



A Guide and Summary of the Oldham Metropolitan Borough Council's Constitution

The Aim of the Constitution

Oldham Metropolitan Borough Council has agreed a Constitution which sets out how the council operates, how decisions are made and the procedures that ensure these decisions are efficient, transparent and accountable to local people. Most of the procedures are required by law.

The Constitution is divided into 17 Articles which set out the basic rules governing the Council's business. More detailed procedures and codes of practice are provided in separate rules and protocols and the end of the document

You can see copies of the Constitution on the Council website, www.oldham.gov.uk via 'About the Council' and 'Council Constitution'.

The Council has a structure for decision-making. Under the arrangements, it is the responsibility of the Leader of the Council to determine the size and membership of the Cabinet. The Leader also determines the remit of each portfolio for the Cabinet Members.

The majority of decisions are taken by the Cabinet, either collectively or as Individual Cabinet Members in consultation with Officers or Officers under delegated under delegated powers, in accordance with budgetary and policy framework set by the full Council..

The Council has four Overview and Scrutiny Committees. These committees hold the Cabinet to account for its decisions undertake service reviews and make recommendations on future policy options.

Some functions such as Planning, and Licensing cannot by law be the responsibility of the Cabinet. Council committees undertake these non-Cabinet functions.

What's in the constitution?

The Constitution contains details on:
article 1 – the constitution

article 2 – members of the council

article 3 – citizens of oldham borough and the council

article 4 – the full council

article 5 – the mayor, deputy mayor, youth mayor and deputy youth mayor

article 6 – overview and scrutiny

article 7 – the executive

article 8 – regulatory and other committees

article 9 – the standards framework

article 10 - district working

article 11 - working in partnership

article 12 - joint arrangements

article 13 - officers

article 14 – decision making

article 15 – finance, contracts and legal matters

article 16 – review and revision of the constitution

article 17 – suspension, interpretation and publication of the constitution

This summary outlines how key parts of the Council operate. It includes openness in decision-making, and the rights of citizens in their dealings with the Council.

You will need to look at the Constitution document itself for full details of our decision-making procedures.

Citizens Rights/ Rights of Members of the Public

The public have a number of general rights in their dealings with us.

When members of the public use Council services, for example as parents of a school pupil, they have additional specific rights that are not covered below.

Members of the public have a general right to:

- vote at local elections if they are registered;
- contact their local councillor about any matters of concern to them;
- obtain a copy of the Constitution;
- attend meetings of the full Council, the Cabinet and Council committees except where confidential matters are being discussed;
- find out from the Key Decision Document what key decisions are to be taken and when by the Cabinet, Cabinet committees, Cabinet members or officers;
- see reports (and background papers) to the full Council, Cabinet, Cabinet members and Council committees except those of a confidential nature, and a record of decisions taken;
- complain to the Council about our services in line with our formal complaints procedure;
- complain to the Local Government Ombudsman if they think we have not followed our procedures properly;
- complain to the Standards Committee if they have evidence that they think shows that a Councillor has not followed our code of conduct;
- at the appropriate time each year, inspect our annual accounts and give the external auditor their views; and
- submit petitions in accordance with the Council's petitions scheme.

How the Full Council operates

The Council comprises 60 Councillors who all meet in the Council chamber at least six times a year. All meetings are broadcast live on our website to

promote openness and transparency as part of the Administration's ambition to engage the public in such meetings.

The main role of the full Council is:

- to approve and determine policies that set the framework in which the Council carries out its functions;
- to set the Budget;
- to appoint the Leader;
- to elect a Chair of the Council – The Mayor;
- adopting and changing the Constitution

For each Council meeting, an agenda is published 5 clear days in advance of the meeting. Copies are sent to all members of the Council, and can be accessed on our website at www.oldham.gov.uk via 'About the Council' and 'Meetings'. The minutes of the meetings, which record any decisions made, are also posted on our website as soon as practicable after the meeting.

The role of a Councillor

Councillors are elected every four years and are democratically accountable to residents in their electoral division. Their overriding duty is to the whole community of Oldham, but they have a special duty to their constituents, including those who did not vote for them.

All Councillors will:

- Collectively be the ultimate policy-makers and carry out a number of strategic and corporate management functions;
- Be involved in decision-making, having due regard for the needs of the borough, district, ward and council;
- Participate in the governance and management of the Council and, where necessary, be involved in the exercise of the Council's quasi-judicial functions;
- Contribute to the good governance of the area, at borough and district level, and actively encourage community participation, citizen involvement and self-help;
- Balance different interests identified within the borough, ward or electoral division and represent the borough, ward or electoral division as a whole;
- Deal with individual casework, enquiries and representations, acting fairly and impartially as an advocate;
- Represent the work of the council to local people;
- Be an active and visible community leader on behalf of the whole community;
- Encourage and support local people to play a positive and active role in building a confident and ambitious borough where everybody does their bit;
- Act as corporate parents to looked after children in the borough;
- Maintain the highest standards of conduct and ethics in line with the Council's code of conduct;

- Commit to their ongoing development throughout their time as a councillor, attending such training, development and briefing sessions as may be relevant to any of the responsibilities they take on as a councillor;
- Be available to sit on an overview and scrutiny committee except for those members appointed to the Cabinet;
- Be available to represent the Council on other bodies;
- Act as an ambassador for the borough and the council at a local, regional and national level; and,
- Have overall responsibility for health and safety.

The Mayor

The Mayor and the Deputy will be elected by the Council annually. The Mayor and, in his/her absence, the Deputy Mayor will have the following roles and functions:

1. To uphold and promote the purposes of the Constitution, and to rule on the Constitution when necessary. The Council Procedure Rules give the Mayor specific powers in chairing Council meetings;
2. To preside over the principal meetings of the Council so that its business can be carried out efficiently and with regard to the rights of Councillors and the interests of the community;
3. To ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which members who are not on the Cabinet are able to hold the Cabinet to account;
4. To promote public involvement in the Council's activities;
5. To attend such civic and ceremonial functions as the Council and he/she determines appropriate; and

To participate in the dispute resolution procedure as outlined in Appendix 1.

The Leader of the Council

1. The Leader will be a Councillor elected to the position of Leader by the Council.
2. The Leader's term of office will end on the day when Council holds its first Annual meeting after the Leader's normal day of retirement as a Councillor unless:
 - a. he/she resigns from the office; or
 - b. he/she is no longer a Councillor; or
 - c. he/she is removed from office by resolution of the Council. A successor will be appointed at that meeting or subsequent meeting.
3. The Leader will:

- a. Provide appropriate political and strategic leadership and direction for the Council;
- b. Appoint between one and eight councillors, plus a deputy leader, to serve as the Council's Cabinet;
- c. Agree the division of cabinet portfolios;
- d. Lead and chair the Cabinet to ensure its overall effectiveness;
- e. Ensure effective communication of all executive decisions to the Council and public;
- f. Ensure that the Cabinet manages the business of the Council within the policy framework and financial limits set by full Council; and,

Be the main member representative of the Council, acting as an ambassador and champion for Oldham and the council in dealing with the community, businesses, voluntary and community sectors and other local and national organisations, other than in respect of ceremonial events. The Council has adopted the strong leader Model of Governance.

The Deputy Leader of the Council

The Deputy Leader will:

- a. Support and deputise for the Leader of the Council in delivering his/her executive functions;
- b. Lead and chair the Cabinet and ensure its overall effectiveness in the absence of the Leader of the Council; and
- c. Support and deputise for the Leader in his/her community liaison responsibilities.

The Cabinet

The Cabinet is the part of the decision making process which is responsible for the more strategic decisions. The Cabinet is made up of a Leader, a Deputy Leader and up to 9 councillors appointed by the Leader.

The Cabinet takes the more strategic executive decisions and recommends proposals for approval by full council on the budget, Council Tax levels and the council's policy framework.

Within the budgetary and policy frameworks set by the full council, the Cabinet is responsible major decisions relating to the Council's functions in delivering services to the community.

Through partnership-working with local and public authorities and other stakeholders, the Cabinet is the engine for the continuous improvement of Borough's services to meet the needs of the Community. The Cabinet is at the forefront of community planning and promotes economic, social and environmental wellbeing in Oldham.

The Cabinet can form committees, working groups and panels.

The Cabinet meets every month and agendas are published five clear working days in advance of the meeting. Copies are sent to all members of the Council and can be accessed on our website at www.oldham.gov.uk via 'About the Council' and 'Meetings'. The minutes of Cabinet meetings, which record any decisions made, are also posted on our website as soon as practicable after the meeting.

The responsibilities of Cabinet members

Only councillors may be appointed to the Cabinet. The Council designates one of the Members of the Cabinet as the Lead Member for Children's services for the purposes of section 19 of the Children Act 2004. Within the framework of the Council and any legal requirements, the Leader determines the Portfolios of Cabinet Members.

Here in Oldham there are 9 Cabinet Members and their portfolios and responsibilities are listed below:

- 1. Councillor Arooj Shah – Reform and Regeneration**
- 2. Councillor Elaine Taylor - Housing & Licensing (Statutory Deputy Leader).**
- 3. Councillor Shahid Mushtaq – Children and Young People**
- 4. Councillor Abdul Jabbar - Finance and Corporate Resources**
- 5. Councillor Barbara Brownridge –Health and Social Care**
- 6. Councillor Mohon Ali – Education and Skill**
- 7. Councillor Chris Goodwin – Neighbourhoods**
- 8. Councillor Peter Dean – Communities and Culture**
- 9. Councillor Fida Hussain – Business, Employment and Enterprise**

General requirements on Members of the Cabinet

In addition to the requirements to carry out executive functions, and to take decisions under the Scheme of Delegation, for each specific personal responsibility, members of the Cabinet will be required:

- to work, as appropriate, with the other Cabinet members, and with Chief Officers and their staffs to compile and, after approval, to carry out the approved Budget and Policy Framework. The collective responsibility to implement the approved Budget and Policy Framework includes the obligations: to set a balanced budget; to monitor financial

performance during the year; and, when necessary, to ensure that remedial action is identified, then carried out;

- to represent the Council, or arrange for it to be represented, in all National, Regional and Local forums relevant to their responsibilities;
- to work, as appropriate, through formal and informal partnership with voluntary, private sector and other public sector interests to enhance the economic, social and environmental well being of the local community;
- to contribute to the preparation, carrying out of strategies and plans for the Council;
- to liaise and work with other members of the Cabinet as and when required, balancing the need for advocacy and action in relation to any specific personal responsibility with cross cutting and corporate perspectives and obligations;
- to commission relevant research, especially into better ways of service delivery for any specific personal responsibility. When doing this members of the Cabinet will be expected to place citizens' needs for services and information above the preferences of the providers of those services yet to recognise the practical, legal and financial constraints which apply;
- to liaise with and respond to the Chairs or Vice Chairs of the Overview and Scrutiny Committees as and when required, balancing the need for advocacy and action in relation to any specific personal responsibility with cross cutting and corporate perspectives and obligations;
- to be responsible for ensuring that reports of the External Auditor and other Inspectorates are properly considered and responded to;
- to ensure that all actions and activities of the Council, especially those in relation to any specific personal responsibility are carried out in a socially inclusive way, in full acknowledgement and discharge of the legislation on gender, race, disability and the environment;
- to contribute to the determination, adoption, application and review of operation of the Corporate and Service Strategies, Policies and Standards;
- to monitor the effectiveness of current service delivery, especially the satisfaction of recipients of it; and
- to support the Co-operative agenda.

Decision Making

What does the full Council do?

- Decides on the Constitution and any amendments;
- Agrees the Council's budget each year;

- Agrees policy framework; and
- Appoints the Leader, Membership of Committees and Outside bodies.

What does the Cabinet do?

The Leader of the Council may determine to exercise any of the executive functions of the Council personally, or may arrange for the exercise of any of the Council's executive functions by;

- the Cabinet
- by a Committee of the Cabinet
- by a Member of the Cabinet in consultation with an Executive Director
- by an Officer of the Council
- Joint Committee

Powers of the Cabinet

- Implement agreed policies
- Give political leadership
- Make key decisions
- Proposes policy framework
- Proposes the budget
- Makes recommendations to Council

Key decisions and the Key Decision Document

When major decisions are to be discussed or made, these decisions are published by the Council in the Key Decision Document in so far as the decision can be anticipated. The plan is published each month. The plan briefly describes any key decisions likely to be made over the next four months, who will make them and what the consultation arrangements will be. Copies are available from Constitutional Services and can also be accessed on the Council's website, www.oldham.gov.uk via 'About the Council', 'Strategies, plans and policies', and 'Corporate planning'. The Cabinet, the Leader, Executive Members and Officers may make key decisions.

A key decision is a decision which is:

- any decision which is likely to result in a local Council incurring expenditure which is, or the making of savings which are, significant having regard to the local Council's budget for the service or function to which any decision relates; or
- to be significant in terms of its effects on communities living or working in the area comprising two or more wards in the area of the local Council.

Key Decisions cannot always be identified in advance. In exceptional circumstances, key decisions that are not on the Key Decision Document but can be displayed in the public domain for at least five clear days can be taken as long as the Chair of the relevant Overview and Scrutiny Committee is notified in advance of the decision being taken.

Reports containing information on a key decision are posted on the website at least five clear working days before the decision is taken.

If in exceptional circumstances a key decision is so urgent that it cannot be placed on the Key Decision Document or details of that decisions placed in public domain for at least five clear days, the Chair of the relevant Overview and Scrutiny Committee must agree the reasons for urgency before the decision can be taken. The reasons must also be reported to the next full Council meeting for information.

The role of Overview and Scrutiny

The Council has four Overview and Scrutiny Committees. The Committees do not take any decisions in relation to the functions of the Council. Their role is to monitor anticipated decisions and decisions made by the Cabinet and make recommendations on the way services are provided. In summary:

- **Scrutiny Committees**
Provide an opportunity for Councillors to examine Cabinet and Cabinet Member decision making by way of 'call in' and to look in detail at the performance of particular services.
- **Task and Finish Groups**
Opportunity to undertake in depth analysis of the policies and practices of specific areas and identify areas for future policy development work.

The committees act as a check on the Cabinet by holding them to account for their decisions. They also review council policies and service delivery and play a major part in developing policy.

Members of the Cabinet may not be members of an Overview and Scrutiny Committee.

Call In

A call in is a referral of a decision made but not yet implemented. Overview and Scrutiny Committees or two or more councillors may 'call-in' a decision made by the Cabinet or a key decision made by a Member or Officer. The process allows the Overview and Scrutiny committee to reconsider a decision made which is an executive function. The committees can do this by:

- directly asking the decision-taker to reconsider; or

- Referring the matter to full council to debate whether the decision-taker should reconsider if outside the budget and policy framework.

Councillors / Overview and Scrutiny cannot use this procedure if the decision is urgent and needs to be implemented immediately.

Other council committees

By law, some important council functions cannot be undertaken by the Cabinet and are the responsibility of the following committees:

Planning Committee:

- Deals with applications for planning permission and related planning issues. The planning committee considers reports which must only contain relevant planning considerations.

Licensing Committee:

- Makes decisions on policy for all licensing matters within the Borough.

The Audit Committee

- Monitors the scope and adequacy of internal and external audit.

The Standards Committee

Comprising five Councillors, two Parish Councillors and four independent persons, the Standards Committee aims to ensure that councillors maintain the highest ethical standards across all areas of the Council's services.

The committee can consider complaints against Councillors and decide any appropriate sanctions where a breach of the Code of Conduct for Councillors has been found.

The Appointments Committee

Makes decisions on the appointment and dismissal of chief officers and any structure changes in the Senior Management Team and recommends to Council the appointment of Head of Paid Service.

District Working

As part of making the co-operative borough a reality, the Council is continuing with its commitment to devolving services, staff, budgets and decisions to a more local level. The purpose behind this is to make sure that Councillors and partners with the greatest local knowledge and experience are involved in shaping services and decisions that affect local neighbourhoods.

Just as importantly our devolution programme is aimed at supporting local people to engage in prioritising, shaping and, in some cases delivering services. Without such involvement dependency on and demand for services is unlikely to change.

Objectives of Devolution:

The objectives of devolution have been agreed as:

- Strengthened relationship between the Council and citizens and places.
- Greater recognition of Councillors as civic and community leaders.
- Improved integration across services and partners at a local level.
- Greater citizen involvement in local decisions as well as design, commissioning and delivery of local services.

Agendas for the above committees and Overview and Scrutiny Committees are published five clear working days in advance of the meeting. Copies are sent to all members of the committee, and to the media, and can be accessed on our website at www.oldham.gov.uk via 'About the Council' and 'Meetings'. Committee minutes recording decisions are also placed on our website, as soon as practicable after the meeting.

Officers of the council

Officers serve the whole Council. There are administrative, professional, technical and operational staff that advise the full Council, Cabinet and committees on all aspects of Council functions and put into effect the decisions, and provide to the public the services for which the Council is responsible.

The Executive Management Team

The Executive Management Team (EMT) comprises Oldham Council's most senior officers. The Team is responsible for managing a range of services as well as directing the overall improvement and future plans for Oldham.

EMT provides managerial leadership of the Council and supports the Chief Executive and Elected Members of the Council in:

- developing strategies,
- identifying and planning resources,
- delivering plans, and
- reviewing the Authority's effectiveness with the overall objective of providing excellent services to the public.

Service objectives

The Team works together to achieve the most effective services possible for the Borough's diverse communities. It also ensures that Oldham plays a full part in national, regional and sub-regional activities. EMT commissions, leads, directs and undertakes programmes/projects to achieve the objectives of the corporate work programme, modernise the Council and address the issues of Borough community cohesion.

Partnership working

The Team will work with other local organisations to promote the interests of Oldham. This will involve liaising with a wide of partners, including:

- The Oldham Leadership Board
- Local people and businesses,
- The voluntary sector, and
- Greater Manchester Authorities.
- CCG

Each Deputy Chief Executive and Director will be responsible for leading on some of the main partnership arrangements throughout the Borough including key neighbourhood based activity.

Performance

EMT is responsible for agreeing personal performance objectives and targets with the Chief Executive, and participating in regular performance appraisals.

The Team will also be party to agreeing performance objectives and targets for direct staff reports which deliver the Council's vision, values, priorities, policies and objectives. This process includes the provision of regular monitoring, feedback, coaching, mentoring and development.

Statutory officers

Each Council must have:

- A Head Paid service
- A **monitoring officer** to ensure the decisions and actions of the council are lawful; and
- A **chief finance officer** to ensure that the council's financial affairs are properly administered and that actions and decisions are in accordance with the council's budget.

The Council's Monitoring Officer is:

Paul Entwistle
Monitoring Officer

The Council's Chief Finance Officer and Section 151 Officer is:

Sarah Johnston

Director of Finance

Partnerships and Joint Arrangements

Oldham Leadership Board

Is a body which is responsible for leading and championing Oldham, not just at the Borough level but at the city region and beyond including:

Overseeing new partnership arrangements through public service reform

Championing Oldham as a place and campaign to deliver on the issues that matter most to Oldham as local residents

Deliver the Oldham Plan and co-ordinate activity across key partner organisations

The Health and Well being Cluster, Economy and Skills Cluster and the Co-operative and Neighbourhoods cluster are mechanisms for driving forward the changes the Oldham Leadership Board wish to introduce and to deliver the Oldham Plan.

Joint Arrangements

Greater Manchester Devolution

Greater Manchester (GM) is one of the country's most successful city-regions. Home to more than 2.7 million people and with an economy bigger than that of Wales or Northern Ireland, our vision is to make it one of the best in the world. We're getting there through a combination of economic growth, and the reform of public services. The GMCA gives local people more control over issues that affect their area. It means the region speaks with one voice and can make a strong case for resources and investment. It helps the entire north of England achieve its full potential.

A variety of boards, panels and committees look specifically at areas like transport, health and social care, planning and housing.

Greater Manchester Combined Authority

The Greater Manchester Combined Authority (GMCA) is a unique model of governance for a city region, provided for by the Local Democracy, Economic Development and Construction Act 2009. Whilst it builds on the AGMA model of voluntary collaboration between local authorities through a Joint Committee, the GMCA is a statutory body with its functions set out in legislation. These functions, which cover the Greater Manchester area, include all the transport functions previously overseen by GMITA, plus some economic development and regeneration functions. A new set of transport functions, notably those adopting responsibility for traffic light signals and reports on road traffic levels have also been delegated by the constituent councils to the GMCA. The GMCA is made up of the ten Greater Manchester councils and Mayor, who work with other local services, businesses, communities and other partners to improve the city-region. The ten councils

(Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan) have worked together voluntarily for many years on issues that affect everyone in the region, like transport, regeneration, and attracting investment.

GMCA structure

The Authority's constitution is set out in an Operating Agreement, which has been approved by all 10 constituent councils. This Agreement also sets out the terms of reference and rules of procedure.

Association of Greater Manchester Authorities Executive The Association of Greater Manchester Authorities (AGMA) acts as the voice of the ten local authorities of Greater Manchester in a strong partnership with the Greater Manchester Combined Authority. Oldham Council contributes in several different ways most notably through the Environment Commission.

Peak District National Park Authority is responsible for setting policies and objectives and ensuring resources are well used in the National Park. Part of the Borough of Oldham is included in the area covered by the Peak District National Park Authority and the Council is represented on the Authority by one Councillor.

Codes of conduct for councillors and officers

Councillors must observe the council's code of conduct, which among other things requires them to disclose personal or prejudicial interest in any matter requiring a decision. Councillors also have a general obligation to:

- promote equality;
- treat others with respect; and
- not use their position for their own advantage or to confer unfair advantage or disadvantage on any other person.

Officers have to observe a similar code of conduct that sets guidelines on behaviour and standards of conduct at work.

Council Procedure Rules, financial regulations and procurement rules

These contain the detailed procedural 'rules' that must be followed in Conducting council business.

How to navigate the constitution

This document intends to help people navigate and use the constitution.

Section 1 of this document (Parts of the Constitution), describes the overall parts of the constitution and what they contain.

Section 2 of this document (Articles of the Constitution) describes the main Articles of the constitution.

Section 3 of this document (Reference Table) is a table which sets out the main Articles of the constitution, and highlights other sections of the document which apply to each of the articles.

1. Parts of the Constitution

PART 1	<p>Summary and Explanation</p> <p>This section summarises what is in the Constitution, and contains the overall aims and objectives of the Council. It also highlights how decisions are made and what rights citizens have when participating in decision making and the democratic processes.</p>
PART 2	<p>Articles of the Constitution</p> <p>These are the main articles of the Constitution which describe how the Council works. Article 1 explains the purpose of the Constitution and Articles 2- 16 explain the rights of citizens and how key parts of the Council operate.</p>
PART 3	<p>Responsibility for Functions</p> <p>This section sets out the purpose of key decision making bodies, how they operate and what responsibilities they have.</p>
PART 4	<p>Rules of Procedure</p> <p>This section contains the rules for important Council procedures, such as Full Council and Cabinet.</p>
PART 5	<p>Codes and Protocols</p> <p>This section contains codes of conduct for both Elected Members and Council officers. The codes of conduct are sets of rules which specify how members and officers should act in their professional capacity, and what rules they need to adhere to. It also contains other protocols such as the Land and Property Protocol.</p>
PART 6	<p>Members Allowances Scheme</p> <p>The Members Allowances Scheme sets out how Elected Members are paid for specific duties undertaken for the Council.</p>
PART 7	<p>Management Structure</p> <p>This is a structure diagram which shows the way the Council and its departments are organised.</p>

APPENDIX 1	Public Access to Information This section includes information on how members of the public can access Council information and interact in decision making and the democratic processes.
APPENDIX 2	Dispute Resolution Procedure This sets out the procedure when decisions made at Full Council are different to decisions made by the Cabinet.
APPENDIX 3	Participation Protocols Rules for public participation at the Planning Committee and at Overview and Scrutiny meetings.

2. Articles of the Constitution

Article 1 Purpose of the Constitution	Explains the purpose and role of the Constitution.
Article 2 Members of the Council	This describes the role of Elected Members of the Council
Article 3 Citizens and the Council	This details the rights of citizens and how they are able to participate in local democracy
Article 4 The Full Council	The role of the Full Council meeting
Article 5 Chairing the Council	The role and function of the Mayor and Deputy Mayor
Article 6 Overview and Scrutiny bodies	Description of the overview and scrutiny bodies that exist within the Council, and their terms of reference, which details what they do and how they operate
Article 7	The role and composition of the Councils Cabinet – which is the decision making body made up of

The Cabinet	Elected Members of the ruling party
Article 8 Regulatory and other Committees	Description of the regulatory and other committees, including Planning, Licensing, Audit and Appeals
Article 9 The Standards Committee	Description of how the Standards Committee operates, including the terms of reference
Article 10 District Leads	How the 5 District Leads Work .
Article 12 Partnership, joint arrangements, and other forms of joint working	The ability of the Council to enter into partnerships, joint arrangements and other forms of joint working with other organisations
Article 13 Officers	The management structure of the Council including descriptions of the functions of chief officers
Article 14 Decision making	How decisions are made and who is responsible for making them. This section includes the Council's definition of a key decision.
Article 15 Finance, contracts and legal matters	How the Council conducts its financial, procurement and legal affairs.
Article 16 Review and revision of the Constitution	How and how often the Constitution is revised.

3. Reference Table

PART 2	PART 3	PART 4	PART 5	PART 6 - Members Allowance Scheme & PART 7 - Organisational Structure Chart	APPENDICIES
Articles	Responsibility for Functions	Rules of Procedure	Codes and Protocols		
Article 1 The Constitution					
Article 2 Members of the Council			Members Code of Conduct. Including: Register of Members personal interests, and Members Register of Gifts and Hospitality	Part 6 - Members Allowance Scheme	
Article 3 Citizens and the Council		Access to Information Procedure Rules (also applicable to all bodies in part 3)			Appendix 1 – Public Access to Information Appendix 2 – Dispute Resolution Procedure
Article 4 The Council meeting	1. Matters reserved to the Council	<ul style="list-style-type: none"> • Council procedure rules • Procedure for Notices of Motion (No Amendment) • Procedure for Notice of Motion (With Amendment) • Time limits for Council 			
Article 5 Chairing the Council		<ul style="list-style-type: none"> • Council procedure rules • Procedure for Notices of Motion (No Amendment) • Procedure for Notice of Motion (With Amendment) • Time limits for council 			

3. Reference Table

PART 2 Articles	PART 3 Responsibility for Functions	PART 4 Rules of Procedure	PART 5 Codes and Protocols	PART 6 - Members Allowance Scheme & PART 7 - Organisational Structure Chart	APPENDICIES
Article 6 Overview and scrutiny of decisions	4. Terms of reference of the Overview and Scrutiny Bodies 5. Roles and Responsibilities of the Overview and Scrutiny Chair	Overview and Scrutiny procedure rules			
Article 7 The Cabinet	2. Terms of reference of the Cabinet 3. Roles and Responsibilities of Cabinet Members	Cabinet Procedure rules (Rules 13-24) (how the Cabinet makes decisions including: <ul style="list-style-type: none"> • Key decisions • Key Decision Document • Urgent decision making • General exception (rule 16) • Cases of special urgency (rule 17) (How decisions are made – description of call-in procedure)			
Article 8 Regulatory and other Committees	6a-j Terms of Reference for Committees				Appendix 3 – Referral procedure for planning applications

3. Reference Table

PART 2	PART 3	PART 4	PART 5	PART 6 - Members Allowance Scheme & PART 7 - Organisational Structure Chart	APPENDICIES
Articles	Responsibility for Functions	Rules of Procedure	Codes and Protocols		
Article 9 The Standards Committee					
Article 10 District Executives					
Article 11 Town Centre Business Partnership					
Article 12 Joint arrangements	8. Joint arrangements				
Article 13 Officers	7. Officer Scheme of Delegation	Officer Employment Procedure Rules (The recruitment and appointment of Head of Paid Service and Chief Officers)	Officer Code of Conduct (and employee interests) Including: <ul style="list-style-type: none"> • Protocol for member / officer working arrangements • Land and Property protocol • Petitions protocol 	Part 7 -Organisational Structure Chart	

3. Reference Table

PART 2	PART 3	PART 4	PART 5	PART 6 - Members Allowance Scheme & PART 7 - Organisational Structure Chart	APPENDICIES
Articles	Responsibility for Functions	Rules of Procedure	Codes and Protocols		
Article 14 Decision making					
Article 15 Finance, contracts and legal matters		Financial rules of procedure (the Council's duty to make arrangements for the proper administration of its financial affairs, including preparing and managing the revenue and capital budget.)			
Article 16 Review and revision of the Constitution					
Article 17 Suspension, interpretation and publication of the Constitution					
OTHER SECTIONS		Budget and Policy Framework Procedure Rules (a framework for executive decisions) Contract procedure rules – the procurement procedure including the tender process.			