



Governance Manual

Final

2021 Update

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1. General overview and introduction

1.1 Introduction

This manual has been produced to assist members who volunteer or are appointed to leadership positions in the Irish Dental Association.

The Irish Dental Association is a licenced trade union and operates in accordance with Rules registered with the Registrar of Friendly Societies.

Boynevale Dental Property Company Limited as a single member company, in which the union is the sole shareholder. It is tasked with safeguarding our chief asset, our head office.

The Association's remit is to promote and support continuing professional development and education, advocacy, the promotion of dental science and publishing. It is also involved in the individual and collective representation of dentists.

The mission statement of the Irish Dental Association, which guides us in our everyday activities and decision-making is:

"To promote the advancement of the interests of the dental profession and promote the well-being of our country's population through the attainment of optimum oral health."

In its role as a Union, the Irish Dental Association exists to represent the honour and integrity of the profession. It represents dentists in all dealings and negotiations with government and other relevant bodies, and seeks to maintain just and reasonable terms of employment and proper remuneration for dentists.

The Union is governed by the current set of [Rules](#) and [Bye-Laws](#) of the Irish Dental Association. The Governance Manual should be read in conjunction with the Rules of the Association and is intended as a summary to provide an overview.

Governance is generally defined as the systems and processes concerned with ensuring the overall direction, effectiveness, supervision and accountability of an organisation. While the directors of an organisation take ultimate responsibility for the governance of that organisation, good governance can only be implemented when the directors, the Chief Executive, the staff, the members and other relevant stakeholders work collaboratively and in partnership to ensure that the organisation is effectively and properly run and meets the needs for which the organisation was established.

Where any unintended contradiction may appear, it should be understood that the Rules take precedence.

1.2 Overview of roles

The Union's principal objects are set out in Rule 3 of the Rules of the Irish Dental Association.

1.2.1 The role of Council

The Council of the Irish Dental Association shall be consulted whenever appropriate on the management of the property and affairs of the Union, by the Management Committee of the Union. The functions of Council are outlined in Rule 8.4 but are best summarised in Rule 8.3: *“The Council of the Union shall have vested in it the overall control over general policy implementation in accordance with the Rules and Policy formulated by the Annual General Meeting.”*

1.2.2 Relationship between Council and the Management Committee

IDA Rule 10.2 (a) states: *“The Management Committee shall deal with oversight of the day to day corporate, operation and financial issues and strategies in accordance with the Rules, Codes of Practice and Policies formulated by the Annual General Meeting.”*

1.2.3 Relationship between Council and Regional Committees

IDA Rule 13.1 states: *“For the better attainment of the objects of the Union, the country shall be divided into geographical regions as set out in Rule 13.2. The membership in such Regions may be formed into separate local bodies called ‘Regional Committees’, where such Regional Committees meet governance requirements and minimum activity levels set out by Council in accordance with Rule 13.2(iii).”*

Delivery of services and benefits for members at regional level shall be discharged with the assistance of Regional Committees where they meet the clearly defined criteria of the [operational codes of practice](#), failing which local CPD and education will be delivered directly in the regions by IDA House.

1.2.4 Policy development and implementation

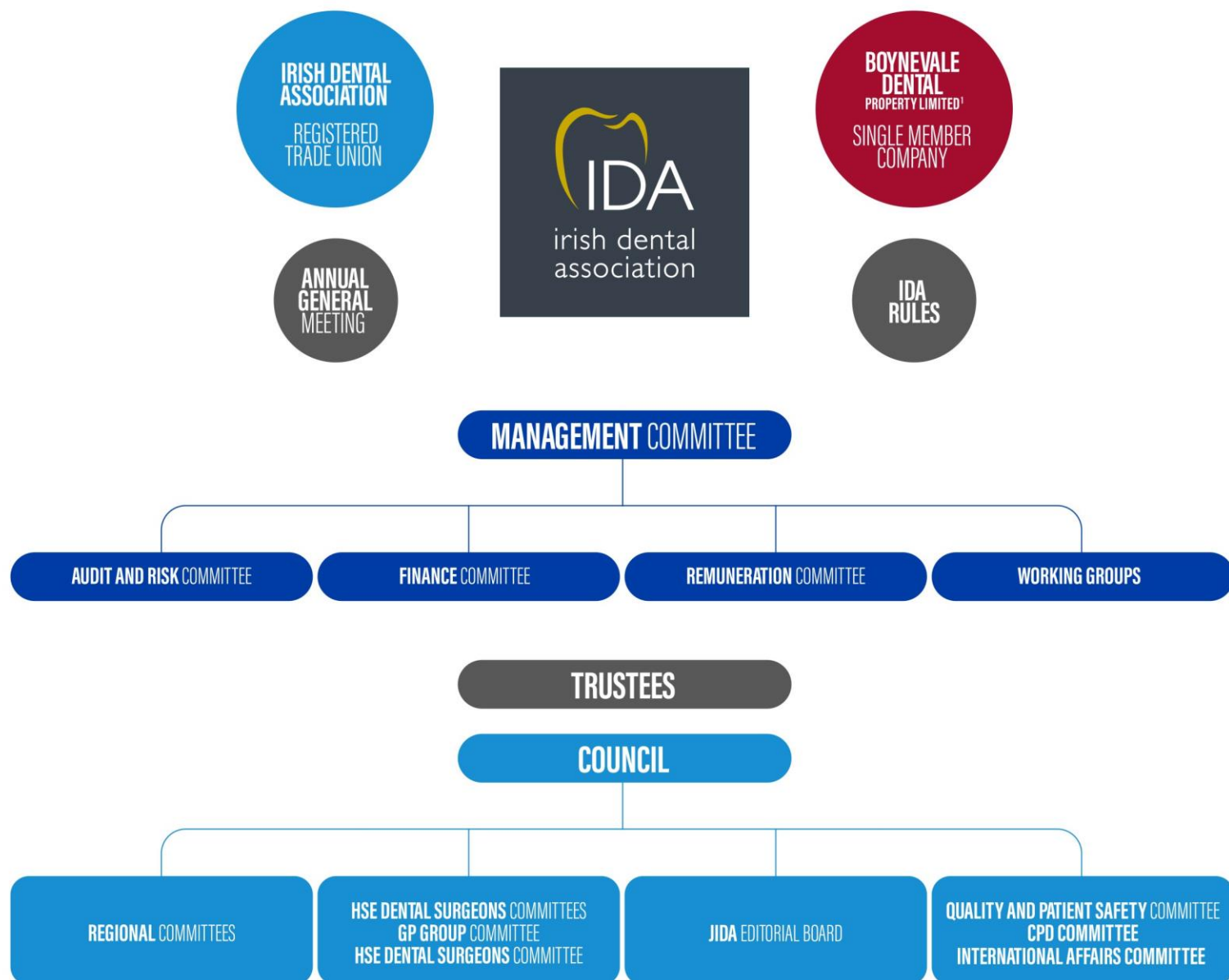
Policy of the Association is agreed and laid down at the Annual General Meeting on resolutions passed. The effective monitoring of policy implementation lies with Council.

1.2.5 Management of the Irish Dental Association and the secretariat

The Management Committee of the IDA is the legal employer of all IDA staff. The Chief Executive reports to the Management Committee and all other staff report to the Chief Executive. Under the direction of the Chief Executive, the IDA secretariat undertakes the works, services, resource allocations and day to day operation of the Association. The control framework for approval of financial decisions and transactions of the Association is the [Framework of Authorities](#).

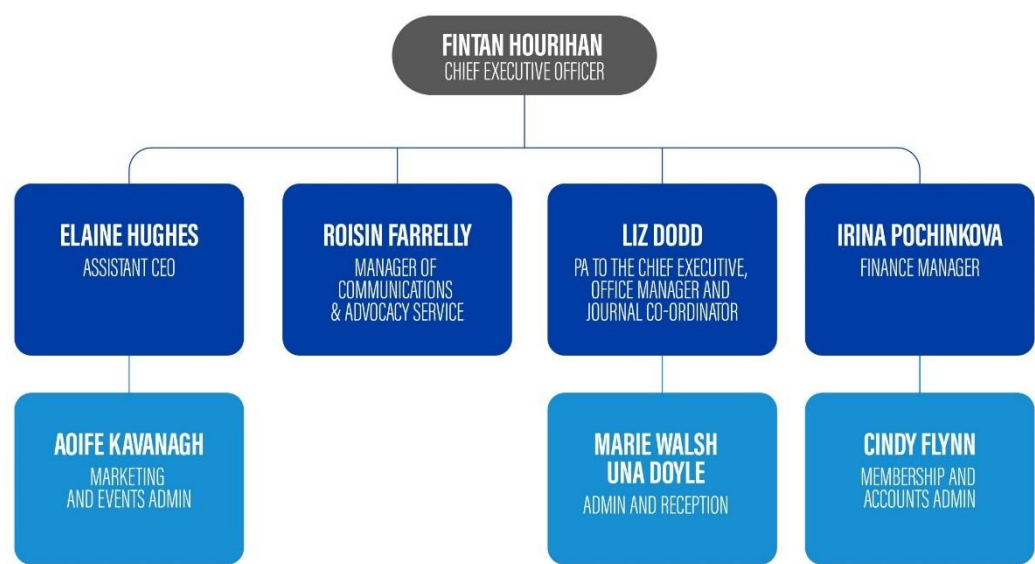
The Management Committee monitor, advise, provide guidance and, when necessary, seek answers from the secretariat to relevant questions in relation to the operation of the IDA through the Chief Executive.

Figure 1 Organisational Structure



¹ THE PROPERTY FROM WHICH THE ASSOCIATION OPERATES IS OWNED BY BOYNEVALE DENTAL PROPERTY LIMITED, A SINGLE MEMBER COMPANY. THE SHAREHOLDING IS HELD BY A DESIGNATED TRUSTEE ON BEHALF OF THE ASSOCIATION.

Figure 2 Secretariat Organogram



2. Code of Conduct

Membership of the Irish Dental Association is limited to registered dentists.

Section 66 of the Dentists Act 1985 requires the Dental Council to guide the dental profession on everything to do with ethical conduct and behaviour. The Dental Council Code of Practice on Professional Behaviour and Ethical Conduct states that practicing dentists are expected to meet the highest standards of professional practice and behaviour and to uphold the good reputation of the profession in the community. The general principal of the Code states that:

“To promote confidence and trust between you, your patients and the wider community, you should aim to:

- *Safeguard the health and safety of your patients;*
- *Promote the dental welfare of the community; and*
- *Maintain appropriate standards in all aspects of your life, both personal and professional.”*

2.1 Members

All members of the Association are governed by the [Code of Conduct](#).

2.2 Management Committee, Council and Committees

The Management Committee, Council and Committees of the Association are governed by the [Code of Conduct for Management Committee, Council and Committees](#).

3. General Meetings

This section deals with the proper running of general meetings and the production of the Annual Report for the Association. In this section you will find information on the roles of annual and extraordinary general meetings for the Association and Regional Committees and on the procedures involved in convening these meetings. Information is also included on how to introduce motions, amendments and resolutions, the function of the Motions Committee, and guidelines for the proper conduct of debate and discussion.

3.1 Annual General Meeting

Rule 11.1 of the Rules of the Irish Dental Association provides that: *“The Annual General Meeting of the Union shall be convened in such a place and at such a time as the Management Committee shall resolve, but every effort shall be made to convene the meeting in the period commencing April 1 and ending May 31.”*

3.1.1 Procedures for convening the Annual General Meeting

Rule 11.4 provides that the Chief Executive shall advise each member of the date of the AGM at least **50 days** before the date fixed for the AGM. This notice shall include forms of nomination to the Management Committee/Council for any vacancies arising and forms seeking resolutions/motions for consideration at the AGM.

All nominations and resolutions must be returned to the Chief Executive at least **35 days** before the date of the AGM. Nominations being returned must have the name of a proposer and seconder. Only members whose subscriptions are fully paid up shall be eligible for election. A resolution for a Rule change requires 15 signatures.

Rule 11.6 provides that the Chief Executive shall send notice of all motions and proposed nominations to be put before the members of the Annual General Meeting, together with a copy of the financial statements for the Union of the preceding year at least **21 days** prior to the Annual General Meeting.

3.1.2 Guidance for drafting a motion/resolution for a general meeting

The following information notes on [submitting resolutions/motions](#) to the AGM and on the role of the [Motions Committee](#) are provided as guidance to members.

3.1.3 Quorum

The quorum of any general meeting must be confirmed before the business of the AGM can continue.

Rules 11.15 provides that: *“The quorum of any general meeting shall be 30 persons entitled to be present and vote thereat. If a quorum is not present within 30 minutes from the time appointed for holding the meeting, the Chairman may declare the meeting postponed to a later date, of which seven days’ notice shall be given. If during the meeting a quorum ceases to be present the Chairman may declare the meeting adjourned. Nothing in the Rule shall invalidate any decisions reached while a quorum was present.”*

Rule 11.17 confirms that a member taking part in the General Meeting by technological means shall be deemed to be present in person or at the meeting and shall be entitled to vote and counted in a quorum accordingly.

3.1.4 Chairman

The President of the Association shall preside as Chairman at every general meeting of the Union, or if he/she is not present within 15 minutes after the time appointed for the holding of the meeting or is unwilling to act, the Vice-President or President-Elect shall preside. If none of these is present, the meeting shall elect of their number there present to preside.

3.1.5 Votes of members

Rule 11.17 provides that: *“Only members present in person and entitled to vote, or members who are entitled to vote and who are not present but each of whom is able to participate by such technological means as may be determined by the Motions Committee, shall be entitled to exercise their right to vote at any General Meeting and no member may appoint any person as their proxy. A member taking part in the General Meeting by such technological means shall be deemed to be present in person or at the meeting and shall be entitled to vote and counted in a quorum accordingly.”*

3.1.6 Rules of Procedure

The objectives of an established set of rules of procedure are:

- The ensure the orderly and efficient conduct of business;
- To safeguard the right of free discussion for all;
- To assist in reaching decisions that reflect the viewpoint of the majority;
- To protect the rights of both the majority and the minority; and,
- To provide certain rules of procedure and conduct, which are known in advance to all and which apply to all.

Standing Orders

The preparation of standing orders to govern the conduct of the AGM shall be the responsibility of the Motions Committee. Standing orders shall be presented for adoption by a quorate AGM at the commencement of each meeting. A sample of previously adopted standing orders can be viewed [here](#).

Order of Business of a general meeting

In general, meetings shall follow this order:

- The introduction of a resolution/motion (with no other comments at this stage).
- The resolution/motion is ‘moved’ by a voting delegate of the general meeting.
- The resolution/motion is ‘seconded’ by a voting delegate. If the resolution/motion is not seconded by any of the voting delegates, then the resolution/motion will not be considered any further.
- When the resolution/motion is moved and seconded, then the Chairman declares the issue open for debate or discussion.

- The proposer of a resolution/motion is entitled to respond to any issues raised in the course of discussion.
- When the discussion is finished, the Chairman calls for a vote on the resolution/motion.

Amendments

Any voting member of the general meeting may suggest amendments to a prescribed resolution/motion.

Further details are set out in the Standing Orders which govern the conduct of the AGM.

Debate

Any member of the general meeting with the right to speak may participate in debate on any question. In debate, the member must address the resolution/motion that is currently under discussion. If a member extends debate beyond this or tries to introduce an entirely dissimilar item of business, the Chairman may rule the member 'out of order'. Not more than one main or principal question may be considered by the general meeting at any one time.

Point of Order

The Chairman or any member of the general meeting may raise a point of order when, intentionally or not, a violation of the rules of debate has occurred. The point of order must be raised immediately following the alleged irregularity. It shall take precedence over all other business and shall be open to discussion.

Point of Information

A member may seek a point of information from the Chairman by raising their hand. The Chairman shall address the query and may deal with the matter raised at their absolute discretion.

Casting Vote

The casting vote rests with the Chairman.

3.2 EGM

Rule 11.2 provides: *"All general meetings other than annual general meetings shall be called extraordinary general meetings."*

3.3 Annual Report

The directors are required to present audited financial statements to the members at each Annual General Meeting. A report by the directors must also be annexed to the financial statements presented to the members at the AGM. This information is normally contained within the Annual Report which also contains an overview of all aspects of business of the Irish Dental Association for the previous year.

3.4 Regional Committee AGMs

Section 5 of the [Code of Practice for IDA Regional Committees](#) provides that the tenure of a Regional Committee shall be 12 months, commencing on the 1st April each year and that each regional committee is required to have its AGM in March of each year.

The Code sets out the responsibility of regional committees in this regard. Other guidance documents available to assist regional committees in organising their AGMs are:

- [How to register for a virtual regional AGM](#)
- [Managing a regional AGM](#)

4. Management Committee

The Management Committee shall deal with oversight of the day to day corporate, operation and financial issues and strategies in accordance with the [Rules](#), Codes of Practice and Policies formulated by the Annual General Meeting.

The composition of the Management Committee is set out in Rule 10.1.

The Chief Executive Officer, and any other member of staff as required by the President and/or the CEO will attend meetings of the Management Committee but shall not be permitted to vote.

The key functions of the Management Committee and procedures governing its work are set out in the [Management Committee Guidance Note](#) and the [Reserved Functions for Management Committee](#) document.

4.1 Management Committee Roles

4.1.1 President

The term of office of the President shall be one year, following a one-year term as President Elect. Upon completion of the term of Presidency, he/she shall serve a further one-year term as Vice-President.

It shall be the duty of the President:

- to serve as the principal official representative of the IDA;
- to preside at all official functions of the IDA;
- to act as Chairman of both the Council and the Management Committee;
- to ensure the efficient conduct of business at all general meetings;
- to contribute at meetings and ensure that proceedings are not dominated by any one individual;
- to keep abreast of all matters pertaining to the business of the IDA;
- to provide leadership to the Council and the Management Committee;
- to discuss issues confronting the IDA as necessary with the CEO; and,
- to carry out such other duties as may be assigned from time to time

4.1.2 Vice-President

The term of office of the Vice-President shall be one year, following a one-year term as President and a one-year term as President-Elect.

It shall be the duty of the Vice-President:

- to attend all meetings of both Council and the Management Committee;
- to act as an official representative of the IDA when requested to do so by the President;
- to perform the duties of the President in his/her capacity as Chair of the Council and Management Committee when he/she cannot be available;

- to keep abreast of all matters pertaining to the business of the IDA;
- to provide advice and support to the President in his/her role, as may be necessary and appropriate; and,
- to carry out such other duties as may be assigned from time to time.

4.1.3 President-Elect

The term of office of the President-Elect shall be one year, following which they shall become President of the IDA for a further one-year term, and shall then become Vice-President following their term of Presidency.

It shall be the duty of the President-Elect:

- to succeed the office of President;
- to attend all meetings of both Council and the Management Committee;
- to keep abreast of all matters pertaining to the business of the IDA;
- to take an active role on the Annual Conference Organising Committee; and,
- to carry out such other duties as may be assigned from time to time.

4.1.4 Honorary Treasurer

The term of office of the Honorary Treasurer shall be two years, preceded by a one-year term in the capacity of Honorary Treasurer Elect, where he/she shall act as an assistant to the incumbent Honorary Treasurer.

It shall be the duty of the Honorary Treasurer:

- to attend all meetings of both Council and the Management Committee;
- to monitor and manage the finances of the IDA;
- to liaise with the IDA auditors as necessary;
- to sign cheques and authorise EFT payments on behalf of the IDA in conjunction with another member of the Management Committee;
- to provide an overview of the IDA financial position at each meeting of Council;
- to chair the Finance and Audit and Risk Committees and ensure the fulfilment of their duties and responsibilities;
- to keep abreast of all matters pertaining to the business of the IDA; and
- to carry out such other duties as may be assigned from time to time.

5. Council of the Irish Dental Association

The Council of the Irish Dental Association have overall control over general policy implementation in accordance with the rules and policy formulated by the Annual General Meeting.

The composition of Council is set out in Rule 8.1 of the [Rules of the Irish Dental Association](#).

The functions of Council are set out in Rule 8.4 of the Rules of the Irish Dental Association.

The proceedings and duties of Council are set out in Rule 9 of the Rules of the Irish Dental Association.

5.1 Election of members to Council

Election of members to Council shall be arranged in accordance with Rule 6. Council members may serve for five years continuously, and thereafter shall be ineligible for re-election to Council for a period of one year, except for re-election as an honorary officer. (Rule 6.2 refers). Council shall have the power to appoint any person to fill a casual vacancy, but any person so appointed shall hold office only until the next AGM (Rule 6.5 refers).

5.2 Meetings of Council

Council shall meet as often as the business of the Union may require, but not less than four times a year. Unless otherwise determined, eight members of Council shall constitute a quorum. The President shall preside at all meetings, and in his/her absence the Vice-President or President Elect shall preside. In the event of all those being absent, a member chosen from those present shall preside.

At any meeting of Council, each member of Council present shall have one vote, except as may be specified, a simple majority vote shall decide. In cases of equality of votes the President shall have the casting vote in addition to his or her personal vote. Voting shall be by secret ballot if any two members present so demand (Rule 9.5 refers). In the event of a secret ballot, three scrutineers shall be appointed to count the votes. The full results of any voting of Council shall be disclosed to the full Council and reported in the minutes. Where a ballot is organised in contemplation of industrial action, the ballot shall take place in accordance with Rule 16 and the terms of the Industrial Relations Act 1990.

The secretariat will provide any administrative support required the Council, this includes inter alia, providing notice of the meeting and a range of documentation such as the Agenda and Minutes of the previous meeting. The Chief Executive Officer will attend the meetings of Council on an ex-officio basis and will arrange for other members of the secretariat to attend and contribute as appropriate.

Council members who are nominees of regional committees, groups or committees shall be required to submit a written report to Council on the affairs of the regional committee group or committee one week prior to council meetings and therefore have a particular responsibility to gather the views and concerns of those they represent. An essential part of their role is to ensure a two-way communication flow between members they represent and the Association. It is important that they raise issues of concern for members at Council meetings and equally they are expected to communicate the work and issues of importance for the Association back to the members they represent.

6. Regional Committees

Rule 13.1 states: *“For the better attainment of the objects of the Union, the country shall be divided into geographical regions as set out in Rule 13.2. The membership in such Regions may be formed into separate local bodies called ‘Regional Committees’, where such Regional Committees meet governance requirements and minimum activity levels set out by Council in accordance with Rule 13.2(iii).”*

The Regions are:

- a) Eastern;
- b) Southern;
- c) Kerry;
- d) South Eastern;
- e) Mid Western;
- f) North Western; and;
- g) North Eastern.

All members of the IDA are automatically a member of a Regional Committee and may choose to be member of whichever Regional Committee best suits their needs. Members are permitted to be a member of more than one regional committee.

The Constitution of Council provides for a representative of each Regional Committee, (with the exception of the Eastern Regional Committee, which shall have two members), appointed pursuant to the Rules or such bye-laws as may be adopted, by the Regional Committee.

It shall be the duty of regional committee members:

- To attend meetings of Council;
- To participate in discussion and decision making on policy matters at Council meetings;
- To ensure two-way communication between Council and the Regional Committee;
- To represent the views of their Regional Committee and its members at Council;
- To keep abreast of all matters addressed at Council, prepare themselves well for meetings and review and comment of minutes and reports; and
- To carry out such other duties as may be assigned from time to time.

7. Other National Committees

Committees are normally established by the Management Committee or the Council, as appropriate, for the purpose of fulfilling a specific role. These committees may be standing committees of indefinite duration, or they may be established to complete a specific task so their duration is finite.

7.1 GP Committee

The GP Committee is governed by the [Rules of the GP Committee](#).

Per the Rules, the objects of the Committee are to promote the interests of the Association by:

- Rendering assistance as far as possible in carrying out the relevant Dentists Acts;
- The consideration and management of subjects affecting the interests of members either in full-time or part-time private practice throughout the country;
- The consideration of subjects appertaining to dental and allied sciences;
- The cultivation of a generous professional spirit amongst the General Practitioners throughout the country and to represent their views at Council meetings of the Association in the best possible way;
- The recognition and cultivation of subjects affecting patient care either within the Group or in conjunction with other Committees or Groups in or outside the Association and;
- The formation of Sections, if so desired, for the further carrying out of these objectives.

7.2 HSE Dental Surgeons Group

The HSE Dental Surgeons Group is governed by the [Rules of the HSE Dental Surgeons Group](#).

The objectives of the Group are to promote the interests of public health dentistry within the Irish Dental Association and the interests of those members of the dental profession employed for the majority of their working week in a salaried capacity in the public dental health service by:

1. Promoting Dental Public Health within the Association and the profession as a whole;
2. Cultivating and promoting the well-being of the Irish people by the promotion of general health, oral health and public dental health;
3. Negotiating on the members' behalf for improvements in salaries and conditions of service and to that end participating in such scheme(s) of conciliation and/or arbitration as may be approved from time to time;
4. Arranging periodic study seminars and other scientific meetings guided by the principle of evidence-based practice;
5. Participation in the activities of other organisations, deemed to be of advantage to the members regarding a) salary negotiations, b) pension and professional indemnity

matters, c) scientific and continuing education activities, d) the improvement of the image and status of the public dental service in the country, and e) the promotion of all aspects of dentistry, but especially pertaining to the public health aspects of the profession;

6. Playing its due part in the affairs of the dental profession as a whole in Ireland through participation in the activities of the Irish Dental Association;
7. The cultivation of a generous spirit amongst public dental surgeons throughout the country and the representation of their views at Council and Management Committee meetings of the Irish Dental Association;
8. Doing all other such things, which are deemed to be in accordance with the best interests of its members in accordance with the general terms laid down from time to time at General Meetings.

7.3 *Journal of the Irish Dental Association*

The Editorial Board (the Board) manages the business of the *Journal of the Irish Dental Association* (JIDA) on behalf of the Association.

The Board is governed by the [Rules of the of the Editorial Board](#).

7.4 *Role of the Honorary Editor of JIDA*

It shall be the duty of the Honorary Editor of the JIDA:

- to chair and provide leadership to the Editorial Board of the JIDA;
- to ensure that the JIDA is published six times per year;
- to ensure the ongoing development of the JIDA and to ensure the relevance of the material published to the general membership of the IDA;
- to ensure that there are guidelines for authors freely available to potential contributors via the IDA website;
- to discuss issues confronting the JIDA as necessary with the CEO; and
- to carry out such other duties as may be assigned from time to time.

7.5 *CPD Committee*

The CPD Committee exists to review the role of the IDA in relation to the provision of CPD for members of the Association.

It is governed by the Rules of the [CPD Committee](#).

7.6 *International Affairs Committee*

The CED is a representative body made up of delegates from the representative organisations from the member states within the European Union (EU). It adopts positions, informs debates and lobbies at EU level on matters affecting member states in relation to dentistry.

A senior member of the International Affairs Committee shall have a seat at Council in order to ensure that the views being expressed and the positions taken at the CED are those of the Association and that the Council is briefed on the occurrences at CED.

It is governed by the [Rules of the International Affairs Committee](#).

7.7 Quality and Patient Safety Committee

The function of the Quality and Patient Safety Committee is to review regulatory matters that relate to quality and patient safety and compile guidance for members. The purpose of the Committee is to assist IDA members in achieving compliance with the various regulations applicable to dental practices and to ensure quality and safety for patients.

The advices and actions of the Committee shall be subject to the policies determined by the Association and subject to the approval of the Management Committee.

The Committee is governed by its [Guidance note for Committee Members](#).

7.8 Annual Conference Organising Committee

The purpose of Annual Conference Organising Committee is to oversee the organisation of the IDA Annual Conference, which takes place in April/May every year. The Committee Chair changes annually and is appointed by the President Elect and Assistant CEO.

The role of the Committee includes the following:

- to organise a scientific programme relevant to the needs and interests of the members of the IDA;
- to ensure that the latest developments in dental practice are brought to the attention of members via appropriately sourced speakers, both national and international;
- to identify suitable locations for hosting the Annual Conference in terms of hotel facilities, food and beverages, restaurant for speakers' dinner, golf and other social activities, entertainment in the hotel, alternative accommodation, restaurants in the area, etc.;
- to oversee the budget for running the Annual Conference; and,
- to oversee the smooth running of the Annual Conference.

A separate and detailed manual is produced annually by the Committee setting out a detailed operating procedure in relation to the organisation of the annual scientific conference. A sample can be viewed [here](#).

8. Financial

8.1 Financial Governance

Financial governance refers to the way a company collects, manages, monitors and controls financial information and Company expenditure. Financial governance includes how companies track financial transactions, manage performance and control data, compliance, operations, and disclosures.

8.2 Boynevale Dental Property Ltd

Boynevale Dental Property Ltd is a single member company, in which the union is the sole shareholder. It is tasked with safeguarding the chief asset of the union i.e. head office, IDA House. Boynevale Dental Property Ltd is governed by its [Constitution](#).

The Irish Dental Association is related to Boynevale Dental Property Limited through common control via Management Committee and Trustee shareholder.

8.3 Trustees

Rule 12 of the Rules of the Irish Dental Association sets the parameters for the role of Trustees.

The property and investments of the Union shall be held in the names of the Trustees for the time being of the Union (Rule 12.2 refers).

The Trustees are obliged to ensure that a satisfactory audit of the Association's accounts is undertaken and to nominate an external firm of auditors to the Association's Annual General Meeting. It shall be the responsibility of the Audit and Risk Committee to liaise with the external auditors and to report to the Management Committee accordingly when draft accounts are presented for signature.

8.4 Strategy Plan

The Management Committee and Chief Executive are responsible for the development of a corporate strategy for the organisation every three to five years. The current plan is the [IDA Strategic Plan 2020](#) and runs from 2020 – 2025.

8.5 Internal Financial Controls

8.5.1 Finance Committee

The purpose of the Finance Committee is to advise the Management Committee in relation to the financial reporting process and the adequacy and effectiveness of internal control.

The Committee is governed by the [Terms of Reference of the Finance Committee](#).

8.5.2 Audit and Risk Committee

The purpose of the Audit and Risk Committee is to advise the Management Committee in relation to the financial reporting process, the conduct of the external audit, the adequacy

and effectiveness of internal control, and all key areas of risk arising from the activities for which the Association is responsible including an annual review of the Risk Report

The Committee is governed by its [Terms of Reference](#).

8.5.3 Remuneration Committee

The Remuneration Committee is responsible for setting and reviewing the remuneration strategy for employees of IDA to recruit, retain, motivate, and engage high calibre senior employees to deliver its business objectives.

The Remuneration Committee is responsible for setting the total remuneration for the CEO and to review the remuneration of the IDA team.

The Committee is governed by its [Terms of Reference](#).

8.6 Audited Accounts

The financial statements of the Irish Dental Association are audited annually and are printed in the Annual Report.

Auditors are appointed at the Annual General Meeting and hold office until the conclusion of the next Annual General Meeting at which accounts are laid.

The Audit and Risk Committee oversee the preparation and integrity of the financial statements and the progress of the external audit. The Audit and Risk Committee also make recommendations to the Trustees in relation to the appointment, re-appointment and removal of the external auditor, including approving their remuneration and terms of engagement.

Following the annual general meeting, the audited accounts are returned to the Registrar of Friendly Societies and the Companies Registration Office.

9. Affiliations

10. Policies and Protocols

Protocols relating to volunteer's travelling expenses, disclosure of interest and a letter of acknowledgement of confidentiality have been combined into one document called: [Governance Protocols and Policies for Management Committee, Council, Group, National and Regional Committee members](#).

Also available are:

[Monetary Compensation Payments Protocol](#);

[Policy on charitable donations](#)

[Branding guidelines](#)

[Communications policy](#)

[Membership Service Charter](#)

[Protocol for nomination to external committees](#)