Subject	**Annex A**
Purpose	**For Note**
From	**Governance Manager**

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Further to the Board's request for clarity at its meeting on 1 December 2021, this paper provides information on the terms used to define the types of groups that are being used across the organisation for various projects. The groups are differentiated by the involvement of internal and independent external members. Some project-related groups will have a dedicated Senior Reporting Officer (SRO) who will chair the group. Different types of groups can be used according to the nature of the project and its objectives. Board members will be involved in Assurance Groups but would only normally observe Reference Groups or Engagement Groups, unless presenting the Board's position or supporting facilitation.

The Board is asked to note the types of groups detailed below:

Types of Groups

Group	Chair	Current Project Example
Assurance Groups: An Assurance Group is designed to provide enhanced assurance to the Board. These groups are expected to be rare, but would generally be set up in relation to a specific project or programme of work where the Board felt that the level of expenditure or the level or risk was such that more detailed assurance outside of Board meetings or workshops may be needed. It is likely to be the most frequently used model consisting of both Board Members and the Executive. The Group will provide feedback and constructive challenge in relation to the project with a specific focus on alignment with the Board's strategy. Assurance Groups will always be time limited. Meetings will be chaired by the Chief Executive & Registrar and supported by the Project Manager. Where possible, these meetings will be arranged to coincide with key project milestones. Members are involved in their capacity as a Board representative rather than seeking for a particular expertise related to the project.	Chaired by the Executive, typically the SRO	IT Assurance Group (Transformation Project)

Regular project reports and updates to the ARB Board will be provided via the Chief Executive & Registrar. The Audit and Risk Assurance Committee's role in relation to monitoring the organisation's overall strategic risks should not be duplicated by any Assurance Group.		
Reference Groups: Reference Groups involve independent external experts or key stakeholders, as well as the Executive and form part of the suite of engagement tools. They are designed to be more flexible in format and will contribute their expertise to inform relevant policy development. These types of groups will be led and typically chaired by the SRO. They may have terms of reference depending on how frequently they are expected to meet. Board members may be invited to attend Reference Groups, however as external engagement groups to support operational delivery of policy engagement, Board members would normally be observers rather than participants.	Chaired by the Executive, typically the SRO)	Initial Education and Training
Engagement Group: An Engagement Group involves working with external stakeholders, where the target audience is called on to feed into ARB's work and help shape the future of architecture. Participants are invited to take part in different engagement activities, for example, be invited to take a survey or join a roundtable discussion on policy positions that are being developed by ARB. Sometimes experts can be assembled for a one-off session (e.g., roundtable/briefing) during the lifecycle of a project. Engagement groups will be run by the Executive, and information obtained from surveys/discussions will be analysed and reported to the Board. Board members can attend Engagement Group meetings as observers if they wish.	Group discussions will be led by the Executive	Architects Engagement Group