



SEND Leadership Programme 2021/22

Programme Framework

This document gives an outline of the content of the SEND Leadership Programme that the Department for Education (DfE) has commissioned from National Development Team for Inclusion (NDTi) as part of the Delivering Better Outcomes Together (DBOT) delivery support programme. This is the seventh year that the programme has run – having been recommissioned by the DfE because of the positive response from participants and their managers to the previous programmes. The modules cover leadership, organisational theory and practice, effective practice in service delivery, and understanding communities and coproduction.

The programme will start late **September 2021**, bringing together up to 40 people in a series of modules. The aim of the programme is to develop new or existing skills and apply them in work to deliver support and services, specifically for children and young people with SEND and their families in the local area. We aim to run the programme as a mix of residential and online sessions – depending on recent government guidelines around social distancing, and any changes to these guidelines.

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The Benefit of The Programme

Findings from the [SEND Leadership 2020-21 Evaluation](#) were overwhelmingly positive. Participants were very satisfied with the course and feel their leadership skills have improved. Some participants said that whilst they have been on management courses before, none have been as different, creative, and inspiring as this one.

Feedback from participants and past alumni suggests that the key ingredients are: rich and topic-based sessions, the quality and diversity of the external presenters, the opportunity for building networks, and the safe and authentic space for personal development - engineered by the facilitation team. In particular, the opportunity for self-reflection and reinvention were highlighted as important features of the programme.

Limited time has passed since the course finished in March 2021, and the COVID-19 response has significantly affected the immediate context, however, there is evidence that the programme is having a positive impact on the leadership skills of participants, and their ability to deliver support and services in around SEND. This is particularly seen with leaders having a renewed sense of confidence in their work, being equipped with the necessary skills to elevate the reform and inclusion agenda within their workplaces.

Feedback confirmed that the programme has transformed participants' practice, boosted confidence, enhanced knowledge, and established a peer network.



“The programme was an excellent mixture of theoretical and practical information brought to life by enthusiastic and knowledgeable presenters.”

“I have worked in SEND strategy for many years, but even for experienced leaders there's still a lot of value to be gained by attending this training.”

“I've never done a course where I've reflected so much and at times it's upset me, not in a bad way, it's been quite emotive and really affected me emotionally. It's an amazing course.”



Who Can Apply?

Applications are invited from **Senior Local Authority SEND Managers & Leaders of Education or Social Care or Health (including DCs)** - with significant strategic responsibilities for delivering support and services around SEND. We welcome applications from leaders with a social care, education or health background, given the cultural change and multidisciplinary approach that is required to improve the lives of children and young people with SEND.

Applications would ideally be submitted by a pair of people from a local area. We recommend this is as part of a pair with another leader from a different part of the 'system' who also has responsibility for implementing change.

Example 1: Two local authority leaders with different responsibilities for example a social care leader and an education leader

Example 2: One local authority leader and a partner from the NHS

This pairing increases the potential for participants to implement learning back in the workplace, and help to build links between different parts of the local SEND system. Applications will also be welcomed from **individual SEND managers** where a suitable partner cannot be identified.

Applications from a pair where a direct line management relationship exists between the two people are **not** appropriate. NHS applications that are not part of a pair with an LA SEND leader **cannot** be accepted unless the applicant is in a regional improvement role.

The programme is appropriate both for experienced SEND managers wishing to develop their personal leadership knowledge and skills, but also for recently appointed SEND senior managers who, as well as leadership development, also wish to build upon their current knowledge of SEND.

Overview of Content

Key Themes

SEND Policy & Legal Framework	Joint Commissioning & Integrated Working	Leading Without Formal Authority
Achieving Change	SEND History	Coproduction & Participation
Personal Projects	The Nature of Leadership	How Organisations Work
Leading Edge Practice	The Future of SEND Policy & Practice	Preparing For Adulthood
Community Inclusion	Quality Systems for Quality Outcomes	Commissioning
Leadership In Hardship	The Effect of Values/Beliefs on Leadership Style	Personal Resilience

Large Group Interventions	Personalisation & Personal Budgets	Culture & Change
Managing Conflict		Complex Needs

Further Detail of Content

1. Leadership, Change and Personal Skills

Whilst these modules will be the more **'theoretical'** part of the programme, they will be firmly rooted in the realities of life as a leader delivering SEND across the education, health and social care sectors. There will also be specific sessions at the outset about the current policy framework and the history of special educational needs as a concept and policy from a human rights perspective.

The aim and purpose will be to share ideas, evidence and strategies to help equip participants with the tools they need to understand how to:

- (i) Operate effectively within an organisation
- (ii) Lead significant change
- (iii) Develop their personal style and grow their potential to demonstrate real leadership
- (iv) Specifically relate and apply these skills to the SEND agenda

These modules will also be where the **personal project** is explored and developed. Each (pair of) participant(s) will be required as part of the application process to bring a significant aspect of local change arising from the reform agenda. They will use this in between sessions as a 'testing bed' for their learning on the programme.

Understanding the importance of working in partnership with families, children and young people will be a thread that runs throughout the whole programme. The aim will be to bring effective practice and practical strategies into play that will help ensure participants can get beyond the usual rhetoric of what should happen, to ensure that these relationships are successful and provide real added value to their work and the outcomes achieved. We will explore the different behavioural requirements of leading through coproduction.

2. Leading Edge Practice

This focuses on the leadership actions and attributes that arise from some of the key policy and practice changes that are expected within SEND.

The modules have been designed to support participants to develop into the leaders they wish to be as well as having SEND specific content including effective practice.

Some of the topics covered during the Leading-Edge practice sessions include:

- Early Years and the Importance of Play
- Joint Commissioning and Multi Agency Working
- Connecting families to their communities
- Preparing for Adulthood
- Using high needs funding to support inclusion
- How do you show up as a leader?
- The SEND Review
- Person centred approaches, personalisation, and personal budgets

Each session will have clear learning outcomes that will inform the detailed content. The programme has a core team of leaders/facilitators who will support the running of the programme. External speakers from a range of perspectives will be invited – based upon their particular knowledge and expertise.

Draft Module Content

Module 1: Two-day Residential Module

Introduction to the programme, background to SEND from a human rights perspective, leadership values and inspiration.

- The history of special educational needs and disability to contextualise the society and services within which we operate.
- Coproduction
- The policy context – the Children and Families Act 2014 and related policies; the challenges this brings for SEND leaders and colleagues, and the implications of the SEND review
- Human Rights
- Nature of leadership – what is a leader, leading during challenging times
- How to be a brilliant leader!
- Development of the personal, work-based 'project'
- An introduction to coaching

Module 2: Two-day Online Module

- You as a leader – personal resilience and leadership in difficult times
- Understanding yourself as a leader, thinking about resilience brave leadership and managing change
- Supporting young people with the most complex needs to have gloriously ordinary lives. facilitated by an expert by experience

Module 3: Two-day Residential Module

- Leading without authority and circles of influence
- Large group interventions, how to work with multiple stakeholders and large groups to develop plans, strategies and action
- Personal projects
- Expert sessions – pathways to employment and community inclusion

Module 4: Two-day Online Module

- Programme reflections
- Leadership experiences across the sector
- Leading with time to think
- Presentation of personal projects

Extra Resources & Training

In addition to formal sessions, the programme will also create the opportunity for:

1. Coaching/Personal advice/mentoring with the programme leaders:

time has been allowed in the costings for telephone contact and support between facilitators and participants (everyone will be allocated a link facilitator), and the opportunity to access coaching from one of our trained and experienced coaching team.

2. Access to effective practice materials and innovative ideas:

in relevant areas.

3. Mutual learning:

through the development of networks with participants in similar roles across the country.

4. Access to an online resource:

to share ideas and ask questions of fellow participants and the facilitators.

Additionally, at the end of the programme, there is the chance to join participants from the previous years in a growing 'alumni' network that continue to meet both in person and virtually to engage in shared problem solving.

Cost

This programme is supported by the Department for Education, so we ask for a nominal fee of **£875 plus VAT** per applicant.

Dates & Attendance

The programme involves **eight formal participant days** in total. Attendance at all modules is expected, and a commitment to attendance, from both the applicant and their manager, is a prerequisite of selection to the programme.

Before making an application, please make sure you are available to attend all the dates for all four modules:

Module 1: **29/30 September 2021** – Residential* (Leamington Spa)
Module 2: **23/24 November 2021** – Online (Microsoft Teams)
Module 3: **26/27 January 2022** – Online (Microsoft Teams)
Module 4: **14/15 March 2022** – Residential* (Leamington Spa)



*We aim to deliver two of the modules in person, however, if COVID-19 guidelines mean that we are unable to deliver this work in person we will deliver all the sessions online.

Application Process

Subject to the appropriateness of applications, a degree of priority will be given to local authorities/areas who have not had people previously accepted onto the programme, as well as those areas who have a written statement of action following a SEND LA inspection. We also aim to ensure that every region is represented on the course. The programme is generally oversubscribed and participants will be selected with input from the DfE and SEND regional coordinators

Applications close on Friday 23 July 2021, 12 noon.

To complete your application for the SEND Leadership Programme 2022/22, you will need to submit the **Online Application Form** and on the same day email your Application Document to: leadership@ndti.org.uk. To apply, we recommended that you:

1. Read through this Programme Framework document and ensure you are available to attend on the dates listed
2. Refer to the **Questions for Online Form** and make sure you have the answers ready to input into the online application form
3. Work on and complete your **Application Document**
4. Complete and submit the **Online Application Form**
5. Email your **Application Document** to: leadership@ndti.org.uk

All of the related documents and links are available on our [website](#).

This will be a competitive application process. Decisions on who has been selected for the Programme will be taken within about two weeks of the deadline.

Contact Details

If you have any questions about the SEND Leadership Programme 2021/22 or the application process, please contact: leadership@ndti.org.uk / 01225 255268.

