

VICTORIA UNIVERSITY
COUNCIL
LEADERSHIP AND CULTURE COMMITTEE
TERMS OF REFERENCE

1. Purpose

The Victoria University Leadership and Culture Committee will assist VU Council in fulfilling its oversight governance responsibilities and achieving its strategic priority to make VU a great place to work by:

- promoting a highly engaged future focused workforce in a dynamic and sustainable organisation;
- ensuring leadership proactively promotes and models VU's values in order to cultivate a high performance culture; and,
- enhancing the underpinning workforce structure, profile and capabilities, delivering a flexible, agile, forward-thinking and safe experience to staff, students, industry and community.

2. Responsibilities

The Leadership and Culture Committee is responsible for advising Council on matters relating to the University's workforce, which include:

- 2.1 Reviewing and monitoring progress and execution of the **University's People Strategy**, particularly with respect to priority Human Resource (HR) projects and the actionable steps to drive organisational outcomes.
- 2.2 Monitoring trends in culture, performance and staff morale across the University through the various strategies, frameworks and initiatives that are promoted and implemented by leadership, such as: engagement strategy; implementing VU Values; staff survey outcomes and action plans; professional development programs; and, capability, recognition and reward frameworks.
- 2.3 Contributing to future **strategic workforce modelling** by reviewing **sector trend analysis** and providing strategic advice in relation to the University's current and future **staffing profiles**. This includes ongoing review of:
- **gender equity** and closing the gender pay gap;
 - **cultural diversity** to ensure the University's staffing profile reflects the various **student and community ethnic cohorts**; and,
 - **permanent / non-permanent staff ratios** to ensure an effective response to the learning requirements of the University's students.
- 2.4 Reviewing and monitoring succession plans for **key leadership positions** within the University, and the plans relating to talent identification, development and retention.
- 2.5 Monitoring the implementation and outcomes of the University's **Enterprise Bargaining Agreements**.
- 2.6 Monitoring the **Health, Safety and Wellbeing Plan** and implementation for all staff (*internal and outsourced*), students and clients.
- 2.7 Providing strategic oversight of **high level risks and opportunities** relating to people (*e.g., succession planning; trends in work cover claims; implementation of significant HR systems; and, critical skill requirements to achieve future objectives*).

2.8 Reviewing the strategic impact, and receive updates in relation to, relevant **employment legislation** and University **policies, procedures** and **practices**.

2.9 Where appropriate, liaising and referring matters to relevant Committees of Council.

2.10 Other duties and functions as delegated by Council.

3. Composition

The Leadership and Culture Committee will consist of:

3.1 Members

- Four (4) members of Council, one (1) of whom shall be the Chair.
- Up to two (2) external experts.

3.2 In Attendance

- Up to four (4) members of Victoria University management.
- The Committee may invite attendees to its meetings, as it deems appropriate.

4. Expected Competencies

4.1 Chair

Have experience in educational leadership and culture strategy, organisational change and, where possible, hold appropriate qualification in human resources, executive leadership, organisational change project management and/or related area of expertise.

4.2 All Members

- Have experience in human resources, change management, organisational culture and/or people management.
- Respect for confidentiality of the discussions.
- Have experience in educational knowledge of the University leadership and culture strategic plan and associated University leadership and culture issues.

4.3 Among the Members

- Commercial expertise (*as demonstrated by relevant experience at a senior level in the public or private sector*).
- Skills, knowledge and experience in areas relevant to the effective utilisation of Victoria University's people resources.

5. Reporting

The proceedings of all meetings will be minuted to reflect discussions by the Committee and are to be provided to Council at the next meeting. Recommendations from the Committee will accompany a detailed but succinct report to Council.

6. Committee Meetings

6.1 Frequency

Meetings shall be held not less than three (3) times a year. Special meetings may be convened as required.

6.2 Quorum

A quorum is half the number of current members plus one.

6.3 Attendance

All members must comply with the responsibilities of a member of the Council as outlined in Part G, [Council - Appointment, Performance and Removal of University Council Members and Senior Staff Procedure](#)

6.4 Meeting Documentation

The agenda and supporting documentation should be delivered to the Committee at least five (5) working days in advance of each meeting. The agenda and other proceedings for meetings will be managed in line with the [Council - Conduct of Council Business and Standing Orders Procedure](#).

7. **Conflict of Interest**

Committee members must declare their conflict of interest, whether material or personal.

8. **Performance and Terms of Reference Review**

The Committee shall review its:

8.1 Performance on an annual basis and provide recommendations to the Council.

8.2 Terms of Reference at least once every three (3) years.