

Annual Report and periodic eBulletins have been maintained.

- iv. The Communications function has also supported significant activities such as Brexit and the recruitment of our new Board, and is leading on the Stakeholder Research project initiated last year and ongoing in 2019.
- v. There has been increasing focus on the profession and our activities. We need to be able to respond effectively to this increased scrutiny and ensure ongoing public, professional and governmental trust in our activities.
- vi. Looking forward, it will be important to be clear on how Communications align with ARB's strategic objectives and for us to have a robust understanding of our stakeholders. We need to build a strong operational and procedural foundation for the function, where internal roles are clearly defined, impact is routinely measured and decisions are evidenced based.

5. Resource Implications

Communications objectives are included in our *Business Plan for 2019* and have been factored into the 2019 budget.

6. Risk Implications

The reputation and success of ARB is impacted by we deliver as well as how we communicate and engage with those who have an interest in its work. Inadequate or inappropriate communication presents a strategic and reputational risk.

7. Communication

In addition to an Annual Report, regular updates are provided to the Board at each Board meeting via the Operational Activities Report. Policy and strategy documents related to the Communications function are available in the Publications section of our website and/or staff handbooks.

8. Equality and Diversity Implications

Our communications will support ARB's broader Equality & Diversity activities and will continue to be based on the principle of promoting equality of opportunity, irrespective of race, gender, disability, religion, belief system, sexual orientation or age.

9. Further Actions

A session on Communications will form part of the Board's induction plan and will cover the *Communications Strategy 2019*.