

People Committee Annual Report 2024/25

1. Introduction

This report covers the academic year 2024/25 of East Coast College's People Committee.

East Coast College's Corporation adopted AOC's [Further Education Code of Good Governance](#) in October 2024, which includes Annual Reports as recommended practice and a source of assurance.

The Corporation's Committee Annual Reports are published for transparency alongside the Committee's minutes on the College's [website](#).

The Committee's objective, outlined in its terms of reference, which are included in the [Standing Orders](#), is

To oversee the strategic aim of the People Strategy and to support the College to deliver its vision, with people as a strategic driver of our positive change.

2. Committee Membership

The Committee was Chaired in 2024/25 by Kirk Lower and Rachael Botley from the May 2025 meeting and was clerked by the Director of Governance, Wendy Stanger.

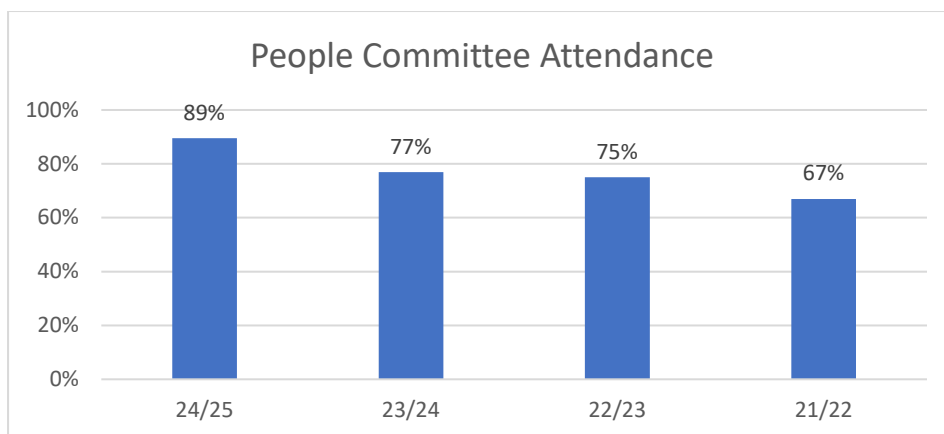
The Committee met three times during the year, including one joint meeting with the Finance and General Purposes Committee.

Table 1: Committee membership and attendance in 2024/25

Governor	Attendance
Kirk Lower (Committee Chair until April 2025 and Independent Governor)	3/3
Rachael Botley (Committee Chair from May 2025 and Independent Governor)	1/1
Tina Ellis (Independent Governor)	3/3
Vicki Paterson (Independent Governor)	2/3
Ian Lomax (Independent Governor)	3/3
Katie Kerridge (Staff Governor)	3/3
Paul Padda (Principal & CEO from 17/04/2024)	2/3

This gave an overall attendance rate of 89%, with attendance for independent board members at 92%. The Corporation's target is 80%. A comparison of attendance with prior years shows an improvement in overall attendance:

Table 2: People Attendance Review



3. Committee Work

People Updates

A People Update, including key performance indicators, has been presented by the Director of People and Wellbeing at each of the main Committee meetings. The update has covered areas such as staff absence, recruitment, vacancies and Establishment Review, appraisals, professional learning, staff wellbeing, staff surveys, and developments within the People Team and associated systems.

Pay Review

The January 2025 Committee reviewed the College's pay at a joint meeting with the Finance and General Purposes Committee. This considered the College's recruitment and funding alongside options for an award, and the Committee asked for additional information to be included in the Corporation's report.

It has been agreed to consider the College's Pay Strategy at the Corporation's Away Day in January 2026.

The gender pay report was reviewed, including the actions that the College was taking to address the gender pay gap.

Staff Voice

Staff voice was considered through the staff survey results and feedback from other staff voice activities, such as Union meetings, Engagement Ambassadors, Listening Groups, and staff drop-ins.


Risk Management

The Committee received the Tactical risk register relating to its role and reviewed it in line with the Audit Committee's set questions. These are:

1. Has the risk register been reviewed?
2. Is the Committee content that the risks are relevant and are being updated?
3. Is the Committee content that the risks are being mitigated?
4. Where a red risk is the Committee assured that appropriate action is being taken
5. Where does the Committee have significant concerns?

The People Committee's risks managed in the Tactical Risk Register in 2024/25 were:

- A workforce which is misaligned with the College's values with too many staff who are underperforming
- A workforce where staff fail to develop to fulfil their potential whilst working in a different way
- A workforce who do not benefit from effective wellbeing support
- High levels of staff absence
- High levels of unfilled vacancies
- College unable to deliver full range of teaching and support services to students and staff
- People Committee's and Governance, Remuneration and Search Committee's failure to sufficiently challenge and monitor the College's people and wellbeing activities
- College employs a person who has misrepresented their qualifications and/or skills and experience and/or criminal record and/or right to work in the UK

 Last Reviewed May 2025	Post Mitigation Risk Rating			Risk Appetite		
	Low	Medium	High	Low	Medium	High
	4	3	1	8	0	0
	Variance From Risk Appetite			Change in Variance from Risk Appetite		
Low	Medium	High	Down	Unchanged	Up	
5	2	1	0	8	0	

The People also reviewed a deep dive into the risk 'S04T07 High levels of staff absence.'

Self-Assessment

The ECC People Committee assesses its performance as part of the College's annual self-assessment, which is overseen by the Governance Remuneration, and Search Committee, and an External Board Review took place in 2023/24. Areas for improvement are included in the Governance Improvement Plan.

The self-assessment questionnaire was completed by five governors who agreed that the Committee had met its terms of reference and remit in 2024/25.

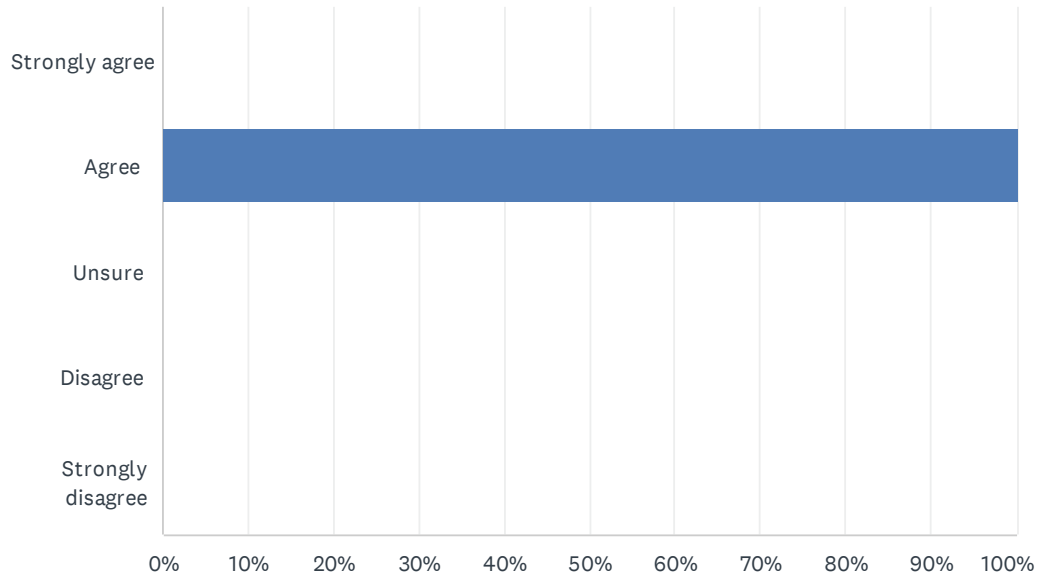
Areas for development to be reviewed by the Committee during 2025/26 include:

- Development of data, KPIs, and benchmarking.
- Staff engagement – It has been suggested that the Committee incorporate a dedicated session with staff as part of its regular meeting agenda to provide an opportunity for direct dialogue regarding specific issues.
- Challenge of the risk register.
- Development of a long-term and sustainable Pay Strategy.

Appendix 1 – People Committee's self-assessment.

Q2 The People committee's terms of reference are fit for purpose

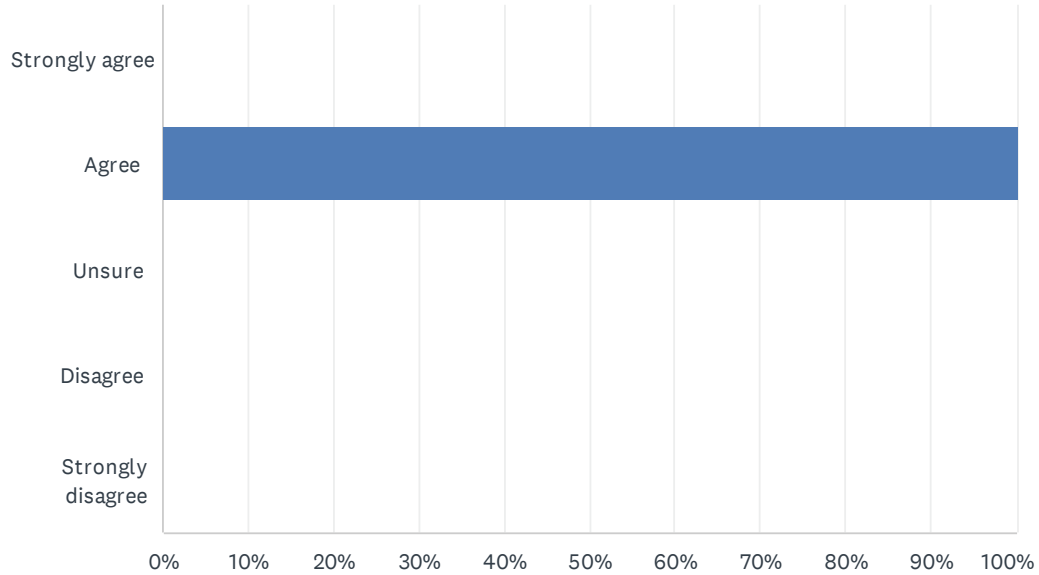
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	100.00%	5
Unsure	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q3 The committee provides strategic oversight of the college’s people strategy.

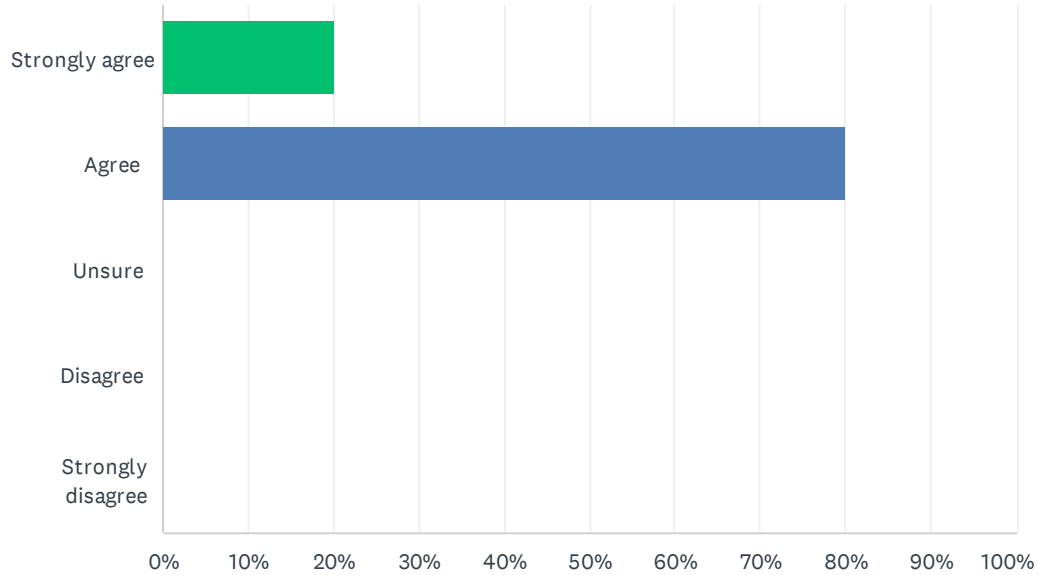
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ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	100.00%	5
Unsure	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q4 The People committee’s mix of skills and experience enables it to effectively fulfil its role

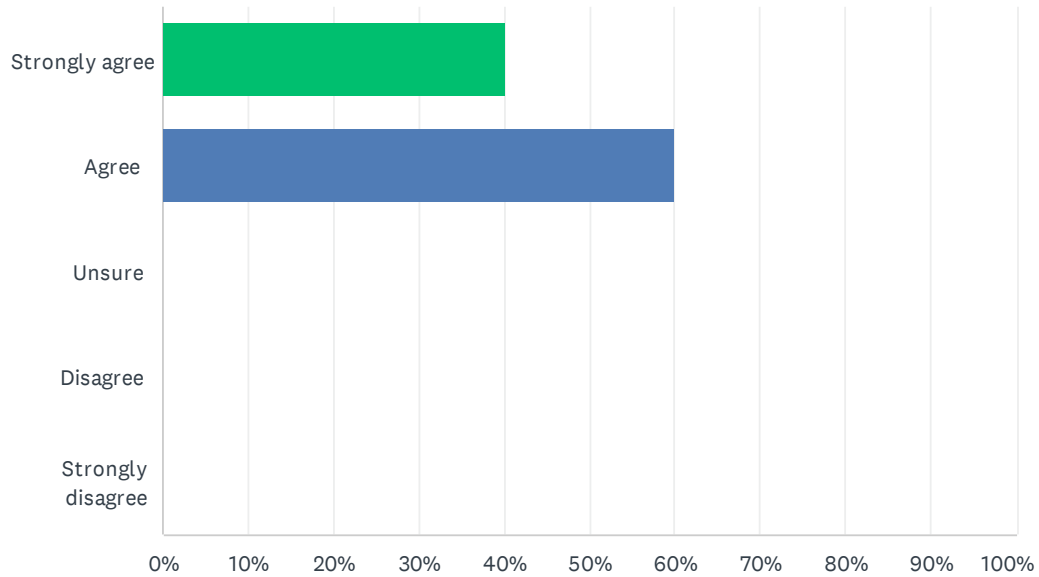
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	20.00%	1
Agree	80.00%	4
Unsure	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q5 The People Committee know the strengths and weaknesses of the College's people related issues

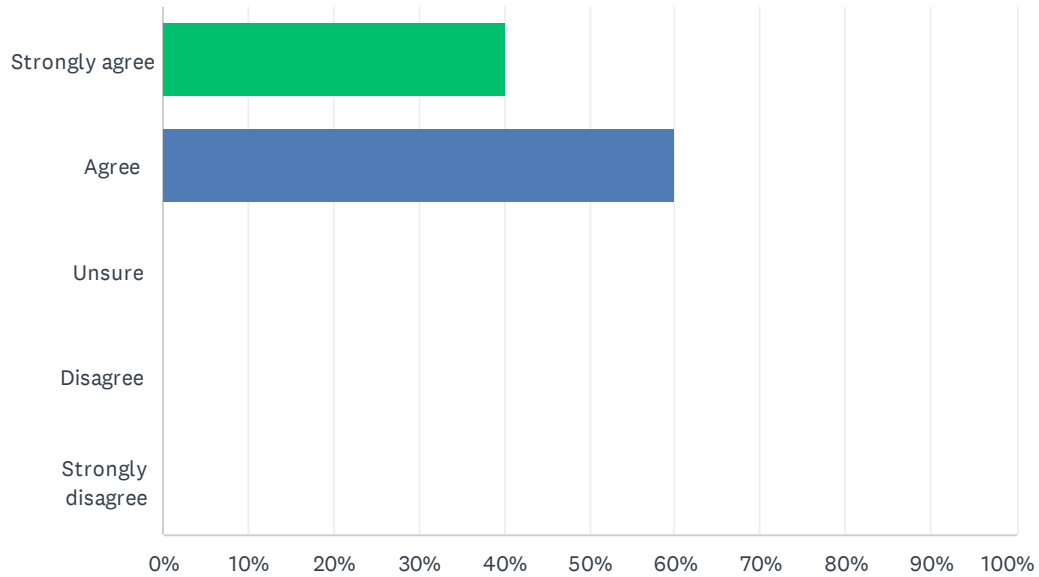
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	40.00%	2
Agree	60.00%	3
Unsure	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q6 The People Committee has ensured that the College has appropriate and regularly reviewed people policies and procedures

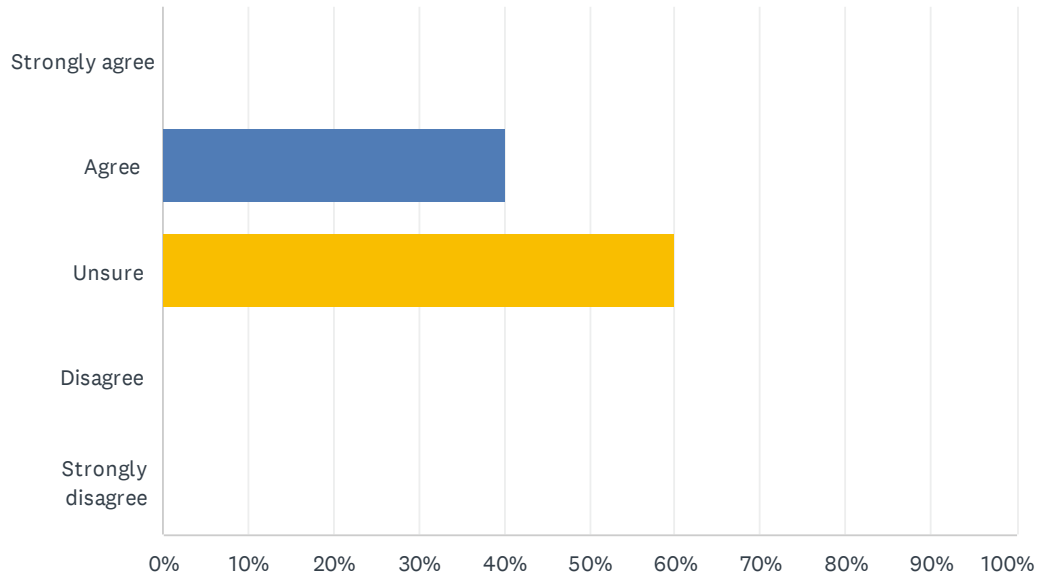
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	40.00%	2
Agree	60.00%	3
Unsure	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q7 The People Committee is assured of the arrangements for providing accurate, timely, and relevant people data

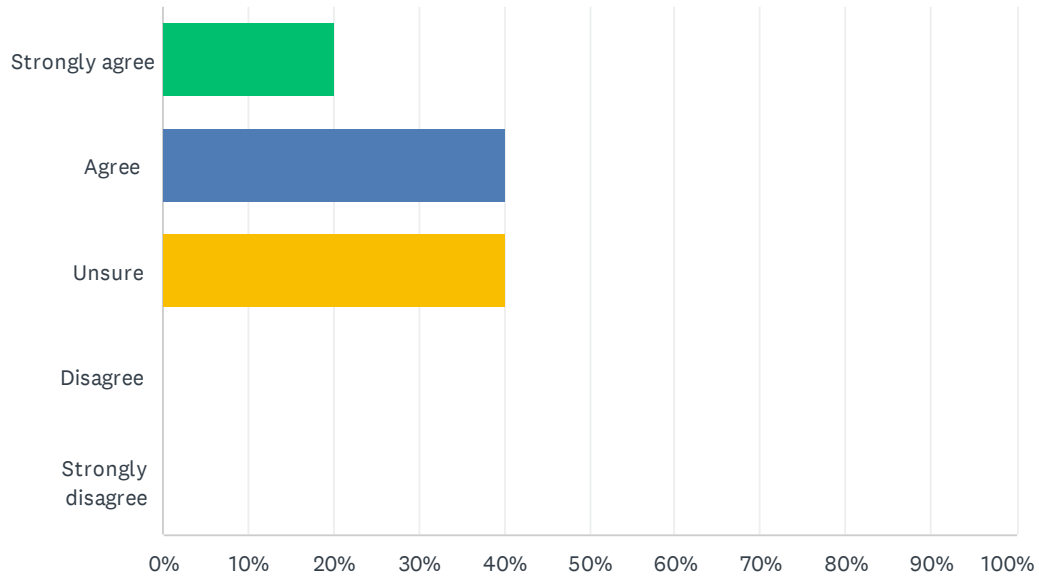
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	40.00%	2
Unsure	60.00%	3
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q8 People Committee monitors performance using key performance indicators

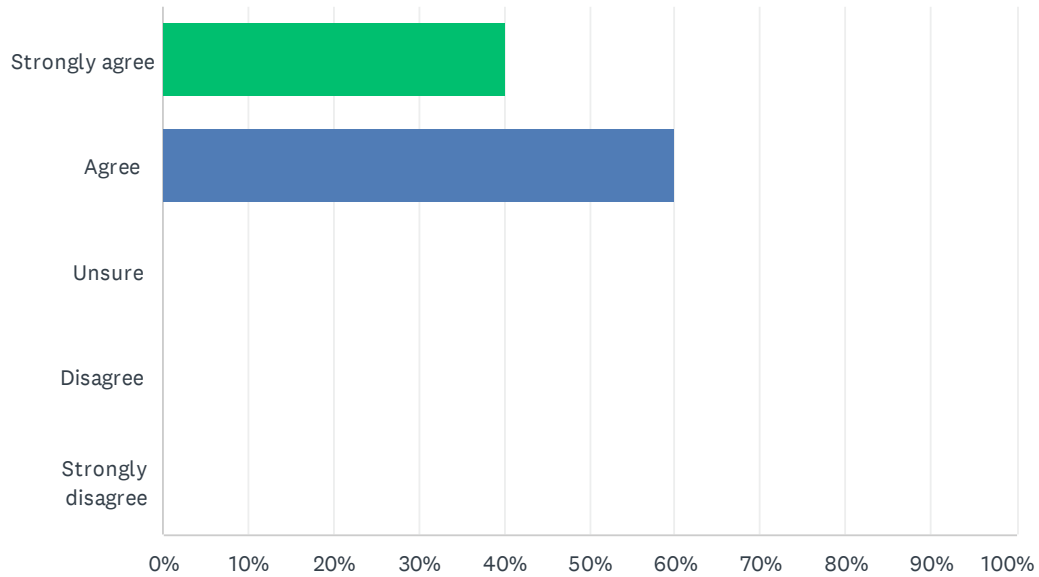
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	20.00%	1
Agree	40.00%	2
Unsure	40.00%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q9 The committee considers the impact of pay decisions on recruitment, retention, and morale.

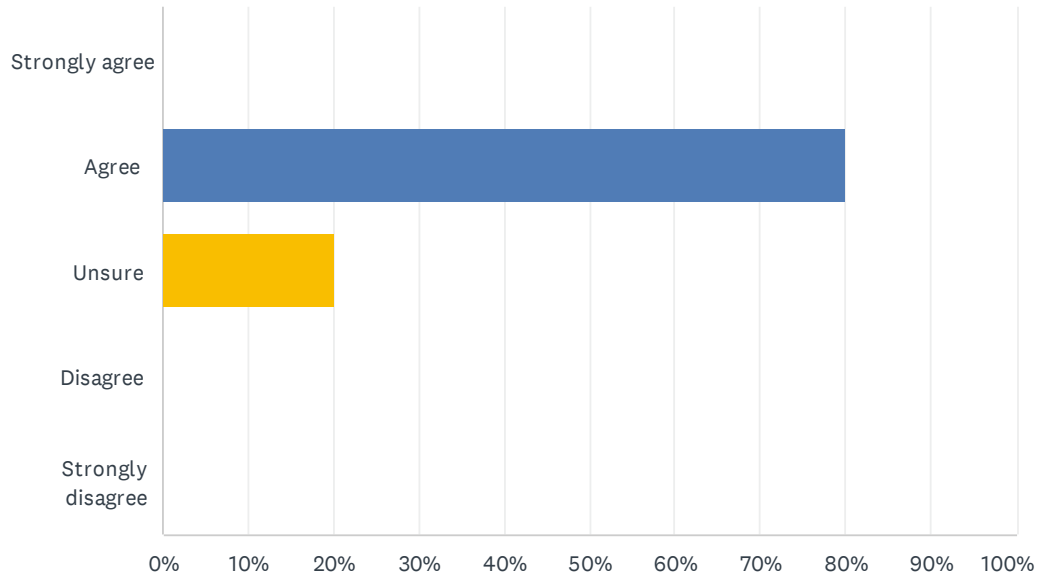
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	40.00%	2
Agree	60.00%	3
Unsure	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q10 The committee ensures that staff voice is heard and considered in decision-making.

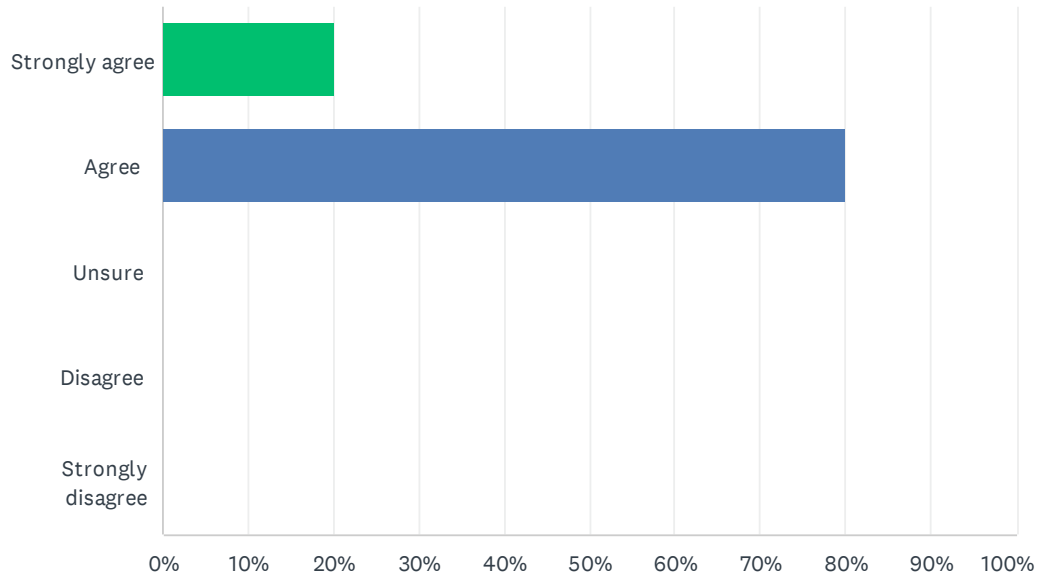
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ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	80.00%	4
Unsure	20.00%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q11 The committee receives regular updates on staff wellbeing and engagement, and provides assurance to the Board in these areas.

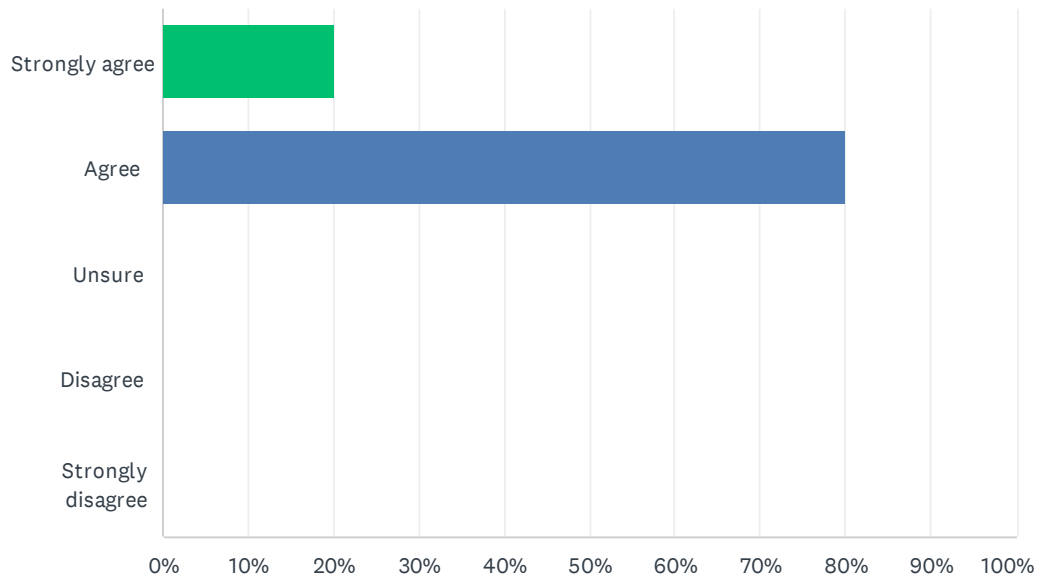
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	20.00%	1
Agree	80.00%	4
Unsure	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q12 Meetings are well-structured and allow for effective scrutiny.

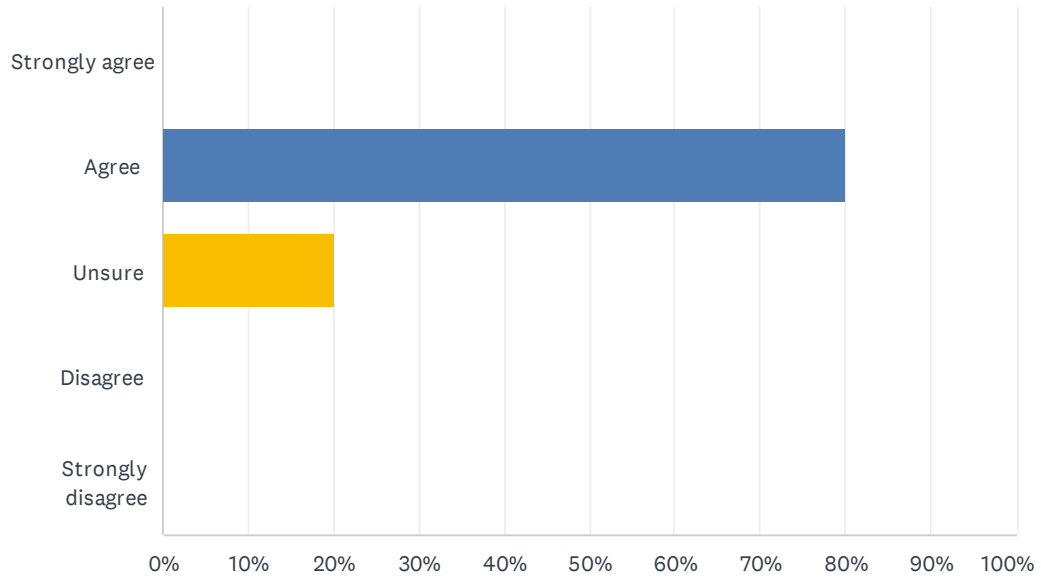
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	20.00%	1
Agree	80.00%	4
Unsure	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q13 The committee evaluates its own performance and impact.

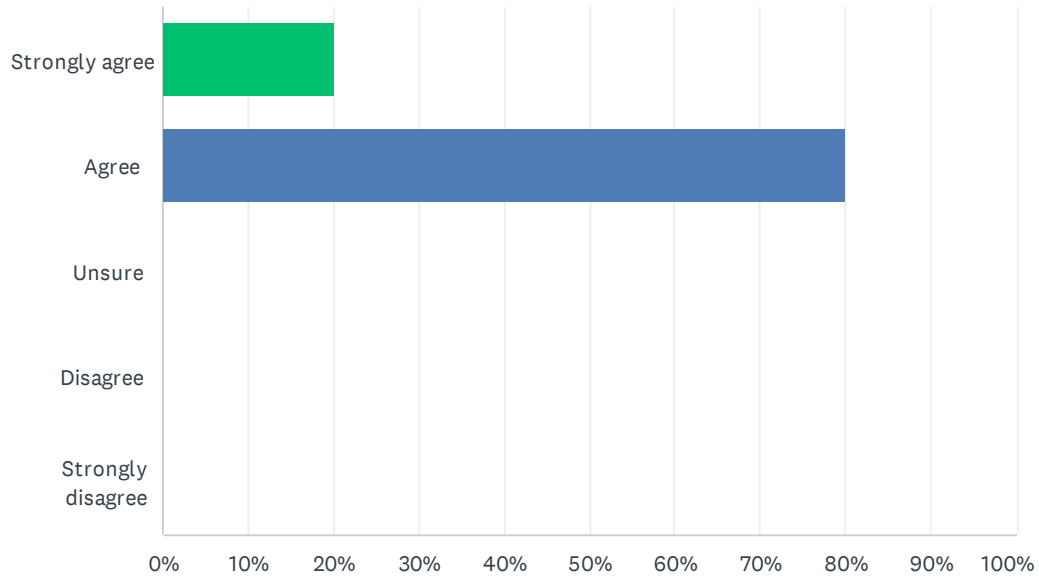
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	80.00%	4
Unsure	20.00%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q14 The People Committee operates in a culture of openness, trust, and mutual respect.

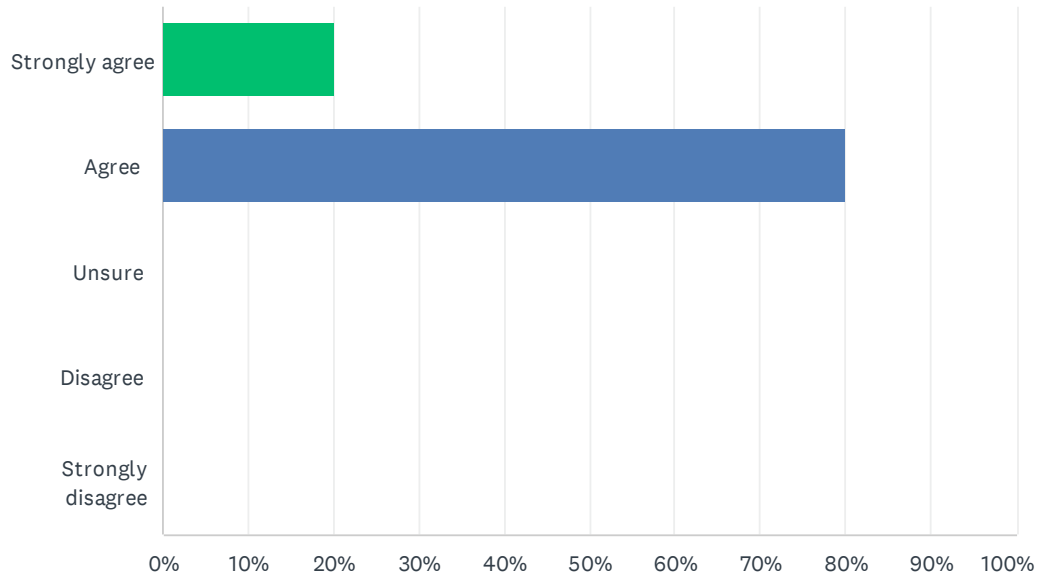
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	20.00%	1
Agree	80.00%	4
Unsure	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q15 The committee reviews, challenges and receives assurance from the risk register?

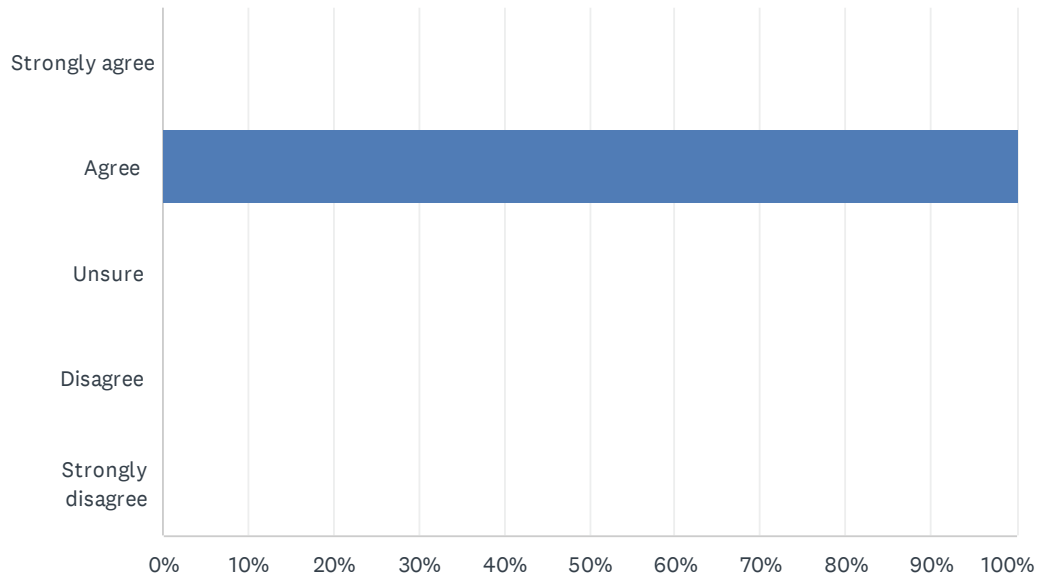
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	20.00%	1
Agree	80.00%	4
Unsure	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q17 The People Committee Chair chairs meetings effectively and efficiently, bringing impartiality and objectivity to the decision making process.

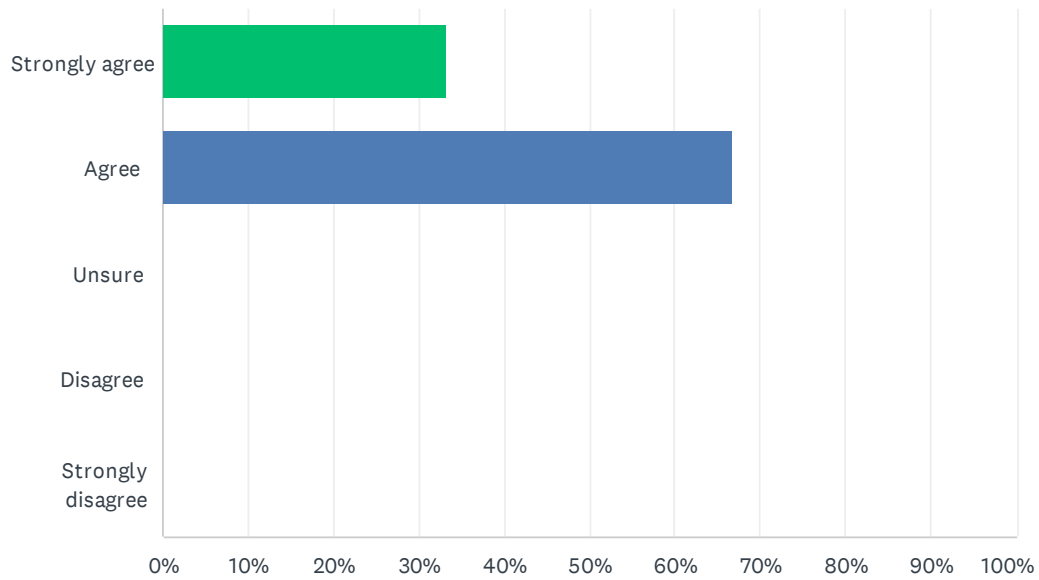
Answered: 2 Skipped: 3



ANSWER CHOICES	RESPONSES
Strongly agree	0.00% 0
Agree	100.00% 2
Unsure	0.00% 0
Disagree	0.00% 0
Strongly disagree	0.00% 0
TOTAL	2

Q18 The People Committee Chair is an effective leader of the Committee

Answered: 3 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	33.33%	1
Agree	66.67%	2
Unsure	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		3