



Morris Turnberry/North Huron  
Shared Services Implementation Team



**TERMS OF REFERENCE**

**Mandate:** The Shared Services Implementation Team (Implementation Team) shall be responsible for determining the methods, procedures and resources required to successfully implement the Shared Service Project. Shared Services implementation shall be a collaborative effort between the staff of the Municipality of Morris Turnberry and the Township of North Huron.

**Composition:** The Implementation Team shall include staff from each municipality, ensuring that there is adequate representation from each department affected by the Shared Services Project. Initially, this shall include representation from Public Works, Building, By-law Enforcement, Administration and Finance departments. Sub-committees representing various departments may be established to work out specific detail, reporting back to the Implementation Team with a recommendation on how to proceed. The CAO's from each municipality shall be responsible for appointing staff or outside representation to the Implementation Team as required. Outside representation may include the municipal Auditor, Human Resources Consultant, or other professional advisor.

**Implementation Activities:** The Implementation Team will undertake the following

- To establish financial processes and accounting procedures for the shared services
- To establish administrative procedures for the shared services
- To determine staff, financial and other resources required to successfully implement the project, obtaining approval for expenditures from respective Councils, as required
- To investigate and make recommendations on innovative solutions to save costs and improve service delivery
- To establish a protocol regarding how the project activities will be communicated to staff, Councils and the public.
- To conduct research and make recommendations to the Shared Services Steering Committee on matters relating to the shared services, or opportunities for further collaboration and partnership.

**Authority:** The Shared Services Implementation Team shall have the authority to make implementation decisions of an operational nature, within the authority established by each member's position within the municipality. Operational decisions shall be made by consensus of the Implementation Team, with the final approval of the CAO's, as required. The CAO's shall provide advice on when approval is required by the Shared Services Steering Committee or Council.

**Meeting Procedures:** Agendas and meeting materials shall be distributed to all Team members by the Secretary prior to the meeting. A standard agenda format shall be developed to ensure that important

items are kept at the forefront. Agendas shall include a section for reports from Sub-committees. Recommendations to the Shared Services Steering Committee or Councils shall be made in the form of a motion. Minutes of the meetings shall be kept by the Secretary. The meeting schedule and frequency shall be established by the Implementation Team. Additional or special meetings may be called at the discretion of the CAO's. Some confidential matters may be discussed during Implementation Team meetings. Staff shall not disclose any confidential matter that arises during an Implementation Team meeting.

**Communication:** It is important that the activities of the Implementation Team are communicated both internally within each organization and externally to the public. The CAO's shall be responsible for reporting on Implementation Team activities to the Shared Services Steering Committee and Council. The Secretary shall prepare internal communications for staff on implementation activities, under the direction of the CAO's. Department Heads sitting on the Implementation Team shall be responsible for ongoing communication with their departmental staff, ensuring that confidential matters are not disclosed.

**Term:** The Implementation Team shall remain in effect during the implementation phase of the Shared Services Project. The CAO's shall determine when the implementation phase has been completed. At the end of the implementation phase, a Joint Senior Management Team shall be established to ensure ongoing communication and collaboration between the Municipal Partners.