

Document 4.1	Sub-Committee/Group Structures & Terms of Reference
What is this?	This is AOIC's current Sub-Committee/Group Structures & Terms of Reference
Governance Code Sections:	1.3 (a) 2.2 (e) 4.1 (c)
Notes:	<p>The function of a subcommittee/group is to tackle, as a smaller group, detailed planning or policy development in a specific area, for example, audit or membership. Any decisions made by subcommittees or working groups need to be approved by the whole governing body since the governing body is accountable for them. To ensure that everyone knows what is going on and that the governing body is accountable, every subcommittee needs up-to-date terms of reference that clearly describe its:</p> <ul style="list-style-type: none"> • Remit (purpose) • Membership • Responsibilities and powers (what they can decide) • Reporting procedures • Relationship to the governing body.

SUB-COMMITTEE

AOIC Sub-Committee/Group Structure

Sub-Committees:

Business and Audit

Membership

Artistic

Governance

Communications

Fundraising

Sub-Groups:

Youth

NOTES

- All members of each Sub-Committee are appointed by the Chair of the board through nomination at a full Board meeting.
- Each Sub-Committee has a Chair from amongst board members, appointed by the Chair of the board at a full Board meeting.
- All Sub-Committees are advisory in nature to the full Board and are therefore not decision-making bodies on the board's behalf.
- The term 'AOIC member' means Full Member, Associate Member or Individual Member or any other class of Member.
- The CEO supports each Sub-Committee, works with the Sub-Committee Chair on the agenda and schedule of meetings, to provide guidance, and to prepare appropriate materials.
- The Company Secretary Role will be ideally linked to the role of Chair of the Audit Sub-Committee.
- The quorum for each Sub-Committee is a minimum of 2 members, of whom one must be a board member. (Whilst this may seem low on some occasions, it must be noted that Sub-Committees are not decision-making groups, and are advisory in nature to the board).

SUB-COMMITTEE

Business and Audit Sub-Committee – Terms of Reference

The role of the Sub-Committee is:

- 1) To monitor the financial activities, controls and budgets of AOIC and to advise The Board regarding findings.
- 2) To monitor systems for appropriate fiscal accountability and accuracy and to make recommendations as per best practice
- 3) To monitor the progress of income-raising plans.
- 4) To recommend and monitor the annual budget.
- 5) To oversee the terms and effectiveness of the annual audit and any other internal or external audits as may be judged necessary.
- 6) To oversee the risk management process and an annual review of same by the board of directors.

This Sub-Committee should be considered a 'standing Sub-Committee', however be subject to an annual review of its terms of reference and membership. It will have at least two directors amongst its membership and at least one of the Sub-Committee should have recent and relevant financial experience. The Chair of the Board may not be the Chair of this Sub-Committee. Membership should be between 3 and 5 people. Membership is restricted to AOIC board members.

Members:

Gerry Maher (Chair, Business)

Charles Irwin (Chair, Audit)

Stephen Brown

The Chairperson and Vice Chairperson are ex-officio members of all Sub-Committees.

AOIC office staff members serving this Sub-Committee:

CEO – Dermot O'Callaghan

SUB-COMMITTEE
Membership Sub-Committee – Terms of Reference

The role of the Sub-Committee is:

1. To oversee membership participation levels, types of programmes and associated value.
2. To monitor quality of services and programmes to members and wider participant base.
3. To assist in identifying opportunities and strategies for membership development.

This Sub-Committee should be considered a 'standing Sub-Committee', however be subject to an annual review of its terms of reference and membership. Membership should be between 2 and 4 people. Membership is open to non board members.

Members:

Susan Haddon (Chair)

Jimmy O'Byrne

The Chairperson and Vice Chairperson are ex-officio members of all Sub-Committees.

AOIC Office staff members serving this Sub-Committee:

CEO – ***Dermot O'Callaghan***

SUB-COMMITTEE

Artistic Sub-Committee – Terms of Reference

The role of the Sub-Committee is:

1. To identify and advise in relation to critical issues affecting the Artistic work of AOIC
2. To make recommendations to the Board for approval regarding artistic policy objectives and priorities that can be achieved by the AOIC
3. To support artistic policy and artistic activities and the staff associated with it in the AOIC office
4. Oversees development of collaborative partnerships with 3rd parties for artistic purposes

This Sub-Committee should be considered a 'standing Sub-Committee', however be subject to an annual review of its terms of reference and membership. Its membership should be between 3 and 7 people. Membership is open to non board members.

Members:

Marion Doherty Hayden (Chair)

Susan Haddon

Jimmy O'Byrne

Eugene Mac Carrick

The Chairperson and Vice Chairperson are ex-officio members of all Sub-Committees.

AOIC Office staff members serving this Sub-Committee:

CEO – Dermot O'Callaghan

SUB-COMMITTEE

Governance Sub-Committee – Terms of Reference

The role of the Sub-Committee is:

1. To oversee the Board nominations, and other processes for Board membership
2. To evaluate the Board's performance and to ensure orientation for new members
3. To conduct an annual review of AOIC's governance structures and processes
4. To oversee implementation of the Governance Code

This Sub-Committee should be considered a 'standing Sub-Committee', however be subject to an annual review of its terms of reference and membership. Membership should be between 3 and 7 people. Membership is restricted to AOIC board members.

Members:

Gerry Maher (Chair)

Charles Irwin

Jimmy O'Byrne

Stephen Browne

AOIC Office staff members serving this Sub-Committee:

CEO – Dermot O'Callaghan

SUB-COMMITTEE
Communications Sub-Committee – Terms of Reference

The role of the Sub-Committee is:

- 1) To advise the Board on any Communications matters
- 2) To assist staff in the formation of Communications strategy
- 3) To monitor the implementation of the Communications plan
- 4) Assume the lead in oversight of communication to stakeholders, members and the public.

This Sub-Committee should be considered a 'standing Sub-Committee', however be subject to an annual review of its terms of reference and membership. It plans to meet as appropriate ahead of general board meetings during the year. This committee should have between 2 and 4 people. Membership is open to non board members.

Members

Alan Kelly (Chair)

Jimmy O'Byrne

AOIC Office staff members serving this Sub-Committee:

This Sub-Committee will be supported by the Chief Executive Officer.

SUB-COMMITTEE

Fundraising Sub-Committee – Terms of Reference

The role of the Sub-Committee is:

- 1) To advise the Board on any fundraising matters
- 2) To assist staff in the formation of fundraising strategy
- 3) To monitor the implementation of the fundraising plan
- 4) Assume the lead in oversight of certain fundraising actions such as ‘friends’ acquisition or identification of suitable fundraising revenue streams

This Sub-Committee should be considered a ‘standing Sub-Committee’, however be subject to an annual review of its terms of reference and membership. It plans to meet as appropriate ahead of general Board meetings and recommends keeping its numbers small, between 2 and 4 people. Membership is open to non board members.

Members

Charles Irwin (Chair)

Jane Pilkington

The Chairperson and Vice Chairperson are ex-officio members of all Sub-Committees.

AOIC Office staff members serving this Sub-Committee:

This Sub-Committee will be supported by the Chief Executive Officer.

SUB-GROUP
Youth Sub-Group – Terms of Reference

The role of the Sub-Committee is:

1. To advise on youth choral activity undertaken by the Association of Irish Choirs.
2. To monitor future youth choral development for AOIC and to advise the Board of Directors on this.
3. To assist in identifying opportunities and strategies for youth choral activity development.
4. To advise on any new and relevant initiatives for youth choral development in Ireland generally and to help the AOIC to lead in this.

This Sub-Group should be considered a 'standing Sub-Group', however be subject to an annual review of its terms of reference and membership. Membership should be between 2 and 8 people. Membership is open to non-board members.

Members:

Raegnha Zutshi (Chair)

Jimmy O'Byrne

Niall Stafford

Niall Kinsella

Siobhan Brady

Gean Gilger

Caroline Connolly

The Chairperson and Vice Chairperson are ex-officio members of all Sub-Committees.

AOIC Office staff members serving this Sub-Committee:

CEO – Dermot O'Callaghan

Administrator – Lily McGarry