



# West Somerset Railway Association

## Decision-making and decision-taking process between Board meetings Policy

1. Decisions beyond the General Manager's remit which affect the organisation will certainly arise between Board meetings and need to be addressed.
2. The General Manager is responsible for informing the Chair (or in his absence the Vice-Chair) and take his direction.
3. **At this point the Chair's role is pivotal**; how he chooses to deal with making and taking a decision. [Decisions are *made* by a process usually including others, but *taken* by an authorised person or by the Board as a whole.]
4. The Chair makes three basic judgements:
  - a) How urgent is this decision? Now, soon or wait till the next Board meeting?
  - b) How contentious or significant might it be? To the Charity Commission, in the public domain or amongst Board members?
  - c) How well-informed and/or sure is he of the facts?
5. In his deliberations, the Chair interprets and applies what are the Board's existing agreed policies from which a logical response may follow.
6. He then steers a process of consultation, usually involving the Vice-Chair and the Treasurer, and any other trustee with relevant knowledge, but rarely involving the whole Board, and then **takes** the decision if it should not wait.
7. Finally, the matter is reported back to the Board at its next meeting accompanied by a report in advance if necessary.