

LONDON ACES HUB COMMUNITY INTEREST COMPANY

OPERATIONAL GUIDE

INTRODUCTION

This Guide is intended to complement the London ACEs Hub (LAH) Community Interest Company (CIC) [Articles of Association](#) and outlines how the LAH operates in accordance with its CIC Directors' delegations.

OPERATIONAL ARTICLES

CIC DIRECTORS' DELEGATED RESPONSIBILITIES

1. Coordinating Group

- 1.1. The Directors will delegate the operational management of the Company's business to a Coordinating Group (CG).
- 1.2. The Coordinating Group will be co-chaired by two Directors. Directors may delegate this responsibility to other individuals when appropriate.
- 1.3. The Coordinating Group will be composed of at least one Director and three London ACEs Hub Network Members approved by the Directors. The CG Members, including Co-chairs, will undertake their coordinating activities on a voluntary basis. The CG will serve two-year terms. CG Members may continue in their roles or be replaced after this period according to their availability and Network needs. Appointments to the CG will be made after a fair and inclusive process. The Coordinating Group will be appointed on the basis of competence and commitment. They will contain survivor activists/experts by experience and multidisciplinary professionals.
- 1.4. The Coordinating Group will arrange and oversee the appointment of new Directors and CG Members as required after two years from the date of formation of the Company, and at appropriate intervals thereafter. The procedures and appointments will need to be approved by the Directors. Company and Network Members will be consulted as appropriate.
- 1.5. The Coordinating Group will have Terms of Reference which will be reviewed as required. The Terms will identify the responsibilities of the members of the CG to proactively seek to fulfil the aims and objects of the Company and to meet its regulatory and statutory obligations. The Terms will include a responsibility for members to declare any conflicts of interest arising from existing or foreseeable connections or commitments.
- 1.6. Members of the Coordinating Group, in consultation with the Directors, will decide the allocation of responsibilities for the Records of the Business, its Finances, Policies and Procedures, and other functions to be determined.

- 1.7. The Coordinating Group will discuss and prepare proposals, with input from the Directors and Workgroups, for an annual Business Plan which sets out the core activities of the Company and the ways in which they should be appropriately funded. The Plan will take account of donations, grants and other income already obtained as well as income that can be reasonably foreseen. It will underpin continuous activities such as website maintenance as well as project working over specific periods. It will identify the conditions under which funding has been supplied, distinguishing restricted from unrestricted income, as agreed by donors and grant-makers.
- 1.8. The Coordinating Group must produce and keep records of minutes of all proceedings at meetings of the Coordinating Group and Network, including the names of the individuals present at each such meeting;
- 1.9. The Co-Chairs will be responsible for representing the London ACEs Hub at external engagements. They will also be the contact point for liaison with external collaborators and potential and actual donors and grant-makers. Donors and grant-makers may become Supporters or Partners of the work, providing unrestricted or restricted income based on mutually recognised agreements that will uphold and safeguard the aims and objects of the Company. The Co-Chairs may share part of the external liaison responsibility with other Directors, or delegate it to other CG members or Network Members if appropriate.
- 1.10. Additional support and funding from external Partner Organisations, for example, under public procurement conditions, will be negotiated where appropriate.
- 1.11. The Coordinating Group will assist the Directors in the tasks of providing reports to regulatory and other official bodies such as HMRC.
- 1.12. The Coordinating Group will assist the Directors in obtaining such services as are required for the conduct of the network development and business, such as digital technology, accountancy, insurance and legal services.
- 1.13. Where funds are available for sustained and targeted activity, or for professional services that enhance the work (such as media expertise), it will be for the Coordinating Group to decide how these are allocated in consultation with the Directors as appropriate and required. The CG will devise a scheme for fair and reasonable payment of expenses and remuneration.

OPERATIONAL NATURE

2. Network

- 2.1. The Company will operate as a Network with Workgroups focused on topics and/or tasks relevant to promoting the objects of the Company. The Network will be managed by the Coordinating Group led by the Co-Chairs.
- 2.2. The London ACEs Hub Network will reflect the objects of the Company and will be independent, voluntary and nonpartisan. It will have an organic and flexible nature to adapt, develop and grow according to the input of its members, partners, advisors and

the developing science of ACEs, trauma-informed care and individual and community resilience.

- 2.3. It will be for the Coordinating Group along with the Directors to determine the formal conditions under which persons join the London ACEs Hub Network. The Network Membership may be consulted about membership criteria and procedures as appropriate and required. The London ACEs Hub welcomes contributions of individuals from all backgrounds, including but not limited to race, nationality, gender, sex, religion, disability, age and class, who identify themselves as survivors/experts by experience, community members, activists or professionals, amongst others. They should be over 16 years of age to become members of the Network.

3. Network Membership

- 3.1. The Coordinating Group in consultation with the Directors will be responsible for developing a Network Membership scheme.
- 3.2. The Network Membership will consist of those who agree to work cooperatively and creatively to advance the objects of the Company. The Network must be open to contributions from survivor activists/experts by experience and those who belong to the great variety of London communities. The individual must be aged 16 or over who live and/or work in London.
- 3.3. Every person who wishes to become a Network Member shall complete an application for membership in such form (and containing such information) as the Coordinating Group and Directors require and executed by him or her or them.
- 3.4. A person who is a Network Member but not a Company Member will have the right to participate in meetings and consultations about the Network in accordance with the membership scheme defined by the Coordinating Group and the Directors. The Co-Chairs and Coordinating Group will be responsible for holding Network meetings and consultations.

4. Termination of Network Membership

- 4.1. Membership is not transferable to anyone else. Membership is terminated if:
- 4.2. 33.2.1 the member chooses no longer to be a part of the membership scheme. 33.2.2 the member dies or ceases to exist.

5. Workgroups

- 5.1. Workgroups dedicated to addressing specific topics and needs will be established in order to promote awareness of ACEs, trauma-informed care, and resilience. They will be led or overseen by at least one Co-Chair or CG Member and will have creative autonomy within the boundaries of consistency with the Hub aims, Company objects and financial responsibility. Workgroups will be accountable to the whole Network as well as the Coordinating Group and Directors.
- 5.2. The Workgroups will be responsible for reporting needs for better awareness, developing content, projects and activities in their respective topics, as well as preparing proposals for projects and regular updates for the Coordinating Group.

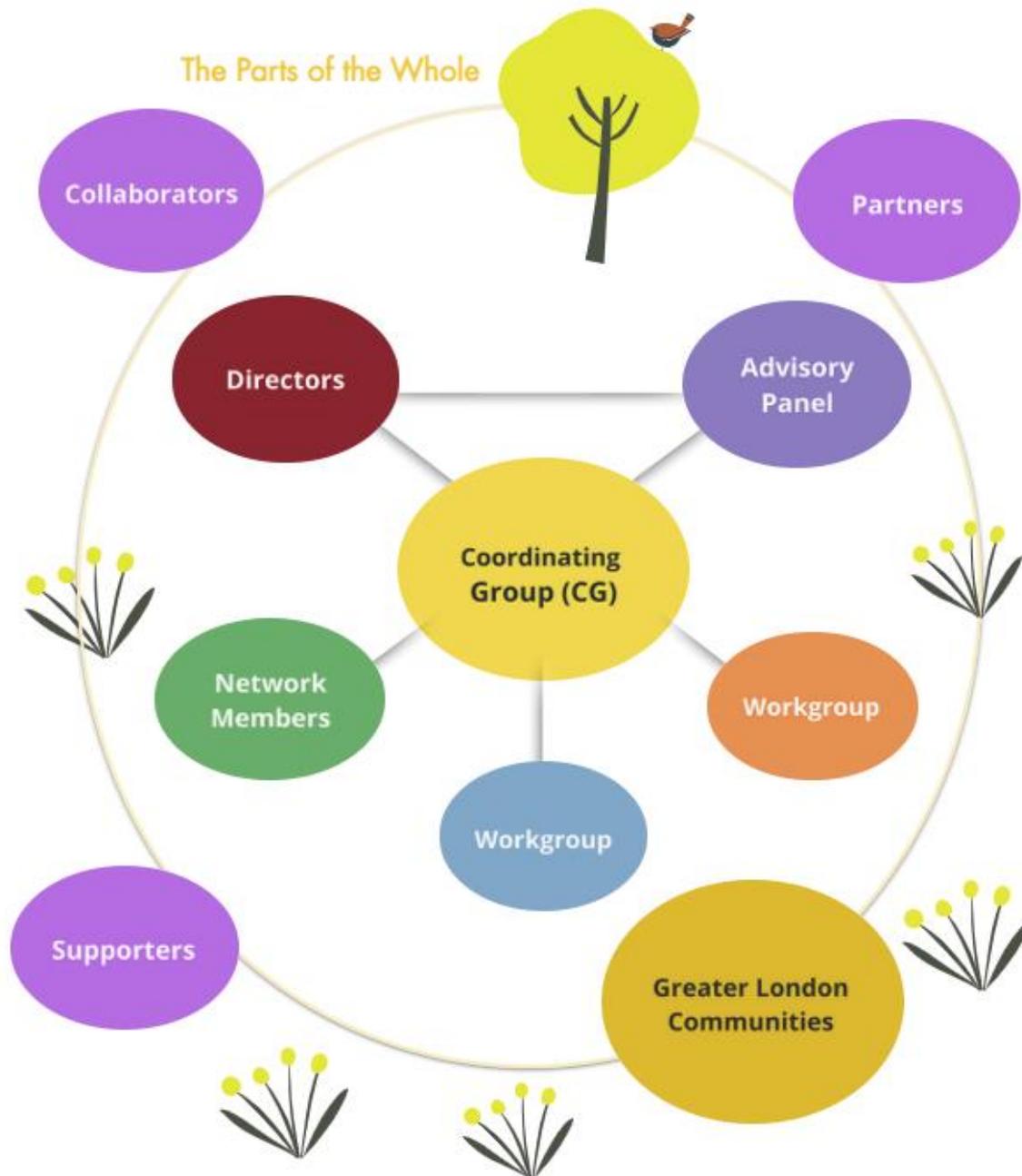
- 5.3. Workgroups' proposals and projects will have to be presented to the Co-chairs and Coordinating Group before implementation.
- 5.4. The Coordinating Group will be responsible for authorising Workgroups' proposals and projects and should encourage creative autonomy within the boundaries of financial responsibility and consistency with the Hub aims and Company objects.
- 5.5. Workgroups will contain Network Members. They will have discretion to cooperate with external Collaborators who provide additional experience, knowledge and resources. External Collaborators will consist of individuals who live in or outside London and are not active Network Members. They might include children and young people, parents, survivors, community members, activists and/or professionals, amongst others.
- 5.6. The Workgroups will implement practices of co-production between survivors/expert by experience and professionals so that the inputs of survivors and service users appear from the outset and make the work resourceful, imaginative and relevant to meet the aims and objects of the Company and the communities served by it.

6. Advisory Panel

- 6.1. In order to inform the strategies and approaches of the Company and the Network, an Advisory Panel will be created so that needs for adequate awareness are fully understood and the lessons of good practice in communication are heeded. It will aim to ensure the Company meets its goal of providing community benefit.
 - 6.2. The Panel will include at least one survivor activist/expert by experience, one community advocate and one professional. Individuals proactively involved in raising awareness of ACEs, trauma-informed care and resilience-building, based in London or in other similar locations, will be sought whenever possible. The Panel might include young people aged 16-25, parents, community members, activists and/or professionals, amongst others. Particular emphasis will be placed on recruiting Panel members from groups protected by the Equality Act 2010.
 - 6.3. The Coordinating Group will undertake the recruitment of the Panel members. Membership of the Panel will be open to applications and its proceedings will be independently chaired by one of their members chosen by the Panel.
 - 6.4. Members of the Panel will meet at least quarterly. They will liaise with the Directors, Co-Chairs and Coordinating Group as appropriate and required and will produce a report that will be publicly available annually.
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APPENDIX

LAH CIC OPERATIONAL MODEL INFOGRAPHIC



For a description of each category of the infographic, visit www.londonaceshub.org/operational-model