LiRN

Legal Information and Resource Network

External Relations Committee Terms of Reference

1. Purpose

The External Relations Committee supports the Board in strengthening LiRN's external visibility, communications, shareholder relationships, and strategic positioning, in alignment with LiRN's Communications Policy and Communications Strategy.

2. Mandate

The Committee provides Board-level oversight and strategic guidance on:

- Communications policy and strategy implementation and revision
- Shareholder relations
- Advocacy, outreach, and external positioning
- Branding, reputation, and public-facing materials

3. Guiding Framework

The Committee will ensure all activities align with:

- LiRN's Communications Policy
- The Communications Strategy
- The Unanimous Shareholder Agreement

In fulfilling its responsibilities, the Committee will ensure that all external engagement reflects LiRN's commitment to respectful, transparent, and role-appropriate communication, while supporting the Board in advancing its strategic mandate.

4. Communications and External Engagement

The Committee will:

- Oversee development and periodic review of LiRN's Communications Strategy and annual communications plans
- Ensure communications reflect the core purposes of information, notification, responding, and consultation
- Promote consistent use of core messages across Board communications
- Support Board visibility in communications and events
- Ensure communications are clear, timely, role-aware, and appropriately sequenced
- Monitor effectiveness using analytics, feedback, and evaluation tools

5. Shareholder Relations and Stewardship

The Committee will support constructive, transparent, and strategically aligned relationships with LiRN's shareholders.

Key responsibilities include:

- Overseeing a structured shareholder relations approach
- Monitoring risks such as misalignment of expectations or understanding
- Supporting and participating in direct Board-level engagement with shareholders as required, including:
    - Coordinated outreach and relationship-building activities
    - Participation in meetings, briefings, and events as appropriate
    - Reinforcement of consistent messaging in all Board interactions
- Ensuring that Board members are equipped and aligned to act as effective ambassadors, including:
    - Use of agreed key messages
    - Adherence to role-aware and appropriately sequenced communications
    - Coordination with the Managing Director and staff to ensure consistency and clarity

6. Shareholder Alignment and Network Relations

The Committee will support effective relationships across law associations, library staff, and sector partners.

Key responsibilities include:

- Overseeing structured engagement with shareholders ~~interested~~ parties
- Advising on managing differing perspectives constructively
- Supporting and participating in direct Board-level engagement with shareholders interested parties as required, including:
    - Coordinated outreach and relationship-building activities
    - Participation in meetings, briefings, and events as appropriate
    - Reinforcement of consistent messaging in all Board interactions
- Ensuring that Board members are equipped and aligned to act as effective ambassadors, including:
    - Use of agreed key messages
    - Adherence to role-aware and appropriately sequenced communications
    - Coordination with the Managing Director and staff to ensure consistency and clarity

7. Oversight of Network-Level Risks and Concerns

The Committee will support identification and response to systemic concerns.

Key responsibilities include:

- Monitoring trends from engagement and feedback
- Ensuring accountability-related concerns are escalated appropriately
- Advising on when escalation or further review is needed
- Supporting messaging that reinforces stewardship and accountability

8. Composition

- Minimum 2–3 Board members

- Chair appointed by the Board

9. Meetings

- Meets as required, at least quarterly

10. Reporting

- Reports to the Board with recommendations and updates

11. Authority

- Advisory committee to the Board with no independent decision-making authority

12. Staff Support

- The Committee will be supported by the Managing Director on substantive and strategic matters, and by the Operations Co-Ordinator on coordination and logistics. Other staff may attend, as appropriate, to provide information or support the Committee's work.

July 16, 2026