–21 Budgetary actual gross spending summary (dollars)

Core responsibility and Internal Services	2020–21 Actual gross spending	2020–21 Actual revenues netted against expenditures	2020–21 Actual net spending (authorities used)
Serve the Prime Minister and Cabinet	89,281,149	(551,383)	88,729,766
<b>Subtotal</b>	<b>89,281,149</b>	<b>(551,383)</b>	<b>88,729,766</b>
Internal Services	114,408,120	(844,562)	113,563,558
<b>Total</b>	<b>203,689,269</b>	<b>(1,395,945)</b>	<b>202,293,324</b>

## Actual human resources

### Human resources summary for Core Responsibility and Internal Services

Core responsibility and Internal Services	2018–19 Actual full-time equivalents	2019–20 Actual full-time equivalents	2020–21 Planned full-time equivalents	2020–21 Actual full-time equivalents	2021–22 Planned full-time equivalents	2022–23 Planned full-time equivalents
Serve the Prime Minister and Cabinet	636	570	539	589	575	575
<b>Subtotal</b>	<b>636</b>	<b>570</b>	<b>539</b>	<b>589</b>	<b>575</b>	<b>575</b>
Internal Services	544	560	566	591	645	645
<b>Total</b>	<b>1,180</b>	<b>1,130</b>	<b>1,105</b>	<b>1,180</b>	<b>1,220</b>	<b>1,220</b>

### Expenditures by vote

For information on PCO's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2020–2021](#).<sup>viii</sup>

### Government of Canada spending and activities

Information on the alignment of PCO's spending with the Government of Canada's spending and activities is available in [GC InfoBase](#).<sup>ix</sup>

## Financial statements and financial statements highlights

### Financial statements

PCO's financial statements (unaudited) for the year ended March 31, 2021, are available on the [departmental website](#).<sup>x</sup>

### Financial statement highlights

#### Condensed Statement of Operations (unaudited) for the year ended March 31, 2021 (dollars)

Financial information	2020–21 Planned results	2020–21 Actual results	2019–20 Actual results	Difference (2020–21 Actual results minus 2020–21 Planned results)	Difference (2020–21 Actual results minus 2019–20 Actual results)
Total expenses	188,122,940	224,901,341	204,130,487	36,778,401	20,770,854
Total revenues	1,034,316	1,395,945	2,094,472	361,629	(698,527)
Net cost of operations before government funding and transfers	187,088,624	223,505,396	202,036,015	36,416,772	21,469,381

#### Difference between 2019–20 actual results and 2020–21 actual results:

The department's actual net cost of operations before government funding and transfer for the 2020–21 fiscal year, as compared to 2019–20, increased by \$21,469,381 primarily as a result of an expansion to the Secure Communications for National Leadership project, enhanced support to the Prime Minister, the Deputy Prime Minister, portfolio ministers and Cabinet and other key priorities and the transfer of the Ministers' Regional Offices from PSPC.

#### Difference between 2020–21 actual results and 2020–21 planned results:

The department's actual net cost of operations from continuing activities was \$36,416,772 higher than the planned results for the 2020–21 fiscal year primarily as a result of an expansion to the Secure Communications for National Leadership project, enhanced support to the Prime Minister, the Deputy Prime Minister, portfolio ministers and Cabinet and other key priorities and the transfer of the Ministers' Regional Offices from PSPC.

**Condensed Statement of Financial Position (unaudited) as of March 31, 2021  
(dollars)**

Financial information	2020–21	2019–20	Difference (2020–21 minus 2019–20)
Total net liabilities	46,772,383	41,136,337	5,636,046
Total net financial assets	30,860,292	28,579,741	2,280,551
Departmental net debt	15,912,091	12,556,596	3,355,495
Total non-financial assets	30,135,654	22,926,887	7,208,767
Departmental net financial position	14,223,563	10,370,291	3,853,272

In 2020–21, the department’s net liabilities increased by \$5,636,046. This increase is primarily attributable to an increase in accounts payable and accrued liabilities as well as vacation pay and compensatory leave.

Total net financial and non-financial assets in 2020–21 were \$60,995,946, an increase of \$9,489,318 from 2019–20. This variance is attributable to an increase in tangible capital assets and amounts due from the Consolidated Revenue Fund, which represents authorities available to discharge remaining accounts payable and accrued liabilities.



## 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 Dominic LeBlanc, President of the Queen’s Privy Council for Canada and Minister of Intergovernmental Affairs

The Honourable Pablo Rodriguez, Leader of the Government in the House of Commons

The Honourable Jim Carr, Special Representative for the Prairies

**Institutional head:** Janice Charette, Interim 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

### Raison d’être, mandate and role: who we are and what we do

“Raison d’être, mandate and role: who we are and what we do” is available on PCO’s [website](#).<sup>xi</sup>

For more information on the department’s organizational mandate letter commitments, see the “[Ministers’ mandate letters](#).”<sup>xii</sup>

### Operating context

Information on the operating context is available on PCO’s [website](#).<sup>xiii</sup>

## Reporting framework

PCO’s Departmental Results Framework and Program Inventory of record for 2020–21 are shown below.

<b>Core Responsibility: Serve the Prime Minister and Cabinet</b>		
<b>Departmental Results Framework</b>	<b>R1: Government’s priorities are achieved</b>	<b>Internal Services</b>
	<b>R2: Cabinet receives high quality advice</b>	
	<b>R3: Cabinet and its committees focus on priorities</b>	
	<b>R4: Public Service priorities are achieved</b>	
<b>Program Inventory</b>	<b>Program: International Affairs and National Security</b>	
	<b>Program: Intergovernmental Affairs</b>	
	<b>Program: Social and Economic Policy</b>	
	<b>Program: Results, Delivery, Impact and Innovation</b>	
	<b>Program: Legislative and Parliamentary Governance</b>	
	<b>Program: Planning and Operations of Cabinet</b>	
	<b>Program: Senior Personnel and Public Service Renewal</b>	
	<b>Program: Commissions of Inquiry</b>	

## Supporting information on the program inventory

Financial, human resources and performance information for PCO’s Program Inventory is available in [GC InfoBase](#).<sup>xiv</sup>

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## Supplementary information tables

The following supplementary information tables are available on PCO's website:

- ▶ [Reporting on Green Procurement](#)<sup>xv</sup>
- ▶ [Gender-based analysis plus](#)<sup>xvi</sup>

## 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](#).<sup>xvii</sup> 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+ of tax expenditures.

## 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)  
TTY: 613-957-5741

**Fax:** 613-957-5043

**Email:** [info@pco-bcp.gc.ca](mailto: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 - Twitter Account: <https://twitter.com/PrivyCouncilCA>

Tweet to @PrivyCouncilCA

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## Appendix: 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 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.

### **experimentation** (*expérimentation*)

The conducting of activities that seek to first explore, then test and compare the effects and impacts of policies and interventions in order to inform evidence-based decision making, and improve outcomes for Canadians, by learning what works, for whom and in what circumstances.

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Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

**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. For a particular position, the full-time 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+)** (*analyse comparative entre les sexes plus [ACS+]*)

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race ethnicity, religion, age, and mental or physical disability.

**government-wide priorities** (*priorités pangouvernementales*)

For the purpose of the 2019–20 Departmental Results Report, those high-level themes outlining the government's agenda in the 2019 Speech from the Throne, namely: Fighting climate change; Strengthening the Middle Class; Walking the road of reconciliation; Keeping Canadians safe and healthy; and Positioning Canada for success in an uncertain world.

**horizontal initiative** (*initiative horizontale*)

An initiative where two or more federal organizations 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 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.

**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 organization, program, policy or initiative respecting expected results.

**performance reporting** (*production de rapports sur le rendement*)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

**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 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 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.

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## Endnotes

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- i Critical Election Incident Protocol, <https://www.canada.ca/en/democratic-institutions/services/protecting-democracy/critical-election-incident-public-protocol.html>
- ii Declaration on Electoral Integrity Online, <https://www.canada.ca/en/democratic-institutions/services/protecting-democracy/declaration-electoral-integrity.html>
- iii Government After Shock Event, <https://gov-after-shock.oecd-opsi.org/>
- iv Impact Canada, <https://impact.canada.ca/en>
- v 2017–18 Departmental Results Report, <https://www.canada.ca/en/privy-council/corporate/transparency/reporting-spending/departmental-results-reports/2017-2018.html>
- vi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- viii Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- ix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- x Financial Statements, <https://www.canada.ca/en/privy-council.html>
- xi Raison d'être, mandate and role, <https://www.canada.ca/en/privy-council/corporate/mandate.html>
- xii Ministers' mandate letters, <https://pm.gc.ca/en/mandate-letters>
- xiii Operating context, <https://www.canada.ca/en/privy-council.html>
- xiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xv Reporting on Green Procurement, <https://www.canada.ca/en/privy-council/corporate/transparency/reporting-spending/departmental-results-reports/2020-2021/reporting-green-procurement.html>
- xvi Gender-based analysis plus, <https://www.canada.ca/en/privy-council/corporate/transparency/reporting-spending/departmental-results-reports/2020-2021/gender-based-analysis-plus.html>
- xvii Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>