

Appendix 1: Governance Principles

1. The Consumers' Association (CA) is, and intends to remain, a charity and a membership organisation with its financial independence secured by its group's commercial operations
2. The CA's governance framework must:
 - a. reflect the fact that the CA is a charity
 - b. support the mission-based values of the organisation, the continued success of the CA's charitable work and the work of its commercial subsidiaries which fund the charity
 - c. respect the role of the charity's board of trustees to provide strategic, cultural and values-based leadership
 - d. ensure the board of trustees has oversight of the Executive's operations and is able to provide experience-based advice and challenge by making sure that the group's wide range of different activities are overseen by individuals with the right skills, values and experience, at the most effective board levels
 - e. provide a clear framework of matters reserved and delegations
 - f. minimise unnecessary duplication
 - g. ensure decision-making is timely and in line with group strategy
 - h. ensure that those involved in our governance are able to represent a wide spectrum of consumers
 - i. be sufficiently flexible to enable the organisation to respond to changes in the external and internal environment without regular changes to the CA's Articles of Association
 - j. be capable of simple articulation
3. As a membership organisation, the CA must:
 - a. engage with members and support those who want to be involved and have an affinity with the CA
 - b. be clear on the role of different types of members and other engaged audiences, such as ordinary members, associate members and supporters
 - c. listen to members to understand their needs and offer a range of propositions that enables consumers to choose their preferred level of affiliation and participation in Which?
 - d. develop roles for different members by reference to the CA's mission and its governance principles, and explain these roles and measure their value in the same terms
4. As a large membership charity, CA is committed to good governance and will aim to "apply or explain" with charity governance and external reporting codes, guides and best practice.