



Privy Council Office

1997-98
Estimates

Part III

Expenditure Plan

The Estimates Documents

The Estimates of the Government of Canada are structured in three Parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve. The Part III documents provide additional detail on each department and its programs primarily in terms of the results expected for the money spent.

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Canada Communication Group – Publishing
Ottawa, Canada K1A 0S9

Catalogue No. BT31-2/1998-III-58
ISBN 0-660-60104-4



1997-98 Estimates

Budget des dépenses 1997-1998

Part III

Partie III

Expenditure Plan

Plan de dépenses

Privy Council Office

Bureau du Conseil privé

Privy Council Office



Bureau du Conseil privé

Approved/Approuvé

PRIME MINISTER / PREMIER MINISTRE

PREFACE

This document is a report to Parliament to indicate how the resources voted by Parliament have or will be spent. As such, it is an accountability document that contains several levels of detail to respond to the various needs of its audience.

The Part III for 1997-98 is based on a revised format intended to make a clear separation between planning and performance information, and to focus on the higher level, longer term plans and performance of departments.

The document is divided into four sections:

- A Message from the Prime Minister (Executive Summary);
- The Departmental Plan;
- 1995-96 Performance Report; and
- Supplementary Information.

It should be noted that, in accordance with Operating Budget principles, human resource consumption reported in this document will be measured in terms of employee full-time equivalents (FTEs).

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I A MESSAGE FROM THE PRIME MINISTER

The three-year planning period covered by this document will take us over the threshold of the new millennium, a watershed symbolic of the many changes that Canada and other Western societies are experiencing today.

Globalization, new information technologies and fiscal pressures are just some of these international trends. As well, Canadians are facing many challenges specific to our own circumstances.

The Government of Canada has fulfilled most of the commitments it has made to help meet current challenges. It has also established clear priorities for the coming years. In the future, we will continue to adapt our priorities and role, within the means available, to ensure effective leadership and services to Canadians.

We will be counting on the Privy Council Office and the Public Service as a whole to remain a vital source of advice to the government and an effective provider of services to all Canadians.

Together, we can ensure that Canada enters the next century and millennium as a strong and united country that continues to be respected around the world.

*The Right Honourable Jean Chrétien
Prime Minister*

II THE DEPARTMENTAL PLAN

A. Summary of the Department's Plans and Priorities

The Government of Canada, in the Speech from the Throne of February 27, 1996, outlined its priorities for the mandate, specifically:

- *a strong economy;*
- *security for Canadians; and*
- *a modern and united country.*

The Privy Council Program will continue to contribute to the achievement of these priorities and to assist the government in developing further plans and objectives to meet future challenges.

The Privy Council Program will also focus on issues related to the management of the Public Service, such as the modernizing of service delivery, the strengthening of the policy capacity of the Public Service and the improved management of human resources.

B. Overview of the Department

The Privy Council Program includes five main Business Lines/Activities - Office of the Prime Minister, Ministers' Offices, the Privy Council Office, Commissions of Inquiry and Task Forces, and Administration. The core function of the Program is the Privy Council Office whose Mission Statement can be defined as follows:

Mission Statement

Our Mission

To serve Canada and Canadians by providing the best non-partisan advice and support to the Prime Minister and Cabinet.

Our Values

We recognize the special need of the Prime Minister for timely advice and support. We dedicate ourselves to our work and to the effective functioning of government. We believe that integrity, judgement and discretion are essential to achieving our mission.

We believe that people are the strength of PCO.

Mandate

The mandate of the overall Privy Council Program is broad and includes the Prime Minister's Office, various Ministers' Offices as well as Commissions of Inquiry and Task Forces which fall under the Program. With regard to the Privy Council Office itself, the Clerk of the Executive Council of the Province of Canada was sworn Clerk of the Privy Council on July 1, 1867, by the Governor General at the first meeting of the Governor in Council. In 1940, the Clerk of the Privy Council was given additional duties and also made Secretary to the Cabinet.

In 1992, the role of the Clerk of the Privy Council as Head of the Public Service was given a statutory basis in the Public Service Employment Act. On June 25, 1993, the Privy Council Office was given responsibility for federal-provincial relations, with the re-integration of the Federal-Provincial Relations Office into the Privy Council Office and the establishment of the Intergovernmental Affairs Branch.

Roles and Responsibilities of the Privy Council Office

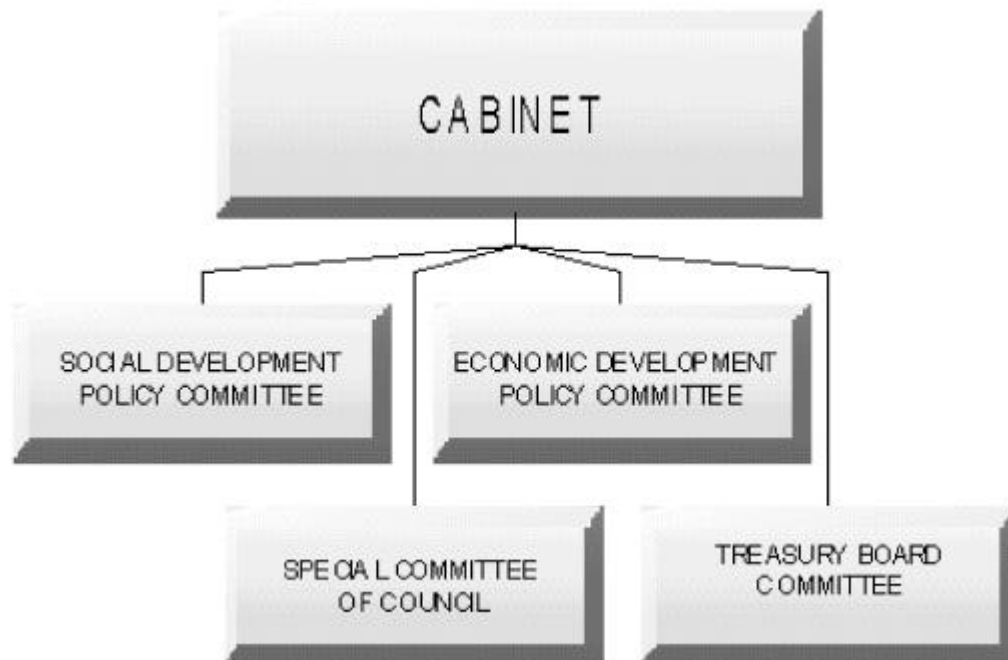
PRINCIPAL ROLES AND RESPONSIBILITIES

- ***Provide information, advice and services to the Prime Minister across the full range of his responsibilities as head of government.***
- ***Support the decision-making process of Cabinet and committees of Cabinet.***
- ***Ensure the overall coordination of departments in supporting government priorities and initiatives.***
- ***Ensure the effectiveness of the Public Service in serving the government and Canadians.***

The Privy Council Office, working with departments across the government, provides advice, information and services to the Prime Minister in his capacity as Head of Government, and to the other Ministers within the Privy Council Program: the President of the Privy Council and Minister of Intergovernmental Affairs; the Leader of the Government in the House of Commons; and the Leader of the Government in the Senate. It also provides information and advice, as required, to the Deputy Prime Minister and to the Minister designated as the federal Interlocutor for Métis and Non-Status Indians.

As the Secretariat to the Cabinet, the Privy Council Office provides information and advice to the Prime Minister, to Cabinet, to the Policy Cabinet Committees and the Special Committee of Council, on the implementation of the government's program. For example, the PCO assists the Prime Minister in the planning and conduct of three Cabinet Planning Sessions held each year to discuss the government's strategic priorities. It should be noted that the Treasury Board Committee is supported by the Treasury Board Secretariat, a separate department of government.

Figure 1: Cabinet Committees

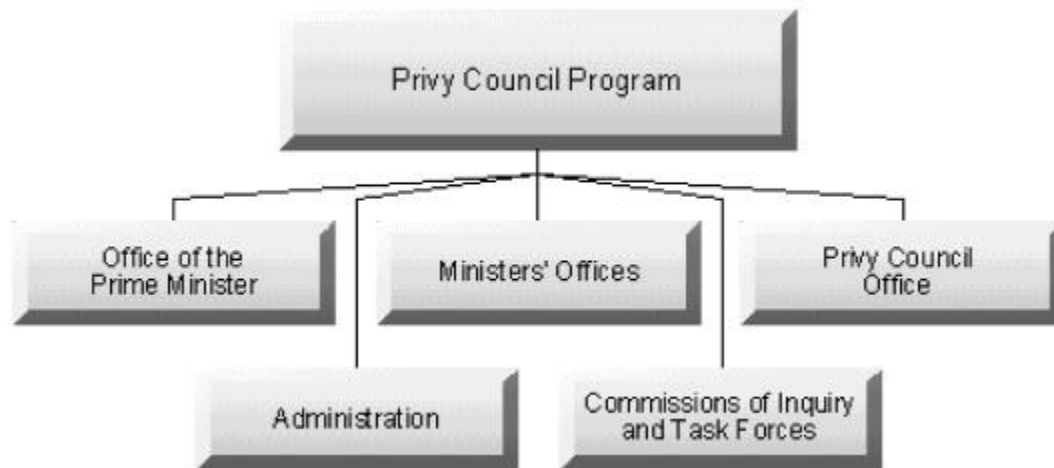


The Intergovernmental Affairs Branch of the Privy Council Office is responsible for providing advice and support on policies and communications with respect to federal-provincial relations, aboriginal affairs and the evolution of the federation. The PCO assists the Prime Minister, the Minister of Intergovernmental Affairs, the Interlocutor for Métis and Non-Status Indians, and the Cabinet more generally in these tasks.

The Clerk of the Privy Council is also the Head of the Public Service, and thus has an important role in ensuring that the Public Service as an institution has the capacity to serve Canadians and their elected representatives in the years ahead. As the roles of government are redefined, the Privy Council Office establishes priorities for change in the Public Service to enable it to adapt effectively.

Organization and Program Composition

Figure 2: Program Structure



As shown in Figure 2 above, the Privy Council Program consists of five business lines or activities. Each of these business lines is described in detail in sub-section C. The organization parallels the Program's activity structure. The Privy Council Program is carried out primarily in Ottawa, with the exception of Commissions of Inquiry and Task Forces which may be located across Canada as required.

The Prime Minister, who is responsible for the Privy Council Program, is supported by the Privy Council Office, under the direction of the Clerk of the Privy Council and Secretary to the Cabinet, and by the Prime Minister's Office, under the direction of the Chief of Staff.

The Ministers' Offices business line consists of: the Office of the President of the Privy Council and Minister of Intergovernmental Affairs who is responsible for overseeing the management of federal-provincial relations; the Office of the Leader of the Government in the Senate who is responsible for the management of the Government's legislative program in the Senate; and the Office of the Leader of the Government in the House of Commons who is responsible for the legislative program in the House of Commons and for coordinating the preparation of replies to Parliamentary Inquiries.

The Privy Council Office Business Line consists of the Plans and Consultation Branch, the Operations Branch, the Security and Intelligence and Counsel Branch, the Management Priorities and Senior Personnel Secretariat, and the Intergovernmental Affairs Branch.

The Commissions of Inquiry and Task Forces Business Line consists of those Commissions and Task Forces reporting to the Prime Minister.

The Administration Business Line (Corporate Services Branch) provides administrative, financial, informatics, technical, information, and human resources services to the Program. In addition to these standard services, the Corporate Services Branch also responds to requests for access to information under the *Access to Information and Privacy Acts*.

Resource Plans

The following tables provide a summary of the financial requirements for the Program in term of spending authorities and vote wording information.

Authorities for 1997-98 - Part II of the Estimates

Financial Requirements by Authority

Vote (thousands of dollars)	1997-98 Main Estimates	1996-97 Main Estimates
Privy Council		
1 Program expenditures	57,909	66,216
(S) The Prime Minister's salary and motor car allowance	72	72
(S) President of the Privy Council - Salary and motor car allowance	49	49
(S) Leader of the Government in the Senate - Salary and motor car allowance	49	49
(S) Ministers without Portfolio or Ministers of State - Motor car allowance	18	18
(S) Contributions to employee benefit plans	5,910	5,200
Total Department	64,007	71,604

Votes - Wording and Amounts

Vote (dollars)	1997-98 Main Estimates
Privy Council	
1 Privy Council - Program expenditures, including the operation of the Prime Minister's residence; the payment to each member of the Queen's Privy Council for Canada who is a Minister without Portfolio or a Minister of State who does not preside over a Ministry of State of a salary equal to the salary paid to Ministers of State who preside over Ministries of State under the <i>Salaries Act</i> , as adjusted pursuant to the <i>Parliament of Canada Act</i> and pro rata for any period less than a year; the grant listed in the Estimates and contributions.	57,909,000

Figure 3: Portfolio Overview

(thousands of dollars)	Main Estimates * 1996-97	Main Estimates 1997-98	Planned 1998-99	Planned 1999-00
Privy Council - Department	71,604	64,007	57,584	57,656
Canadian Centre for Management Development	17,616	16,958	17,221	17,236
Canadian Intergovernmental Conference Secretariat	3,115	3,104	3,004	3,004
Canadian Transportation Accident Investigation and Safety Board	23,305	22,107	21,326	21,326
Chief Electoral Officer	23,822	23,854	4,211	4,211
Commissioner of Official Languages	10,509	9,962	9,982	9,941
National Round Table on the Environment and the Economy	3,270	3,310	3,210	3,210
Public Service Staff Relations Board	5,623	5,556	5,353	5,353
Security Intelligence Review Committee	1,403	1,406	1,360	1,360
Portfolio Budget	160,267	150,264	123,251	123,297
Departmental Overview				
Main Estimates	71,604	64,007	57,584	57,656
Estimated Cost of Services by other Departments	11,145	10,113	Not Available	Not Available
Net Cost of the Department	82,749	74,120	57,584	57,656
* Does not include Supplementary Estimates.... Main Estimates only				

Figure 4: Appropriated Planned Spending

(thousands of dollars)	Main Estimates* 1996-97	Main Estimates 1997-98	Planned 1998-99	Planned 1999-00
Business Lines/Activities:				
Office of the Prime Minister	5,528	5,527	5,527	5,527
Ministers' Offices	4,712	4,330	4,330	4,330
Privy Council Office	33,109	32,582	26,647	26,669
Commissions of Inquiry and Task Forces	5,740	-	-	-
Administration	22,515	21,568	21,080	21,130
Total	71,604	64,007	57,584	57,656

* Does not include Supplementary Estimates Main Estimates only

Figure 5: Net Cost of the Program by Business Line/Activity

(thousands of dollars)	1997-98 Main Estimates		
Business Lines/Activities	Operating	Transfer Payments	Total Main Estimates
Office of the Prime Minister	5,527	-	5,527
Ministers' Offices	4,330	-	4,330
Privy Council Office	30,571	2,011	32,582
Commissions of Inquiry and Task Forces	-	-	-
Administration	21,568	-	21,568
	61,996	2,011	64,007
Other Expenditures			
Estimated Cost of Services by other Departments			10,113
Net Cost of the Program			74,120

C. Details by Business Line

Office of the Prime Minister

1. Priorities

The Prime Minister's Office Business Line provides advice, information and special services to support the Prime Minister as Head of Government and chairman of Cabinet, including liaison with Ministers, issue management, government communications, planning and operations related to representation of Canada in the international community, and support for certain political responsibilities, including relations with Caucus.

2. Expenditure Plans

The resource requirements for the operation of the Prime Minister's Office will remain constant over the three-year planning period.

Ministers Offices

1. Priorities

The Ministers' Offices Business Line provides for the administration of offices providing support services, information and advice to the President of the Privy Council and Minister of Intergovernmental Affairs, the Leader of the Government in the House of Commons, and the Leader of the Government in the Senate.

2. Expenditure Plans

The resource requirements for the three-year planning period for the various Ministers' Offices within the Privy Council Program have been set in accordance with the Guidelines for Ministers' Offices, which were established in November 1993. These budgets reflect the approved levels for exempt and departmental staff as well as operating budgets.

In addition, this Business Line includes the resources for the payment of salaries and allowances for Secretaries of State who assist Cabinet Ministers in carrying out their responsibilities. However, the operating budgets for the offices of these Secretaries of State are not included in the Privy Council Program. These are included in the budgets of the respective departments.

Privy Council Office

1. Priorities

Global change and the particular challenges facing Canada today are leading all governments and public sector institutions in this country to adapt their roles to address more effectively, within our collective means, the needs of Canadian society.

The Privy Council Office has an important role in this regard:

- to assist the government in the setting of priorities;
- to support the Prime Minister, Cabinet and Cabinet Committees in taking decisions on the implementation of government commitments and addressing the issues of the day; and
- to ensure the vitality and effectiveness of the institution of the Public Service in providing advice and support to the government and in providing services to Canadians.

As well, during the three-year planning period, there will be a federal election. The Privy Council Office will provide advice on policies and programs for a government's new mandate.

Implementation of Government Commitments

The Privy Council Office is responsible for assisting the government in taking decisions on the detailed policies and programs required to carry out its commitments to Canadians.

It supports Cabinet as the senior decision-making forum of the government, the Cabinet Committee on Economic Development Policy with respect to the government's economic priorities and initiatives, and the Cabinet Committee on Social Development Policy with respect to the government's social priorities and initiatives. Where there are strong linkages between economic and social policy issues, PCO assists Committee chairs to ensure that all interested Ministers participate in the discussions on these issues.

Many of the government's commitments for the second half of the mandate, outlined in the Speech from the Throne of February 27, 1996, have been implemented (as detailed below). Further progress on outstanding government commitments is expected by the end of the mandate.

A A Strong Economy

The government has taken action on its economic commitments. Recent examples include:

- programs to implement the government's overall jobs strategy, including a new strategy on science and technology, the launch of the Canadian technology network, expanded trade promotion activities building on the success of Trade Team Canada, and an increased focus on youth employment opportunities with the doubling of funding for summer jobs in 1996;
- the introduction of legislative proposals to strengthen the economic framework in the areas of competition, bankruptcy and copyright, and to modernize Part I of the Canada Labour Code, and public consultations on the reform of financial institutions; and
- the introduction of new legislation to implement sales tax harmonization with the Atlantic provinces.

Looking ahead, among other initiatives, the government will be putting in place additional measures to assist youth to make the transition from school to work (further to the 1996 Budget). In addition, the government is discussing with the provinces a one-year extension of the infrastructure program.

B Security for Canadians

Over the past year, key initiatives to enhance the security of Canadians included the implementation of Employment Insurance reform, establishment of a cash floor for the Canada Health and Social Transfer (CHST), the signing of labour market agreements with Alberta and New Brunswick, the introduction of Tobacco Control legislation, the establishment of a federal-provincial-territorial Ministerial Council on Social Policy Renewal to strengthen the social union and work in partnership on social policy reform, the introduction of legislation on high-risk offenders and innovative alternatives to incarceration for low-risk offenders, and international initiatives in the areas of child labour and peacekeeping.

In addition, the government introduced legislation to ensure environmental security, including changes to the *Canadian Environmental Protection Act*, and new legislation to protect endangered species, and reached a framework agreement with the provinces on environmental harmonization.

Looking ahead, additional labour market agreements are expected to be signed with some provinces. Progress on the Aboriginal agenda will continue to be made, including consideration of the recommendations of the report of the Royal Commission on Aboriginal Peoples, released in November 1996.

With respect to health issues, the report of the National Forum on Health, expected in February 1997, will provide broad strategic directions for Canada's health system in the future. Also, the government will continue to work with the provinces and territories to establish a new national Blood Authority through the Conference of Ministers of Health.

The Ministerial Council on Social Policy Renewal will provide the forum for discussions among governments to develop a national child benefit, improve support for Canadians with disabilities, and determine principles and objectives underlying Canada's social programs.

The Speech from the Throne stated that in an interdependent world, security means taking an active role on the international stage. The Privy Council Office will provide ongoing advice on emerging foreign and defense policy developments, and will support the Prime Minister in pursuing key foreign policy objectives, notably increasing trade liberalization, advancing human rights and democratic development, and promoting peace in Bosnia, the Middle East, Haiti and elsewhere.

Reflecting Canada's role as a member of the G-7 and leader among the middle powers, the Privy Council Office will continue to prepare for the Prime Minister's discussions with foreign leaders, both bilaterally and in such multilateral bodies as the G-7, the UN and NATO. The Privy Council Office will also support the Prime Minister in his role as Chair of APEC in 1997 as well as his participation in Canada's Year of Asia Pacific.

C A Modern and United Country

Canadian unity and the harmonious management of federal-provincial relations are fundamental responsibilities of the Government of Canada. Renewal of the Canadian federation is an essential instrument to achieve both objectives.

In this regard, the 1996 Speech from the Throne set out the broad directions for government policy for the years ahead. In particular, it indicated the government's intention to implement a responsible agenda for change -- one that builds on Canada's successes of the past and yet ensures that the Canadian federation is modernized to meet the needs of the 21st century.

The Privy Council Office will continue to play a role in this regard. In particular, it will continue to provide advice to the government on federal-provincial relations, including the identification of provincial priorities and the monitoring of policy files with important intergovernmental implications. It will continue to seek new avenues to renew our federation, while supporting the implementation of those concrete and practical initiatives for renewing the federation that were set out in the Speech from the Throne and endorsed by First Ministers at their meeting in June 1996 (in the areas, for example, of labour market training, environmental harmonization, food inspection, and the strengthening of the Canadian social union).

The Privy Council Office will also support Ministers with policy advice and strategic planning on constitutional and legal issues related to national unity and federal-provincial relations. In carrying out this responsibility, the PCO will work closely with the Department of Justice.

As well, the Privy Council Office will continue to provide advice to the government on aboriginal matters and will remain responsible for the strategic policy framework for federal-provincial-aboriginal relations.

Priorities for the Medium Term

Governments must continually look ahead to consider the challenges and priorities for action in the future. Over the planning period, the federal government will need to consider what priorities should be pursued to contribute to the betterment of Canada and Canadians.

The Privy Council Office will be closely involved in preparing, in collaboration with other departments, analysis and advice to the government on possible issues and priorities for the future.

PCO has launched Canada 2005, a process aimed at strengthening the ability of the Public Service to provide informed, sound policy advice. The Canada 2005 process is being overseen by the Coordinating Committee of Deputy Ministers. Canada 2005 has been structured to allow for the identification of the key trends, pressure points and challenges affecting Canada over the coming decade.

In order to accomplish this objective, the Privy Council Office has established the Policy Research Committee, comprised of Assistant Deputy Ministers across government departments. Over the 1997-98 fiscal year, the Policy Research Committee will exchange information on the trends and challenges affecting policy development, identifying important research gaps and indicating how they can be addressed by departments.

Public Service Reform

Changes affecting Canadian society and the role of government are also having a major impact on the Public Service and its capacity to serve the government and Canadians. Modernizing service delivery, strengthening its policy capacity and the sound management of people are the key steps to ensuring the Public Service will be a vibrant and flexible national institution adapted to future needs.

Modernizing Service Delivery

The Privy Council Office will continue to work closely with the Treasury Board Secretariat to streamline administrative and regulatory systems to support cost effective and citizen-focused service delivery and to facilitate partnerships across other jurisdictions and sectors. Increased attention will be given to performance review as a key element of improving the quality of services.

Strengthening Policy Capacity

The Privy Council Office will work with all departments to promote interdepartmental cooperation and collaboration with stakeholders in policy development. This will involve encouraging increased recognition of horizontal linkages, particularly between economic and social issues, with a view to achieving a more integrated perspective that responds to priority concerns of Canadians. It will also involve ensuring that departments and central agencies have the capacity to provide sound policy advice that reflects domestic and international developments.

Management of People

In order to ensure that the Public Service has the future capacity to provide excellent service to the public and to elected officials, particular attention over the next three years will be given to the management of people. A series of initiatives under the umbrella title of La Relève is being launched to improve human resources planning in departments, to introduce corporate initiatives to support the development of the competencies required and to ensure the continuity of leadership in the Public Service. The Privy Council Office will work closely with the Treasury Board Secretariat and the Public Service Commission to modernize the human resource management systems and practices within the Public Service.

2. Expenditure Plans

Over the three-year planning period, the Privy Council Office will continue with the implementation of its Program Review plans in order to meet savings identified as

part of Phases I and II. The Privy Council Office was provided with \$5 million in additional temporary resources, for fiscal years 1996-97 and 1997-98 respectively, to manage federal-provincial issues. A determination will be made during 1997-98 as to the appropriate funding level for future years.

Commissions of Inquiry and Task Forces

1. Activities

Currently, there are three Commissions of Inquiry operating within the Privy Council Program:

- Indian Specific Claims Commission;
- Commission of Inquiry on the Blood System in Canada; and
- Commission of Inquiry into the Deployment of Canadian Forces to Somalia.

Commissions established under the *Inquiries Act* are given specific terms of reference which are set out in the appointing Order in Council. Following their appointment, Commissioners proceed with the development of a work plan for conducting the Inquiry and a forecast of the costs of the Commission. The expenditure forecast is then submitted to the Treasury Board for approval and funding is voted through the normal Estimates process.

Commissions are usually established on short notice and initial funding is often not obtainable through the Main Estimates processes. As well, unforeseen costs may arise in a given fiscal year for which Supplementary Estimates are required. Quite often, this does not have an impact on the total forecasted cost of a Commission but rather is a reallocation or reprofiling of resources among fiscal years.

The resource requirements for these three Commissions of Inquiry are not included in the 1997-98 approved reference levels for the Privy Council Program but will need to be sought through the Supplementary Estimates process.

2. Expenditure Plans

Indian Specific Claims Commission

The Indian Specific Claims Commission was established by Order in Council P.C. 1991-1329, dated July 15, 1991. A revised mandate was established by Order in Council P.C. 1992-1730 on July 17, 1992.

The Commission conducts impartial inquiries when a First Nation disputes rejection of their specific claim by the Minister of Indian Affairs and Northern Development, or when a First Nation disagrees with the compensation criteria used by government in negotiating the settlement of their claim. There are more than 600 specific claims by First Nations that the Government has for consideration. As well as conducting formal inquiries, the Commission may provide or arrange mediation regarding claims, at the request of the Government or a First Nation. It also continues to work with Government and First Nations in the evolution of a new claims policy and process. The Commission publishes reports and recommendations to all the parties for each claim, inquiry or mediation, unlike most commissions' single, generalized reports. The Commission must also make an annual report to Cabinet and may file special reports at its discretion.

In 1996-97 an evaluation of the Indian Specific Claims Commission concluded that the Commission has performed well with its current mandate and authority. However, the evaluator found "broad agreement that the Specific Claims policy and process must be reformed" and recommended that the government work with the Assembly of First Nations to establish an independent quasi-judicial "Indian Claims Resolution Commission". A joint process was launched in 1996-97 with a view to establishing a new mandate for the Claims Commission beginning in 1999-2000. In the interim, the Commission will continue under its existing mandate. The Commission has no fixed time frame for the discharge of its full mandate. Resources for the operation of this Commission during the 1997-98 fiscal year will be sought through Supplementary Estimates.

Commission of Inquiry on the Blood System in Canada

The Commission of Inquiry on the Blood System in Canada was established on October 4, 1993 by Order in Council P.C. 1993-1879 and directed to report to the Governor in Council by September 30, 1994. The Honourable Horace Krever was appointed Commissioner. The reporting date was subsequently extended to September 30, 1996 by Order in Council P.C. 1995-2135. Order in Council P.C. 1996-1498 now directs the Commission to submit its final report in both official languages to the Governor in Council no later than April 30, 1997. Resources for the operation of this Commission during the 1997-98 fiscal year will be sought through Supplementary Estimates.

Commission of Inquiry into the Deployment of Canadian Forces to Somalia

The Commission was established in March 1995 by Order in Council P.C. 1995-442 which was subsequently amended by Order in Council P.C. 1996-959

dated June 20, 1996, which requires the Commission to submit its final report on March 31, 1997.

The Commission is to inquire into and report on the chain of command system, leadership within the chain of command, discipline, operation, actions and decisions of the Canadian Forces and the actions and decisions of the Department of National Defence in respect of the Canadian Forces deployment to Somalia and to inquire into the various matters related to the pre-deployment, in-theatre and post-deployment phases of the Somalia action.

The Government recently announced that it will grant a third and final extension to the Commission to June 30, 1997. Therefore, funding for this Commission for fiscal year 1997-98 will be requested through Supplementary Estimates, which will be offset from the resources of the Department of National Defence.

Administration

1. Priorities

The Administration Business Line within the Privy Council Program is responsible for providing regular ongoing administrative services and, as well, specialized services not found in other government departments. These common services are provided to the Prime Minister's Office, the President of the Privy Council and Minister of Intergovernmental Affairs and other Ministers' Offices within the Program, as well as the Privy Council Office. They include financial, administrative, information management, informatics, technical, translation and human resource services as well as responses to requests for access to information under the Access to Information and Privacy Acts.

Specialized services include the costs of operating the Prime Minister's switchboard, a correspondence unit responsible for the handling of all non-political, non-personal mail addressed to the Prime Minister and to the Minister of Intergovernmental Affairs, technical tour support to the Prime Minister's Office and press monitoring costs, including newspapers, books and newswire services. As well, the Business Line provides certain administrative services to Commissions of Inquiry and Task Forces.

In order to provide better information to the Prime Minister, Cabinet and the Privy Council Office, the priorities of the Administration Business Line over the three-year planning horizon will include the continuing development of cost-effective delivery mechanisms for its services. This includes the enhancement, development and promulgation of information technology in the department. The department is involved

in several projects under the auspices of the Government's Blueprint Initiatives, including an electronic media monitoring system to disseminate newspaper clippings, a records, document and information management system to manage paper and electronic documents in an integrated manner, a system for the management of ministerial and executive correspondence, and the migration to a new financial system in keeping with the government's Financial Information Strategy.

2. Expenditure Plans

Funding for this Business Line will remain fairly constant for the 1997-98, 1998-99 and 1999-00 fiscal years. The funding levels for these years were reduced under the Program Review initiatives-Phases I and II. Various efficiency improvements and streamlining measures, including the greater use of technology to offset administrative costs, were and will continue to be put in place.

III 1995-96 PERFORMANCE REPORT

A. Overview of the Department

Overall Departmental Review

The Privy Council Office does not deliver "programs" in the same manner as other government departments. The components of the Program operate in an environment which is very dynamic. The Program responds to government priorities which are in turn a function of a variety of factors including economic, social, intergovernmental, and international. Since the Program must react quickly to the needs of the government, pressures of time and effectiveness of response are important considerations in evaluating its performance.

The 1995-96 departmental resource base was reduced in accordance with various budget initiatives including Phase I of Program Review. Within the Privy Council Program, Phase I of Program Review, which applies to the three fiscal years 1995-96 to 1997-98, focused on the Privy Council and Administration business lines.

Some of the six Program Review tests applied to line departments, such as efficiency and affordability, were more relevant to the Privy Council Office than others. The Privy Council Office concentrated on an examination of all aspects of its organization, including the functions and services it performs, and the nature of its staff resources. This examination identified the need for a greater strategic policy and planning focus within the Privy Council Office, a more streamlined organization and a reduction in overhead and administrative services through a more efficient use of resources.

Financial Performance

The following table presents an overview of how, in 1995-96, the Privy Council Office spent the funds allocated by Parliament, as reflected in the 1995-96 Main Estimates.

Authorities for 1995-96 - Part II of the Estimates Financial Requirement by Authority

Vote (thousands of dollars)	1995-96 Main Estimates	1995-96 Actuals
Privy Council Program		
1 Program expenditures	70,748	79,671
(S) The Prime Minister's salary and motor car allowance	72	72
(S) President of the Privy Council - Salary and motor car allowance	49	49
(S) Leader of the Government in the Senate - Salary and motor car allowance	49	49
(S) Ministers without Portfolio or Ministers of State - Motor car allowance	16	18
(S) Spending of proceeds from the disposal of surplus Crown assets	0	5
(S) Contributions to employee benefit plans	4,497	4,722
Total Department	75,431	84,586

An increase of \$9.4 million to Vote 1 - Privy Council Program was approved through 1995-96 Supplementary Estimates to provide funding for the Commission of Inquiry on the Blood System in Canada and the Commission of Inquiry into the Deployment of Canadian Forces to Somalia. Furthermore, statutory adjustments under Contributions to Employee Benefit Plans and under Ministers without Portfolio or Ministers of State - Motor car allowance were made for a total of \$0.2 million. The Program lapsed a total of \$0.5 million from its total final appropriation of \$85.0 million.

Figure 6: Departmental Planned and Actual Spending by Business Line/Activity

(thousands of dollars)	Actuals 1993-94	Actuals 1994-95	Main Estimates 1995-96	Actuals 1995-96
Business Lines/Activities:				
Office of the Prime Minister	7,129	4,652	5,549	5,632
Ministers' Offices	4,405	3,549	4,671	3,744
Privy Council Office	25,218	62,732	28,877	29,640
Commissions of Inquiry and Task Forces	38,503	21,860	12,174	20,940
Administration	34,125	25,656	24,160	24,630
Total	109,380	118,449	75,431	84,586

B. Business Line Performance

Privy Council Office

During the 1995-96 fiscal year, the various branches with the Privy Council Office Business Line undertook the following initiatives:

The Operations Branch provided regular advice and support on a variety of social, economic and foreign and defense policy issues to the Prime Minister, the Clerk of the Privy Council and to the President of the Privy Council when required. On a regular basis, the Branch, in coordination with the Department of Finance, the Treasury Board Secretariat and line departments, provided the necessary advice and support to ensure the effective operation of the Social Development Policy Committee, the Economic Development Policy Committee and the Special Committee of Council. The Branch also participated in or coordinated interdepartmental work and provided advice on a variety of the Government's policies and programs.

The Plans and Consultation Branch advised the Prime Minister and the Clerk of the Privy Council on a broad range of government-wide strategic policy and planning issues. Most notable during the review period were support to Ministers in the co-ordination of Phase II of the Program Review, advice regarding the 1995 Quebec referendum, development of policy options for Ministers in the preparation of the February 1996 Speech From the Throne, and advice on fiscal policy issues including the 1996 Budget. The Branch provided support to meetings of the Cabinet and provided ongoing advice to the Prime Minister, Ministers and departments regarding communications and consultations.

In 1995-96, the Management Priorities and Senior Personnel Secretariat took on additional responsibility for supporting the Clerk of the Privy Council as Head of the Public Service in advancing the Government's public service management agenda. The Secretariat provided support to the Clerk of the Privy Council in the preparation of her 1994-95 annual report to the Prime Minister on the Public Service of Canada and in the preparation of her speeches. This Report encapsulated achievements of the Public Service during the year and provided direction for the future. The Secretariat coordinated the work of the Deputy Minister task forces which were established to strengthen Public Service policy capacity and service delivery, and to review and advise on issues such as Public Service values and ethics.

The Security and Intelligence Secretariat continued to support the Prime Minister by providing policy advice concerning security and intelligence issues and by coordinating community activities. Highlights of this work included a significant

interdepartmental review of intelligence programs, coordination of community participation in the Auditor General's first audit of accountability and control mechanisms, and implementation of a consultant's report on departmental security. The Intelligence Assessment Secretariat continued to provide foreign intelligence assessments on major international issues and developments affecting Canada. Particularly important results were achieved in this regard through its support of the Halifax G7 summit which was held June 14 - 17, 1995.

The Machinery of Government Secretariat provided advice and support to the Clerk of the Privy Council and the Prime Minister on the occasion of the reorganization of the Ministry on January 25, 1996. This support included advice on issues affecting the choice of Ministers including regional balance and other similar issues, the setting of Ministers' mandates, drafting of press releases and the announcement and management of the swearing-in ceremony of Ministers. The Secretariat, in collaboration with other secretariats in PCO, played the lead role in preparing legislation to implement the results of the government's Agency Review. The Secretariat also contributed to the development of plans for the creation of new Alternative Service Delivery agencies.

During the 1995-96 fiscal year, the Legislation and House Planning/Counsel Secretariat coordinated the introduction of 63 bills, of which 48 were passed by Parliament. The Secretariat also provided legal advice on issues dealing with the Senate inquiry into the cancellation of the Pearson Airport agreement, and on issues surrounding Commissions of Inquiry, especially the Somalia and Krever inquiries. In addition, the Secretariat developed policy leading to the introduction of the Electoral Boundaries Readjustment Act.

In 1995-96, the Intergovernmental Affairs Branch of the Privy Council undertook to support the Prime Minister, the Minister of Intergovernmental Affairs and the Cabinet more generally in their efforts to preserve national unity and renew the federation. The Branch helped the government promote a number of renewal and unity initiatives. Notably, the government presented in February 1996 its second Speech from the Throne which emphasized a commitment to renew the federation, to strengthen the unity of the country, and to improve federal-provincial partnerships and institutions.

Commissions of Inquiry and Task Forces

During the 1995-96 fiscal year, there were four Commissions of Inquiry operating within the Privy Council Program:

- Indian Specific Claims Commission;
- Royal Commission on Aboriginal Peoples;
- Commission of Inquiry on the Blood System in Canada; and
- Commission of Inquiry into the Deployment of Canadian Forces to Somalia.

- **Indian Specific Claims Commission**

During fiscal year 1995-96, the Commission was involved in 57 inquiries. Of these, 10 were completed with final reports issued. There was 4 claims settled or accepted for negotiation; 4 reports were in progress; 22 inquiries were in various stages of the process and 19 inquiries were in abeyance or closed. The commission was also involved in about 20 claims where First Nations or Canada requested mediation or facilitated negotiations. The operating costs for 1995-96 totaled \$4.165 million.

- **Royal Commission on Aboriginal Peoples**

Fiscal year 1995-96 was devoted to the editing, translating and printing of the Final Report of the Royal Commission on Aboriginal Peoples, along with an overview of the Report in both official languages and two Aboriginal languages. The Commission submitted its findings to the government in a five-volume report on November 1, 1996. The operating costs for 1995-96 totaled \$4.416 million.

- **Commission of Inquiry on the Blood System in Canada**

During 1995-96, the Commission of Inquiry on the Blood System in Canada continued hearings and related work on its mandate on the future of the blood system in Canada. The Commission was taken to the Federal Court of Canada by the Canadian Red Cross and others for judicial review of notices issued under s.13 of the *Inquiries Act*. The Court upheld the Commission's position on the issue. The reporting date of the Commission is April 30, 1997. The operating costs for 1995-96 totaled \$6.264 million.

- **Commission of Inquiry into the Deployment of Canadian Forces to Somalia**

During the fiscal year 1995-96, the Commission established its operations by recruiting the necessary staff and expertise to fulfill its mandate, obtaining appropriate accommodation and preparing a strategy and plan. In the initial stages, five hearing days were devoted to procedural and policy hearings. This was followed by an exhaustive examination of the pre-deployment phase (the phase that involved the actions and decisions taken by the Department of National Defense and the Canadian Forces with respect to the deployment prior to January 10, 1993). During this phase, which began in October 1995, some 46 witnesses appeared before the Commission over 51 hearing days. The operating costs for 1995-96 totaled \$6.094 million.

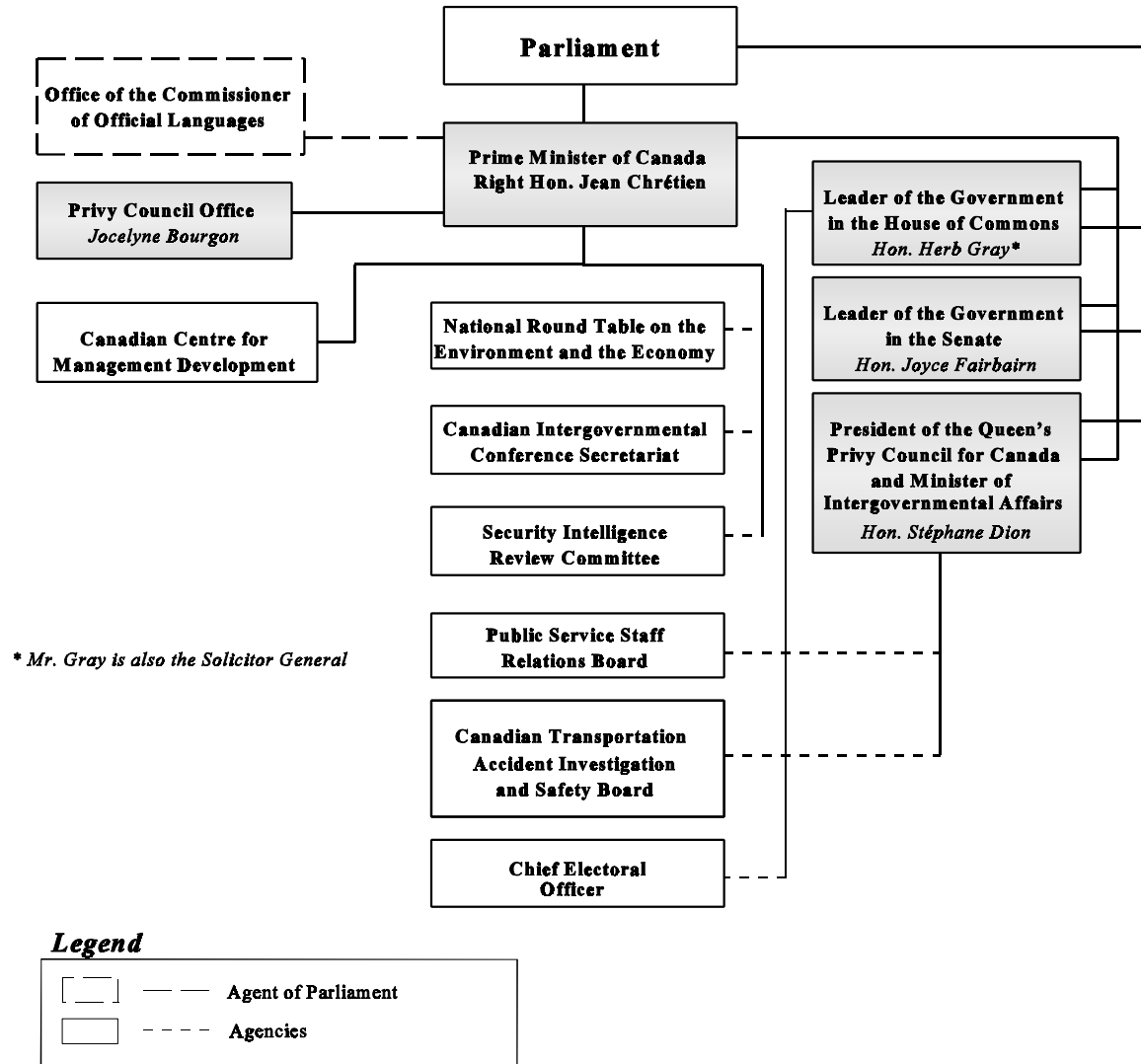
Administration

The 1995-96 fiscal year was year one of the Program Review Implementation Plan. Significant reductions were imposed to various budgets within the Administration business line which had an impact on a number of services provided by the Corporate Services Branch such as wordprocessing services, application development and library services. The Branch, to the extent possible, remained committed to providing efficient and effective financial, administrative, information management and personnel services in support of departmental operations and systems. As well, in order to enhance its ability to report on program review targets and other initiatives, the Corporate Services Branch developed a new financial planning and analysis framework which allowed for the monitoring of work plans as well as allowing sufficient flexibility for the tracking or usage of centralized budgets in the Branch.

IV SUPPLEMENTARY INFORMATION

Appendix 1 - Organization

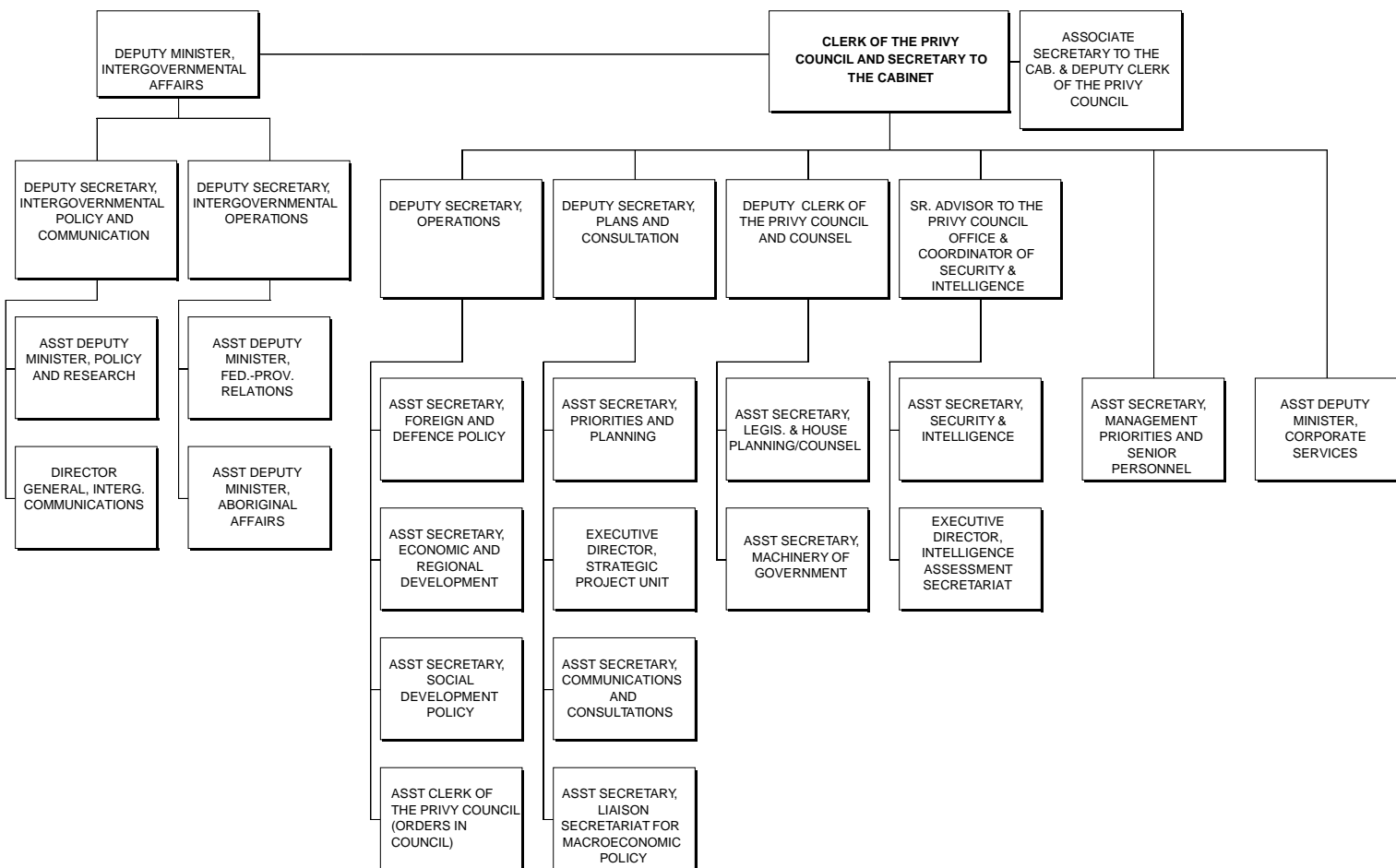
1.1 Prime Minister's Portfolio



Note: Shaded areas are funded through the Privy Council Program

1.2 Organization Chart

PRIVY COUNCIL OFFICE



Appendix 2 - Personnel Requirements

2.1 Details of Personnel Requirements by Business Line/Activity (FTEs)

(FTE's)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Business Lines/Activities:						
Office of the Prime Minister	79	85	85	85	85	85
Ministers' Offices	52	51	57	49	49	49
Privy Council Office	307	326	322	328	288	288
Commissions of Inquiry and Task Forces	-	-	-	-	-	-
Administration	223	212	202	200	200	200
Total	661	674	666	662	622	622

Appendix 2 - Personnel Requirements

2.2 Summary by Professional Category (FTEs)

(FTE's)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Order-in-Council Appointments	9	8	7	7	7	7
Executive Group	84	85	90	86	77	77
Scientific and Professional	45	52	52	56	50	50
Administrative and Foreign Services	272	288	286	290	271	271
Technical	17	19	14	18	18	18
Administrative Support	221	208	205	194	189	189
Operational	12	14	12	11	10	10
Total	660	674	666	662	622	622

Appendix 3 - Additional Financial Information

3.1 Details of Transfer Payments by Business Line/Activity (\$000)

	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Grants by Business Lines/Activities						
<i>Privy Council Office</i>						
Institute of Intergovernmental Affairs Queen's University	55	52	48	48	48	48
Grant to the Province of Quebec to compensate for 1992 referendum costs	34,558	-	-	-	-	-
Total Grants	34,613	52	48	48	48	48
Contributions by Business Lines/Activities						
<i>Privy Council Office</i>						
Aboriginal Self-Government Negotiations	1,459	1,724	2,078	1,963	1,894	1,894
Contributions to assist Métis and non-status Indian organizations to participate in discussions on the implementation of the inherent right of self-government	970	-	-	-	-	-
Total Contributions	2,429	1,724	2,078	1,963	1,894	1,894
Total Grants and Contributions	37,042	1,776	2,126	2,011	1,942	1,942

Appendix 3 - Additional Financial Information

3.2 Presentation by Standard Object (Department)

(thousands of dollars)						
	Privy Council					
	Actuals 1994-95	Actuals 1995-96	Estimates 1996-97	Estimates 1997-98	Planned 1998-99	Planned 1999-00
Personnel						
Salaries and wages	36,475	37,047	36,050	34,950	32,366	32,428
Contributions to employee benefit plans	3,754	4,097	5,200	5,910	5,471	5,481
	40,229	41,144	41,250	40,860	37,837	37,909
Goods and Services						
Transportation and communication	3,779	4,063	4,812	4,795	3,960	3,960
Information	2,339	3,283	2,988	2,968	2,451	2,451
Professional and special services	7,593	7,185	8,855	7,790	6,434	6,434
Rentals	515	667	706	705	582	582
Purchased repair and upkeep	1,364	1,053	1,268	1,021	843	843
Utilities, materials and supplies	2,170	2,349	1,851	1,850	1,528	1,528
Minor capital	1,537	2,111	2,000	2,000	2,000	2,000
Other subsidies and payments	21	15	8	7	7	7
<i>Commissions of Inquiry</i> *	21,860	20,940	5,740	-	-	-
	41,178	41,666	28,228	21,136	17,805	17,805
Total operating	81,407	82,810	69,478	61,996	55,642	55,714
Transfer Payments						
Grants	34,613	52	48	48	48	48
Contributions	2,429	1,724	2,078	1,963	1,894	1,894
Total Transfer Payments	37,042	1,776	2,126	2,011	1,942	1,942
Total expenditures	118,449	84,586	71,604	64,007	57,584	57,656

* For details see figure 3.3 on the next page

Appendix 3 - Additional Financial Information

3.3 Presentation by Standard Object (Commissions of Inquiry)

(thousands of dollars)						
	Commissions of Inquiry					
	Actuals 1994-95	Actuals 1995-96	Estimates 1996-97	Estimates 1997-98	Planned 1998-99	Planned 1999-00
Personnel						
Salaries and wages	6,890	6,012	2,021	-	-	-
Contributions to employee benefit plans	548	625	250	-	-	-
	7,438	6,637	2,271	-	-	-
Goods and Services						
Transportation and communication	1,383	1,492	912	-	-	-
Information	1,733	1,701	600	-	-	-
Professional and special services	9,285	8,046	1,611	-	-	-
Rentals	387	685	125	-	-	-
Purchased repair and upkeep	87	159	25	-	-	-
Utilities, materials and supplies	256	309	125	-	-	-
Minor capital	232	429	70	-	-	-
Other subsidies and payments	1,059	1,482	1	-	-	-
	14,422	14,303	3,469	-	-	-
Total operating	21,860	20,940	5,740	-	-	-
Transfer Payments						
Grants	-	-	-	-	-	-
Contributions	-	-	-	-	-	-
Total Transfer Payments	0	0	0	-	-	-
Total expenditures	21,860	20,940	5,740	-	-	-