

Developing as a Leader

Module WFPC7011

Student Handbook 2023

Description of module
assessment, entry
requirements and
regulations

**Institute of Public Care,
Faculty of Humanities and
Social Sciences, Oxford
Brookes University**

JACS code: N211
HECoS code: 100501

Developing as a Leader

1 Introduction

Upon is a leaders' programme, designed to grow the UK's talent pool of future Directors of Children's Services, and also help recently appointed Directors thrive in their new roles. Supported by the Department for Education, it's co-created and delivered by a consortium of partners: The Staff College, Institute of Public Care, Skills for Care and GatenbySanderson.

On completion of the Aspirant Directors programme you will have a better understanding of the characteristics of effective leadership and have improved your own capacity and capability to undertake the role. The programme will also develop your transferable personal skills such as evaluation and critical thinking.

Participants on the Aspirant Directors programme have the option to gain formal academic accreditation of their learning and obtain the award Developing as a Leader – worth 20 CATS credits at postgraduate level. This award is provided by the Institute of Public Care (IPC), which is part of the Faculty of Humanities and Social Sciences at Oxford Brookes University. IPC are trusted experts in care. We offer consultancy, training, and applied research and evaluation services to NHS trusts, government bodies, councils, charities and commercial organisations. Our aim is to improve the health and wellbeing of citizens and communities. If you would like to find out more about the work of IPC visit <https://ipc.brookes.ac.uk/>.

This programme considers the role of a leader within the local and national policy context, both in terms of leading within an organisation, and across organisational boundaries. It provides tools and approaches to developing leadership capabilities set against an individual assessment of participants' strengths and weaknesses as a leader. At the beginning of the programme participants complete a 360 degree assessment and a leadership challenge/s plan detailing their learning needs, which they review at the end of the programme.

To gain the award, you are asked to build on the self assessment you have undertaken and submit a written assignment which, in the context of key national and local influences, provides an analysis of your leadership development priorities. You will have the support of an Academic Adviser to help you meet the academic requirements of the award.

2 Entry requirements

The award is aimed at strategic managers who are participants on the upon Aspirant Directors programme. You will normally be expected to be employed as a strategic manager in a children's services or related setting and have a first degree and/or recognised professional qualification or equivalent professional experience.

3 Learning outcomes

On successful completion of this award you will demonstrate the following Brookes Graduate Attributes at postgraduate level:

Learning Outcome	Graduate Attribute
1. Demonstrate a critical understanding of the principles and theories of strategic leadership and management and apply them effectively in the children's services environment to improve and develop organisational practice	Academic literacy
2. Have an in-depth knowledge of contextual influences, including understanding of the policy and practice challenges facing children's services	Academic literacy
3. Adopt a critical perspective of an organisation's culture and its ability to change and develop	Academic literacy
4. Demonstrate an ability to reflect on and evaluate personal competence, and take responsibility for carrying out personal learning and continuing professional development	Critical self-awareness and personal literacy

4 Assessment

A group briefing session and two individual tutorials with an Academic Adviser will be provided to help you to understand the assessment task and apply effective study skills. You will be given a specific hand-in date for assessed work, but the assessment deadline is approximately two months after the group briefing session. Information about the assessment task and other learning material is available for you to download from the University's Virtual Learning Environment.

The assessment task is to produce a written assignment:

Submit a written assignment which, in the context of key national and local influences, provides an analysis of your leadership development priorities that are relevant to your organisation and / or wider partnerships. References will be expected to key local and national documents and other relevant literature to illustrate reading and understanding of the principles and theory of leadership within the children's services environment.

The criteria used to assess the assignment are:

- a) Demonstrate a critical understanding of the principles, theory and practice of leadership within children's services.
- b) Critically evaluate the implications of key national and local drivers on leadership practice within your organisation and / or wider partnerships.

- c) Critically analyse your organisation's readiness to address these implications both now and in the future.
- d) Identify and critically evaluate development proposals for your own leadership practice and role.
- e) Present your work clearly.
- f) Demonstrate good academic practice.

This assignment must be between 2,500 and 3,500 words. The word count refers to the main body of your assignment and does not include the assignment title, reference list or any appendices. The word count does include headings and sub headings, footnotes, tables and in-text citations.

An assignment template giving guidance about the assessment criteria is available for you to download from the University's Virtual Learning Environment. We require you to submit your work electronically, on the assignment template, via the University's Virtual Learning Environment (Moodle).

4.1 Grades, marking and moderation

You will be provided with feedback, based on the assessment criteria, which will indicate how well you have done and summarise the strengths and weaknesses of your work. We strive to give you this feedback within five weeks of the hand-in date. Note that due to the nature of the assessment your assignment will not be able to be marked anonymously.

The pass mark for this award is 50%, and the following grades apply:

- 70% and above is a Distinction
- 60 – 69% is a Merit
- 50 – 59% is a Pass
- 30 – 49 % is a Refer
- 0 – 29% is a Fail

If you do not pass an assignment we will endeavour to explain what you need to do to be successful when you resubmit it. Your Academic Adviser, in consultation with you, will set a new deadline for the re-submission of your assignment. If successful in a re-assessment the maximum grade awarded for the module is a Pass of 50%. The University policy on Resits and Retakes can be found here:

<https://www.brookes.ac.uk/students/your-studies/resits-and-retakes/>

A sample of assessments is moderated by an internal moderator to ensure that equal standards are applied to all students. Following internal moderation, a sample of work is reviewed by our External Examiner to ensure that the standards applied are comparable to those at other higher education institutions. On completion of marking, your provisional grade will be reported to you on proviso that this is subject to the approval of the Examination Committee. Initial results therefore may be subject to change.

4.2 Confidentiality

The content of assessed work will only be accessed by Oxford Brookes University staff and our External Examiner and will not be made available for others to read outside this community without your permission.

4.3 Module validation history

This module was first approved in May 2016 and amended in March 2021.

5 Student support

5.1 IPC support structures

5.1.1 IPC Course Director

Management of the overall IPC course programme, including concerns and complaints, is the responsibility of the IPC Director - Fiona Richardson can be contacted on 01865 790312 and by email at frichardson@brookes.ac.uk.

5.1.2 IPC Course Administrator

The administration of all IPC courses is dealt with by the Course Administrator - Sasha Carter can be contacted on 01865 488353 and ipc_courses@brookes.ac.uk.

5.1.3 Academic Adviser

Mark Molloy will be your Academic Adviser. You will have individual tutorials with Mark, who will advise you about the standard of academic work expected and will be available if you need support, for example if any difficulties or situations arise which affect your ability to study or to undertake work for assessment. Mark can be contacted on mmolloy@brookes.ac.uk.

5.2 University support structures

We also encourage you to take advantage of the network of other support services available within the University. There are various dedicated student support services available through [Student Central](#) and also through the Oxford Brookes [Student Union Advice](#) Service.

5.2.1 Centre for Academic Development

The Centre for Academic Development is the University's confidential study advice service for anyone who wants advice on academic writing, maths and study skills such as planning and writing essays, assignments and dissertations, and more. For more information about the services offered, check the centre's website at <https://www.brookes.ac.uk/students/academic-development/>. There are virtual drop in sessions and bookable appointments available.

5.2.2 Disability Services and the Student Dyslexia Service

If you have a disability, medical condition, or specific learning difficulty which may impact on your studies, there is support available to help you. The Student Disability and Dyslexia Services provide support, advice and information to current and prospective students of Oxford Brookes University. For help contact:

Student Disability Service

Web: <https://www.brookes.ac.uk/students/wellbeing/disability/>

Email: disabilitysupport@brookes.ac.uk

Student Dyslexia Service

Web: <https://www.brookes.ac.uk/students/wellbeing/dyslexia-spld/>

Email: dyslex.sup@brookes.ac.uk

5.3 Learning resources

5.3.1 Brookes Virtual Learning Environment (Moodle)

At Oxford Brookes University we use a Virtual Learning Environment (VLE), which is powered by Moodle, to allow you to engage in learning in locations, times and at the pace that suits you. Moodle has been designed to complement your studies, it is the medium through which you will submit your work to be assessed and receive feedback on your assignment. There are a series of videos and documents to [help you use Brookes Virtual](#).

When you enrol with Oxford Brookes University you automatically get assigned a Brookes email account hosted by Gmail. This means that you will have an @Brookes.ac.uk email address and can access the suite of Google Apps such as the Google Calendar and Google Meet. Help with using the whole suite of facilities in Google@Brookes can be found at: <https://www.brookes.ac.uk/it/essentials/google-apps/>

Your user name will be your Brookes student number and your password will be sent to you. You will receive feedback on your work via the Brookes VLE (Moodle) and you will be alerted to this this by an automated email to your Brookes email account. You will need to either look at your Brookes email account or automatically forward on emails to it to another email address that you do use. Information about how to access and use the VLE (Moodle) will be sent to you on enrolment. For help visit: <https://www.brookes.ac.uk/it/>.

5.3.2 Library

You will have the use of all onsite as well as online Oxford Brookes University Library facilities. The Library provides access to a wide range of online resources, including databases and thousands of full-text electronic journal titles: access is via the Library's home page, www.brookes.ac.uk/services/library (then click on Electronic Library). You can find details of all our books and journals on the Library Catalogue on the Web: <https://www.brookes.ac.uk/library/resources/catalogues/>. Library staff are always happy to help you with queries about finding information. The Subject Librarians for Social Care can be contacted on healthcarelibrarians@brookes.ac.uk.

5.3.3 Cite Them Right

Information about referencing and the Harvard referencing system can be found at: <https://www.brookes.ac.uk/students/academic-development/online-resources/referencing/>. In addition, as a student at Oxford Brookes University you will be able to access 'Cite Them Right' Online: a resource to help you understand referencing, including a sample text and reference list using the Harvard style. You

can log in to <https://citethemrightonline.com/> using via the institutional login using your student number and password. The Basics section of Cite Them Right Online is a good place to start if you are looking for advice about referencing.

6 Regulations

Oxford Brookes University regulations for study, including those on assessment, as well as general regulations and academic policies apply, which are subject to change and may be accessed at <http://www.brookes.ac.uk/regulations/>..

6.1 Conditions for the award

A grade of Fail, Refer, Pass, Merit or Distinction will be awarded. To gain the award you must meet the assessment criteria within the set deadlines. We require you to submit your work electronically, using the assignment template.

6.2 Re-submissions

Students who do not pass the assessment may resubmit it once more. New deadlines for the re-submission will be set in consultation with the candidate. Students will receive feedback indicating the main reasons why the assessment did not pass. Failure to resubmit the work or to pass the assessment, upon reassessment, will lead to the student failing the course. If successful in a re-assessment the maximum grade awarded is a Pass of 50%.

6.3 Retakes

A student who fails the module, for instance by not passing a re-submission, has the opportunity to retake it once more. A retake allows the student another attempt at the course assessment i.e. to submit the assessment and, if needed, re-submit it once more. This will be at additional cost. If successful in a retake the maximum grade awarded is a Pass of 50%.

6.4 Exceptional circumstances

All assessed work must be handed in by the set deadlines. If you do not submit your assignment, or you hand it in late, without an explanation you will normally be deemed to have failed the assessment. However, there may be occasions when you feel circumstances outside of your control have affected or have the potential to affect your studies and you need an extension. The University has policies and processes in place to support you and further detail can be found at: <https://www.brookes.ac.uk/students/your-studies/exceptional-circumstances/>

6.5 Academic practice

Assessment is intended to determine the skills, abilities, understanding and knowledge of each of the individual students undertaking the assessment. Cheating is defined as conduct aimed at deceiving the University into acknowledging a false level of attainment by a student. Any form of cheating is strictly forbidden, but we need to draw attention to the need to avoid plagiarism - the term for the use of unacknowledged sources in assessed work. To avoid plagiarism you must make sure

that quotations from whatever source are clearly identified and attributed at the point where they occur in the text of your work by using one of the standard conventions for referencing. Any potential cases of plagiarism, or [Academic Misconduct](#), are referred to a specialist officer, termed an Academic Conduct Officer who investigates a case, interviews the student and awards one of the designated penalties (based on an agreed tariff for different levels of plagiarism).

You must be able to demonstrate that the course work you submit for assessment is your own. You must therefore keep all working documents (electronic and paper) that you used or created while preparing the assignment. Most importantly, you should keep the early developing drafts of your coursework as evidence of the originality of your work by saving each revision to a file with a different name. This material should be kept until after the module results have been published.

If you are not too confident in the accuracy of your written English, you may want to ask someone to help you by checking your work. However it is important that this is not done in such a way that you are committing academic misconduct, which could result in disciplinary action. University [guidance about proofreading](#) is available. In addition, if a checking or proofreading service is used, the Faculty of Humanities and Social Sciences requires you to declare this at the front of your work, giving the name of the person who did this for you.

In instances where a tutor suspects plagiarism in a student's work and decides to refer it, the tutor must download a copy of the student's Turnitin originality report and send it directly to the student. This is to help the student to prepare if they are called for investigation.

6.6 Appeals

Oxford Brookes University Regulation 6.17 Academic Appeals can be found at <http://www.brookes.ac.uk/regulations/>. This procedure allows you to appeal against your assessment result if it is believed an error has occurred under one of the grounds stated in the regulations. The process for submitting an academic appeal is managed by the [Student Investigation and Resolution Team](#). If you would like independent advice you are strongly advised to consult the [Brookes Union Advice Service](#) who can help you decide what your options are and help you put forward your case if you have grounds to do so.

6.7 Complaints

If you have any concerns or complaints about the course we encourage you to discuss the issue with your Academic Adviser initially. If this is not appropriate please raise the matter with the IPC Director who will investigate your concern. However, students may also initiate a formal student complaint to the University within two months of the event. The process for submitting a complaint is managed by the [Student Investigation and Resolution Team](#). For independent advice you can also contact the [Brookes Union Advice Service](#).