Course Title | MSc Leadership and Custodial Environments  
Awarding Bodies | University of Suffolk  
Level of Award¹ | FHEQ Level 7  
Professional, Statutory and Regulatory Bodies Recognition | None  
Credit Structure² | 180 Credits at level 7  
Mode of Attendance | Part-time  
Standard Length of Course³ | 2 years part-time  
Intended Award | MSc Leadership and Custodial Environments  
Named Exit Awards | PgD Leadership and Custodial Environments  
Entry Requirements⁴ | Applications and recruitment processed by the Unlocked Graduates Leadership Programme  
Delivering Institution | University of Suffolk  

This definitive record sets out the essential features and characteristics of the MSc Leadership and Custodial Environments course. The information provided is accurate for students entering level 7 in the 2017-18 academic year.³

Course Summary
This course is a two-year part-time bespoke postgraduate degree that has been designed and tailored specifically for those working in an operational capacity in a prison setting. It is therefore primarily delivered online in order to allow students to balance the pressures and time commitments of studying alongside full-time work in the custodial environment. It has a distinctly practitioner focus and is custom-built around core values, skills, orientations and practices integral to the job of a prison officer, providing specialist knowledge and advanced understanding of the custodial environment to complement, support and enhance their daily professional practice and development, and raise the professional status of prison officers as agents of criminal justice. The course will enable students to critique, synthesise and embed academically informed, evidence-based performance in the workplace and to apply conceptual and theoretical understandings of custodial environments in meaningful ways within ‘real world’ of the prison. Adopting an active semi-blended learning approach, the course supplements ‘on-the-job’ learning with structured independent self-study interspersed with block teaching days comprising of lectures, seminars, discussions and workshops pertaining to five mandatory modules.

¹ For an explanation of the levels of higher education study, see the QAA Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies (2014).
² All academic credit awarded as a result of study at the University adheres to the Higher education credit framework for England.
³ Where the course is delivered both full-time and part-time, the standard length of course is provided for the full-time mode of attendance only. The length of the part-time course is variable and dependent upon the intensity of study. Further information about mode of study and maximum registration periods can be found in the Framework and Regulations for Taught Postgraduate Awards.
⁴ Details of standard entry requirements can be found in the Admissions Policy.
⁵ The University reserves the right to make changes to course content, structure, teaching and assessment as outlined in the Admissions Policy.
Course Aims

- To provide students with specialist knowledge and advanced understanding of the prison environment and of concepts and practices of leadership that complement and enhance their daily professional practice.

- To enable students to appreciate the significance of prison officers as agents of criminal justice and to critically assess the distinctive, exceptional and complex role of the prison officer within the contemporary prison.

- To equip students, as new entrant prison officers, with the academic, analytical, leadership and research skills to enable them to make a significant contribution to the professional development of the role of custodial staff enabling them to take a lead on promoting rehabilitation and positive organisational cultures through effective relationships with both those in custody and others working within criminal justice.

- To develop and support, through advanced scholarship, a core set of cognitive and problem-solving skills that can be applied to effective operational practice and leadership within their field allowing students to make sound judgements and decisions and deal with difficult issues systematically and creatively and with integrity.

- To develop students' knowledge of, and ability to critically evaluate, relevant criminological, penological and management concepts, theories, and perspectives and to interrogate and analyse the academic and research literature alongside other official reports and documents and their own professional experiences.

- To establish a process of critical reflection on learning and experience that serves to bridge the gap between academic knowledge and professional practice, allows students to translate their knowledge and understanding into performing the specialist role of a prison officer more effectively, and enables analysis of the relationship between theory, policy and practice.

- To enhance students' critical awareness of current problems and issues within the prison system.

Course Learning Outcomes

The following statements define what students graduating from the MSc Leadership and Custodial Environments course will have been judged to have demonstrated in order to achieve the award. These statements, known as learning outcomes, have been formally approved as aligned with the generic qualification descriptor for level 7 awards as set out by the UK Quality Assurance Agency (QAA).  

1. Translate and embed academically informed and research evidence-based performance within the workplace employing solutions to deal with complex issues and problems and helping to establish a refocus on a 'what works' philosophy.

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6 As set out in the QAA Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies (2014)
2. Critically discuss and evaluate the function and role of prisons and prison officers and apply a conceptual and practical understanding of these roles to professional practice within the context of prison reform.

3. Demonstrate a systematic understanding and critical awareness of current problems and new insights at, or informed by, the forefront of knowledge concerning criminological, penological and management concepts, theories, and perspectives relating to the purpose of imprisonment as punishment, the characteristics of the prison as a social institution, the work of prison officers, and effective leadership and institutional management to be able to make decisions and sound judgements as a prison officer based on this understanding and awareness.

4. Apply a critical understanding of the theoretical approaches and concepts relating to rehabilitation and desistance to critical assessment of the efficacy of rehabilitative interventions within the prison environment with regard to professional practice and organisational objectives, and take a leading role in considering original and creative schemes to help reduce reoffending.

5. Demonstrate a comprehensive understanding of, and ability to critically evaluate, research techniques, strategies and methods applicable within, and concerning, custodial environments, together with a practical understanding of how established techniques of research and enquiry are used to create and interpret knowledge relating to imprisonment.

6. Apply relevant research knowledge in original, innovative and creative ways to tackle current issues and problems within the complex and often unpredictable prison environment systematically and mindful of the limitations of how data is generated, analysed, interpreted and applied in relation to sound ethical practice and professional integrity.

7. Show initiative, autonomy, leadership and responsibility in promoting, facilitating and applying academic scholarship and theoretical and research knowledge to decision-making in daily professional practice and understanding the values, processes, policies and debates that underpin management practice and developments in criminal justice and responses to criminal behaviour.

8. Determine how theories and perspectives of leadership and organisational management and change can be applied logically and rationally within the prison context to formulate action plans for managing the professional development of prison officers and expounding how they can contribute to increased effectiveness, legitimacy and efficacy of prisons within the criminal justice system.

9. Conduct an independent, relevant, rigorous and ethical investigation of a salient issue within, or regarding, prisons, showing advanced scholarship, research and analytical skills, and adopting a problem-solving approach in presenting a critical discussion of the findings and implications as well as clearly communicated.
conclusions which suggest new directions within the subject area either theoretically and/or for professional practice

Course Design
The design of this course has been guided by the following QAA Benchmarks / Professional Standards / Competency Frameworks:

- QAA Master’s Degree Characteristics Statement (UK Quality Code for Higher Education 2015)
- QAA Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies (2014, Section 4.17)
- QAA Criminology Subject Benchmark Statement 2014

Course Structure
The MSc Leadership and Custodial Environments comprises modules at level 7.

Module Specifications for each of these modules is included within the course handbook, available to students on-line at the beginning of each academic year.

<table>
<thead>
<tr>
<th>Module</th>
<th>Credits</th>
<th>Module Type</th>
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<tbody>
<tr>
<td>Custodial Care in Practice</td>
<td>40</td>
<td>Mandatory</td>
</tr>
<tr>
<td>Leadership and Change</td>
<td>40</td>
<td>Mandatory</td>
</tr>
<tr>
<td>Rehabilitation and Desistance</td>
<td>20</td>
<td>Mandatory</td>
</tr>
<tr>
<td>Research Methods</td>
<td>20</td>
<td>Mandatory</td>
</tr>
<tr>
<td>Dissertation</td>
<td>60</td>
<td>Mandatory</td>
</tr>
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Awards
On successful completion of the course, students will be awarded an MSc Leadership and Custodial Environments. Students who leave the course early may be eligible for a PgD Leadership and Custodial Environments on successful completion of 120 credits.

Course Delivery
The course is delivered at the University of Suffolk Ipswich campus as well as various central locations off-campus accessible for the whole cohort. Students studying part-time on MSc Leadership and Custodial Environments are likely to have approximately 110 contact hours. The contact hours will be a mix of lectures, seminars, workshops, group work and tutorials. Students will normally be expected to undertake approximately 12-15 hours of independent study per module in an average week, but should be prepared for this to vary based on assignment deadlines and class exercises.

Course Assessment
A variety of assessments will be used on the course to enable students to experience and adapt to different assessment styles. The assessment methods used will be appropriate to assess each module's intended learning outcomes. All assessment on the course will be coursework (including case studies, reports, critiques, presentations, reflective diaries and research projects).
University of Suffolk

DEFINITIVE COURSE RECORD

Course Team
The academic staff delivering this course are drawn from a team that includes teaching specialists and current and ex-practitioners. All staff are qualified in their subjects with their own specialist knowledge to contribute.

Course Costs
Students undertaking MSc Leadership and Custodial Environments will not be charged tuition fees directly. Tuition fees will be agreed between the University and the Unlocked Graduates Leadership Programme.

Students are likely to incur other costs for IT equipment including a personal laptop and additional academic texts.

Academic Framework and Regulations
This course is delivered according to the Framework and Regulations for Taught Postgraduate Awards and other academic policies and procedures of the University and published on the website.