

## Board of Management Development Committee

<b>Date of Meeting</b>	<b>Thursday 7 May 2026</b>
<b>Paper No.</b>	<b>DC3-H</b>
<b>Agenda Item</b>	<b>3.3</b>
<b>Subject of Paper</b>	<b>Review of Development Committee Performance Measures</b>
<b>FOISA Status</b>	<b>Disclosable</b>
<b>Primary Contact</b>	<b>Marcus Walker, Associate Director Governance &amp; Risk</b>
<b>Date of production</b>	<b>29 April 2026</b>
<b>Action</b>	<b>Discussion</b>

### **1. Recommendations**

#### **1.1.** The Development Committee is asked to:

- i. Undertake a review of the key performance indicators (KPIs) and wider performance measures aligned to the Committee, as set out in the 2026 Performance Framework.
- ii. Assess whether these measures effectively support priority setting and provide meaningful oversight of performance.
- iii. Consider whether the current presentation of performance information supports effective scrutiny, challenge and assurance.

### **2. Consultation**

#### **2.1.** This paper has been developed in consultation with the Director of Excellence.

- 2.2. Feedback from the Development Committee will be consolidated and reported to the Director of Excellence, informing potential refinements to performance measures and reporting arrangements.

### 3. Key Insights

#### Board Context and Purpose

- 3.1. At its meeting on 25 March 2026, the Board of Management agreed the following action:

*“Committees to review their KPIs and assess whether these measures drive priority setting, risk focus and performance monitoring, and provide feedback to the Director of Excellence on potential refinements.”*

- 3.2. This paper responds directly to that action and provides the Development Committee with an opportunity to review its current suite of performance measures and reflect on their effectiveness in supporting the Committee’s role.

#### Performance Framework

- 3.3. The College uses a Balanced Scorecard approach to assess progress against its 2021-30 Strategic Plan, with performance measures structured across strategic priorities and three levels of detail. Committee reporting focuses primarily on Level 1 (College Scorecard) measures, supported by selected Level 2 and Level 3 indicators where appropriate.

- 3.4. Within the Performance Framework 2026, the Development Committee is primarily aligned to the following strategic priorities:

- *To be a valued partner of the City region, supporting the national economy and the international learning community*
- *To secure diversity of income and sustainable development*

- 3.5. The current Level 1 measures aligned to the Development Committee include:

- Amount and percentage of non-SFC income
- Percentage of commercial business income
- Volume of Flexible Workforce Development Fund (FWDF) activity
- Number of international partnerships
- IPPR Social Value Index
- Reduced carbon footprint (CO<sub>2</sub>)
- Innovation income

- 3.6. A wider set of supporting measures is also identified in the framework, reflecting the scale and diversity of activity overseen through the Committee. These measures can be viewed in Appendix 1.

#### Focus of the Review

- 3.7. In line with the direction agreed by the Board of Management, this review is intended to support a focused and meaningful assessment of whether the Development Committee’s

current KPIs and supporting measures continue to add value. The Committee is invited to consider whether the measures:

- Clearly reflect the Committee’s strategic priorities and remit;
- Support effective focus on material strategic, financial and reputational risks and opportunities; and
- Provide clear, insightful and proportionate performance information to enable effective monitoring, challenge and assurance.

**3.8.** As part of this review, the Committee is also invited to provide feedback on the presentation and usability of performance reporting, including whether information is structured and presented in a way that supports timely understanding of trends, emerging issues and areas requiring intervention, and whether the balance between assurance reporting and strategic performance oversight is appropriate.

#### **4. Impact and Implications**

**4.1.** This review supports alignment between Committee activity, performance reporting and the College’s Strategic Plan, consistent with the governance approach agreed by the Board.

**4.2.** The review mitigates the risk of reliance on measures that no longer drive effective scrutiny or priority focus.

**Appendix 1:** Extract from Performance Framework 2026 – Development Committee KPIs and Supporting Measures

## APPENDIX 1

Committee	Priority	Level 1 Measure	Other Measures
<b>Development Committee</b>	<p><i>To be a valued partner of the City region, supporting the national economy and the international learning community</i></p> <p><i>To secure diversity of income and sustainable development</i></p>	<ul style="list-style-type: none"> <li>• Amount &amp; % of non SFC income</li> <li>• % Commercial business income</li> <li>• Volume of FWDF</li> <li>• Number of international partnerships</li> <li>• IPPR Social Value Index</li> <li>• Reduced carbon footprint – Co2</li> <li>• Innovation Income</li> </ul>	<ul style="list-style-type: none"> <li>• International student fee income</li> <li>• International project income</li> <li>• Income from Halls of residence</li> <li>• Number of new commercial clients</li> <li>• Stakeholder reach</li> <li>• % repeat business</li> <li>• Employer satisfaction</li> <li>• Number of international partnerships</li> <li>• Number of international symposia events</li> <li>• Number and composition of Skills Academies</li> <li>• Innovation partners</li> <li>• Innovation satisfaction levels</li> <li>• IPPR Social Value Index</li> <li>• Social sentiment</li> <li>• Social media combined reach</li> <li>• Awareness Media Mentions</li> <li>• Media AVE</li> </ul>