Newbattle Abbey College

STRATEGIC PLAN 2011-2014

'Scotland's Life-Changing College'

NEWBATTLE
ABBEY
COLLEGE

Newbattle – south side

Presentation of Wood Award for best use of British Timber for new Grotto Bridge

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INTRODUCTION

As Scotland's national adult education residential college, Newbattle Abbey is a unique institution in terms of its heritage, adult student population, centrality of residence, and its focus upon access, equity and transition.

The College campus is set in a stunning landscape and offers students a unique learning environment.

As 'Scotland's Life-Changing College' the motivation and rationale for our core business is informed by our Governing Deed of Trust. The Trustees are the Principals and Vice Chancellors of the four ancient Scottish universities of Aberdeen, Edinburgh, Glasgow and St Andrews.

This Strategic Plan sets out the College's key aims and objectives for 2011-2014. It is a high level strategy document that seeks to recognise the importance of strategic partnerships, embrace the economic environment within which the College is operating and address the long-term sustainability of the College.

The period of this plan is likely to be influenced by the impact of the economic downturn and the timetable for recovery. It is essential that the College plan is flexible to enable us to respond to opportunities as they develop.

Scottish Government priorities and the Scottish Funding Council Corporate Plan will continue to provide an overarching framework within which we will promote skills, knowledge and success for our learners.

In line with our mission to be a national residential learning community, promoting lifelong learning, we provide educational opportunities for adults who have few or no qualifications and have a desire to improve their life opportunities through education.

During recent years, the College has experienced growth in relation to the core Arts & Humanities programme which can now be studied on a full-time and part-time basis; curriculum diversification relating to Rural Skills, Celtic Studies and short courses; and the development of commercial activities in support of core activities. We need facilities and an estate fit for the flexible styles of learning and teaching of a modern college and we face the additional challenges of delivering these within the context of a 16th century building.

The College will prioritise financial security and assure our funders about the way in which we conduct our work. We will prioritise good governance and accountability and meet all our legal requirements.

The College is committed to a process of continuous improvement through self-evaluation in all aspects of its work, and to a continuing commitment to meeting student demand that would otherwise remain unfilled.

OUR VISION, MISSION & VALUES

Vision: Scotland's Life-Changing College

Mission: To be a national residential learning community, promoting lifelong learning, raising aspiration, celebrating our diverse cultural heritage and supporting learners in transition.

Values: In the delivery of our mission we will:

– promote quality

– empower individuals

– work collaboratively

– act with integrity and mutual respect

– offer transformative lifelong learning

– promote equality and diversity

– encourage and support innovation

Student International Evening at Newbattle

KEY ACHIEVEMENTS FROM STRATEGIC PLAN 2010-2011

Our previous Strategic Plan, for 2007-2011, has led us through a period of significant change with considerable progress having been made during the four year period.

Key achievements against strategic objectives for 2010-2011 include:

Learning & Teaching

- Improved performance against key performance indicators in relation to early retention, retention, and student outcome and unit achievement
- Over 70% of our full-time students progressed to higher education
- Enrolment targets were met and funding allocations achieved
- Newbattle Abbey College led the development and validation of a National Certificate (NC) Rural Skills, in partnership with 7 FE colleges
- The development of an NC in Celtic Studies as part of our Pan Celtic Programme
- A Short Course programme linked to Rural Skills and Celtic Programmes was delivered in Autumn 2010 and Spring 2011
- The Celtic Festival 2011 attracted 3000+ visitors and involved a range of learning activities for adults and young people (extending access to adults with few or no qualifications)
- Positive HMIe Annual Engagement Visit Report

Infrastructure

- Robust financial systems in place providing small operating surplus
- Key performance indicators in relation to financial targets were all met
- £450,000 secured from Historic Scotland, Scottish Funding Council (SFC) and College Trustees for Phase 1 urgent health and safety and structural works; work to commence Autumn 2011
- Forestry Commission Scotland (FCS) £100,000 investment in pathway network in Lord Ancrum's Wood improving access for local community
- Project funding of £200,000+ secured for development and delivery of Rural Skills and Celtic Programmes to extend access to marginalised young people and adults and promote our cultural heritage in response to national educational priorities
- ICT shared services option being explored, in partnership with Stevenson College, to support curriculum development and cross-college activities
- Carbon Management Plan and Action Plan developed for implementation from 2011 onwards to reduce the College's carbon footprint and promote environmental awareness and sustainability

Leadership

- Strong governance and effective risk management
- Professional Development Review (PDR) programme reviewed for improved effectiveness of staff development and leadership
- Further development of a strong quality culture across the organisation based on rigorous self-evaluation of all College activities and implemented by all College Teams
- A review of marketing strategies undertaken to enhance income generation and promote equality and diversity
- Curriculum planning has responded to local and national priorities including Curriculum for Excellence, Skills for Scotland, Education and Lifelong Learning and 16+ Learning Strategy Choices

Access and Inclusion

- Single Equality Scheme established and implemented across all aspects of College activity
- Promotion and evaluation of equality and diversity across the curriculum
- Safeguarding awareness promoted across the College

EXTERNAL ENVIRONMENT

The National Environment

This plan is written at a time of severe economic downturn which is presenting a challenging environment for the UK and Scottish economies. Recovery from recession will be slow and unemployment will be an issue for some time to come.

In its National Performance Framework and guidance to public bodies in Scotland, the Scottish Government is dedicated to developing strategies that will bring benefits to Scotland and its people. The Scottish Government's five strategic objectives are for Scotland to become:

- wealthier and fairer
- smarter
- healthier
- safer and stronger
- greener

From this it has established 15 national outcomes (Appendix 1) which describe what it wants to achieve in a 10 year period. This Strategic Plan maps our strategic outcomes onto the national outcomes.

The College has a key role to play in contributing to the delivery of a range of Government strategies, including:

- Skills for Scotland
- Curriculum for Excellence
- 16+ Learning Choices
- National Plan for Gaelic
- Education and Lifelong Learning
- Scottish Rural Development Programme
- Development of Scottish Studies in all Scottish primary schools and high schools
- Scotland's Sustainable Development Strategy
- Skills Development Scotland's Corporate Plan

The College Environment

The Scottish Funding Council funds 32% of our work and responding to its priority outcomes is an essential part of planning our future strategy.

The College's Strategic Plan has been prepared in the context of the Scottish Funding Council's Corporate Plan 2009-2012. We will endeavour to support and contribute fully to their strategic themes of:

- Governance and leadership
- Quality & enhancement
- Global engagement
- Sustainable development
- Equality & diversity

The College is a member of the UK-wide Residential Colleges Committee. Funding provided for English students wishing to study in Scotland will be included in the English Adult Education Bursary Review which is due to report in December 2011. The outcome of this review is most likely to have adverse implications for Newbattle Abbey College.

The College will continue to lobby Scottish Government and the Scottish Funding Council for resources to develop and maintain its curriculum and estate. The College will also pursue greater collaboration and partnership with other colleges and universities across Scotland, not least through its membership of Scotland's Colleges, the Edinburgh, Lothian and Borders Colleges Group (ELBCG) and through its own Board membership which includes representatives of many Scottish universities.

The Local Environment

Newbattle Abbey College is located only 8 miles from Edinburgh city centre and is in close proximity to West Lothian, East Lothian and Scottish Borders areas.

The Midlothian local authority area, in which the College is situated, has a population of approximately 81,000, most of whom live in or around the six main towns. The southern half of the authority is predominantly rural. Following the decline of its traditional industries of coal mining and paper and textile milling, Midlothian developed biotechnology and life-sciences industries. The downturn in the global and national economies has resulted in relatively high levels of unemployment and deprivation in several communities. Attainment in Midlothian High Schools is lower than the national average and the council has one of the highest percentages of negative destinations for school leavers.

In response to these issues, the Midlothian Community Planning Partnership set up six working groups of which Improving Opportunities Midlothian (IOM) is one. Its remit is to create opportunities and reduce inequality through lifelong learning and social, economic and community development. Newbattle is an active member of the Improving Opportunities Midlothian (IOM) Working Group. This has led to the development of the Rural Skills Programme and short courses for adults returning to learning.

Midlothian's Local Biodiversity Action Plan promotes biodiversity and natural culture. The College has responded to this through its Pan Celtic and Rural Skills Programmes. The Midlothian Tourism Action Plan aims to raise the profile of Midlothian as an attractive tourist destination and to extend economic opportunities to SMEs and tourist centres. Newbattle is an active member of the Midlothian Tourism Forum and contributes to its aims through a range of activities and community events.

INTERNAL ENVIRONMENT

The College

As 'Scotland's Life-Changing College', located within a 16th century heritage site in Dalkeith, Midlothian, we are uniquely positioned to provide a challenging and intellectually stimulating curriculum within a supportive environment to adult learners and young people at points of transition.

This small and distinctive College operates under a Governing Deed of Trust set up in 1937 by Philip Kerr, 11th Marquis of Lothian, when he gifted Newbattle and its 125 acre estate to the Scottish nation, to be used as a residential adult education college. The College Trustees are the Principals and Vice Chancellors of the four ancient Scottish universities of Aberdeen, Edinburgh, Glasgow and St. Andrews. The Trustees have responsibility for maintaining their ownership of Newbattle Abbey College for the Trust purposes.

Newbattle Abbey College was incorporated in 2004 to become a company limited by guarantee with charitable status. The Company is responsible for the delivery of the Trust's educational and other purposes. The College is governed by a Board of Directors, elected annually from Company membership. Both membership and Directors are drawn from a range of institutions and organisations across Scotland, reflecting national interests.

In line with our mission to be a national residential adult learning community, promoting lifelong learning, celebrating our diverse cultural heritage and supporting learners in transition, we provide educational opportunities through our core College Award Programme for adults who have few or no qualifications and have a desire to improve their life opportunities through education. The nature of the support which students receive is unique. We recruit learners from all parts of Scotland and the rest of the UK; many of them are from the most marginalised groups. Curriculum diversification has involved the development of a range of courses in Celtic Studies and in Rural Skills.

Collaboration is at the centre of our value base with partnerships being developed locally, nationally and internationally in conjunction with key stakeholders.

Our approach to marketing and recruitment is focused on the educational aspirations of adult learners as well as their learning support needs. Our core purpose is to attract adults whose main motivation is to study and take full advantage of the opportunities open to them by the achievement of a current, relevant and marketable nationally accredited qualification.

Our approach to learning is developmental and holistic. We encourage students and staff to work towards their learning potential and to contribute their skills and talents in support of the wider College learning community.

Financial Health

The College annual turnover is £1.4m. The Scottish Funding Council provides 35% of this income through recurrent grant support for the development and delivery of the curriculum but provides no regular support for the upkeep and maintenance of the College's 125 acre heritage estate and Main House. The College therefore supplements its income by exploiting the estate for commercial opportunities.

Our priority aim throughout this plan is to secure institutional sustainability. The Strategic Plan therefore sets out key actions and key indicators which will be monitored to ensure that the College remains on track. This will involve the opportunity to review systems and approaches, particularly taking advantage of new and improved technology.

Diversification of the curriculum, continued development of commercial activities and new initiatives in philanthropic and other fundraising activities are key to establishing sustainable income streams for the College. Project Funding represents a significant element of this income.

We are also exploring collaborative ventures with other colleges and universities in terms of financial health, improved ICT infrastructure and quality of delivery.

Curriculum

The College is committed to the provision of high quality education and training opportunities for adults and young people in transition. Students study a broad range programme, including Literature, History, Politics, Psychology, Communication, Sociology, Creative Writing, ICT and Philosophy. In addition, core skills support and guidance are offered throughout the programme. The **Arts and Humanities Award** Programme offers adults with few or no qualifications the opportunity to study a one year full-time or a two year open learning course. Successful completion of the Award, which is validated by the Scottish Qualifications Authority (SQA) and approved by the Scottish Wider Access Programme (SWAP), is an acknowledged qualification for admission to higher education courses in universities and colleges. In 2010-2011 70% of our students progressed to higher education. Appendix III details Performance Indicators for our Award Programme for the period 2008-2011.

The College has also developed two new programmes, designed to extend access to lifelong learning and celebrate our rich cultural heritage:

The **Rural Skills** Programme has been developed in partnership with Forestry Commission Scotland and offers an introduction to horticulture and estate management in the College's Community Garden, Italian Garden and ancient woodlands. This flexible programme offers 'taster' courses, short courses and a full National Certificate (NC) Rural Skills, developed in partnership with seven other FE Colleges. Our students include adults and S4/5 pupils from high schools in Midlothian and East Lothian. Progression to specialist options in rural colleges or to employment and training are highlighted. The Programme as a whole is accessible to full-time students and has developed Newbattle's role as a national centre for Rural Skills.

Newbattle has also established a **Pan Celtic Programme** to celebrate and promote our rich cultural heritage and to enhance the Arts and Humanities Award. The programme has been developed in partnership with a wide range of local and national organisations. It includes an annual Celtic Festival, promoting traditional music and dance, arts and crafts, local history, Gaelic and Scots language and biodiversity. The College also runs a programme of short courses in Gaelic, Scots language, local history, beekeeping, genealogy and gardening for the local community and for College students. This will include work-place learning in Gaelic Awareness and Gaelic Language from 2011-2012. Through the Pan Celtic Programme, the College is also developing a National Certificate in Celtic Studies in partnership with several FE Colleges, HE institutions and national agencies. The NC will offer progression to various HE courses and will enhance the prospects of students seeking employment in heritage and tourism sectors. The NC Celtic Studies will be launched at the 2012 Celtic Festival and will assist in establishing Newbattle as a national centre for Celtic Studies.

The College has developed an excellent reputation for productive collaboration with an extensive range of agencies to extend and enhance the curriculum for all students. Newbattle is an active member of local community planning partnerships, adult learning networks and Forestry Commission Scotland groups. The College is also represented on the National Steering Group to develop the Gaelic Education Strategy and on the Scottish Government Working Group to advise on the development of Scottish Studies. Through successful partnership with local authorities, voluntary organisations, social enterprises and Midlothian Social Work Department, the College has diversified its curriculum in response to national and local demands.

FUTURE CHALLENGES

As we move into a new planning period we face a number of external and internal challenges. Our mission to be *'Scotland's Life Changing College'* remains strong.

This Strategic Plan sets out our aspirations for the organisation for the next three years. It has been prepared in response to national and local priorities and in consultation with a wide range of stakeholders.

It takes account of the College's current position and recent achievements and deals with the likely challenges created by the economic downturn and related reductions in public spending.

The plan identifies five strategic themes and its success will be measured by our key performance indicators which will be monitored regularly.

We will:

- Aim to be financially secure, thereby ensuring institutional sustainability
- Ensure that our curriculum remains current, relevant and accessible
- Develop an inclusive and accessible portfolio of courses and programmes which are flexible and responsive to changing environments and recognise local, national and international ambitions
- Extend robust quality procedures across the College to ensure the delivery of high quality learning
- Maintain the College's buildings and estate to meet the aspirations of present and future learners and the wider community
- Review systems and approaches – particularly taking advantage of new and improved technology

STRATEGIC PLAN 2011-2014

Strategic Theme 1

Learning & Teaching

We will widen access to learning and offer high quality lifelong learning and residential experiences to national and international learners.

Outcomes

We will:

- Widen access to a broad range of learning opportunities to adults across Scotland with few or no qualifications
- Extend access to learning to marginalised young people and adults in response to local and national priorities
- Promote equality and diversity in all learning programmes and in all aspects of College activities
- Extend the role of learners of all ages in course design, delivery and evaluation
- Continue to develop productive partnerships with local, national and international agencies to reflect the needs of learners, communities and employers
- Continue to develop the Rural Skills Programme, to enhance Newbattle's role as a strategic national centre for Rural Skills
- Continue to develop the Celtic Studies Programme, to celebrate and promote our rich cultural heritage and enhance the Arts & Humanities Award

Contributing to National Outcomes

1, 2, 3, 4, 5, 7, 8, 11, 12, 13, 14, 15

Key Performance Indicators

1. Increase number of student enquiries by 10% year on year and improve conversion to application and admission
2. Student retention, achievement and attainment maintained and improved by 3% over period of this plan
3. Increase enrolments and programmes for 16-24 yr olds and hard to reach learners by 5% year on year
4. SFC WSUM's targets to be achieved each year

Strategic Theme 2

Quality Enhancement

We will develop a culture of quality enhancement and rigorous internal review in all aspects of College life.

Outcomes

We will:

- Improve the quality of the learning experience for all of our students through regular self-evaluation, involving students, staff, partners and stakeholders
- Extend student involvement in the internal review of policies, strategies, residential accommodation and facilities
- Establish and implement action plans for quality improvement for all College Teams and report back to students and partners on progress
- Review College marketing and publicity, in consultation with students and partners to increase its effectiveness and ensure that equality and diversity are highlighted
- Report on the promotion of equality and diversity across the College

Contributing to National Outcomes

3, 4, 7, 8, 11, 15

Key Performance Indicators

1. Increase average satisfaction levels of students and clients over a 3 year period
2. Retain full confidence of HMIe in relation to HMIe formal reviews undertaken during 3 year period
3. Increase involvement of students in College committees and self-evaluation activities
4. Ensure significant learner involvement in the quality process
5. Regular positive media and press coverage at local and national level – average of 1 positive local or national press/media article per month

Strategic Theme 3

Cultural Heritage

We will promote and celebrate cultural heritage within the context of our historic site.

Outcomes

We will:

- Develop the Pan Celtic Programme to establish the College as a national centre for Celtic Studies, in partnership with other colleges, universities and national agencies
- Establish progression routes from College cultural courses to HE programmes across Scotland
- Promote Gaelic and Scots language, culture and history amongst local, national and international learners and amongst College staff in response to national priorities
- Extend productive partnerships with communities, local authorities and employers at local, national and international level to develop all aspects of the Pan Celtic Programme
- Launch the National Certificate in Celtic Studies as part of our 75th Anniversary Programme in 2012

Contributing to National Outcomes

1, 2, 3, 4, 7, 8, 12, 13, 15

Key Performance Indicators

1. Enrolment of students on NC Celtic Studies Course from September 2012
2. All College staff offered CPD in Gaelic Awareness and Gaelic Language from November 2011
3. Increase community and local business involvement in Celtic Festival by 5% per year over 3 year period of plan

Strategic Theme 4

College Facilities & Estate

We will continue to maintain and enhance the College estate to meet the aspirations of present and future learners.

Outcomes

We will:

- Implement the Campus Redevelopment Plan, using a phased approach
- Provide College facilities and an estate that are attractive and available to students and the wider community
- Continue to provide effective Health & Safety Management and ensure compliance with relevant legislation
- Ensure that ICT services and infrastructure meet the needs of all learners, staff and clients
- Set realistic targets to reduce our carbon footprint and promote environmental awareness and sustainability in partnership with College Green Team

Contributing to National Outcomes

1, 3, 10, 12, 14, 15

Key Performance Indicators

1. Successful completion of Phase 1 urgent works project by July 2012
2. Positive learner and stakeholder feedback
3. Develop a space utilisation plan for the Main House, residences and estate
4. Undertake preparatory work relating to Phase 2 building project
5. Enhance College ICT infrastructure through shared services arrangement

Strategic Theme 5

Governance, Leadership and Sustainability

We aim to achieve long-term financial stability through improved efficiency, the highest standards of corporate governance and effective risk management.

Outcomes

We will:

- Ensure clear and purposeful direction with regard to the role and significance of the College as a national institution
- Build and develop leadership capacity across the College, including at Board level through appropriate CPD
- Ensure financial security in accordance with SFC guidelines
- Diversify our income to strengthen our financial stability
- Enhance our commercial and fundraising activities and our contribution to economic growth
- Increase the efficiency and effectiveness of the use of all resources across the College
- Achieve the highest standards of corporate governance and risk management

Contributing to National Outcomes

1, 3, 7, 8, 10, 15

Key Performance Indicators

1. Achieve overall WSUMs target
2. Balance College budget
3. Generate new income streams including 5% increase per year over the period of this plan in functions and events
4. All Board members to be involved in relevant training and annual Board activities

STUDENT PROFILES

Ian Anderson

When Ian Anderson's wife passed away a year ago, he was forced to rethink his life and chose to leave his high status job in the wine trade to return home to Edinburgh to care for his young daughter.

Faced with the difficult decision of whether to opt for a regular nine to five job or to finally pursue his ambitions of going to university, Ian, 36, turned to Newbattle Abbey College for advice – and ended up en route to making his dreams a reality after successfully completing the Arts and Humanities Award Programme.

Ian said: "The college understands that a high percentage of students who attend were in school 20 years ago, making it the perfect place for adult learning. They understood that I needed to care for my daughter too and were very supportive of that."

"We weren't spoon-fed information, which has prepared each of us well for university. That said, there was always plenty of support for us, as and when we felt we needed it."

The Arts and Humanities Award Programme covers a broad range of subjects, including English, Sociology and History – all of which stood Ian in good stead when it came to securing a place at Edinburgh University, where he is now studying for a degree in Literature.

"Aside from the academic aspect, the course has also allowed me to realise my full potential socially too. I've made many friends at the college who are also studying the same course and together we know we have been prepared well for the future."

Mari Smith

Diagnosed with school phobia as a child, Mari Smith, 32, from Stranraer wanted to succeed in education, but found attending school difficult. After 10 years working as a customer service agent, she decided to go travelling around the world. It was on her return that she made the brave move back into education to build a new life for herself. Now, after studying at Newbattle Abbey College and achieving triple A grades, she is studying English Language and Linguistics, at the University of Glasgow.

Mari said: "School was difficult for me. I was extremely shy and this created problems making it a very difficult time. I wanted to do well at school and leave my home town, but my school phobia meant I never fulfilled my wish to go to University."

"After 5 years spent working, just to save to go travelling to get away, and turning 30, I realised that I had to do something to change my life for the long term. I thought if I don't do it now, I'll never do it and searched online for courses for mature students, and found Newbattle Abbey College."

"The course covered everything I was interested in: history, sociology and politics; and it is part of the SWAP programme, all of which I thought would increase my chances of getting a place at University. The course was also residential, another major reason I chose Newbattle Abbey College. This meant I could move up away from home - and living where I was attending classes made studying easier. The college was like a little community."

She added: "My self confidence has grown; not only in my educational abilities but my all round confidence has developed. I know I have a long way to go but feel that my goal is possible to achieve now."

APPENDIX 1

Scottish Government National Outcomes

1. We live in a Scotland that is the most attractive place for doing business in Europe
2. We realise our full economic potential with more and better employment opportunities for our people
3. We are better educated, more skilled and more successful, renowned for our research and innovation
4. Our young people are successful learners, confident individuals
5. Our children have the best start in life and are ready to succeed
6. We live longer, healthier lives
7. We have tackled the significant inequalities in Scottish society
8. We have improved the life chances for children, young people and families at risk
9. We live our lives safe from crime, disorder and danger
10. We live in well-designed, sustainable places where we are able to access the amenities and services we need
11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
12. We value and enjoy our built and natural environment and protect it and enhance it for future generations
13. We take pride in a strong, fair and inclusive national identity
14. We reduce the local and global environmental impact of our consumption and production
15. Our public services are high quality, continually improving, efficient and responsive to local people's needs

APPENDIX II

Identification of Key Risks

Risk Register 2011-2012

No.	Risk	Risk Magnitude	Risk Likelihood	Present Controls/ Capacity	Priority
1.	Capacity for growth	High	High	Average	High
2.	Sustainable funding	High	High	Average	High
3.	ICT	High	High	Average	High
4.	Compliance with policies, procedures and legislation	High	Medium	Good	High
5.	Health and Safety	High	Medium	Good	High
6.	Resources	High	Medium	Average	High
7.	Student recruitment	High	High	Average	High
8.	Competition - other organisations	Medium	Medium	Average	Medium
9.	Major incidents	High	Medium	Good	Medium
10.	Security	High	Medium	Average	Medium
11.	Institutional reputation	High	Medium	Good	Medium
12.	Financial efficiency	High	Medium	Good	Medium
13.	Maintenance of facilities	High	Medium	Average	Medium
14.	Marketing	Medium	Medium	Average	Medium
15.	Leadership & Governance	Medium	Medium	Average	Low
16.	Building Works	High	Medium	Good	High
17.	Bribery	High	Low	Average	High

APPENDIX III

Newbattle Abbey College:

Performance Indicators for Arts & Humanities Award Programme 2008-2011

Session	2008 - 2009	2009 - 2010	2010 - 2011
a – Number of students initially registered for the programme	52	58	60
b – Number of students satisfying the attendance criterion	46	53	54
SRR1 Retention Ratio 1 b/a x100 (express as %)	88.5%	91%	90%
c – Number of students who attended the completed programme	37	41=71% 62% completed Award successfully 9% partial success	41=70% 50% completed Award successfully 20% partial success
SRR2 Retention Ratio 2 c/a x 100 (express as %)	71%	71%	70%
d – Number of students attaining the required criteria for success in the programme *	30	41	41
Student Programme Achievement Ratio (SPAR) d/b x100 (express as %)	65.2%	77%	76%
e – Number of assessment credits achieved	555	626	638
f – Number of assessment credits undertaken	600	646	665
g – SARU e/f x 100 (express as %)	92.5%	97%	96%
Destination – University	70%	83%	56%
Destination – College **	24%	15%	26%
Destination – Employment	6%	2%	16%
Destination – Other ***	0	0	0

Notes:

* Student success defined as student achieving 70% of full award.

** Destination to College includes students studying Higher Education at Further Education College.

*** Destination 'other' includes retirement, invalidity, relocation abroad and unknown

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