

Regent College London Recruitment, Selection and Admissions Policy and Procedure, and Terms and Conditions

1. Introduction and background

- 1.1. This document sets out:
 - How Regent College London (the College) approaches the admission of students
 - Roles and responsibilities at the College and our partners
 - Entry criteria
 - The admission process from initial information and enquiry through to enrolment and induction on the programme, and the contract between the student and the College including key elements from our terms and conditions
 - What happens when we need to make changes to our programmes during the admissions process
 - Appeals against admission decisions
 - Complaints relating to the admission process
 - How we disseminate, implement, monitor, review and develop this policy and procedure.
- 1.2. The Competition and Marketing Authority (CMA) publishes guidance to UK higher education institutions to help them understand their responsibilities under the Consumer Rights Act 2015. This applies to the relationship between the higher education provider and prospective and current students. The guidance covers three main areas:
 - Information provided to prospective and current students should be up front, clear, timely, accurate and comprehensive
 - Terms and conditions for students should be fair
 - Complaint handling processes and practices should be accessible, clear and fair

This policy abides by the Competition and Markets Authority's (CMA) guidance on consumer law in the context of UK higher education

1.3. The UK Quality Code for Higher Education
This Policy aligns with the following Expectations and core and common practices in the UK
Quality Code:

Expectation for Standards:

The value of qualifications awarded to students at the point of qualification and over time is in line with sector-recognised standards.

- The provider ensures that students who are awarded qualifications have the opportunity to achieve standards beyond the threshold level that are reasonably comparable with those achieved in other UK providers.
- Where a provider works in partnership with other organisations, it has in place effective arrangements to ensure that the standards of its awards are credible and secure irrespective of where or how courses are delivered or who delivers them.



• The provider reviews its core practices for standards regularly and uses the outcomes to drive improvement and enhancement.

Expectations for Quality:

From admission through to completion, all students are provided with the support that they need to succeed in and benefit from higher education.

- The provider has a reliable, fair and inclusive admissions system.
- The provider actively engages students, individually and collectively, in the quality of their educational experience.
- The provider has fair and transparent procedures for handling complaints and appeals which are accessible to all students.
- The provider reviews its core practices for quality regularly and uses the outcomes to drive improvement and enhancement.

This Policy also reflects the following Guiding Principles from the UK Quality Code's Advice and Guidance for Admissions, Recruitment and Widening Access:

- Policies and procedures for application, selection and admission to higher education courses are transparent and accessible.
- Higher education providers use fair, reliable and appropriate assessment methods that enable them to select students with the potential to complete the course successfully.
- Higher education providers reduce or remove unnecessary barriers for prospective students.
- Information provided to prospective students for recruitment and widening access purposes supports students in making informed decisions.
- All staff, representatives and partners engaged in the delivery of admissions, recruitment and widening access are appropriately trained and resourced.
- Providers continually develop widening access strategies and policies in line with local and national guidance.
- 1.4. The College will apply this policy and procedure fairly and equitably while meeting our obligations for the maintenance of the College's academic standards and the achievement of our corporate objectives.
- 1.5. The admissions policy and procedure and associated documents will be reviewed regularly. Any revisions will be considered and approved by Academic Board.

2. Our approach to the admission of students

- 2.1. The College is committed to creating and sustaining a positive and supportive, excellent teaching and learning environment for its students which:
 - Is fair, equitable and mutually supportive;
 - Respects the diversity of students, encouraging and enabling them to achieve their full potential;



• Acknowledges the rights of all existing and prospective students to be treated with respect, dignity and fairly with regard to all policies, procedures, assessments and related activities.

All information contained in prospectuses, websites and other material used in the recruitment and admission of students will promote equality of opportunity. All staff involved in the admission of students will have an awareness of equality and diversity through our Equality and Diversity Policy.

- 2.2. The College aims to operate its admission procedure with integrity, transparency and professionalism in order to foster the widest participation and equality of opportunity, with a particular emphasis on adults returning to study and others looking for developmental opportunities via higher education.
- 2.3. Specifically, we adopt an assessing approach to admission, using a dedicated Admissions, Recruitment and Widening Access (ARWA) team, who support the student case file from first enquiry through the enrolment with the objective of matching the potential student with a programme of study which:
 - Best meets their stated career aims and ambitions;
 - Is appropriate for their current level of preparation to study, evidenced via qualifications, skills and experience; and
 - They are likely to benefit from and complete.

In doing so, we will offer professional, fair and unbiased advice and guidance, referring prospective students onwards if we are not able to match with an appropriate College programme. A key element of our approach is engagement with prospective students this is likely to be a digital meeting where possible with face to face on a platform such as MS Teams before the offer of a place.

3. Roles and Responsibilities;

3.1. Setting and monitoring of admission criteria and target numbers

Broad entry criteria are set by our partner awarding organisations. Target numbers are principally determined via student number caps or contracts from the relevant regulatory, funding or partner body and take into consideration market research, resources and capacity. Within this, the allocation of target numbers to specific entry points, together with the implementation of/additions to entry criteria, are determined by the Principal, with advice from with the academic governance structure and ultimately approved by the Governing Board. Entry criteria are published on the College's website and some sector and third-party websites and directories. Our Admissions, Recruitment and Widening Access team advises on the general acceptability and equivalence of a range of entry qualifications.

3.2. Assessing and communicating with prospective students

Our ARWA team receives and assesses all applications to study at the College. A recommendation to offer a place, including any credit on entry, is made by the ARWA team against published criteria, on the basis of the written application, prior learning, supporting documentation and in some cases, advice from a member of College teaching staff and/or



our English support team having interviewed the prospective student. A member of the college Governance Office reviews the recommendation and makes the formal decision on each application. All communication with prospective students is made via ARWA team, including status of application, advising on the process including required additional activities such as interviews or English testing, offers of places, joining instructions and feedback to unsuccessful applicants. Prospective students are also encouraged to contact the Student Support Officer or Careers & Support Officer for information concerning housing, services and support for students with disabilities or special educational needs, a communication process supported by the ARWA Officer managing the file.

3.3. Publication of Information, enquiry handling and outreach

The College Marketing, Recruitment and Admissions staff publish information for prospective students in College and external media, both web and print-based, and handle initial information, advice and guidance enquiries, normally via individual consultation meetings with each prospective student, which can take place digitally or via the phone.

3.4. Appeals & complaints

Appeals and complaints relating to the admission of students are handled, in the first instance, by the Head of Admissions, Recruitment and Widening Access . Where matters are not resolved to the satisfaction of the prospective student, they are referred to the Principal and/or Head of Sales

3.5. Monitoring & Review

Monitoring and review of the admission cycle for each programme is undertaken by College staff within the particular annual and periodic review and/or reaccreditation exercise for the qualification/awarding body concerned. Academic Board draws on the outcome of this to review the cycle College-wide and consider the wider effectiveness of the Admission Policy and its implementation as practice.

3.6. Exceptions to the above

Where the College delivers a programme on behalf of another education provider, for example, on a subcontract or franchise basis, and where the student is an Indirect Academic Student then elements of the above may be undertaken by that provider, noting that the College may still play a role. The details of each arrangement with each partnership are outlined in the partnership operations manual. Where a student is a Direct Academic Student regardless of awarding body this policy applies in full.

3.7. Responsibility of prospective students

In order to operate the admission process in a fair, effective manner, we place certain obligations upon the prospective student, namely:

- o To provide complete, timely, accurate and truthful information as required
- o To participate in any required assessment activity
- o To update us as soon as possible if personal details or study intentions change
- When offered a place, to complete the enrolment process or decline the offer within the required timescale.
- o To provide any additional information required in a complete and accurate form prior to enrolment, including that relating to student migration, eligibility to pay tuition



- fees, verification of identity & entry qualifications, declared disabilities or medical conditions.
- o To pay tuition and other fees to the value and schedule required by the College

4. Entry criteria

- 4.1. Prospective students must be aged 18 or above on the first day of the proposed programme
- 4.2. Each course publishes an academic entry requirement which applicants are required to fulfil.
- 4.3. The College also has general entry requirements for all of its programmes. These entry criteria are published on the College's website at www.rcl.ac.uk and in the published programme specifications for each course.
- 4.4. We welcome a wide range of UK, European and International qualifications. More information on non-UK qualifications can be found at www.rcl.ac.uk
- 4.5. The College also requires all applicants whose first language is not English to demonstrate their proficiency in English to a standard required to complete their chosen course and to comply with UKVI requirements. Details of acceptable English Language qualifications, required levels of English Language and the College's own internal Click English Language Programme can be found at https://www.rcl.ac.uk/studying-at-regent/english-language-requirements-and-help/



4.5.1. The required level of proficiency may be evidenced by one of the qualifications listed below:

English qualifications *				
Language Test	Foundation Year	Foundation Degree	Degrees & Postgraduate	
IELTS Academic / IELTS for UKVI	5.0(no element below 4.5)	5.5 (no element below 5.0)	6.0 (5.5)	
Regent College Click English Test	5.0(no element below 4.5)	5.5 (no element below 5.0)	6.0 (5.5)	
Pearson Test of English	(41)	51 (46)	56 (51)	
Functional Skills English	Level 1 Pass	Level 2 Pass	Level 2 Pass	
Adult Literacy	Level 1 Pass	Level 2 Pass	Level 2 Pass	
Integrated Skills in English (ISE II)	Pass (in all areas ISE I)	Pass (in all areas ISE II)	Pass (in all areas ISE II)	
Edexcel IGCSE English Language A	Grade E/3or above (including Speaking and Listening)	Grade C/4 or above (including Speaking and Listening)	Grade C/4 or above (including Speaking and Listening)	
International Baccalaureate (IB) Standard Level English Language	Grade 5 or above	Grade 5 or above	Grade 5 or above	
International Baccalaureate (IB) Higher Level English Language	Grade 4 or above	Grade 4 or above	Grade 4 or above	



	EOINDOIN		
NCUK International Foundation Year English for Academic Purposes	Grade C or above	Grade C or above	Grade C or above
Edexcel IGCSE English as a Second Language	Grade B / 6 (Inc. Speaking and Listening)	Grade B/6 or above (Inc. Speaking and Listening)	Grade B/6 or above (Inc. Speaking and Listening)
Edexcel IGCSE English Language A	Grade E/ 3 (Inc. Speaking and Listening)	Grade C/4 or above (Inc. Speaking and Listening)	Grade C/4 or above (Inc. Speaking and Listening)
Cambridge English Level 2 Certificate: Advanced	Minimum overall score of 154, with no less than 147 in any component	Minimum overall score of 176, with no less than 169 in any component	Minimum overall score of 176, with no less than 169 in any component
TESA	5.0 (no element below 4.5)	5.5 (no element below 5.0)	6.0 (5.5)

^{**}This list above is not exhaustive, however if the qualification you hold is not listed in the above table, you may be required to take an English Assessment and / or a pre-sessional English course and formal test.



- 4.5.2.All students who do not meet the above requirements are usually required to take the College's English language assessment (Click English Test). Prospective students who do not meet the required English standard with this assessment are offered an appropriate English language course designed to enable achievement of the required English level for admission to the desired College programme.
- 4.5.3. The two exemptions to the above requirements are:
- The applicant has two or more years of previous successful full-time academic studies in the UK
- The applicant is coming from a majority English speaking country and has a qualification that includes English Language as a subject – https://www.gov.uk/tier-4-general-visa/knowledge-of-english
- 4.6. Prospective students are not guaranteed a place because they meet or are expected to meet our entry criteria. Where places are limited and demand is high, we may use the information gathered in the admission process, described in Section 5 below, to select the best prepared candidates and/or offer places for an alternate entry point. We also reserve the right not to offer a place in specific circumstances detailed in this policy or where an application does not meet its terms.

5. The admission process and key elements of terms & conditions

5.1. Please also see our full terms and conditions (available on our website at https://www.rcl.ac.uk/terms-and-conditions/). Unless otherwise stated, *days* refers to College working days.

5.2. Confidentiality & Disclosure

5.2.1. By submitting an enquiry and/or application to the College, prospective students give their consent to the College for processing the information as follows. All enquiries and applications are created as an electronic record on our CRM database and student administration system. Subject to the provisions of data protection, the information provided by prospective students is only shared with those College staff directly involved with processing the application or undertaking related management activity such as the administration of surveys and market research, compilation of statistics and the provision of further information about the College/University. It is implicit that where referees are named, we have the prospective student's permission to approach these. However, where we need to undertake further checks involving a third party, we will seek the prospective student's permission beforehand, whilst noting that we may not be able to proceed with an application without such permission. Additional storage, usage and sharing of data applies once a student enrols. These will be made clear in our full terms and conditions. The College meets the requirements of the Data Protection Act 2018.

5.3. Stage A: Initial information and enquiry

- 5.3.1. We provide prospective students with *material information* prior to application, including:
 - This Admissions Policy, including our entry requirements
 - An overview of the College, our programmes and tuition/other fees charged



- Our full terms and conditions
- Our tuition fee refund and compensation policy
- Our complaints policy and procedure

This information is provided via content and downloads on our website and also at some external websites and listings, for example the Unistats or Discover Uni sites.

5.3.2. Prospective students are expected to first register their interest via the enquiry form (either in person or online), as well as via email address or telephone numbers on our website. After doing so, a member of our ARWA team is assigned to the student and will contact the prospective student within two days to arrange a pre-application information discussion, to take place within the next ten days. As part of this discussion, the ARWA Officer will discuss with the prospective student their ambitions and study intentions in the context of work, study and English language achievement to date, in order to signpost the prospective student to the most appropriate College programme, or to provision elsewhere, prior to application.

5.4. Stage B: Application

5.4.1.All applications received at least twenty-eight days before the proposed entry point are given equal consideration. Applications received after that date will be considered on a first come, first served basis for any remaining vacancies on the programme.

In order to apply for a place on a course, a completed application form, downloaded or accessed from the website, must be provided along with the following documents:

- Copy of the pages of the passport containing photograph, passport number, passport expiry date, previous visas (in case of non EU/non-UK) and personal details
- Relevant credentials such as certificates of educational attainment, work experience and other relevant supporting documents (copies accepted at this stage of application)
- Certification of English language capability to a level commensurate to B2 of the Common European Framework of Reference; specifically via an acceptable SELT (Secured English Language Test) in the case of non-EU/UK nationals
- Proof of funds to pay the programme fees (in the case of non-EU/non-UK students)
- 5.4.2. Where any of the above documents or certificates are in a language other than English, it is the prospective student's responsibility to present an English translation by an authorised and recognised translation body, on the letterhead and signed by a relevant member of staff of that body. The College reserves the right to contact any organisation for the verification of documents submitted as part of the application process.
- 5.4.3. Prospective students with disabilities or medical conditions are encouraged to declare this on the application form. In this case the application will be reviewed by the Student Services Team who may also call on further professional advice to determine what adjustments, if any, the College needs to make in order to support the student. We reserve the right to refuse admission where the student cannot be supported with



reasonable adjustments, or to terminate enrolment in such cases where the student did not declare a disability/condition at application.

- 5.4.4. Prospective students with unspent criminal convictions or cautions are required to declare this on the application form. In such cases, the application will be reviewed by the Principal to assess the risk to other students, to staff, and to College property, with one of the following outcomes:
 - If the application would otherwise result in the offer of a place, no additional conditions are necessary
 - If the application would otherwise result in the offer of a place, specific further conditions are to be included in that offer, designed not only to minimise any risks identified (if any) but to ensure the prospective student receives the necessary support
 - That the admittance of the prospective student is too high a risk and thus to not offer a place.

We will terminate enrolment in cases where a student did not declare unspent criminal convictions or cautions during the application stage.

5.5. Stage C: Assessment of applications

- 5.5.1. Submitted applications will receive an acknowledgement which comprises of a conditional offer within two days of receipt by the College. The ARWA team will assess the application form and supporting documentation against our entry criteria and this policy, resulting in one of the following outcomes:
 - Where the prospective student has met/is predicted to meet all entry criteria via certificated achievement prior to the start of the programme (including English Language requirements) at level 3 & 4 they may be invited to an intention to study meeting which will take place online with either a member of the academic team or ARWA Officer.
 - o Where the prospective student has applied on the basis of work experience and/or is applying for study at level 5 or above they will be invited to an intention to study meeting which will take place online with a member of the academic team
 - Where the prospective student is applying without certification of above required
 English language capability they will be invited to take our Click English Test, and the
 English Team will also conduct the intention to study meeting;
 - o Where the prospective student will not meet the entry criteria: the applicant will be informed of this in writing and may be recommended the offer of a place on an alternate programme within the Regent Group or externally (subject to any outstanding conditions) or that the application is rejected;
 - O Where the application is incomplete and/or not all supporting documentation has been provided by the prospective student, this will be outlined in the conditional offer and the ARWA Officer will support the applicant and application until it is fully completed.



5.6. Stage E: Outcomes of the application

- 5.6.1. Following recommendations resulting from consideration of the completed application form and the outcome of the intention to study meeting and any other elements such as the Click English diagnostic, where applicable, a member of the college Governance Office will make a decision on each application. Our ARWA team will then communicate *one* of the following outcomes to the prospective student via email:
 - Unconditional offer of a place
 - Offer of a place subject to conditions being met prior to the student's registration
 with the awarding body (normally within a month of the programme start date) and
 normally involving achievement in outstanding assessments and/or submission of
 original documents
 - Offer of a place on an alternate programme within the Regent Group (subject to any outstanding conditions) or recommendation of alternative programmes externally
 - Not to offer a place, including feedback on the reasons for this and details of the admission appeals process.
- 5.6.2. The outcome will normally be communicated within 10 working days of receipt of the completed application form or within 5 working days of attendance at an intention to study meeting, whichever is the later. In cases where a disability, medical condition or criminal conviction has been declared or a student is applying with work experience, and we need additional information to make a decision, this may result in the timescales taking longer than stated above.
- 5.6.3. An offer of a place will be followed by the following pre-contract information, this information will be provided by Regent College London (if a Direct Academic Student) or by the awarding body (if an Indirect Academic Student) (within or attached to the email unless otherwise noted below):
 - Any conditions to be met by the prospective student (and the date by which they must be met) prior to enrolment
 - An invitation to induction, along with details and timescale of how a prospective student can complete the enrolment process, contract information and cooling off period
 - This Admissions Policy
 - Details of tuition and other fees payable, the process and timescale for payment and our refund policy
 - o Regent College London's full terms and conditions
 - o For non-UK/EU/EEA nationals requiring Sponsorship under Tier 4 of the Points Based System: details of what we will require in order to issue a Certificate of Acceptance for Studies (*CAS*). We will normally issue a CAS to visa nationals within five days once **all** of the following are in place:
 - i. The prospective student has confirmed in writing that they will be taking up our offer of a place
 - ii. All offer conditions have been met



- iii. Advance payment in cleared funds for the first two terms' tuition and related fees has been received in full.
- 5.6.4. Prospective students who are not UK/EU/EEA nationals and who decline or do not require Tier 4 sponsorship are required to provide us with evidence of their right to enter and study in the UK. This must take place before attending the College for induction or enrolling.

5.7. Stage F: Induction and enrolment

- 5.7.1.All prospective students offered a place are invited on the start date offered for an induction/orientation period and to enrol for and commence the programme of studies. Once all offer conditions have been met, the prospective student will enrol by completing the online enrolment process, formally accepting our terms and conditions, agreeing to pay any fees in full and either paying the tuition fees due or providing acceptable proof of who will be paying these fees.
- 5.7.2. Prospective students must complete enrolment as soon as possible and within 20 days of the start of the induction/orientation period. If enrolment is not completed, we will cancel our offer of a place and ask the prospective student to leave the College.
- 5.7.3.Once enrolment is completed, an email will be sent to the student confirming this and a legal contractual agreement will then exist between the student and the College. This is made up of the following, which students are strongly advised to read in full before enrolling:
 - Completed application and enrolment forms
 - This Admissions Policy and procedure
 - Regent College London's terms and conditions
 - Student Handbook
 - The College's Prevent Policy
 - Attendance & Engagement policy
 - Materials held on the student portal, including assignment briefs and our policies in full
 - Refund policy
 - Data protection/IT use policies
 - CAS policy (if you are studying under the College's Tier 4 sponsorship)

5.8. Cooling-off period

5.8.1. Students have the legal right to change their minds and cancel this agreement during the *cooling off* period. The *cooling off* period is within 14 days of the College sending the above email to the prospective student confirming completion of enrolment. To cancel this agreement, students must complete, sign and return our withdrawal form to the Enrolment team at the College within these 14 days. Where the agreement is cancelled, we will refund in full any fees already paid to the College by the student or their financial sponsor, minus a pro rata deduction for days studied during the cooling-off period.



6. When we need to make changes to our programmes, in relation to the published information, during the admissions process

6.1. Change of Course Offer

6.1.1.If we are unable to offer a place on the programme and/or entry date applied for because, for example, the student does not meet the entry requirements or the programme is full, we may offer an alternative programme or start date instead. Our ARWA team will contact the prospective student to discuss the alternative before the offer is processed. Where this is not possible, the alternative offer will be made in writing before the offer is processed.

6.2. Changes to published programme material, or pre-contract information, during the admissions cycle

- 6.2.1. The College takes all steps to avoid changes to a programme after it has opened for applications for a given entry date and in particular within a month of intended start date. However, we reserve the right to change programme dates, cancel programmes and units, change tutors and locations for reasons such as non-availability of venues, insufficient student numbers or staff sickness and absence.
- 6.2.2. Where a prospective student already holds an offer for the programme and date concerned but has not yet enrolled, we do our best to ensure that the prospective student's study intentions can be met. In this case our ARWA team will discuss the available options directly with the prospective student and offer one or more of the following options as circumstances allow:
 - a. Entry to the original programme/semester as planned
 - b. Deferring our offer by one or more intakes
 - c. Transferring our offer to an alternate Regent Group programme for the original entry intake
 - d. Supporting the prospective student in securing a place on a similar programme at another provider;
 - e. Where all of the above options at the College have been exhausted, cancelling our offer.

6.3. Changes to programmes vs. contractual agreement

6.3.1. Where we make changes to a programme after enrolment, which a student considers adversely affect them, the student may withdraw during the *cooling off* period, with a full refund to the fee payer of fees already paid to us. Alternatively or after the *cooling off* period the College will make an appropriate refund considering the proportion of the course completed. In addition, should the changes involve permanent cancellation of the programme, delaying the programme start or continuation dates by more than two calendar months or relocating the teaching of one or more units outside of the Greater London area, we will reimburse the student for any reasonable costs already incurred, directly and exclusively associated with the programme (e.g. visa or travel costs).



7. Appeals against the outcome of an application to study at Regent College London

- 7.1. The College will consider appeals which are:
 - a. Against our final decision on an application
 - b. Made by the applicant in writing
 - c. Received by the College within twenty working days of the date on which the College first informed the applicant of the final outcome of their application
 - d. Made on one of the following grounds:
 - Relevant and material information was not made available to us at the time of application, through no fault of the applicant; and/or
 - The way we dealt with the application differed materially and significantly from our written policy and procedure.
- 7.2. Appeals are considered on the understanding that, should the appeal be upheld, any offer of a place will be either for the entry date originally applied for or the next entry date with availability, at our discretion.
- 7.3. Appeals should be made in writing to the Head of Admissions Recruitment and Widening Access, who will acknowledge the appeal within five working days, investigate and make a decision, responding to the appellant within twenty working days of receipt of the written appeal. The appellant (who may be accompanied) and any member of staff associated with the decision on the application may be asked to attend an appeal hearing meeting. If the matter cannot be resolved at this point, the appellant has the option to then refer the appeal to the Principal, in writing within ten working days of the Head of Admissions Recruitment and Widening Access decision date. Within ten working days of referral, the Principal will respond with their decision, which is final. There is no appeals procedure in cases where the applicant has unspent criminal convictions or cautions at the point of application.

8. Complaints

- 8.1. The College will consider complaints relating to the recruitment and admissions process where these relate to a submitted application. The complaint must be made in writing by the applicant within twenty working days of the events concerned; and concern the way an application has been handled, the subsequent dissemination of information, and/or the conduct of a member of our staff directly involved in processing the application. The complaints procedure cannot be used to appeal against the outcome of an application (for appeals see section 7 above).
- 8.2. Regent College London's Complaints Policy and procedure is available from the College's website and the VLE, and includes the form that must be completed by the complainant to make a formal complaint.
- 8.3. Complaints must be made in writing to the Head of Admissions Recruitment and Widening Access. A formal complaint will be dealt with according to the College's Complaints Policy and procedure and the timescales stated in this policy.



8.4. The UK Office of the Independent Adjudicator does not investigate complaints relating to admissions.

9. Implementation, dissemination, monitoring and review

- 9.1. This policy will be disseminated to College and partner staff and made available to prospective students via the College website and appropriate links or attachments in admissions correspondence. This policy and procedure and associated documents will also be available to all staff and students on the VLE.
- 9.2. The Senior Leadership Team has an overall brief for monitoring and review of the admission cycle, reporting to Academic Board and informed by the development of a series of key performance indicators.

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