

INSTITUTIONAL RE-APPROVAL: HSC LEADERSHIP CENTRE

COVER SHEET

Action is required of the Committee as indicated below.

The Committee is asked to endorse the recommendation that the HSCLC be approved as a collaborative partner of the University for a period of five years subject to the following conditions:

- i) Provide a copy of the Fitness to Practice Policy.
- ii) Provide a copy of the Collective Leadership Strategy 2017.

INSTITUTIONAL RE-APPROVAL: HSC LEADERSHIP CENTRE**1. INTRODUCTION**

THE HSC Leadership Centre (HSCLC) submitted an IA2 Form to the University on 7 September 2018, seeking institutional re-approval. An initial assessment by Quality Enhancement (QE) recommended that HSCLC be deemed 'low risk'. This recommendation was endorsed by the Pro-Vice-Chancellor (Education) on 11 September 2018, resulting in a desk-based review undertaken by QE, supported by the Faculty Partnership Manager (FPM).

A detailed Institutional Re-Approval Document (IRD) was received from HSCLC on 2 November 2018. This report details the findings of the review.

2. BACKGROUND AND HISTORY

The HSCLC was established in 1993 to provide a range of leadership and organisational development support to Health and Social Care organisations. It is a division of the Business Services Organisation (BSO).

The client base of the Centre is made up of all six Health and Social Care Trusts as well as arm's length bodies such as the Health and Social Care Board and the Public Health Agency. HSCLC has three distinct product areas:

- Consultancy – bespoke to meet client needs
- Brochure programmes - Management Development and short courses
- IT programme

The HSCLC has been a collaborative partner of Ulster University since 1987.

3. SCOPE OF ACTIVITY AND ACADEMIC PORTFOLIO

The Post-Graduate Diploma in Health and Social Care Management is an Ulster University validated programme supported by the School of Applied Social and Policy Sciences. The programme is also offered at the Western Health and Social Care Trust and was successfully validated in January 2018. Both programmes are managed and quality assured through the Regional Development Consortium.

The programme provides an opportunity for professionals from the Health and Social Care sector to gain a postgraduate award appropriate to their employment and career prospects. In addition, as an accredited programme for social work, the programme offers social care professionals an opportunity to gain six Leadership and Strategic Award requirements from the Northern Ireland Social Care Council (NISCC).

Students who successfully complete the Diploma can progress onto the third year of the linked MPA programme. Between twenty and twenty four students enrol on the Diploma each year. Students can exit with a Postgraduate Certificate in Health and Social Care Management after successfully completing Year 1.

The HSCLC also offers input into the MSc Business Improvement at Ulster University as well as a number of ILM accredited programmes ranging from Levels 3 to 7.

4. VISION AND MISSION

The vision of the HSC Leadership Centre is:

To be the recognised Centre of Excellence for Leadership and Transformation.

This vision will be achieved by focusing on the following three over-arching areas:

- i) Leading at the Edge
- ii) Building Capability and Capacity
- iii) Consulting and Organisation Design

5. CORPORATE GOVERNANCE

As well as operating as an accountable directorate of the Business Services Organisation, oversight of the work the HSC Leadership Centre is provided by the Council of the HSC Leadership Centre. The remit of this body is to:

- i) Collectively represent the interests of core clients;
- ii) Ensure the autonomy of the provision of services in providing services to core clients;
- iii) Give HSC Bodies ownership in the future of the organisational arrangements and a say in what they do;
- iv) Ensure both HSCLC retain a culture of responsiveness and value for money;
- v) To agree a 3 year rolling strategic plan for both centres;
- vi) Agree an annual programme of activities;
- vii) To hold the CEO of BSO to account for the delivery of the 3 year plan, sound performance management arrangements, effective governance arrangements, sound financial management and meeting of control standards;
- viii) To oversee the monitoring of professional standards within HSCLC.

Membership of the council is made up of core client representatives and is chaired by a Trust Chief Executive.

The Head of HSCLC reports directly to the Chief Executive of BSO.

6. FINANCIAL MANAGEMENT

As part of the IRD HSCLC provided their annual report and accounts for the BSO for the year ended 31 March 2018. The BSO achieved its statutory breakeven requirement for 2017/18 with a surplus of £54,000 at the end of the year. The Financial Management

Division of the BSO monitors the financial position of the organisation using a monthly rolling forecast process to manage the breakeven requirement.

The annual report and accounts for 2017/18 were signed off by the Comptroller and Auditor General in the Northern Ireland Audit Office. PwC carry out detailed audit work to support the Comptroller and Auditor General's opinion.

7. STANDARDS MANAGEMENT AND QUALITY ASSURANCE

Applicants must hold a degree or equivalent qualification or demonstrate their ability to undertake the course through the accreditation of prior experiential learning. In addition, applicants must be currently employed in and have at least three years' experience in a supervisory or managerial capacity at middle management level within the Health & Social Care public sector or other related statutory, private or voluntary sector organisation.

The HSCLC has adopted the Ulster University APL policy in full. All APL applicants are approved by the FPM prior to being enrolled onto the Diploma.

Students at the HSCLC are supported throughout the programme from induction through to graduation. Whilst students attend a specific induction day the process of inducting students is longitudinal to ensure they are aware of all the relevant information. The FPM and Subject Expert are involved in induction. Expectations are set out at the start of the programme as well as guidance on useful skills e.g. academic writing, referencing, accessing library materials. As well as receiving a Student Handbook outlining all important aspects of the programme students are reminded of key policies and procedures at specific times. The use of a Virtual Learning Environment (VLE) platform allows students to engage with module content at their own pace. The External Examiner has commended the use of the VLE given the part-time nature of the programme and the busy working roles of students. Additionally, the VLE can be used to signpost any useful course documentation e.g. SSCC minutes, External Examiner reports.

Pastoral care is provided by the course team. Students are encouraged to raise any issues that may hinder their ability to complete assessment as soon as possible. The process for requesting extenuating circumstances is explained at induction as well as the highlighting of additional 1:1 support and guidance. Students can also access Carecall through their organisation. Due to the nature of the programme the close working relationships between the course team and staff ensure that students do raise any issues with the team and these are dealt with sensitively and to the satisfaction of the student.

Feedback from students is obtained through SSCC meetings and module evaluations. Students also meet with, and provide feedback to, the External Examiner and the FPM. The FPM has confirmed that the academic and pastoral support provided to students is excellent.

SSCC meetings are held bi-annually for each year group. They are attended by the Subject Expert to provide impartial oversight and encourage honesty from students. Each meeting is minuted and a record made available to the students for their information. Actions resulting from these meetings are fed back to the Regional

Development Consortium and the FPM along with commentary on any action taken. No significant issues were noted by the FPM.

Joint examination boards are held at Jordanstown. The External Examiner has not identified any issues of concern with regard to the standard of the award. The Course Team respond to any matters raised by the External Examiner. The External Examiner report is shared with students at induction and is also made available on the VLE.

The HSCLC engages fully in the University's annual course review process. All publicity material is approved by the FPM prior to publication. Since the last institutional re-approval no significant areas of concern have been raised. Senior management within the HSCLC are also engaged in the annual course review process.

The Student Handbook which is provided to students on the first day contains information pertaining to key procedures including disciplinary, appeals and complaints. These are adapted from the University procedures. The Course Tutor and then the Course Director are the first contact in all instances with subsequent steps outlined. To date no academic appeals or complaints have been forwarded to the University.

Information and transcripts are stored and retained in-line with legislation, retention process outlined in the partnership handbook and the BSO Records Management Policy.

Whilst the HSCLC is not represented on the Collaborative Partnerships Forum (CPF) they have full access to all the papers and minutes. The Forum is currently reviewing Fitness to Practice arrangements in partner institutions and as part of this review HSCLC will be asked to provide a copy of their Fitness to Practice Protocol.

8. RESOURCES

The HSCLC provides high levels of resources to the Diploma. The resources are reviewed annually. The External Examiner and FPM confirm that resources are of a high standard. Resources were also reviewed as part of the programme revalidation in January 2018.

8.1 Staff

The staffing structure is provided at Appendix 1.

The HSCLC consists of thirty eight staff who are aligned to teams within the Centre. The Diploma Course Team at HSCLC comprises the Course Director, two Course Tutors and a course administrator. The CVs for all staff teaching on the programme were provided.

The IRD includes the HSCLC Equality of Opportunity Policy.

8.2 Teaching Accommodation

Students are taught in a lecture room furnished to a high standard and of sufficient size (maximum 30 per class). Each room contains multimedia screens

and flipcharts to facilitate effective student learning. In addition there is catering facilities on site and students are encouraged to avail of study rooms.

8.3 Library Resources

Students have access to Health and Social Care (HSC) Libraries which provide free membership for HSC staff and can be accessed Monday – Saturday with varied opening at key holiday times. Students have free access to HONNI (Health on the Net Northern Ireland) the gateway to high quality information resources such as databases, e-journals and respected internet sites. Help with using HONNI is available from library staff and training sessions are arranged for students as required. A representative from HONNI also attends student induction. Students can borrow fifteen books at a time for up to four weeks. If a book or article is not available in the library, students can request items online via HONNI or by completing a paper request form in the library. Books can be renewed up to five times in person, on the telephone or on HONNI.

Each student is provided with copies of three core texts and all recommended reading is available via the Health and Social Care library offered to all employees of the health service via the Queen’s University of Belfast library. Every student has access to the Virtual Learning Environment (VLE) which offers remote access to the course calendars, reading lists, assignments and staff policies, publications and presentations and contact details.

8.4 ICT Resources

Students on the Diploma are part-time, mature students who use the Centre to attend tutorials only. Students do not require the use of IT resources on site, as they use either home IT resources, or resources within their own workplace environment, to complete assessed work or access internet publications. However, should students wish to use IT resources there are a number of dedicated IT labs that can be accessed. Each lab is equipped to facilitate the use of Microsoft Office, the internet and printing facilities. Additionally, students often avail of on-site WiFi access to enhance their learning.

9. CONCLUSION AND CONDITIONS OF APPROVAL

The review of the documentation provided by the HSCLC, together with the University’s ongoing monitoring and review arrangements, continue to provide broad confidence in the ability of HSCLC to fulfil the requirements of the Memorandum of Recognition.

Committee is asked to endorse the recommendation that the HSCLC be approved as a collaborative partner of the University for a period of five years subject to the following conditions:

- iii) Provide a copy of the Fitness to Practice Policy.
- iv) Provide a copy of the Collective Leadership Strategy 2017.

STAFFING STRUCTURE

