

Our Board and Committee structures are shown in the table below.

Role	Committee			
Oversees the adequacy of the corporate governance and control systems, ensuring compliance with accounting policies and standards and ensuring systems are in place to achieve value for money.	Audit and Risk Assurance Committee Three non-executives and one independent Met six times in 2017-18 with one informal meeting dedicated to the accuracy of the Annual Report and Accounts	Reports to	PHSO Board	Collective decision making on strategic direction and performance of PHSO.
Oversees assurance on the arrangements for assessment of quality covering casework decisions, process and the experience of people using our service.	Quality Committee Three non-executives Met four times in 2017-18		Ombudsman, Eight non-executives and three executives (as of end of 2017-18) Met six times in 2017-18 with one meeting dedicated to development of the Strategy 2018-21	
Agrees pay and performance review arrangements for executive directors and supports the Ombudsman and Chief Executive with recruitment of senior executives.	Remuneration & Nominations Committee Four non-executives Met three times in 2017-18			
Oversees operational performance and considers issues affecting delivery. Monitors outcomes against objectives and agrees in-year allocation and utilisation of resources.	Executive Four executives until 6 January 2018. Thereafter three executives. Meets fortnightly			

Terms of Reference for the Board and each committee have clarity and accountability allowing Board members to make decisions, monitor performance and manage resources and risk. An observer programme, open to all PHSO staff, ensures visibility and transparency of the decision making processes of the Board.