

Section 1: Areas on Programme with the University's Strategic Plan

Indicator	Examples of Evidence to Support this Conclusion
Institutional Sustainability including transition to new funding environment	- x Student recruitment levels during the year were more challenging in some course areas, while others remained positive. Overall UG student numbers were higher than target and degree apprentice numbers also increased but fell slightly short of the planned target. - x The percentages of undergraduate students from the following backgrounds continued to increase in line with rises seen in the previous two years: mature, students declaring a disability; POLAR Quintile 1 & 2, students with indices of multiple deprivation (EIMD Q1 & 2), BAME, those with non-traditional qualifications. - x Part time postgraduate student numbers increased on taught programmes while full time reduced slightly. Employer engagement student numbers were impacted by COVID restrictions from March 2020 onwards. Securing funding for postgraduate research student numbers remained steady. - x International and EU student recruitment increased with 35 nations represented. - x The Office for Students (OfS) approved the University's Access & Participation Plan for 2019/20
Academic Profile and Positioning	- x Research income per FTE academic staff member fell due to the impact of COVID-19 from March 2020 onwards. - x Number of peer reviewed publications increased. - x Number of academic staff who are HE Academy Practitioners increased. - x Gold Rating in the Teaching and Excellence Framework (awarded 2017 and 2018) - x QS World Subject Rankings-maintained position (March 2020) as first in UK, and second in the world for employer reputation (agriculture and forestry) - x THE Awards- shortlisted for: University of the Year; Outstanding Estates Strategy (STEP-Sustainable Energy Project) & Widening Participation or Outreach Initiative of the Year (Field to Fork 2018)
The Student Experience	- x National Student Survey 5th in UK in July 2020. - x WhatUni? Student Choice Awards - Gold for Job Prospects, Silver for Student Support, Accommodation, Courses and Lecturers - x Graduate Outcomes: 98.8% of all graduates in employment - x Times and Sunday Times Good University Guide reduced due to COVID
	-19 (see above) - x Research publications increased (see above) - x Range of successful bids across research areas achieved during the year - x Embedded new DTP and other funding for PhD studentships - x "Hands Free Farm" Project commenced.

Financial Health	- x Student number targets remained challenging to achieve. Overall numbers fell slightly due to lower levels than planned of PGT and apprentices and reduced numbers of employer engagement programmes (see above) - x Student recruitment for 2019/20 was a key focus during the year - x Overall financial position at year end was negatively impacted by COVID-19 (see Annual Report and Financial Statements published on the web site)
Estates and Infrastructure	- x STEP (Green Energy) project performance improved - x Joint Veterinary School building designed. Work impacted by COVID, but able to resume with a revised delivery date of January 2021 - x Reports on estates work monitored by Finance and General Purposes Committee at each of its meetings
Staff and Human Resource Development	- x Positive progress with implementation of HR Strategy monitored by Staffing Committee - x Positive Annual Staff Development Report presented to Staffing Committee - x Positive staff engagement with new Employee Assistance Programme - x High take up of new online training and development programmes - x Equality and Diversity Group work continued with volunteer members from across the University's staff and student community - x Reduction in Gender Pay Gap
Governance, Leadership and Management	- x Corporate Planning Statement monitored by Board. Targets delivered during the year - x PREVENT Duty requirements addressed and managed. - x On-going requirements for registration with Office for Students actively monitored and delivered - x Completed implementation of outcomes from the Effectiveness Review of the work of the Board, its Committees and governance arrangements.
Institutional Projects	x Work on Joint Veterinary School (see above)

Section 2: Areas of Particular Focus by the Board in 2020/21

Indicator	Actions During 20 20/21
Institutional Sustainability, financial health and resilience	- x Continued attention to be paid to financial performance and the University's Financial Strategy in the light of impact of COVID-19, on-going changes to public funding and the costs of pension schemes - x Achieve student number targets for 2021/22 - x Review forecast data once OfS funding letter is available - x Continue to meet registration requirements for Office for Students (OfS)
Estates and Infrastructure	- x Delivery of cattle handling facility - x Continue work to rationalise space requirements for new Strategic Plan - x Condition survey to be progressed
Staff and Human Resource Development	- x Impact of Staff Development to be monitored by Staffing Committee - x Development of updated HR Strategy - x Continue to deliver action plan on Gender Pay Gap
Research	- x Delivery of research income targets - x Complete submission for REF 2021 - x Continue to develop partnerships with industry and other universities where appropriate
Governance/Strategic Planning	- x Delivery of Strategic Plan 2020-2025 - x Secure new Board members
Institutional Projects	- x Monitor progress with key estates/capital projects through regular reporting to the Board and its Committees - x Continue focus on efficiency measures - x Continue to explore opportunities to engage with other HE partners in key strategic areas - x Engagement with Newport Innovation Park (NiPark)

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