

PHSO's Board and Committee structures are shown in the table below

Role	Committee	Reports to	<p>PHSO Board Role: Collective decision making on strategic direction and performance of PHSO.</p> <p>Ombudsman, 8 Non-Executive and 3 Executive Members Met 6 times in 2018-19</p>		
<p>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.</p>	<p>Audit and Risk Assurance Committee</p> <p>3 Non-Executive and 1 Independent Member</p> <p>Met 6 times in 2018-19 with one informal meeting dedicated to the accuracy of the Accounts</p>				
<p>Oversees assurance on the arrangements for assessment of quality, covering casework decisions, process and the experience of people using our service.</p>	<p>Quality Committee</p> <p>4 Non-Executive Members</p> <p>Met 4 times in 2018-19</p>				
<p>Agrees pay and performance review arrangements for the CEO and Executive Directors. It supports the Ombudsman and Chief Executive with recruitment of senior executives and non-executive Board members.</p>	<p>Remuneration and Nominations Committee</p> <p>4 Non-Executive Members</p> <p>Met 3 times in 2018-19</p>				
<p>Oversees operational performance and considers issues affecting delivery. Monitors outcomes against objectives and agrees in-year allocation and utilisation of resources.</p>	<p>Executive</p> <p>3 Executive Directors and from July 2018 with 6 Directors</p> <p>Met 18 times in 2018-19</p>				

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.