

Report to Council

Report Title:	Brockton Child Care Centre- Organizational Review Update		
Prepared By:	Sonya Watson, Chief Administrative Officer		
Department:	Administration/Child Care		
Date:	September 10, 2024		
Report Number:	BCCC2024-06	File Number:	C11BR
Attachments:	BCCC Organizational Review		

Recommendation:

That the Council of the Municipality of Brockton hereby receives Report Number BCCC2024-06 – Brockton Child Care Centre Organizational Review Update, prepared by Sonya Watson, Chief Administrative Officer and in so doing receives and adopts the report as provided.

Report:

Background:

In May, 2024 Jennifer Kirkham of Mischievous Cat Productions a consulting firm specializing in strategy and management consulting for the nonprofit and government sectors initiated an external review of the Brockton Child Care Centre (BCCC). This review analyzes four areas of focus:

1. Organizational Culture / Staff Experience
2. Quality / Customer Experience
3. Organizational Structure / Management Support
4. Operational Structures and Business Viability / Future Supports

Consultations occurred with several groups to ensure a thorough review including:

- Current staff of the BCCC in a confidential manner
- Families who use the BCCC
- CAO, Child Care Manager, Child Care Supervisor, HR Generalist
- BCCC Committee
- County of Bruce

This review was led by Sonya Watson, CAO with a great deal of assistance from Sharon Bross, Child Care Manager, Julie Farrell, HR Generalist, Fiona Hamilton, Director of Legal & Legislative Services and Trish Serratore, Chief Financial Officer related to information compiling, verification and review. The in-depth review, findings and recommendations will be presented by Ms. Kirkham at the September 10th, 2024, Council

Meeting. Notice has been provided to the BCCC employees and the families using the centre of the presentation.

Analysis:

The BBBC Report is an extensive review and outlines over 60 recommendations for consideration. Ms. Kirkham will be in attendance to present the report and provide an opportunity for Council to seek further clarification on any specific areas of attention that have been outlined.

As with any organizational review various stakeholder groups have identified a number of areas that are working well and a number of areas of improvement. The comments from the users and the public are overall very positive with 95.2% satisfied or very satisfied. I credit the childcare professionals we have in the center for this level of response. The childcare sector is becoming increasingly challenged with staff shortages, and it has been identified that we have work to do related to organizational structure, staff compliment and capacity and leading towards a positive culture to ensure we have the ideal work environment to support our child care professionals. Themes and areas of recommendation have immerged through the consultation, and it is now our responsibility to respond to ensure the ongoing and future success of the BCCC as an essential in integral part of the community of Brockton. This will require full commitment of Council and Management to ensure the leadership, structure and financial means are in place and from our employees to participate in a cultural transformation process. Throughout much of this report the availability of additional ECE staff will continue to contribute to the successful implementation of various recommendations.

Following the presentation of the report and Council's feedback a phased implementation plan will be established, and updates will be provided to Council throughout this process.

Specific Recommendations are outlined in the report but can generally be summarized as follows:

Finance- Further review of CWELCC funding, grants, fee increases, expansion of school-aged program, budget review are required with a goal of reducing reliance on municipal funding over the next few years;

Communications- Increase communication types, sources and frequency internally and externally are required;

Staff- Expanded recruitment and retention efforts, structural changes, training opportunities for employees and leadership, increased capacity for administration of the childcare department;

Policy/Governance- comprehensive review of policy and application of policy and procedure within the sector;

Quality of Service- Consideration for added amenities, resource supports, expanded food services, program advancements and examination of future growth opportunities.

In the interest of supporting our leaders and employees within the BCCC the various recommendations related to creating a positive culture will be a top priority.

With the extent of some of the recommendations external consultants for a portion of these works will be necessary to ensure the timely attention to various aspects. A follow up report will be provided related to any budgetary approval required to advance such initiatives in an appropriate manner.

Strategic Action Plan Checklist:

What aspect of the Brockton Strategic Action Plan does the content/recommendations in this report help advance?

- Recommendations help move the Municipality closer to its Vision Yes
- Recommendations contribute to achieving Heritage, Culture, and Community No
- Recommendations contribute to achieving Quality of Life Yes
- Recommendations contribute to achieving Land Use Planning and the Natural Environment No
- Recommendations contribute to achieving Economic Development Yes
- Recommendations contribute to achieving Municipal Governance Yes

Financial Impacts/Source of Funding:

- Do the recommendations represent a sound financial investment from a sustainability perspective?
N/A

This review occurred over a four-month period and involved extensive engagement with a number of groups and participants. The review costs \$30,000 with grant funding being provided by Bruce County to ensure the future viability and sustainable child care services in the community as the Service System Provider.

Further quotes will be obtained to advance further works based on the recommendations provided.

Reviewed By:



Trish Serratore, Chief Financial Officer

Respectfully Submitted by:



Sonya Watson, Chief Administrative Officer