

UKMC Recruitment Quality and Compliance Policy

Date	Author	Summary of Changes	Version	Authorised
December 2025	Head of Quality and Compliance	Document Produces	1	Academic Board December 2025
Policy/Procedure Management and Responsibilities				
Policy/Procedure Owner	The guidance is overseen by the Head of Business Development (Recruitment), and supported by the Head of Quality and Compliance, Head of Admissions. And Head of Marketing. It is maintained through the Quality and Standards Committee, and also through marketing and admissions committee. It is approved by academic board. Day-to-day implementation and communication responsibilities are delegated to relevant stakeholders within the business development team.			
Equality Impact / Analysis	By EDI Committee TBD			
Authorised By	Academic board December 2025			
Effective From	December 2025			
Next Review	July 2026			
Version	1			
Internal/External	Both			
Document Location	Office for Students (OfS) – Conditions of Registration (E7, E8, F1, C1–C3) https://www.officeforstudents.org.uk/?utm Equality Act 2010 https://www.legislation.gov.uk/ukpga/2010/15/contents Data Protection Act 2018 (UK GDPR) https://www.legislation.gov.uk/ukpga/2018/12/contents Consumer Protection from Unfair Trading Regulations 2008 https://www.legislation.gov.uk/uksi/2008/1277/contents/made Bribery Act 2010 https://www.legislation.gov.uk/ukpga/2010/23/contents			

	Competition and Markets Authority (CMA) – UK Higher Education Guidance https://www.gov.uk/government/organisations/competition-and-markets-authority UK Quality Code for Higher Education https://www.qaa.ac.uk/quality-code UK Management College Access and Participation Statement (APS) https://ukmc.ac.uk/access-and-participation-statement
Linked Documents	Recruiter Due diligence
Dissemination Plan	Public availability on the UKMC website. Staff training, embedding in bulletin and communications.
Accessibility	Alternative formats on request. Email Quality@ukmc.ac.uk

Introduction.....	4
Scope and Purpose	4
Alignment Statement	5
Institutional Recruitment Quality Framework.....	6
Marketing and Information Governance.....	6
Recruitment Ethics and Agent Management.....	7
Compliance, Monitoring, and Continuous Improvement.....	8
Legal and Regulatory Alignment.....	9
Governance and Oversight.....	10
Key Deliverables for Policy Implementation	11

Introduction

1. UK Management College (UKMC) recognises that ethical, transparent, and high-quality recruitment is fundamental to sustaining academic integrity, institutional reputation, and student success. This policy provides a unified framework that governs all recruitment, marketing, and admissions-related activities to ensure compliance with higher education regulations, the Office for Students (OfS) Conditions of Registration, and the College's own strategic objectives. It integrates the principles of fairness, inclusivity, and accountability, ensuring that all recruitment activity reflects UKMC's mission to widen participation and provide equitable access to higher education opportunities.
2. This policy is designed to operate alongside UKMC's Access and Participation Statement (APS) and Strategic Plan 2025–2030, aligning recruitment activity with institutional goals for sustainable growth, diversity, and academic excellence. It ensures that all departments involved in recruitment.
3. Admissions, Marketing, Recruitment and Business Development, Quality and Compliance, Academic Planning, and Student Support work collaboratively within a consistent governance structure to uphold compliance, transparency, and quality.

Scope and Purpose

4. This policy governs all recruitment, marketing, and admissions-related activity across UKMC. It establishes a coherent operational and ethical framework that ensures recruitment processes are transparent, inclusive, and quality-assured in accordance with UK higher education standards and OfS regulatory conditions.
5. It applies to:
 - 5.1. Institutional recruitment planning and target setting across all campuses and programmes.
 - 5.2. Marketing and communications, ensuring accuracy and governance of all public information.
 - 5.3. Direct recruitment by UKMC staff and indirect recruitment through approved agents or partners.

- 5.4. Coordination between Recruitment, Admissions, and Student Support functions to maintain fair and seamless applicant journeys.
- 5.5. Data protection and transparency in line with UK GDPR and consumer protection regulations, UKMC IT Data Protection and Security Policy.
- 5.6. Continuous monitoring and review to uphold quality, equality, and institutional accountability.
- 5.7. The purpose of this policy is to ensure that recruitment activity at UKMC:
- 5.8. Maintains integrity, fairness, and accuracy across all stages of engagement with applicants.
- 5.9. Aligns institutional growth with capacity, resources, and student support infrastructure.
- 5.10. Upholds equality of access, non-discrimination, and inclusivity.
- 5.11. Meets all legal, ethical, and regulatory obligations governing higher education recruitment.

Alignment Statement

- 6. This policy aligns with the UK Management College Strategic Plan 2025–2030, the institutional Access and Participation Statement (APS), and the Office for Students (OfS) regulatory framework. It reflects UKMC’s commitment to ensuring that all recruitment and admissions practices demonstrate integrity, transparency, equality of opportunity, and compliance with national higher education standards.
- 7. The policy ensures that recruitment activities are fully aligned with:
 - 7.1. OfS Conditions of Registration, particularly Conditions E7 (Governance), E8 (Integrity and Transparency), F1 (Consumer Protection), and C1–C3 (Quality and Student Outcomes).
 - 7.2. The Equality Act 2010, ensuring equitable access and representation for under-represented and disadvantaged groups.
 - 7.3. The Data Protection Act 2018 (UK GDPR), safeguarding applicant information and transparency.
 - 7.4. The Consumer Protection from Unfair Trading Regulations 2008, ensuring accuracy in marketing and communication.
- 8. By aligning recruitment activity with these frameworks, UKMC guarantees that all applicants are treated fairly and that institutional growth is achieved responsibly,

reflecting the College's mission to widen participation, promote inclusion, and support successful outcomes for all learners.

Institutional Recruitment Quality Framework

9. This framework provides the structure through which UKMC assures the quality, integrity, and sustainability of its recruitment operations. It supports compliance with internal policies, OfS expectations, and the UK higher education quality code.

10. It includes:

- 10.1. Annual recruitment forecasting aligned with staffing levels, teaching capacity, and student support resources.
- 10.2. Equality and risk analysis addressing demographic representation, over-recruitment, and participation gaps.
- 10.3. Collaborative planning between the Recruitment Office, Admissions, Quality and Compliance, and Academic Planning teams to ensure balanced and achievable recruitment targets.
- 10.4. Governance procedures for approving new recruitment markets or initiatives, supported by a business rationale, equality assessment, and compliance review.
- 10.5. Annual evaluation of recruitment performance to ensure data-driven improvement and alignment with institutional capacity and equality commitments.

Marketing and Information Governance

11. This section establishes clear governance over the creation, approval, and monitoring of all marketing and communication materials used in recruitment. It ensures that all published information accurately represents UKMC's programmes, resources, and student experience.

12. It includes:

- 12.1. Defined processes for content accuracy, approval, and version control across websites, social media, printed materials, and agent communications.

- 12.2. Mandatory pre-publication approval for all materials, coordinated by the Marketing and Compliance Office.
- 12.3. Mechanisms to ensure that published information reflects true programme delivery, institutional capacity, and resource availability.
- 12.4. Assurance of compliance with consumer protection legislation and OfS expectations for transparency and integrity.
- 12.5. Maintenance of a central Marketing Approval Register documenting version history, approval authority, and date of release.
- 12.6. Regular audits of all public-facing information to verify compliance, prevent misinformation, and ensure ongoing accuracy.

Recruitment Ethics and Agent Management

13. This section defines the ethical and operational standards that govern all recruitment activities undertaken by UK Management College (UKMC), whether conducted internally by staff or externally through approved agents and partners. It ensures that recruitment practices uphold the principles of fairness, integrity, and accountability, in line with UKMC's institutional values and regulatory obligations.

14. It includes:

- 14.1. Due Dilligence processes in the initial stages of developing an agreement
- 14.2. Acknowledgement of conflict of interest or controversial activities that should be aware of before the agreement commences.
- 14.3. Ethical principles guiding all recruitment activity, ensuring honesty, professionalism, and transparency in all applicant interactions.
- 14.4. Compliance with equality and inclusion standards and the UKMC Equity Diversity and Inclusion Policy, ensuring that recruitment materials, processes, and interactions are free from discrimination and bias.
- 14.5. Procedures for agent onboarding and due diligence, including background checks, verification of credentials, reference assessment, and financial integrity review before approval.

- 14.6. Formal contracts and service-level agreements (SLAs) outlining recruitment standards, expected behaviour, compliance responsibilities, and performance indicators.
- 14.7. Mandatory training for agents and recruitment partners, ensuring familiarity with UKMC's mission, programmes, entry requirements, and regulatory duties.
- 14.8. Regular agent performance monitoring against agreed Key Performance Indicators (KPIs), such as the quality of applications, conversion rates, and adherence to UKMC's ethical standards.
- 14.9. Data governance under the Data Protection Act 2018 (UK GDPR), ensuring secure handling of applicant data shared between UKMC and authorised agents, with full transparency and consent protocols.
- 14.10. Clear escalation processes for instances of misconduct, misrepresentation, or breach of compliance, including referral to the Quality and Compliance Department for investigation and potential contract termination.
- 14.11. Annual review of agent agreements and performance, ensuring continued alignment with institutional strategy, OfS expectations, and ethical recruitment practices.

Compliance, Monitoring, and Continuous Improvement

15. This section embeds recruitment quality assurance within UKMC's institutional governance and quality management systems. It ensures that recruitment practices are continually evaluated, refined, and aligned with institutional strategy, OfS regulatory expectations, and equality objectives.

16. It includes:

- 16.1. Annual recruitment quality review, coordinated by the Quality and Compliance Department, integrating demographic data analysis, conversion metrics, and equality impact assessment.
- 16.2. Performance monitoring against institutional targets for access, success, and progression, ensuring recruitment contributes positively to student outcomes and widening participation goals.

- 16.3. Integration of recruitment indicators into the Quality Assurance and Enhancement Handbook, establishing measurable benchmarks for performance, fairness, and compliance.
- 16.4. Internal and external audit processes, including documentation review, recruitment data verification, and periodic compliance audits to ensure regulatory integrity.
- 16.5. Stakeholder feedback mechanisms, including student surveys, partner feedback, and agent evaluations, to capture insights into recruitment effectiveness and applicant experience.
- 16.6. Continuous improvement cycles, using audit outcomes and feedback data to inform annual revisions of recruitment processes, agent management, and marketing governance.
- 16.7. Reporting and governance oversight, with findings from recruitment audits and equality assessments submitted annually to the Academic Board, Quality and Standards Committee, and Executive Board.

Legal and Regulatory Alignment

- 17. This policy ensures full compliance with the key statutory and regulatory frameworks governing higher education recruitment in the United Kingdom. These frameworks underpin UKMC's commitment to lawful, transparent, and ethical recruitment across all campuses and delivery partnerships.
- 18. It includes alignment with:
 - 18.1. Office for Students (OfS) Conditions of Registration:
 - 18.1.1. E7 (Governance) — ensuring clear institutional accountability for recruitment and admissions.
 - 18.1.2. E8 (Integrity and Transparency) — upholding honesty and accuracy in information shared with applicants.
 - 18.1.3. F1 (Consumer Protection) — ensuring all marketing and communications are clear, accurate, and non-misleading.
 - 18.1.4. C1–C3 (Quality and Student Outcomes) — linking recruitment to course quality, student success, and progression outcomes.

- 18.2. Data Protection Act 2018 (UK GDPR) — governing the collection, processing, and secure storage of applicant data and information sharing with authorised agents or partners.
- 18.3. Consumer Protection from Unfair Trading Regulations 2008 — ensuring that all marketing, promotional, and recruitment communications are truthful, accurate, and fair.
- 18.4. Equality Act 2010 — embedding principles of equality, inclusion, and widening participation across all recruitment and admissions activities.
- 18.5. Bribery Act 2010 — prohibiting unethical incentives, ensuring integrity in all recruitment and partnership arrangements.

Governance and Oversight

- 19. This policy is governed through a structured framework that ensures transparency, accountability, and regulatory alignment across all recruitment and admissions activities. Oversight is embedded within UK Management College's quality governance system, ensuring that recruitment remains ethically sound, strategically aligned, and compliant with the OfS regulatory framework, UKMC's Strategic Plan 2025–2030, and its Access and Participation Statement (APS).
- 20. **Policy Ownership and Strategic Oversight:** The Head of Recruitment and Business Development holds overall responsibility for implementing and monitoring the policy across all campuses, supported by the Dean and Provost, who provide strategic direction to ensure recruitment aligns with institutional capacity, equality objectives, and quality standards.
- 21. **Quality Assurance and Monitoring:** The Quality and Compliance Department oversees recruitment quality through audits, data verification, and alignment with OfS conditions. Recruitment and Admissions Offices jointly review performance data each term, ensuring that institutional growth remains sustainable, inclusive, and evidence-based.
- 22. **Equality and Data Governance:** The Equity, Diversity and Inclusion Committee (EDIC) reviews recruitment outcomes by demographic characteristics, identifying areas of underrepresentation or potential bias. All recruitment and admissions data are handled in accordance with UK GDPR, ensuring accuracy, confidentiality, and lawful processing.

23. **Institutional Reporting and Accountability:** Annual reports on recruitment quality, agent performance, and equality impact assessments are submitted to the Academic Board for governance review and strategic oversight. The Executive Board reviews key findings and risk analyses, while the Board of Directors provides institutional assurance and final ratification of policy compliance and performance outcomes.
24. **Continuous Improvement and Policy Review:** Findings from audits, equality analyses, and student or agent feedback inform annual reviews of recruitment processes. The Quality and Compliance Department leads this process, ensuring that updates reflect institutional growth, external regulations, and sector-wide good practice.

Key Deliverables for Policy Implementation

25. The Recruitment Quality and Compliance Manual will serve as a comprehensive guide integrating all marketing, recruitment, admissions, and agent management processes to ensure operational consistency, transparency, and regulatory compliance across campuses.
26. The Recruitment Quality Dashboard will provide a live institutional overview of applicant demographics, conversion trends, and compliance performance, enabling data-driven decision-making and early identification of risks or disparities.
27. The Integration with the Institutional Quality Cycle will embed recruitment evaluation into UKMC's established audit and reporting frameworks, ensuring that recruitment outcomes directly inform strategic planning, equality assurance, and governance reviews.
28. The Annual Recruitment Quality Report will be submitted to the Academic Board to demonstrate compliance, evaluate performance, and identify areas for enhancement, supporting continuous improvement and institutional accountability.
29. Other reasonable steps and reporting may go through the Quality and Standards Committee.