

La Trobe University
Council
PEOPLE AND CULTURE COMMITTEE

Establishment

This committee was established as a sub-committee of Council in 2011 (Council minute 413.12).

Membership

Composition	Member	Appointment status
A External member of Council – Chair	Margaret Burdeu	Appointed
B Chancellor	John Brumby AO	Ex-Officio
C Vice-Chancellor and President (ex officio)	Theo Farrell	Ex-Officio
D Up to 4 members of Council	Jacqui Savage	Appointed
	Ro Allen	Appointed
	Raelene Wilding	Appointed
	Ansh Verma	Appointed

In attendance

Composition	Member	Appointment status
Deputy Vice-Chancellor Research & Industry Engagement	Chris Pakes	In attendance
Chief Operations Officer	Mark Smith	In attendance
Provost	Robert Pike	In attendance
Deputy Provost	Parshia Lee-Stecum	In attendance
Chief People Officer	Regan Sterry	In attendance

Terms of Reference

Purpose

The People and Culture Committee of Council (P&CCC), led by an independent external member, is a sub-committee of Council, that provides critical oversight and strategic advice on key People and Culture (P&C) matters at La Trobe. P&CC ensures P&C strategies, major initiatives, policies, practices and procedures align with La Trobe's goals and leading industry practices.

With diverse representation from across the University, and through external insights and expertise, P&CC promotes collaboration, robust discussion and balanced perspectives on critical P&C issues. By acting as a strategic advisor, P&CC ensures that the P&C function is positioned to address emerging challenges and risks, while also supporting La Trobe's long-term success.

Authority

- P&CC has advisory and oversight authority, but its decisions and recommendations are non-binding.
- P&CC has the authority to request access to documents, staff, or other resources necessary to perform its duties effectively.

Responsibilities

P&CC has the following key responsibilities:

- Review and provide recommendations on P&C strategies, major initiatives, policies, practices and procedures.
- Assess La Trobe's performance and alignment with P&C goals.
- Evaluate the effectiveness of P&C programs and interventions.
- Provide independent advice to Council and Senior leaders of La Trobe on P&C-related matters, including emerging P&C trends, risks, and opportunities.

Scope

P&CC will provide advice and recommendations to La Trobe's leadership team, on the following key areas:

1. **P&C Strategy:** Reviewing and recommending updates to P&C strategy, major initiatives, policies, practices, and procedures, ensuring alignment with the refreshed *La Trobe Strategic Plan 2020-2030*.
2. **Leadership:** Providing guidance on leadership development, ensuring the effectiveness of leadership programs that enhance leadership behaviours and capabilities, enabling a culture of leadership excellence at La Trobe.
3. **Performance:** Advising on the strategy, framework, systems, practices, and processes for optimising academic and professional staff performance, with a focus on fostering a culture of high performance at La Trobe.
4. **Strategic Workforce Planning:** Overseeing the development and execution of workforce planning strategies, ensuring that La Trobe has the necessary talent and capabilities to meet both current and future workforce demands.
5. **Employee Experience:** Monitoring and supporting the development of initiatives aimed at enhancing the employee experience and culture, ensuring a positive, engaging and supportive workplace that promotes employee satisfaction, engagement and retention.
6. **Capability:** Supporting the development and implementation of strategies to build and enhance La Trobe's and employees' capabilities, ensuring staff possess the skills and competencies required for long-term success at La Trobe.
7. **Equity, Diversity, and Inclusion (EDI):** Driving the strategy, framework, action plans, initiatives, policies, and practices that enhance EDI, ensuring a diverse and inclusive workplace that promotes fairness and opportunities for all employees.
8. **Workplace Relations:** Overseeing the development of strategies, policies and practices that foster positive workplace relations, ensuring effective communication, collaboration and resolution of workplace issues. Stay informed of legislative developments that could impact La Trobe's employment arrangements.
9. **Talent:** Guiding the talent acquisition and development strategy, ensuring La Trobe attracts, grows, and retains top talent to meet both immediate and long-term needs.

10. **Succession Planning:** Guiding the development and implementation of succession planning strategies to ensure a strong pipeline of leadership and critical talent, identifying and preparing high-potential employees for key roles at La Trobe, including the prioritisation of key senior positions.
11. **Remuneration:** Reviewing and providing strategic input on remuneration policies and practices, ensuring that compensation structures are competitive, equitable, and aligned with La Trobe's goals and values.
12. **Employment Conditions:** Monitoring and assessing the employment conditions and compensation strategies employed by peer institutions, ensuring La Trobe remains competitive and aligns with industry best practices in attracting and retaining talent.
13. **Workforce Profile:** Reviewing and assessing La Trobe's workforce staffing profile, ensuring it aligns with current and future strategic needs, and provide recommendations for optimising staffing levels, skill sets, and workforce distribution.
14. **Strategic P&C Oversight and Advisory:** Monitor relevant P&C developments overseen by other Council Committees and, where appropriate, offer advisory support. For example, Collective Agreement negotiations (primarily overseen by the Recovery and Reset Committee), compliance with relevant employment legislation (primarily overseen by the Corporate Governance and Risk Committee) and digitisation of P&C operations (primarily overseen by the Digital Committee).

Setting the P&CC Agenda

15. The agenda for each P&CC meeting will be set jointly by the Chief People Officer (CPO) and the Chair, ensuring that it aligns with the strategic priorities of La Trobe, addresses key P&C issues and reflects the interests and priorities of leadership and council members.
16. Topics typically include updates within the Terms of Reference scope, emerging P&C trends, organisational or operational challenges needing P&CC attention, new strategic initiatives, strategies and frameworks, major workforce and culture matters like staff surveys, key internal reports (e.g., Career Success performance), and external reports such as WGEA.
17. The CPO and Chair will work together to identify priority items for each meeting, ensuring a balance between ongoing initiatives and any emerging P&C matters that need to be addressed. Flexibility will be accommodated to include any urgent or time-sensitive topics as needed.

Committee Administration

18. The Committee shall meet at least three times a year and or as required, depending on the urgency of the issues being addressed. Meetings may be held via teleconference.
19. Additional meetings may be scheduled by the Chair, with adequate notice provided to all members.
20. A quorum will consist of at least 50% of the external members, including the Chair.
21. There shall be an agenda and minutes for all meetings and the Secretary (who shall not be a Committee member) shall record the proceedings of the meeting and distribute Chair approved minutes within 10 business days of the meeting.
22. Meeting agendas and relevant materials will be distributed at least 5 business days in advance to allow members sufficient time for review.
23. The Committee shall review its own performance on an annual basis and refer findings and actions arising from the review process to Council.
24. The Committee will review its Terms of Reference annually to ensure the Committee's role, responsibilities and structure remain aligned with the needs of La Trobe and any changes in external regulations and/or best practices. Amendments shall be recommended to Council for approval.

Reporting

To **Council** after each meeting.

Quorum

The Chair and at least 50% of external members.

Frequency of meetings

Four times per year.

Secretariat

A designated member of the People and Culture Division.

Contact

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