

Board Meeting

Date of Meeting	Monday 25 January 2016
Paper Title	Governance matters
Agenda Item	12
Paper Number	ВМ4-Н
Responsible Officer	Martin Fairbairn, Interim Chief Officer
Status	Disclosable
Action	For Approval

1. Report Purpose

1.1. This paper seeks the Board's approval for a range of governance-related matters: GCRB's Board Secretary; GCRB's constitution; a proposed urgent action procedure; additional student and staff attendance; and periods of committee membership.

2. Recommendations

2.1. Further information on each of these recommendations is provided in section 3 onwards.

GCRB Board Secretary

2.2. The Board is invited to **note** that Paul McAllister of Glasgow Kelvin College will now fulfil the role of GCRB's Board Secretary.

GCRB constitution

2.3. The Board is invited to **agree** that GCRB's current 'Constitution' is formally replaced with a copy of Schedule 2B to the Further & Higher (Education) Scotland Act 2005 (as amended.

Urgent action procedure

2.4. The Board is invited to **approve** the adoption of the proposed urgent action procedure.

Additional student and staff attendance

2.5. The Board is invited to **agree** to the recommendation of the Nominations & Remuneration Committee that it should invite the President of the college Student Association who is not a member of the board, to attend board meetings as an observer.

Periods of committee membership

- **2.6.** The Board is invited to **approve** replacing the current provisions in the terms of reference for all the committees in relation to periods of membership as follows:
 - The period of members' appointment will last from their date of appointment until the earlier of: the end of their current period of appointment as a Board member; and a date determined by the Board.
 - The Board will review the membership of all committees at least annually.

3. GCRB Board Secretary

3.1. At its October 2015 meeting the Board noted that GCRB would be provided with corporate governance support by Glasgow Kelvin College, including the Board Secretary role. As a result of Douglas Wilson standing down from the related role at the College, Paul McAllister has been appointed as his replacement and will therefore also hold the role of Board Secretary to GCRB.

4. GCRB constitution

- **4.1.** On 11 August 2014 the Board adopted a 'constitution', a copy which is attached at Annex A. This was taken directly from Schedule 2B to the Further & Higher Education (Scotland) Act 2005.
- **4.2.** The Scottish Government has now issued clarification that:
 - boards' constitutions are the relevant schedule to the further and higher legislation;
 - boards do not have the power to adapt the provisions of these schedules in any way;
 and
 - to avoid current or future misunderstanding, boards should amend their current constitutional documents accordingly.
- **4.3.** GCRB's current constitution is a straight copy of Schedule 2B to the 2005 Act and therefore this change has no practical implications.

5. Urgent action procedure

- **5.1.** At its October 2015 meeting the Board adopted a new Scheme of Delegation, which included reference to an urgent action procedure, to be developed.
- **5.2.** An urgent action procedure has now been drafted, a copy of which is included at Annex B. This procedure provides a way for business arising between Board meetings to be actioned without convening an additional meeting. The draft procedure is based on a similar procedure used by the Scottish Funding Council.
- **5.3.** The Board will note that:
 - it is only permitted to use the procedure if the matter cannot wait until the next normal meeting of the Board;

- there is a requirement to seek advice from other board members; and
- any decision made must be reported to the next board meeting for homologation.

6. Additional student and staff attendance

- 6.1. At previous Board meetings there has been discussion of whether the third Student President should be invited to attend Board meetings and if additional members of staff from the assigned colleges should also be invited to attend. This matter was considered at the December 2015 meeting of the Nominations & Remuneration Committee. The Committee has a general role in overseeing Board membership arrangements. However, since it does not have a specific remit in relation to attendance at Board meetings, this matter requires further consideration by the full Board.
- **6.2.** The current legislation allows for two student members on the Board of GCRB, which requires a process to select two out of the three Student Presidents. The Scottish Government had previously indicated that it was planning on consulting on a change that would expand the student membership of the Board of GCRB to three. However, we now understand that the Scottish Government will not be taking this matter forward in the near future.
- **6.3.** With regard to student attendance, the Committee considered the following options:
 - Invite the third Student President (from Glasgow Kelvin College).
 - Invite the third Student Association to nominate a student.
 - Invite the Glasgow Region Student Executive to nominate one or more additional students to attend.
 - Invite expressions of interest and choose names randomly.
 - Keep the number of students in balance with the number of staff.
 - Decide whether the additional attendees would be permitted to contribute to discussion or would only observe.
- **6.4.** With regard to staff attendance, the Committee considered the following options:
 - Invite the academic board of the third college (Glasgow Kelvin College) to nominate a member of staff.
 - Conduct an election in the third college.
 - Conduct a region-wide election.
 - Invite expressions of interest and choose names randomly for each Board meeting.
 - Keep the number of staff in balance with the number of students.
 - Decide whether the additional attendees would be permitted to contribute to

discussion or would only observe.

- **6.5.** The Committee noted the following advantages and disadvantages of inviting additional staff and student attendees:
 - Advantages:
 - o Enhances understanding of GCRB's work.
 - o Allows a wider set of views to contribute to decision-making.
 - Fosters a culture of openness.
 - Disadvantages:
 - There is no straightforward way to identify additional attendees.
 - In order to maintain a balance between teaching staff, non-teaching staff, students and colleges, it could be necessary to invite quite a large number of additional attendees (up to eight).
 - A larger number of people in the room could impact negatively on the development of 'team working' in the Board.
- **6.6.** The Committee felt that it was important for the Board to signal its commitment to staff and student engagement across the whole region, and that inviting an additional student to attend Board meetings as an observer would help with that in relation to the student body. While the Committee felt that inviting an additional staff member to attend as an observer would also be worthwhile, it concluded that there was not a straightforward way to identify someone to fulfil that role. The Committee also recognised that students' average period of engagement with their college is relatively short and that consequently additional effort is needed in communicating the work of GCRB to students.

7. Periods of committee membership

- **7.1.** Per the terms of reference for the committees, committee members can be appointed for the following periods:
 - Audit and Performance & Resources: up to two years, which may be extended for further periods of up to two years, provided the member still meets the criteria for membership of the committee
 - Nominations & Remuneration: for a period of one year and reviewed annually.
- **7.2.** To simplify management of committee membership, it is suggested that:
 - membership be aligned with the end-date of members' periods of office as Board members (subject to review by the Board); and
 - the Board formally reviews committee membership.

7.3. This will simplify oversight of committee membership into one single annual process, rather than being determined by the differing anniversaries of individual members' periods of committee membership.

8. Risk Analysis

8.1. Most of matters dealt with in this paper are concerned with GCRB's governance arrangements. By ensuring that these matters are properly addressed GCRB will ensure that its governance meets the expectations of the Scottish Funding Council, Scottish Government and other relevant stakeholders.

9. Legal Implications

9.1. The specific legal issues relevant to these matters are addressed within the paper or were considered by the relevant committee.

10. Financial Implications

10.1. There are no specific new financial consequences that arise from the matters addressed in this paper.

11. Regional Outcome Agreement Implications

11.1. As already noted, most of the matters dealt with in this paper are concerned with GCRB's governance arrangements. Putting in place proper governance arrangements is a significant part of the criteria for achieving fully-operational fundable body status which will in turn allow GCRB to play its full part in development and delivery of the regional outcome agreements.



Glasgow Colleges' Regional Board

Constitution

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1. INTERPRETATION

1.1 In this constitution, unless the context otherwise requires:

Board is the regional board specified in Part 1 of schedule 2A to the Post 16 Education) Act 2013;

Act is the Post 16 Education (Scotland) Act 2013;

2005 Act is the Further and Higher Education (Scotland) Act 2005;

1992 Act is the Further and Higher Education (Scotland) Act 1992;

Council is the Scottish Further and Higher Education Funding Council established under section 1 of the Further and Higher Education (Scotland) Act 2005;

2. STATUS

- **2.1** The Board is a body corporate.
- 2.2 The Board—
 - (a) is not a servant or agent of the Crown;
 - (b) has no status, immunity or privilege of the Crown;
 - (c) and its property is not to be regarded as property of, or held on behalf of, he Crown.
- 2.3 The Board is designated in the Act as the Regional Board for Glasgow Colleges but will be known as the Glasgow Colleges' Regional Board.

3. OBJECT

3.1 To secure the coherent provision of a high quality of fundable further and higher education in the localities of its colleges.

4. PLANNING

- **4.1** The Board must plan for—
 - (a) how it proposes its colleges should provide fundable further education and fundable higher education; and
 - (b) how it intends to exercise its functions,



- and the Board's colleges must, where appropriate, have regard to those plans when exercising their functions.
- 4.2 When making plans, the Board must have regard to the importance of ensuring that funds made available to it under the Act are used as economically, efficiently and effectively as possible.

5. PERFORMANCE MONITORING

5.1 The Board must monitor the performance of its colleges in accordance with section 23G of the 2005 Act.

6. PROMOTION OF COUNCIL'S CREDIT AND QUALIFICATION FRAMEWORK

The Board is to promote the use by its colleges of such credit and qualification framework as the Council may adopt in pursuance of section 14 of the Act.

7. EFFICIENCY STUDIES: ASSIGNED COLLEGES

7.1 The Board may secure the promotion or carrying out of studies designed to improve economy, efficiency and effectiveness in the management or operations of any of its colleges.

8. RIGHT TO ADDRESS COLLEGE MEETINGS

- 8.1 Where the Board is concerned about any matters relating to the financial support which any of its colleges receives (or might receive) from the Board, a member of the Board is entitled to—
 - (a) attend any meeting of the college; and
 - (b) address the meeting on those matters.

9. IMPROVEMENT OF ECONOMIC AND SOCIAL WELL-BEING

9.1 The Board is to exercise its functions with a view to improving the economic and social well-being of the localities of its colleges, in accordance with section 23K of the 2005 Act.

10. CONSULTATION AND COLLABORATION

- **10.1** The Board must, where it considers it appropriate to do so in the exercise of its functions, consult with the persons listed in section 23M of the 2005 Act.
- 10.2 The Board must, so far as is consistent with the proper exercise of its functions, seek to secure the collaboration of any or all of the persons listed in section 23M of the 2005 Act.



11. DIRECTIONS

11.1 The Board may give such directions to its colleges, or to any of them, as it considers appropriate, in accordance with section 23N of the 2005 Act.

12. TRANSFER OF STAFF AND PROPERTY ETC.

12.1 The Board may require any of its colleges to transfer such of its staff, property, rights, liabilities or obligations, in accordance with section 230 of the 2005 Act.

13. BOARD COMPOSITION AND ELIGIBILITY

- **13.1** The Board is to consist of no fewer than 15 members.
- **13.2** The Board is to be comprised of—
 - (a) a person appointed by the Scottish Ministers to chair meetings of the Board (the "chairing member");
 - (b) the chairing member of each of the Board's colleges;
 - (c) a person appointed by being elected by the teaching staff of the Board's colleges from among their own number;
 - (d) a person appointed by being elected by the non-teaching staff of the Board's colleges from among their own number;
 - (e) two persons appointed in accordance with paragraph 13; and
 - (f) up to 10 other members appointed by the Board.
- **13.3** A person is not eligible for appointment as the chairing member if the person is—
 - (a) a member of the Scottish Parliament;
 - (b) a member of the House of Lords;
 - (c) a member of the House of Commons;
 - (d) a member of the European Parliament; or
 - (e) the chief officer of the Board.
- A person is disqualified from being part of the Board in pursuance of sub-paragraph (12.2)(b) if the person has previously been removed from the Board under section 23Q of the Act.
- 13.5 An appointment made in pursuance of sub-paragraph (12.2)(f) of this section has effect only if approved by—
 - (a) the chairing member; and
 - (b) the Scottish Ministers.
- 13.6 In appointing members under sub-paragraph (12.2)(f) of this section and in extending the period of appointment of any member so appointed, the Board must have regard to any guidance issued by the Scottish Ministers in relation to the



making of such appointments (including any guidance on the desirability of appointing members with particular skills and experience).

14. STUDENT MEMBERS

- 14.1 The students' associations of the Board's colleges are each entitled to nominate students for appointment in pursuance of sub-paragraph (12.2)(e).
- **14.2** Where only two students are so nominated, those students are to be so appointed.
- **14.3** Members are otherwise to be so appointed by being elected by the students of all the Board's colleges from among the students so nominated.
- Sub-paragraphs (13.1) to (13.3) do not apply where only two colleges are assigned to the Board and, in such a case, the students' association of each college is to appoint one member from among the students of their respective colleges.

15. ELECTION OF STAFF AND STUDENT MEMBERS

- 15.1 An election to appoint student or staff members in pursuance of sub-paragraph (12.2)(c) or (d) or (13.3) is to be conducted in accordance with rules made by the Board.
- **15.2** Before making, varying or replacing election rules, the board must consult—
 - (a) its colleges;
 - (b) in the case of rules about elections in pursuance of sub-paragraph (12.2)(c), the representatives of any trade union which any of its colleges recognise as being, or which otherwise appears to the board to be, representative of the teaching staff of its colleges;
 - (c) in the case of rules about elections to be held in pursuance of sub-paragraph (12.2)(d), the representatives of any trade union which any of its colleges recognise as being, or which otherwise appears to the board to be, representative of the non-teaching staff of its colleges; and
 - (d) in the case of rules about elections in pursuance of sub-paragraph (13.3), the students' associations of each of its colleges.

16. DISQUALIFICATION FROM MEMBERSHIP

- **16.1** A person is not eligible for appointment as a member of the Board if the person
 - (a) has within 5 years of the date on which the appointment would take effect, been sentenced (following conviction for an offence in the United Kingdom, the Channel Islands, the Isle of Man or the Irish Republic) to imprisonment for a period of not less than 3 months, whether suspended or not, without the option of a fine;
 - (b) is an undischarged bankrupt; or



- (c) has been removed from office under section 24 of the 1992 Act (in relation to any college) or section 23Q of the Act (in relation to any regional board).
- **16.2** For the purposes of sub-paragraph (15.1)(b), "undischarged bankrupt" means a person—
 - (a) whose estate has been sequestrated and who has not been discharged (or against whom a bankruptcy order has been made and is still in force);
 - (b) who has granted a trust deed for, or made a composition or arrangement with, creditors (and has not been discharged in respect of it);
 - (c) who is the subject of a bankruptcy restrictions order, or an interim bankruptcy restrictions order, made under the Bankruptcy (Scotland) Act 1985 or the Insolvency Act 1986;
 - (d) who is the subject of a bankruptcy restrictions undertaking entered into under either of those Acts;
 - (e) who has been adjudged bankrupt (and has not been discharged); or
 - (f) who is subject to any other kind of order, arrangement or undertaking analogous to those described in paragraphs (a) to (d), anywhere in the world.
- **16.3** This paragraph does not apply in relation to persons appointed as the chairing member of each of the Board's colleges.

17. VACATION OF OFFICE

- **17.1** Subject to the other provisions of the Act—
 - (a) the chairing member holds and vacates office on such terms and conditions as the Scottish Ministers may determine; and
 - (b) other members (unless holding office as the chairing member of each of the Board's colleges) hold and vacate office on such terms and conditions as the Board may in each case determine.
- **17.2** Subject to sub-paragraphs (16.3) to (16.5) and paragraph 17 and section 23Q of the Act—
 - (a) the chairing member is to hold office for such period (not exceeding 4 years) as the Scottish Ministers may determine;
 - a member appointed as the chairing member of each of the Board's colleges is to hold office until the person ceases to be a chairing member of any of the Board's colleges;
 - (c) a member appointed by being elected by the teaching or non-teaching staff of the Board's colleges is to hold office for 4 years;
 - (d) a member appointed as a student member of the Board's colleges is to hold office until 31 August following appointment; and
 - (e) a member appointed under sub-paragraph (12.2)(f) is to hold office for such period (not exceeding 4 years) as the Board may determine.



- 17.3 The chairing member is to vacate office if the chairing member becomes a person of the type described in sub-paragraph (12.3).
- 17.4 A member appointed under sub-paragraph (12.2)(c) or (d) is to vacate office if the member ceases to be a member of the teaching or, as the case may be, non-teaching staff of one of the Board's colleges before the member's period of appointment ends.
- 17.5 A member appointed in pursuance of sub-paragraph (12.2)(e) is to vacate office if the member ceases to be a student of one of the Board's colleges before the member's period of appointment ends.

18. REAPPOINTMENT OF MEMBERS

- **18.1** The Scottish Ministers may extend the period of appointment of the chairing member for a single further period not exceeding 4 years.
- 18.2 The Board may extend the period of appointment of a member it appoints for a single further period not exceeding 4 years (but such an extension has effect only if approved by the chairing member and the Scottish Ministers).
- 18.3 On ceasing to be a member, a person is eligible for reappointment (provided that the person is not ineligible by virtue of any other provision).

19. REMUNERATION AND ALLOWANCES

- **19.1** The Board is to pay to its chairing member such remuneration as the Scottish Ministers may in each case determine.
- **19.2** The Board is to pay to its members such allowances as the Scottish Ministers may in each case determine.

20. RESIGNATION AND REMOVAL OF MEMBERS

- **20.1** The chairing member may by giving notice in writing to the Scottish Ministers resign office as a member.
- 20.2 Any other member (except for a member appointed as the chairing member of each of the board's colleges) may, by giving notice in writing to the Board, resign office as a member.
- **20.3** The Scottish Ministers must, by giving notice in writing to the chairing member, remove the chairing member from office if—
 - (a) the chairing member
 - i. is sentenced as mentioned in sub-paragraph (15.1)(a);
 - ii. has become a person to whom sub-paragraph (15.1)(b) applies; or



- iii. is removed from office under section 24 of the 1992 Act (in relation to any college) or section 23Q of this Act (in relation to any other regional board); or
- (b) they are satisfied that the chairing member
 - i. has been absent from meetings of the board for a period longer than 6 consecutive months without the permission of the Board; or
 - ii. is otherwise unable or unfit to discharge the functions of the chairing member.
- **20.4** The Board must, by giving notice in writing to the member, remove any other member from office if—
 - (a) the member
 - i. is sentenced as mentioned in sub-paragraph (15.1)(a); or
 - ii. has become a person to whom sub-paragraph (15.1)(b) applies; or
 - (b) it is satisfied that the member
 - i. has been absent from meetings of the board for a period longer than 6 consecutive months without the permission of the board; or
 - ii. is otherwise unable or unfit to discharge the functions of a member.
- **20.5** Sub-paragraph (19.4) does not apply in relation to a member appointed in pursuance of sub-paragraph (12.2)(b).
- 20.6 The Scottish Ministers must, by giving notice in writing to the member, remove a member (other than the chairing member) from office if the member is removed from office under section 24 of the 1992 Act (in relation to any college) or section 23Q of the Act (in relation to any other regional board).
- **20.7** Where a member removed under sub-paragraph (19.6) was appointed under sub-paragraph (12.2)(f), the Scottish Ministers may appoint another person in place of the removed member.
- **20.8** An appointment made under sub-paragraph (19.7) has effect as if made under paragraph (12.2)(f).

21. STAFF

- 21.1 The Board may (subject to any directions given under sub-paragraph (20.4)) appoint a chief officer and such other employees as it considers appropriate on such terms and conditions as the Board may determine.
- The Board may pay or make arrangements for the payment of pensions, allowances or gratuities (including by way of compensation for loss of employment) to, or in respect of, any person who has ceased to be employed by the Board.
- **21.3** Arrangements under sub-paragraph (20.2) may include—



- (a) the making of contributions or payments towards provision for pensions, allowances or gratuities; and
- (b) the establishment and administration of pension schemes.
- **21.4** The Board must comply with any directions given by the Council as regards—
 - (a) the appointment of employees;
 - (b) terms and conditions determined under sub-paragraph (20.1); or
 - (c) payments or arrangements made under sub-paragraph (20.2).

22. PROCEEDINGS OF THE BOARD

- **22.1** The Board may regulate its own procedure (including any quorum).
- **22.2** The validity of any proceedings of the Board is not affected—
 - (a) by a vacancy in membership (or in a category of membership); or
 - (b) by any defect in the appointment of a member.

23. COMMITTEES

- **23.1** The Board may establish committees.
- 23.2 The Board is to determine—
 - (a) the composition of any committees;
 - (b) the terms and conditions of membership of any committee; and
 - (c) the procedure (including any quorum) of any committee.
- 23.3 A committee may include persons who are not members of the Board (but such persons are not to be entitled to participate in making decisions).
- The Board is to pay to the members of its committees (whether or not they are also members of the Board) such allowances as the Scottish Ministers may determine.

24. PARTICIPATION AT MEETINGS

24.1 Unless the chairing member determines otherwise, a person who is the Principal of one of the Board's colleges but who is not a Board member is entitled to participate in any deliberations (but not in making decisions) at meetings of the Board.

25. GENERAL POWERS

25.1 The Board may (subject to sub-paragraphs (24.2) to (24.9)) do anything that is necessary or expedient for the purpose of or in connection with the exercise of its functions, including in particular—



- (a) acquiring and disposing of land and other property;
- (b) entering into contracts;
- (c) investing sums not immediately required for the purpose of the discharge of its functions;
- (d) accepting gifts of money, land or other property;
- (e) forming or promoting (whether alone or with another) companies under the Companies Act 2006.
- **25.2** The Board may not borrow money.
- 25.3 The Board is not to—
 - (a) give any guarantee or indemnity over or in respect of any property; or
 - (b) create any trust or security over or in respect of any property,

without the written consent of the Scottish Ministers.

- **25.4** The Board is not to dispose of any property to which this sub-paragraph applies without the written consent of the Scottish Ministers.
- 25.5 Consent, for the purposes of sub-paragraphs (24.3) or (24.4), may be given—
 - (a) in respect of any case or class of case; and
 - (b) subject to such conditions as the Scottish Ministers may determine.
- **25.6** Consent, for the purposes of sub-paragraph (24.4), is not required for a disposal of land which is or forms part of property to which that sub-paragraph applies if the disposal is in consequence of the compulsory acquisition (under any enactment) of the land.
- 25.7 But the Board is to inform the Scottish Ministers of the compulsory acquisition (under any enactment) of land which is or forms part of property to which subparagraph (24.4) applies.
- 25.8 Where property to which sub-paragraph (24.4) applies is disposed of, the Board is (after deduction of such expenses as appear to the Scottish Ministers to have been reasonably incurred in the disposal) to pay to the Scottish Ministers such portion of the proceeds or value of the consideration for the disposal as the Scottish Ministers may, after consultation with the Board, determine.
- 25.9 Sub-paragraph (24.4) applies to—
 - (a) any property which has been acquired, improved or maintained wholly or partly, or directly or indirectly, out of funds provided by the Council under section 12 of the 2005 Act; and
 - (b) any proceeds of, or any consideration for, the disposal of any such property.



26. GOODS AND SERVICES

- **26.1** The Board may, for the purposes of providing support for the provision of fundable further education or fundable higher education, provide (and make charges in respect of the provision of) goods or services—
 - (a) to any of its colleges;
 - (b) to any other post-16 education body;
 - (c) to any other regional strategic body; or
 - (d) to any other person.

27. DELEGATION OF FUNCTIONS

- **27.1** The Board may authorise—
 - (a) the chairing member;
 - (b) any of its committees; or
 - (c) any of its employees,

to exercise such of its functions to such extent as it may determine.

27.2 Sub-paragraph (26.1) does not affect the responsibility of the Board for the exercise of its functions.

28. ACCOUNTS

- 28.1 The Board must—
 - (a) keep proper accounts and accounting records;
 - (b) prepare a statement of accounts in respect of each yearly period ending on 31 March; and
 - (c) send the statement of accounts to the Scottish Ministers,

in accordance with such directions as the Scottish Ministers may give.

28.2 The Scottish Ministers must send the statement of accounts to the Auditor General for Scotland for auditing.

29. ABOLITION OR RENAMING

29.1 The Scottish Ministers may by order modify Part 1 of Schedule 2A of the 2005 Act so as to abolish or re-name a regional board.

30. MODIFICATION

30.1 The Scottish Ministers may by order modify schedule 2B of the Act (other than paragraph 2) by varying, adding to or removing any provision relating to a regional board's constitution, functions or administrative arrangements.



- **30.2** Before making an order under this paragraph, the Scottish Ministers must consult—
 - (a) any board to which the order relates; and
 - (b) such other persons as they consider appropriate.

Procedure for urgent action

A special meeting of the Board may be convened to deal with business that will not wait until the next ordinary meeting. Alternatively, where it is necessary for decisions normally requiring the approval of the Board to be taken in the period between Board meetings, the Chair may take appropriate action. Normally this will be authorising urgent action by the Executive Director. Depending on the time available, the Chair should seek the views of Board members before authorising such urgent action.

In the event that the Chair is unavailable, the Executive Director will have the power to take urgent action with the authorisation of the Board's Vice-Chair, if there is one, or, in the absence of the Vice-Chair, of one of the chairs of the Board's committees, who shall be a member of the Board.

In the event of all of the above mentioned BM4-H Governance matters Board members being unavailable, the Executive Director may take such action as s/he deems necessary in an emergency, where a failure to act swiftly might seriously jeopardise the achievement of the Board's objectives.

In any of the above circumstances, the views of the Board members should be sought if time allows and the action taken will be reported to the next ordinary meeting of the Board for homologation.