



Treasury Board of Canada
Secretariat

Secrétariat du Conseil du Trésor
du Canada

Canada

From Investment Planning to the Planning and Management of Investments

Presentation to the Financial Management Institute
Professional Development Week

Investment Planning

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**Planning and Management of
Investments**

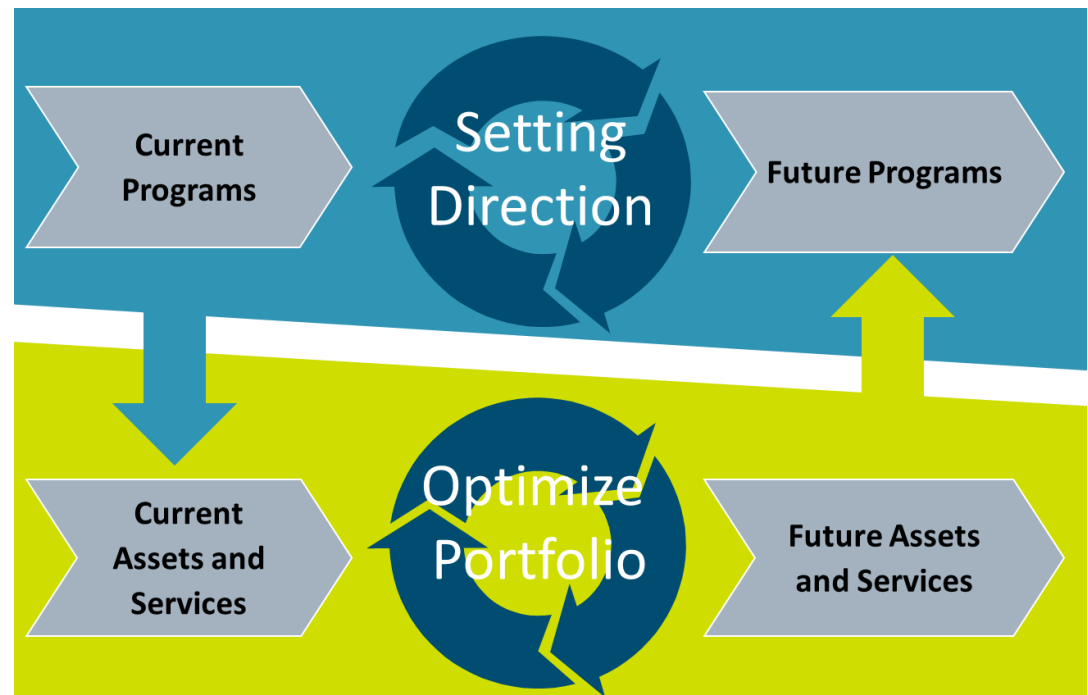
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The IT Plan

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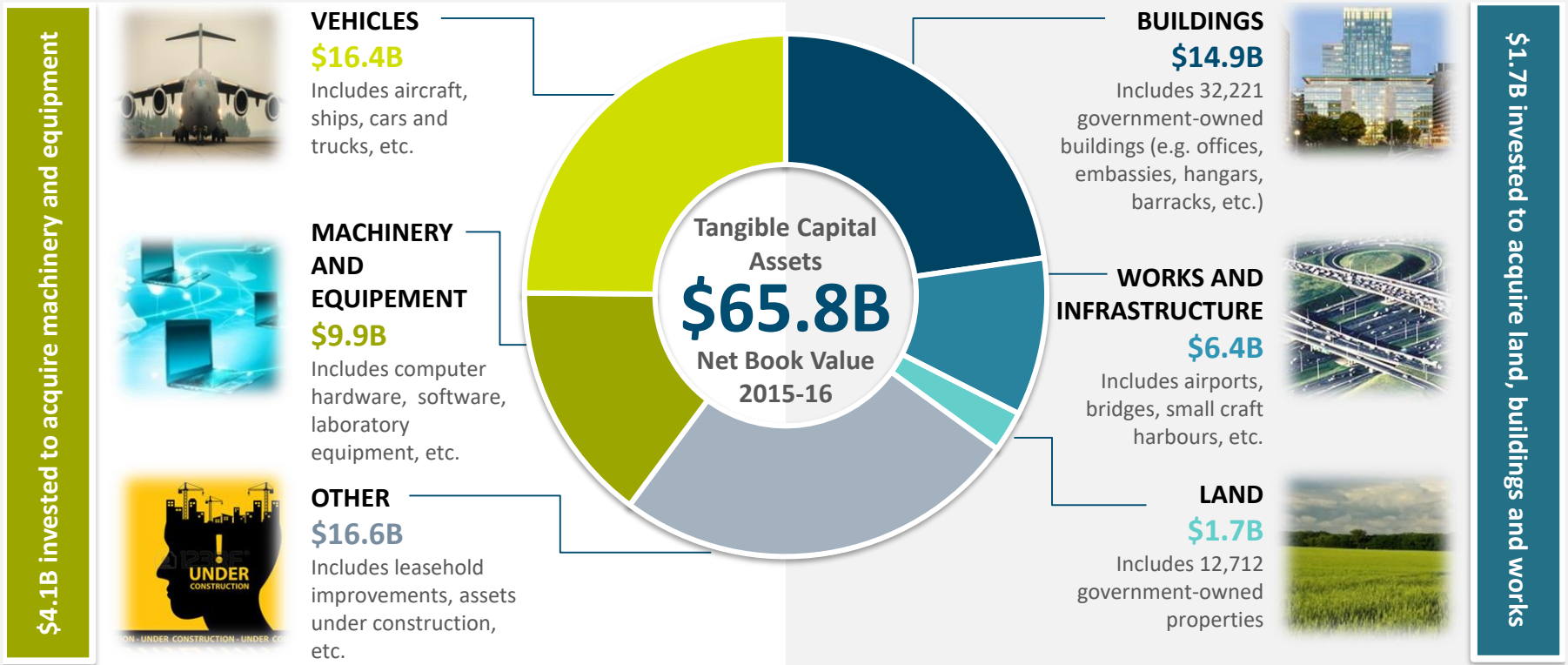
Investment Planning

Investment Planning: The process of allocating and reallocating resources, from all sources available to a department, to both existing and new investments, in a diligent and rational manner to support program outcomes and government priorities.



Government Portfolio – Tangible Capital Assets

Sound management of the Government of Canada’s large portfolio of assets and investments is critical to delivering services to Canadians



Investment Planning - Areas of Focus

Departmental Context

- Providing the deputy head and TB Ministers with the departmental context in which investments are planned and undertaken.

Investments

- Detailing investments in both assets and acquired services, including all associated resources.

Management Practices

- Enabling Treasury Board consideration of the management practices which support the planning process.

Governance and Performance

- Emphasizing the governance, decision-making, roles and responsibilities, performance and risk.

Strategic Oversight

- Promoting strategic oversight and highlighting complex and high-risk investments to deputy heads, Treasury Board Secretariat, and Treasury Board Ministers.

The Investment Plan – Supporting Strategic and Operational Decisions

Departmental Context

- Summary of the department’s vision, strategic plans and priorities, operational environment, and financial reality.

Governance Structure

- Relevant delegated authorities and decision making processes to ensure appropriate integration and oversight.

Investments

- A detailed description of high-profile, complex and high-risk investments, as well as a summary of other investments. Affordability is to be clear.

Capacity Management

- Summary of the results of the Organizational Project Management Capacity Assessment and any capacity considerations of key functional areas.

Performance and Risk

- The performance management mechanisms that seeks to demonstrate the effectiveness of the investment planning activities and an overview of risk.

Investment Planning to the Planning and Management of Investments

Investment Planning

Objective: To contribute to the achievement of value for money and sound stewardship in government program delivery through effective investment planning. Effective investment planning should ensure a diligent and rational manner of resource allocation for both existing and new assets, and for acquired services, within departmental reference levels.

Expected Results: Investment planning supports departmental, portfolio, horizontal and government-wide priorities, considers areas of highest risk, serves program outcomes, and supports sustainable development and broader social and economic objectives.

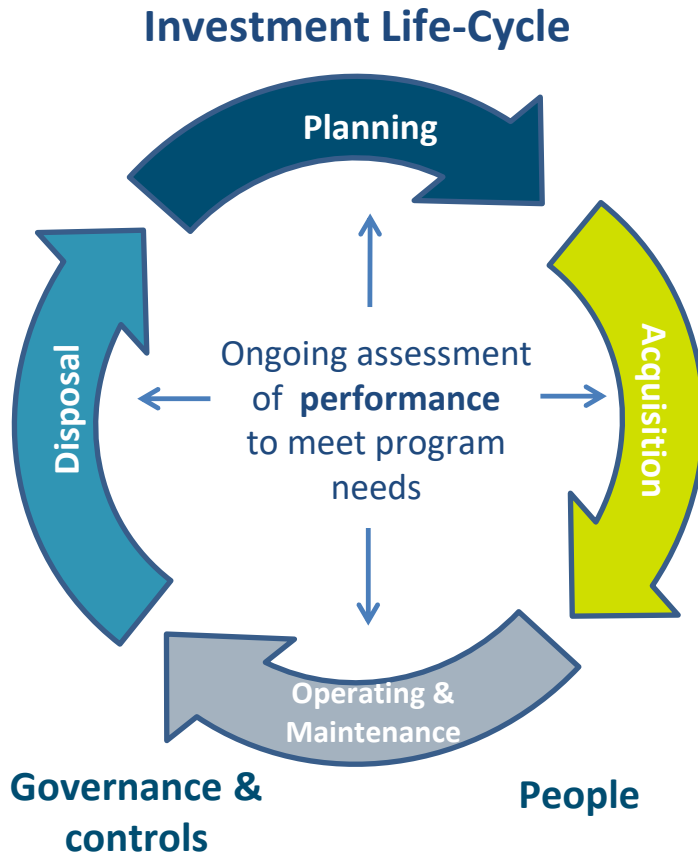
Planning and Management of Investments

Objective: The Government of Canada has the necessary assets and services in place to support program delivery to Canadians.

Expected Results:

- Assets and services are well managed;
- Decisions are based on an assessment of full life-cycle costs and demonstrate value for money and sound stewardship;
- Governance and oversight are effective;
- Integrated and collaborative practices are in place; and
- The workforce has the requisite knowledge, experience and skills.

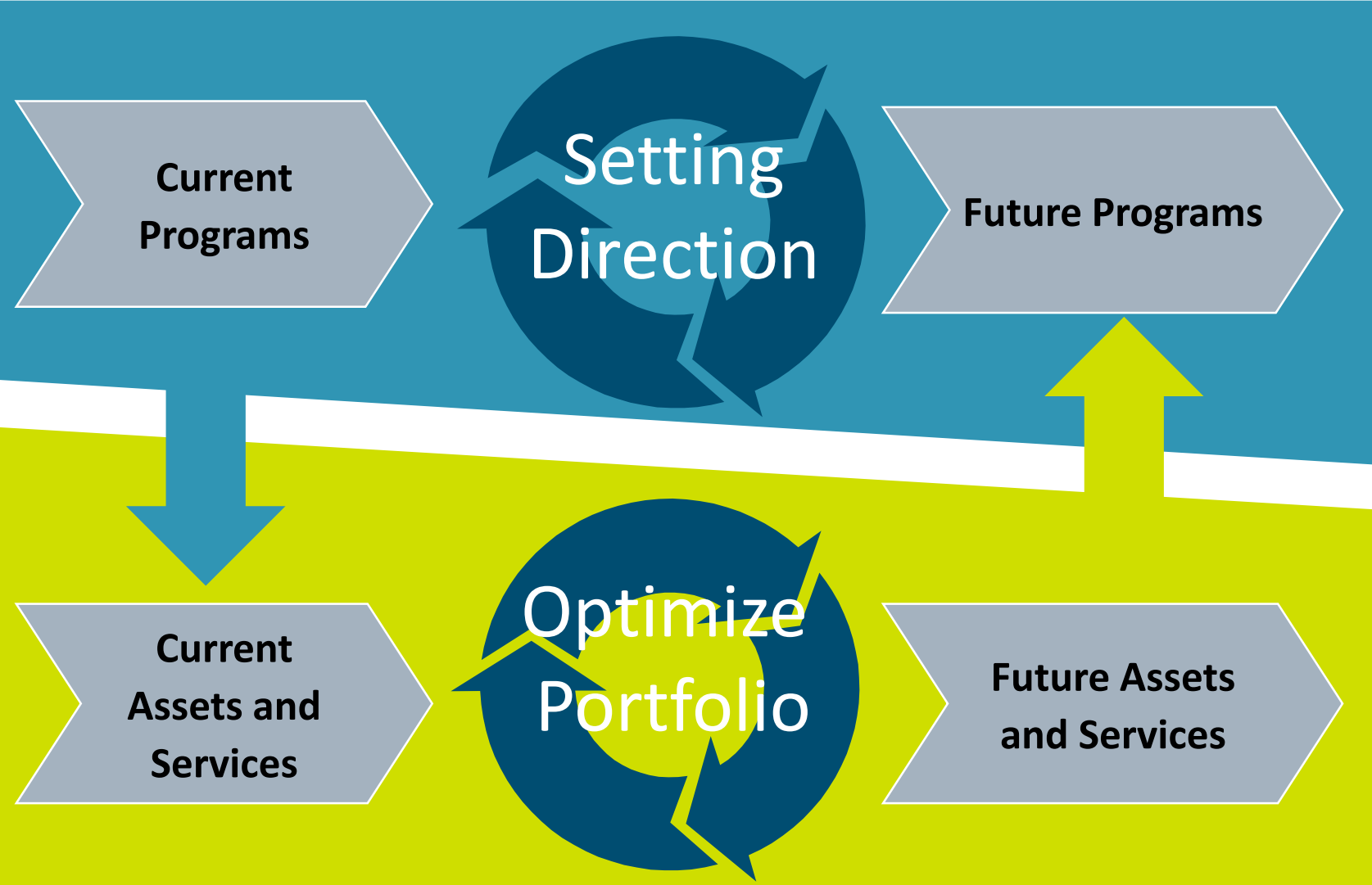
Planning and Management of Investment



Key Features

- Integrated engagement and decision-making
- Alignment between project management and procurement
- Reinforce life-cycle management
- Investment performance reporting
- Capacity-building
- Focus on outcomes

Planning and Management of Investments

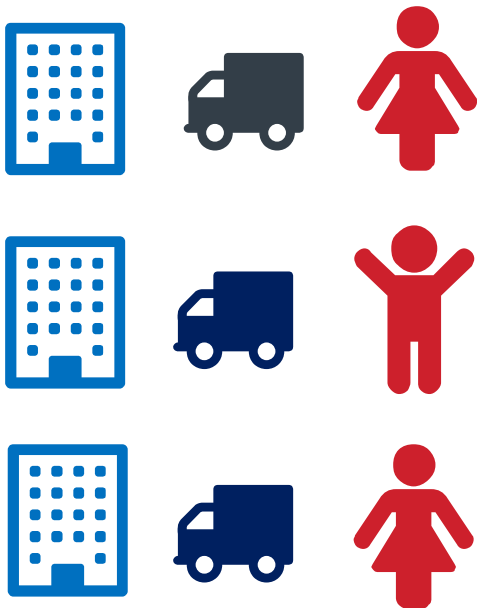


Setting Direction

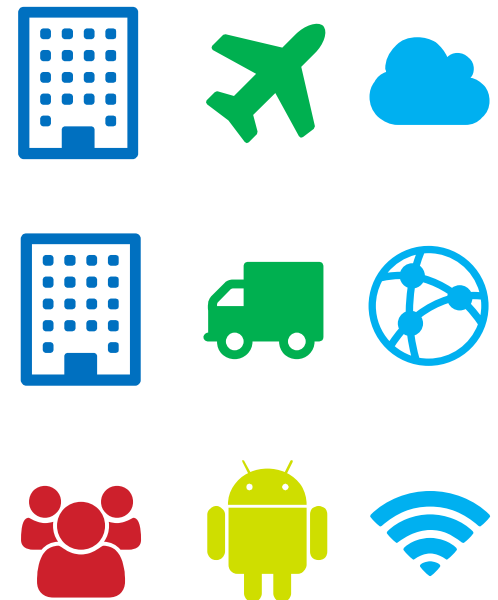
- Speech from the Throne and Minister's Mandate Letter
- Strategic, Business, Corporate Planning
- Changing Environment (transforming program delivery)



Optimize Portfolio to Align with Strategic Objectives



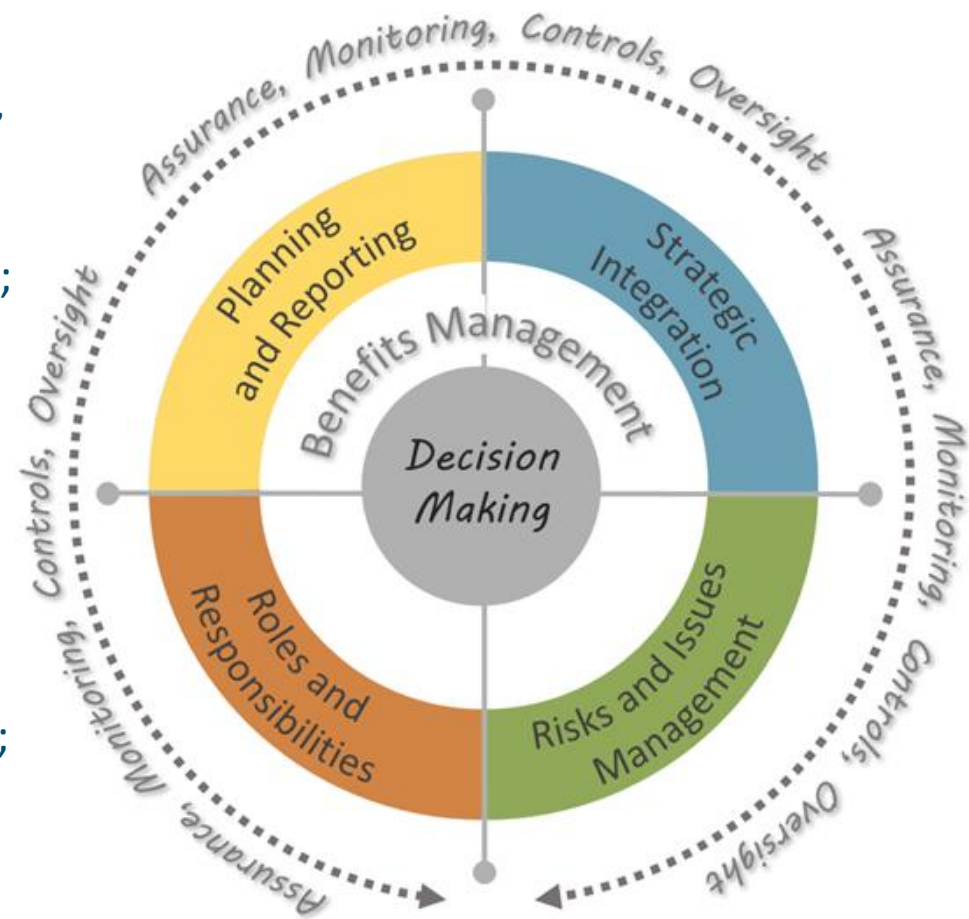
- What assets and services are required
- State of existing assets and services
- Performance information
- Capability and Capacity
- Integration across functions



Governance

Indicators of Effective Governance

- Decision making is clear, timely, effective, and documented;
- Review roles and responsibilities on a regular basis and adjust where necessary;
- Support decisions by an appropriate monitoring, control, and assurance regime;
- Have effective risk, issue, and change management allowing for adjustments, where necessary;
- Governance committees include key stakeholders and meet on a regular basis; and
- Committee and stakeholder discussions enable difficult decisions.



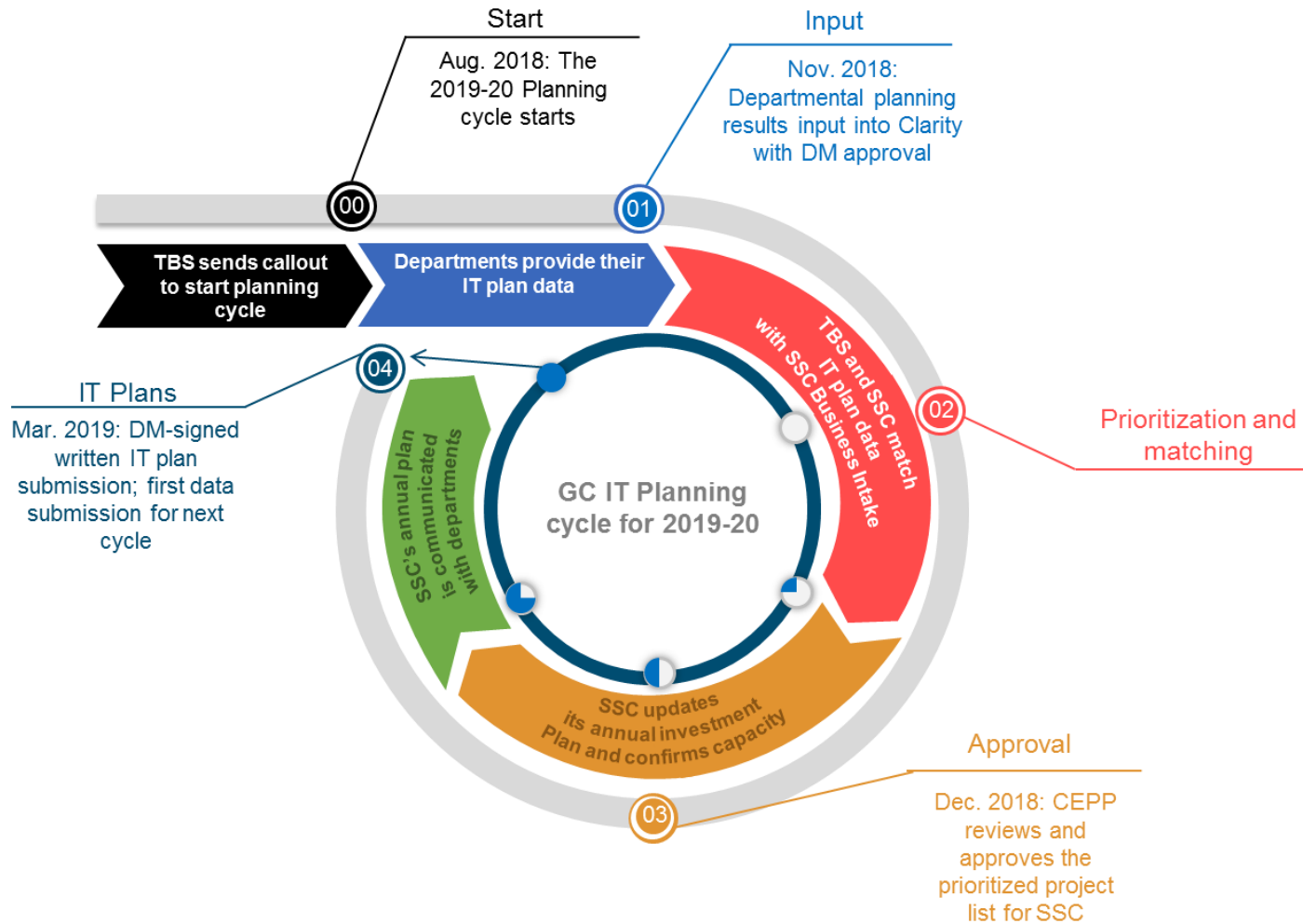
IT Planning: Policy on Management of Information Technology

Policy objective: governance and oversight of Information Technology (IT) investments and management in the Government of Canada (GC) is strengthened; IT services are responsive to GC priorities, program delivery and business needs; and IT services address barriers to engagement with Canadians while meeting their changing needs

Expected result:

- Increased use of common or shared IT assets and services by departments and agencies to ensure efficiency gains;
- IT services investments and management are efficient and effective;
- IT services are innovative, resulting in excellence in service and end-user experience
- Cyber security is strengthened government-wide; and
- Chief Information Officers (CIO) participate in senior executive governance, strengthening the business and IT partnership.

IT Planning Process



IT Plan Data Collected (Project /Activity 3 Year View)



Planned Expenditure:

Total 2018/19 Departmental Planned spending on projects \$1.8B
Total 2018/19 SSC Planned spending on projects \$282M



Overall Project Count:

Total 2018/19 Departmental projects: 2314



Projects Requiring SSC Services:

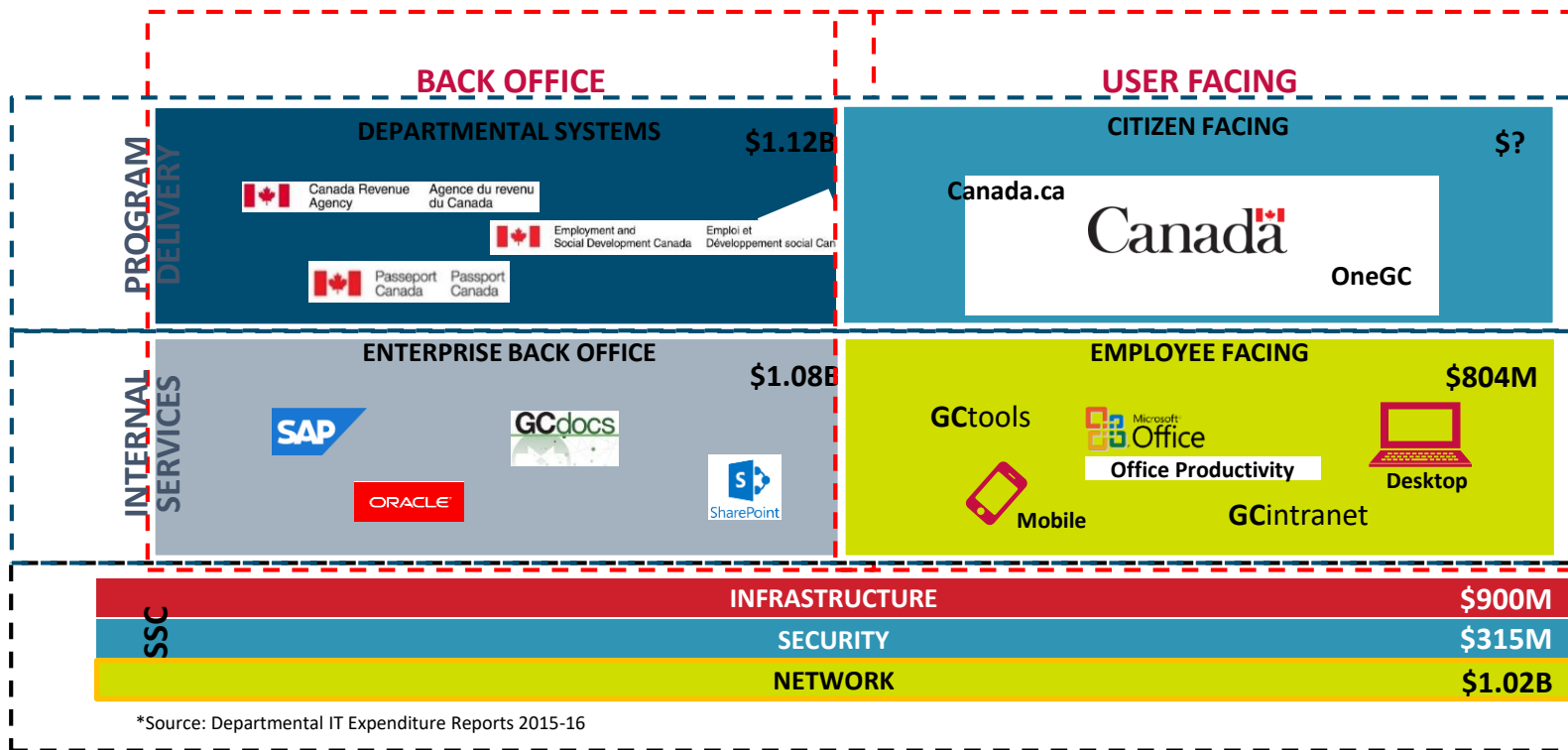
Total Projects requiring SSC Services: 1640 (71%)



Cloud Candidates:

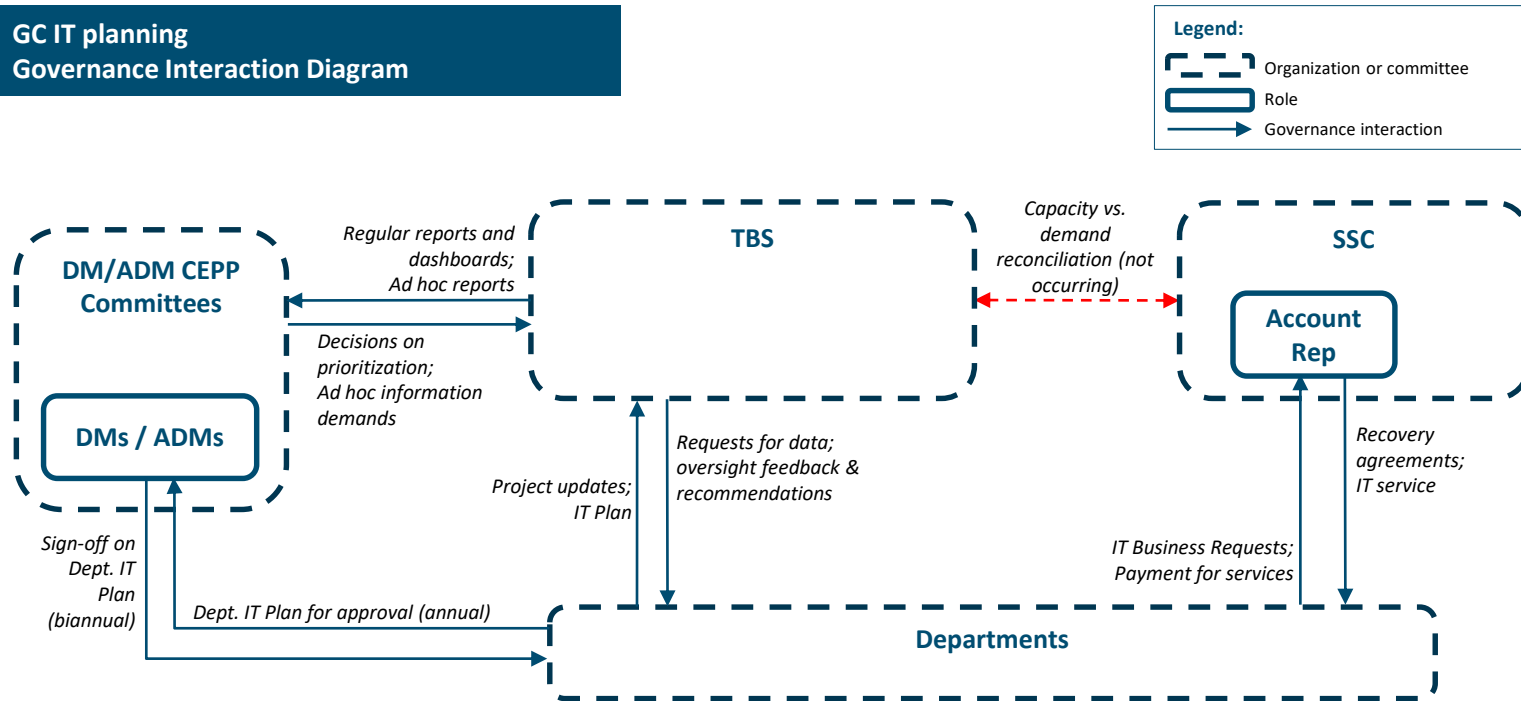
Cloud Projects (SaaS, PaaS, IaaS): 371 (16%)

Managing the Enterprise: IT Investment



IT Planning Governance

GC IT planning Governance Interaction Diagram



- Deputy heads are responsible for the effective management of IT within their departments, including the implementation of IT spending decisions and ensuring appropriate, ongoing measurement of IT performance
- TBS currently performs an oversight role in managing the IT investment portfolio while striving to preempt executive decision-making needs.
- The ultimate desired business outcome is the ability to prioritize IT investments across government that aligns with GC priorities

IT Planning & Digital Strategy

IT Planning: Over the last few years, the Government of Canada has taken the first steps to shift toward an enterprise approach to the management of information, data, technology and security.

A whole-of-government digital approach: IT is now managed as a GC enterprise activity, with all IT investments aligned with digital enterprise priorities and departmental IT investments with the business priorities of departments.

- This new direction also supports priorities identified in recent budgets, mandate letters, reports and audits while also responding to key drivers.

Government of Canada Digital Standards

A Set of Guiding Principles

