

Strategic Review - Budget 2022

Budget 2022: Reducing Planned Spending in the Context of a Stronger Recovery and Strategic Policy Review

Over the past two years, federal agencies and departments had to behave in new, and in some cases, bluntly uncharacteristic ways. Policies were re-crafted on short notice, procurement moved at lightspeed, and all organizations faced a reset of their workforce, workplace, tools and many of their business processes.

This era of tumultuous change and future uncertainty has forced ministries to build more flexibility and adaptability into how they deliver results, against a backdrop of significant risks and incertitude: inflation levels that have not been seen in decades; the continued impact of the pandemic on the general population, health care systems, workforces and workplaces; an unpredictable war in the Ukraine; increased levels of defense spending; the geological impact of sanctions on Russia and potential global realignments and natural disasters as the result of extreme weather events.

As you are undoubtedly aware, the Government of Canada included the following requirements in the 2022 Budget: “Supporting Canadians and businesses through the COVID-19 pandemic required extraordinary, time-limited government supports and programs. The government remains committed to unwinding COVID-related special measures and normalizing the overall level of program spending. In this context, the government will launch a process to re-examine previously announced spending plans to ensure government programs are fit to changing circumstances, including a stronger than anticipated economic recovery.”

In this context, Budget 2022 announced the government’s intention to **review previously announced spending plans** with a view to reducing the pace and scale of spending that has yet to occur by up to \$3 billion over the next four years (\$750 million per year).

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continued



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The Budget also included a **Strategic Policy Review** to:

- assess program effectiveness in meeting the government's key priorities of strengthening economic growth, inclusiveness, and fighting climate change
- identify opportunities to save and reallocate resources to adapt government programs and operations to a new post-pandemic reality. Further areas of focus could include real property, travel, and increased digital service delivery, based in part on key lessons taken from how the government adapted during the pandemic, such as through increased virtual or remote work arrangements.
- would target additional savings of \$6 billion over five years, and \$3 billion annually by 2026-27. Budget 2023 will provide an update on the review's progress

Solutions from The Right Door Consulting & Solutions Inc

The Public Service has undergone unprecedented changes over the past two years. Public Servants have had a massive crash course in new social and work arrangements forcing them to find new ways of delivering Programs under stringent work restrictions while demonstrating agility, innovation and speed of delivery. The federal public service should be very proud of its contribution to the stabilization of the Canadian economy.

But there was a cost and Canada cannot escape the current very strong global headwinds, to say nothing of what surprises might await around the next curve in the road.

At The Right Door, we have heard strong messages from visionary leaders across the public sector on the need to formalize/document new processes developed over the past two years and/or to learn from what has happened within and outside their organizations to make better use of changes implemented over the past two years to become more agile, timely, effective and efficient in delivering their mandated Programs.

In addition, undertaking the reviews announced in the Budget will not be an easy task. Senior public servants are fatigued, many have retired, and expectations will be high for initiatives that are bold, innovative and show strong, robust and proactive leadership.

The Right Door Consulting & Solutions is a boutique consulting firm in the heart of Ottawa. We represent experience. Our team, our consultants, and the solutions we deliver are an excellent exponent of it. We are a supportive and collaborative partner offering advisory services, support for short and long-term projects, and permanent hires. We are agents to many public servants working in our community.

Our firm has a distinctive value proposition that is tailored to the realities of the Government of Canada, in order to support senior federal government leaders and their teams to achieve – and ideally, in some cases, surpass expectations.

The key distinguishing factors of our value proposition, which we feel are especially relevant in an environment of significant uncertainty, are:

A Unique Team

We have the ability to provide our clients with a broad array of highly experienced consultants who held previous roles as ADMs and DMs in the Federal Government. Our Team brings an extensive range of expertise in governance, organizational design, financial management, human resource management, audit, evaluation, risk management, IT, change management, procurement, real-property, AI, supply chain management and infrastructure.

We adjust to your needs

We understand that each department/agency has different requirements. This is the reason we have the flexibility to offer a “multi-disciplinary Team” to provide tailored strategic guidance and advice, and to propose proven methodologies and approaches used in both the public and private sectors to achieve operational efficiencies while delivering value for clients.

Our Team members have all “sat in your chair”

Unlike most other organizations that offer consulting services to the Government of Canada, our Team is composed of individuals who have all held extremely senior leadership positions in the Canadian public service. As such, they understand the realities, constraints, opportunities, challenges and expectations that senior public sector leaders must contend with.

They also all have decades of senior level leadership experience and have had to deliver and be accountable for producing results for Canadians through a range of different environments.

We have invested in developing research that takes into account the unique nature and needs of the Government of Canada.

The Right Door is a recognized leader that identifies and addresses significant challenges affecting the Federal Government community. We have built strong relationships with both our clients and the consultants we represent to understand these challenges and have invested in developing White Papers on best practices in Financial Management, Programme Management, Digital Management and several others that are designed to address the specific needs of the Government of Canada.

Let's have a discussion!

See our *Senior Executives with Experience and Expertise* [here](#).

Strategic Review - Budget 2022, authored by: Brian Philbin, Assistant Commissioner and Chief Audit Executive, CRA (retired) and Claude Rochette, Associate Deputy Minister, DND (retired).

**If you are interested in learning more about how our team can assist you,
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