Transforming Governance Case Studies

The following document provides a series of Case Studies for participants of the Transforming Governance Programme.

Overview of Governance for Non-Charities  
This module provides an overview of good governance, as well as the roles, responsibilities and needs of those governing Community Interest Companies, Local Authorities and Universities. The following Case Studies provide examples of good practice across the non-charity sector.

## **Climate Museum UKThe Climate Museum UK**

[The Climate Museum UK](https://climatemuseumuk.org/) is a Community Interest Company dedicated to addressing the urgent issue of climate change through the lens of art, heritage, and culture.

The CIC is an activist museum with no venue and seeks the involvement of people who bring diverse perspectives and practices through its ‘Associates’ model. As a distributed team, climate activism happens where the Associates are based. As individuals, each Associate holds collections of artworks, games, curious objects, books and activities, which are used to run activities in all kinds of venues. The Associate team is growing all the time, extending reach across England and wider UK.

The organisation works in partnership with local places (e.g. museums) and meets with people in their own communities to spread change across the UK. The organisation and Associates also offer longer, bespoke partnership projects and learning resources, such as [Imagine Futures,](https://imaginefutures.net/) and[Ecologies in Practice](https://www.eventbrite.co.uk/e/ecologies-in-practice-conference-education-the-arts-and-the-earth-crisis-tickets-593604726717) with Goldsmiths.

The collective members are activists and advocates, supporting UK-wide and international initiatives such as [Museums for Future,](https://museumsforfuture.org/about/) [Lost Species Day,](https://www.lostspeciesday.org/)[Culture Declares Emergency,](http://culturedeclares.org/) [Artists for Ecocide Law](https://www.stopecocide.earth/artists-for-ecocide-law), and the [United for Biodiversity Coalition](https://climatemuseumuk.org/2021/02/01/weve-joined-the-united-for-biodiversity-coalition/).

[More information here](https://climatemuseumuk.org/)

## **The Ubele InitiativeThe Ubele Initiative**

[The Ubele Initiative](https://www.ubele.org/) is an African diaspora led infrastructure plus organisation, empowering Black and Minoritised communities in the UK, to act as catalysts for social and economic change.

To achieve this, the organisation works with community leaders, groups, and organisations in the UK and beyond to strengthen sustainability, resilience and voice. It has four main strands of work, including: enterprise and asset development; advocating for equity and justice in its communities; strengthening infrastructure and voice for its communities; developing its people, groups and organisations.

The Ubele Initiative's governance model revolves around a community-centred approach, rooted in collaboration and bottom-up community-based practices, aiming to address social and economic challenges. Partnership and collaboration form the core of the approach, as it actively seeks relationships with infrastructure organisations and supporters in the voluntary, community, and social enterprise sector (VCSE), challenging the status quo and fostering inclusive conversations about race and equality.

Ubele's governance model consists of a small board of four Directors, which leads on oversight and strategic growth, whilst also supporting a core team of 14 staff members. The CIC is focused strongly on capacity support and enterprise development, emphasising mentoring and incubation, and fostering collaboration.

[More information here](https://www.ubele.org/assets/documents/The-Ubele-Initiative--Our-Strategy-2021-2026.pdf)

## **Black Heritage Walks NetworkBlack Heritage Walks Network**

[Black Heritage Walks Network](https://www.blackheritagewalksnetwork.com/) **was set up in 2018, initially to capture the stories and history of the Windrush generation in the Handsworth area of Birmingham. The Network was set up by three volunteers and was then established formally as a CIC.**

The Network has grown considerably in four years and moved beyond the model of undertaking walks, to lead on progressive projects and activities in response to the environment. The organisation’s relationships with communities is at the heart of its work and coproduces with its stakeholders to deliver meaningful activities in Birmingham.

The team consists of academics, heritage officers and a range of experts that help drive forward the organisational mission.

The Network wanted to develop its thinking and planning, to come up with a sustainable approach to running the CIC - including increasing paid staff and developing the profile and positioning of the organisation. As such, it joined the national Heritage Compass Programme, and received support in the form of training and mentoring. As a result, the organisation focused on developing its organisational structure; creating an operational plan; recruiting new volunteers; identifying a marketing plan and budget; embedding core working streams and securing large strategic partners.

**The organisation articulated that it is really important to *set out your goals and be relentless in fulfilling them.***

[More information here](https://www.blackheritagewalksnetwork.com/)