



# **Post Graduate Certificate Leadership and Management: Homelessness and Housing**

## **COURSE GUIDE 2019**

**London South Bank University  
103 Borough Road  
London SE1 0AA**

# **Post Graduate Certificate Leadership and Management: Homelessness and Housing**

## **1. About London South Bank University**

London South Bank University is a dynamic institution, with some 25,000 students: undergraduate, postgraduate, both full and part-time and research scholars who are working towards MPhil and PhD degrees. By joining the university you are entering an academic community which has a new and energetic approach to its students and scholars based in the heart of London, just a mile from the South Bank arts complex, Westminster and the City of London.

## **2. Introduction**

This course was developed by the School of Business in collaboration with the London Housing Foundation, who are sponsoring the course. Appendix 1 sets out key information about the London Housing Foundation and students are asked to refer to this as it is critical to the background and ethos of the programme.

The programme aims to develop leadership and management skills for current managers and future leaders of organisations in this area of work.

The course is primarily designed for appropriately experienced and qualified staff in the homelessness and allied sectors. The course also enables students to make a study visit to a similar sector in another country through the support of the London Housing Foundation. It is intended that most participants will arrange this for the 2019 summer break in classroom studies.

The course will run throughout 2019 on a part time basis. There will be an initial residential from Tuesday 22 to Thursday 24 January followed by a combination of attendance on six Thursday afternoons plus three two day blocks (Thursdays and Fridays) during each semester i.e. First Semester, February to June and Second Semester, October to December.

## **3. Programme Aims**

The Post Graduate Certificate in Management and Leadership: Housing and Homelessness aims to:

1. Reflect changes in the operating environment, service provision and Government policy and to develop a critical, enquiring and analytical approach to the study of these changes
2. Contribute to course participants on-going CPD and life-long learning as well as to employers' commitment to staff training and development
3. Develop and enhance the skills, knowledge, academic theory and current practice to manage in a changing sector environment
4. Reflect government policy to provide efficient and effective housing and homelessness strategies run by proficient and effective managers and potential leaders
5. Reflect changes in styles of management theory and practice, recognising the changes in these homelessness and allied sectors and the requirements of managers for the skills and knowledge to manage cross-sectorally as well as inter-sectorally
6. Develop professional and personal confidence to manage and to progress professionally

#### **4. Entry Requirements**

The admission of students to a programme of study are governed by the normal entry requirements for postgraduate management awards at London South Bank University and by the requirements specified below.

***Applicants will normally require:***

- a) A degree or equivalent qualification together with appropriate senior work experience in a relevant setting.

***or***

- b) A professional qualification together with appropriate senior work experience in a relevant setting.

***or***

- c) Relevant senior sector experience, recognised as enabling the applicant to join a course at this level ,

The relevance of an applicant's experience would normally be discussed at interview

#### **5. Programme Sequence**

The Programme is a part time course commencing in January 2019 with classes ending 12 months later in December. (Some coursework will need to be submitted in January 2020). *THE CLASS DATES SHOWN BELOW ARE*

*PROVISIONAL, TO BE CONFIRMED IN DECEMBER 2018. ROOMS WILL BE ANNOUNCED NEARER THE START DATES.*

## **First Semester 2019**

**Enrolment:** Enrolment to the course will take place on **10 January** at LSBU or on **17 January for anyone unable to come on 10<sup>th</sup>**.

**Residential:** An initial residential from **Tuesday 22 to Thursday 24 January** at Cumberland Lodge. *(These dates are firm)*. There will be a small group task following which group members will make a presentation. This will be “formatively” assessed. *(This formative assignment does not count towards the final award but is an opportunity to receive feedback on a piece of group work.)*

**Induction session:** At LSBU Thursday afternoon **31 January from 2.00 till 4.30**. This will include a visit to the library and a tour of the campus.

The induction will be followed by an informal event involving some of the 2018 Cohort 4 participants (and also, hopefully, some from other cohorts) talking about their international study trips to homelessness organisations and an opportunity to mingle socially. Hopefully, it will give you some ideas for your own international visit in 2019. It is anticipated that the evening will run from 5.00 till about 8.30.

**Library and Study Skills Sessions:** To support participants studying at postgraduate level for the first time, or to provide revision for those who already have, four additional sessions are offered. Two will take place in the library, the first of which will be on the induction afternoon, **Thursday 31 January**. The second will take place on the morning prior to the first Introduction to Accounting class **provisionally set for 28 February**. The two Study Skills sessions will similarly take place on the morning prior to the next Introduction to Accounting classes provisionally set for **14 March 14 April**. The first Study Skills session will focus on using academic articles effectively and the second on academic writing.

**Leadership and Management:** Module Code - **BBM\_7\_LAM**. Three x Two-day Blocks – Thursdays 10.00 till 6.00 and Fridays 9.00 till 5.00. *Please note the different timings for each day. This is to allow a little more travelling time at the start and finish of the block.*

The **PROVISIONAL** dates are:

**Block 1: Thursday 7 and Friday 8 February**

**Block 2: Thursday 21 and Friday 22 March**

## **Block 2: Thursday 19 and Friday 10 May**

**Introduction to Accounting:** Module Code - **BAF\_7\_ITA**. Six Thursday afternoons from 2.00 till 5.00 (*except those days when Leadership and Management blocks take place*).

The six **PROVISIONAL** dates are:

**28 February, 14 March, 4 April, 2 and 23 May and 6 June 2018.**

There is an Easter Break from **Monday 8 to Friday 26 April** inclusive and a “Recess Week” from **Monday 27 until Friday 31 May**. There are no classes during these weeks although the university and the library will be open.

There is a Summer Break from **Monday 10 June till Friday 20 September**. This would be a good time for the international visits. (*Please note though that coursework will need to be submitted during June.*)

Marks for these first two modules will be presented to examination boards in February 2020 along with those for the third and fourth modules. It will be at this board that the Postgraduate Certificate award will be made. So the marks given out before then will be provisional. However, it is most unusual for provisional marks to be changed by an examination board.

***(Note Appendix regarding LHF international aspect to take place between semesters)***

## **Second Semester 2018**

**Third Sector Organisational Development:** Module Code – **BBM\_7\_TSO**. Three x Two-day Blocks – Thursdays 10.00 till 6.00 and Fridays 9.00 till 5.00. *Again please note the different timings for each day. This is to allow a little more travelling time at the start and finish of the block.*

The **PROVISIONAL** dates are:

**Block 1: Thursday 3 and Friday 4 October**

**Block 2: Thursday 7 and Friday 8 November**

**Block 3: Thursday 5 and Friday 6 December**

**There will also be a final full day on Friday 13 December when participants will present an outline of their coursework to assessors and classmates.**

**Governance:** Module Code – **BBM\_7\_GOV**. Six Thursday afternoons from 2.00 till 5.00 (*except those days when Third Sector Organisational Development blocks take place*).

The **PROVISIONAL** dates are:

**10, 17 and 31 October and 14, 21 and 28 November**

## **6. Course Structure**

The course comprises the following taught Modules:-

### **Leadership and Management (20 Credits)**

We will examine the different concepts of leadership and management focussing on what might be considered the more appropriate styles in the homelessness and housing context. It will include value-based leadership and change management. There will be opportunities to evaluate your own individual and organisational competences and for skill development using in-depth reflections.

### **Introduction to Accounting (10 credits)**

This Module is designed to provide all students with knowledge of basic concepts and practices in accounting, an understanding of accounting requirements in third sector organisations and an appreciation of good practice in financial reporting. It will introduce key elements of project accounting, including an understanding of basic costing approaches as well as understanding the theory and basis of management accounting, including budgeting and reporting.

### **Third Sector Organisational Development (20 Credits)**

In the Autumn term, this module will provide an overview of theories, techniques and knowledge in the area of Organisational Behaviour and People Management. It adopts a critical and comparative perspective of the issues and implications which relate to managing people in homelessness and housing organisations. Underpinned by Organisational Behaviour, Management and HRM research, the module aims to help students develop an understanding of people management issues in relation to working with both paid or unpaid staff. There will be ample scope to analyse your own organisation's practices in light of the theory.

### **Governance (10 Credits)**

Again in the Autumn term, the purpose of this module is to enable participants to reflect on and understand the role of governance in ensuring accountability within their organisations. This module will introduce concepts and theories of governance together with practical tools to facilitate and enable appropriate accountability.

## 7. Module Assessments

### Leadership and Management

*100% Coursework but with 2 Elements as follows:*

**Element 1 (40% weighting)** – Two examples of high level reflections on your leadership or managerial performance.

**Element 2 (60% weighting)** – An individual written assignment, applying relevant theoretical concepts to your organisation.

### Introduction to Accounting

*100% Coursework with one Element*

Assessment will be based on a Case Study which will be worked on during the module

### Third Sector Organisational Development

*100% Coursework but with 2 Elements as follows:*

**Element 1: (80% weighting)** Assignment based in students' own organisation

**Element 2: (20% weighting)** Individual presentation on an outline of, and recommendations from, Element 1. *(This to take place on 13 December, before the submission of Element 1 in January 2020, to enable feedback to be taken into account.)*

### Governance

*100% Coursework*

The Coursework will be an individual written assignment.

### Overall

The weighted pass mark across the modules is 50%. Where there are multiple assessments, a 40% minimum pass on each element is a necessary condition of an overall pass.

It is necessary to pass all the modules to be awarded the Postgraduate Certificate.

## 8. Assessment regulations

Module submission assessments dates will be set out in the Module Guides and via the in-house Moodle web site.

Regulations for assessment and progression will follow the LSBU Academic Regulations for Taught Programmes:

<http://www.lsbu.ac.uk/current.student/downloads/AcademicRegsTaughtProgs.pdf>

## 9. Virtual Learning Environment (VLE)

### Email

All students on enrolment are given an LSBU email account, and students can access this account on or off campus. All contact with students on the course will be via their LSBU email address.

### Virtual Learning Environment

Students on and off campus will have access to, a virtual learning environment which enables students and tutors to share learning resources, communicate, collaborate and support progress. It allows students and tutors to have flexible access as it can be used on and off campus and at any time of the day (or night!). As well as providing support for individual modules, the site will contain a virtual notice board which allow Course Directors and Tutors to put up information relating to the course as and when it becomes available. It will be recommended that students check the VLE site on a regular basis.

## 10: How to Apply

1. Go to UCAS Postgraduate website (UK Pass).  
<https://pgapp.ukpass.ac.uk/ukpasspgapp/login.jsp?institution=L75&course=52281&source=digital.ucas.com>
2. As a first time user, you will be asked to register
3. Complete your personal details and create a username and password.
4. Against "Start Date" add January 2019.
5. Click the only option available under "Attendance/Qualification/Duration."
6. Continue by clicking OK and you will be taken to an application form.
7. You may complete the form in stages and save.



## 11. Course Contacts

Andrew Summers – Course Director

**Tel:** (44) 020 7815 8210

**Email:** [summeraj@lsbu.ac.uk](mailto:summeraj@lsbu.ac.uk)

Paul Charlett

Course Administrator

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## Appendix 1: Key Information from London Housing Foundation



### What We Do

***LHF's primary aim is to reduce street homelessness amongst single people. We do this by supporting the work of agencies that provide services to single homeless people or to those who are in imminent danger of homelessness.***

***We do not directly provide any services ourselves to homeless people but we run programmes and provide grants to help those that do. As our name suggests we focus the majority of our efforts on agencies working in London but we do from time to time support agencies outside London. We have funded some projects in Eastern Europe when we have seen an overwhelming case for humanitarian assistance for single homeless people.***

### History of the PG Certificate in Leadership and Management: Homelessness and Housing

In 2014, LHF prioritised a need for capacity building within the sector to ensure that organisations and individuals working towards the same ends of combatting homelessness had the necessary people with the necessary skills to work towards this shared vision. Following discussions with LSBU, we embarked on the first programme of the PG Certificate in January 2015 and are now entering our fifth year of the programme, to commence January 2019.

### LHF's Current Priorities

Please have a look at LHF's website to find out more about the work that we support that includes the Leadership and Management Programme with LSBU, the London Homelessness Awards, responsive grants, homelessness in other countries, especially as they may impact on the UK. <http://lhf.org.uk/>

### International Aspect

LHF believes strongly that homelessness agencies working in London and the UK can learn from other agencies carrying out similar work abroad. This learning can take the form of both seeing how others deliver services, but also in Europe and particularly the EU, understanding how local economic and social conditions

can impact directly on the demand for services from the agencies in London itself.

LHF has had a close partnership with Depaul International for 8 years. This has allowed us to both support Depaul's international humanitarian work with homeless people in Eastern Europe and through this collaboration to better understand the links between homelessness in London and other major European cities.

For many years LHF has provided bursaries for individuals working in London who wish to visit agencies abroad and we have also organised reciprocal trips to allow foreign agencies to see the work carried out in London. Recently we have concentrated our funding on bursaries in support of our Leadership Programme that offers all graduates the opportunity to travel and see how other organisations tackle homelessness in their countries.

The current focus of the bursaries we offer to Leadership Programme graduates is the impacts of migration on homelessness in European cities.

We want to give participants on the LHF/LSBU programme the opportunity to develop their skills and broaden their horizons by affording everyone the same opportunity to explore what is happening in other countries. We envisage study trips taking place part way through the programme say in July/August/September, the cost of which will be met by LHF. We will be discussing this with participants when we meet at Cumberland Lodge at the start of the programme.

**This is an opportunity, not a requirement, and in will in no way affect the outcome of student results for the academic programme. Any enquiries in relation to study visits should be sent to LHF, not LSBU**

**LHF Contacts:**

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## APPENDIX 2: TIMETABLE

<b>Date</b>	<b>Activity</b>	<b>Notes</b>
20 June 2018	EOIs sent out to interested parties by LHF	This includes appropriate organisations on LHF's database, and those already having expressed an interest, local authorities and MHCLG
6 August 2018, noon	All EOIs to be received by LHF	If there is any reason why an EOI cannot be submitted by the deadline, this should be notified to LHF in advance
10 August 2018	UKPASS open for formal applications	Instructions on how to use the system will be sent to those invited to apply by LSBU
17 September 2018, 5.00pm	Deadline for formal applications via UKPASS	If there is any reason why an application cannot be submitted by the deadline, this should be notified to LHF in advance
1-15 October 2018	LSBU/LHF review of applications	Applicants to be invited for interview will be notified by LSBU Admissions
6, 7, 8, 13, 14, 15 November 2018	Interviews to be held at LSBU	Applicants should make a note in their diaries of potential interview dates
w/c 18 November 2018	Formal offers and/or rejections will be sent out by LSBU via UKPASS	All successful applicants have to accept the offer via UKPASS. Instructions will be sent out
10 and 17 January 2019	LSBU Enrolment	To be held at LSBU
22-24 January 2019	Introductory Residential at Cumberland Lodge, Windsor Great Park	A chance to meet other course participants and key individuals from LSBU and LHF
31 January 2019	LSBU Induction	To be held at LSBU
7 February 2019	Academic programme commences	Provisional dates for all modules included in the Course Guide