



# **Postgraduate Certificate Leadership and Management: Homelessness and Housing**

## **COURSE GUIDE 2026/27**

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

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# Post Graduate Certificate Leadership and Management: Homelessness and Housing

## 1. About London South Bank University

London South Bank University (LSBU) is a dynamic, forward-thinking institution with a vibrant and diverse community of approximately 25,000 students. Our student body includes undergraduate and postgraduate learners, studying both full-time and part-time, as well as a growing number of research scholars pursuing MPhil and PhD degrees across a wide range of disciplines.

By joining London South Bank University, you become part of an inclusive academic community that places students and researchers at the heart of everything we do. LSBU is known for its modern, energetic approach to teaching, learning, and research, combining academic excellence with real-world relevance and strong professional links.

Located in the centre of London, the University offers a unique study environment just a mile from the South Bank arts complex and within easy reach of Westminster and the City of London. This prime location provides students and scholars with exceptional access to cultural institutions, global businesses, government bodies, and professional networks, enriching both academic and personal development.

## 2. Introduction

The PG Cert in Homelessness and Housing was developed by LSBU Business School in collaboration with the London Homelessness Foundation (LHF), who are sponsoring the course.

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 will run from September 2026 until June 2027 on a part time basis in 8 two-day blocks: Thursdays and Fridays. There will be an initial two night residential from Tuesday 29<sup>th</sup> September to Thursday 1<sup>st</sup> October 2026.

### 3. Programme Aims

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

1. Contribute to participants ongoing Continuing Professional Development (CPD) and lifelong learning as well as to employers' commitment to staff training and development.
2. Develop and enhance the skills, knowledge, academic theory and current practice to lead and manage in a changing sector environment.
3. Reflect current thinking in management theory and practice, recognising the changes in homelessness and allied sectors and the requirements of managers for the skills and knowledge to manage cross-sectorally as well as inter-sectorally.
4. 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 September 2026 with classes ending in June 2027.

*ROOMS WILL BE ANNOUNCED NEARER THE START DATES.*

### **First Semester 2026**

**Induction session: Thursday, 24<sup>th</sup> September**, at LSBU. This will include a visit to the library, an initial Study Skills session and a tour of the campus.

**Residential:** An initial residential from Tuesday 29th September to Thursday 1st October 2026 at Cumberland Lodge. There will be a small group task following which group members will make a presentation. This will be “formatively” assessed.

**Note:** *This formative assignment does not count towards the final award but is an opportunity to receive feedback on a piece of group work.*

**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, additional sessions are offered. One will take place during the Induction event (see above). The second will take place as topics within the "Leadership and Management" module.

### **Module 1: Leadership and Management (LAM):**

Will run on a day and a half over four two-day blocks – Thursdays 10.00 to 17.00 and Fridays 14.30 to 17.00. *Please note the different timings for each day.*

The dates are:

**Block 1:** Thursday 8<sup>th</sup> and Friday 9<sup>th</sup> October 2026

**Block 2:** Thursday 22<sup>nd</sup> and Friday 23<sup>th</sup> October 2026

**Block 3:** Thursday 12<sup>th</sup> and Friday 13<sup>th</sup> November 2026

**Block 4:** Thursday 3<sup>rd</sup> and Friday 4<sup>th</sup> December 2026

The module will be led by Johan Tjok-A-Tam, supported by Ms Fiona Wheeler.

## **Module 2: Financial Governance and Management: [Part 1]**

Half a day (09.00 to 13.30) on the Friday of each of the above four blocks. The module will be led by Ivor Pingue, supported by John Forgan.

## **Second Semester 2027**

### **Module 3: Organisational Development (ORD):**

Will run on a day and a half over four two-day blocks – Thursdays 14.30 to 17.00 and Fridays 9.00 to 17.15. *Please note the different timings for each day.*

#### **PROVISIONAL dates are:**

**Block 5:** Thursday 4<sup>th</sup> and Friday 5<sup>th</sup> February 2027

**Block 6:** Thursday 25<sup>th</sup> February and Friday 26<sup>th</sup> February 2027

**Block 7:** Thursday 18<sup>th</sup> and Friday 19<sup>th</sup> March 2027

**Block 8:** Thursday 15<sup>th</sup> and Friday 16<sup>th</sup> April 2027

**There will also be a full day (date TBC) when participants will present an outline of their coursework to assessors and classmates.**

The module will be led by Ms. Fiona Wheeler, supported by J. Tjok-a-Tam.

### **Module 2: Financial Governance and Management [Part 2]**

Half a day (09.00 to 13.30) on each Thursday of the above four blocks. The module will be led by Dr Sergey Portyanko, Ivor Pingue and John Forgan.

#### **Easter Break**

There is an Easter break from Monday 22<sup>nd</sup> March to Friday 9<sup>th</sup> April inclusive. There are no classes during the second two weeks although the university and the library will be open.

## 6. Course Structure

The course comprises the following taught mModules:

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

This module examines key concepts and theories of leadership and management, with a particular focus on leadership styles that are most appropriate and effective within the homelessness and housing sector. Drawing on leadership theory and practice, the module explores how leadership is enacted in not-for-profit, service-based, and policy-oriented organisations, where values, ethics, and social purpose are central.

The module places strong emphasis on values-based leadership, change management, and the management of organisational and individual performance. Core themes include developing and communicating vision, the positive use of influence and delegation, leadership in partnership and multi-agency contexts, and the management of diversity and stakeholders. Attention is also given to mentoring, coaching, self-development, and the building of professional networks and resilience within demanding organisational environments.

Learning is supported through the use of sector-specific case studies, including service delivery organisations, campaigning and policy-focused bodies. Case studies will be selected and developed in collaboration with the course funder and relevant stakeholders. Guest speakers from the homelessness and housing sector will contribute to the module where possible and provide a particular focus on experienced and respected sector leaders.

### **Financial Governance and Management (20 credits)**

The purpose of this module is to enable managers, directors and/or trustees of charities, third sector and other civil society organisations 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.

The module will also provide students with the basic concepts of financial management and an understanding of accounting requirements in Civil Society organisations together with an appreciation of good practice in financial reporting.

The module is designed to be relevant to both non-financial managers and also to those who will be achieving the CIPFA CCFA which gives exemptions from the CIPFA professional qualification.

## Organisational Development (20 Credits)

This module provides an overview of key theories, techniques, and knowledge in the field of Organisational Development (OD), with a specific focus on organisations operating within the homelessness and housing sector. It examines how OD supports planned change, service improvement, and organisational effectiveness in complex, resource-constrained, and values-driven environments.

The module explores the interrelationship between Organisational Development, Organisational Behaviour, and People/Human Resource Management, using examples drawn from homelessness charities, housing associations, local authorities, and third-sector organisations. Adopting a critical and comparative perspective, students are encouraged to evaluate different approaches to managing people and stakeholders while considering the ethical, social, and political dimensions that shape practice in this sector.

Key themes include leadership and culture, workforce wellbeing and resilience, managing change in response to policy and funding pressures, partnership working, and inclusive people management. Through critical engagement with theory, case studies, and sector-based examples, the module enables students to assess the effectiveness of organisational interventions and develop context-sensitive strategies for supporting staff, service users, and communities.

## 7. Module Assessments

- **Leadership and Management**

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

**Element 1 (40% weighting)** – High-level reflections on your leadership or managerial performance.

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

- **Financial Governance and Management**

*100% Coursework:*

Assessment will feature work-based and case study scenarios. The assessment will require the application of knowledge gained during the module to a work-based governance and financial project based on the student's own organisation together with a detailed case study around the analysis and interpretation of the financial statements and governance of a major well-known organisation.

- **Organisational Development**

*100% Coursework:*

This assignment consists of a report which identifies and addresses an organisational issue (which has to be agreed in advance with the tutor in the formative assessment discussion).

### **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 assessment dates will be set out in the Module Guides and via the in-house Moodle website.

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

## 9. Virtual Learning Environment (VLE)- aka "Moodle"

### 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 (Moodle), 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 contains a virtual noticeboard which allows 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. Information on the Recruitment Process and Fees

LHF contracts with LSBU for this course and leads on recruitment for this programme.

Invitations for Expressions of Interest will be sent out by LHF. Once reviewed, suitable candidates will then be invited by LHF to submit a formal online UCAS application, instructions for which will be sent out to those invited to apply as per the recruitment timetable.

The total course fee is subsidised by LHF who pays 50% of the cost. The contribution from participating organisations will be £1,200.

LHF will invoice organisations who have candidates successfully enrolled on the programme for their contribution shortly after the start of the course.

Information on fees and recruitment can be found on **LHF's** website : <https://lhf.org.uk/leadership-course/>

## 11. Course Contacts

### **Susie Wolstenholme**

**Course Leader: PG Cert Leadership & Management: Homelessness and Housing**

School of Business

London South Bank University | 103 Borough Road, London, SE1 0AA

M: 07583 097944 | E: wolstesl@lsbu.ac.uk

### **John Forgan**

**Senior Lecturer in Accounting, Finance and Taxation**

London South Bank University | 103 Borough Road, London, SE1 0AA

M: 07891 383720 | E: john.forgan@lsbu.ac.uk

### **Ivor Pingue**

**Senior Lecturer in Accounting, Finance and Taxation**

London South Bank University | 103 Borough Road, London, SE1 0AA

M: 07545 937096 | E: pinguei@lsbu.ac.uk

### **Dr Sergey Portyanko (PhD, MBA, FHEA)**

**Senior Lecturer in Strategic Management | School of Business**

London South Bank University | 103 Borough Road, London, SE1 0AA

M: 07503 477938 | E: sergey.portyanko@lsbu.ac.uk

### **J. Tjok-a-Tam**

**Visiting Lecturer**

Intact Learning Consultancy

m. 07767 456098

### **Fiona Wheeler**

**Senior Lecturer, MCIPD, FHEA, RPA.**

**Pathway lead BA Business Management with HRM, Project Management and Digital Innovation| School of Business**

London South Bank University | 103 Borough Road, London, SE1 0AA

m.: [07972 873958](tel:07972873958) | e. wheelef2@lsbu.ac.uk

### **LHF Contacts:**

#### **Becky Rice**

**LHF Course Director**

M: 07811 607 679

E: becky.rice@lhf.org.uk

#### **Hayley Dobson**

**Executive Assistant (LHF)**

T: 0207 9340177

E: hayley.dobson@lhf.org.uk

### Leadership and Management Module (LAM)

#### Core Materials

Goffee, Robert. (2015) *Why should anyone be led by you? : what it takes to be an authentic leader*, Jones, G. (ed.) . [2nd edition]. Boston, Massachusetts : Harvard Business Review Press.

Busch, Tor. (2014) *Value-based leadership in public professions* , Murdock, Alexander. (ed.). Hampshire ; New York : Palgrave Macmillan.

Buchanan, D. A. (2023) *Organizational behaviour*, Huczynski, A. (ed.) . Eleventh edition. Harlow, England : Pearson.

Hawkins, P. (2022) *Leadership team coaching in practice : case studies on creating highly effective teams*, Hawkins, P. (ed.) . 3rd ed. New York, New York : Kogan Page.

Hudson, Mike., (2017 or 2009 edition), *Managing without profit*. London: Directory of Social Change.

Mullins, L. J. (2023) *Management and organisational behaviour*, Rees, G. (ed.). Thirteenth edition. Harlow, United Kingdom : Pearson Education.

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### Organisational Development (ORD)

#### Core Material

Bingham, C. (2023) *Employment relations : fairness and trust in the workplace*, (ed.). Second edition. Los Angeles : SAGE.

Burnes, B. (2017) *Managing change [electronic book]*, (ed.) . 7th ed. Harlow : Pearson. Available from: <https://ebookcentral.proquest.com/lib/lbsbuuk/detail.action?docID=5186482>

Buchanan, D. A. (2023) *Organizational behaviour*, Huczynski, A. (ed.) . Eleventh edition. Harlow, England : Pearson.

Mullins, L. J. (2023) *Organisational behaviour in the workplace [electronic resource]*, McLean, J. E. (ed.). 12th ed. Harlow : Pearson. Available from: <https://ebookcentral.proquest.com/lib/lbsbuuk/detail.action?docID=5830196>

Wilkinson, A. (2021) *Contemporary human resource management : text and cases*, Wilkinson, A., Dundon, T., and Redman, T. (eds.) . Sixth edition. London ; Los Angeles ; London ; Los Angeles : SAGE.

## **Financial Governance and Management: [FGM]**

### **Core Materials**

#### **Governance**

Tricker, R. I. (2019) Corporate governance: principles, policies, and practices Fourth edition. Oxford ; New York, NY ; Oxford ; New York, NY :: Oxford University Press.

Martin, M (2016) Faith, Hope & Charity: The A to Z of governing a charitable organisation, Malcolm Down Publishing, UK

Hopkin, P (2012) Fundamentals of Risk Management: Understanding, evaluating and implementing effective risk management, Kogan Page, London, UK

Ashby, S (2022) Fundamental of Operational Risk Management: Understanding and implementing effective tools, policies, and frameworks, Kogan Page, London, UK

Grobman, G, (2018) Ethics in Nonprofit Organizations: Theory and Practice, White Hat Communications

#### **Finance**

Poffley, A (latest edition) Income to Impact, Directory of Social Change <https://www.dsc.org.uk/wp-content/uploads/2015/08/Look-Inside-Income-to-Impact.pdf>

Sayer, K (latest edition) A Practical Guide to Financial Management for Charities and Voluntary Organisations, Directory of Social Change <https://www.dsc.org.uk/wp-content/uploads/2018/01/Look-Inside-Financial-Management.pdf>

Hudson (latest edition) Managing Without Profit: Leadership, management and governance of Third sector organisations, Directory of Social Change, 2017 edition - <https://www.dsc.org.uk/wp-content/uploads/2015/08/Look-inside-Managing-Without-Profit-4th-edition.pdf>

Nobes, C (2014 latest impression) Accounting: A Very Short Introduction, Oxford University Press, Oxford, UK

Morlidge, C (2017) The Little Book of Beyond Budgeting: A New Operating System for Organisations: What it is and Why it Works, Troubador Publishing, Kibworth Beauchamp, UK