

Southwark Education Partnership School Inclusion Hub Operating Model

1. Strategic Purpose

Southwark Education Partnership (SEP) School Inclusion Hub forms a core component of the borough's education setting and local authority partnership, which is designed to:

- **Narrow outcome gaps for Southwark's most vulnerable children and young people.**
- **Strengthen links and learning between education settings, Southwark Local Authority (SLA) and wider partners in the borough.**
- **Ensure collective responsibility between education settings and SLA for all children and young people.**
- **Promote children and young people's independence and preparation for adulthood.**

Alongside supporting partnership aims, the school inclusion hub will build capacity in schools to deliver high quality inclusive practice.

The hub model recognises that no single service or organisation can deliver system-wide improvement alone and therefore operates as part of a wider partnership approach with clear lines of accountability and shared responsibility.

2. Role of SEP school inclusion Hub within a partnership system

2.1 Role of School Inclusion Hub

The School Inclusion Hub operates alongside statutory and non-statutory SEND services and as a school-led improvement and capacity-building offer.

The Hub will:

- Support delivery of borough SEND and inclusion priorities at a universal level
- Promote evidence-informed inclusive practice
- Facilitate peer learning and collaboration between education settings
- Build workforce confidence and capability through training, support and system leadership

The School Inclusion Hub remains education setting-led whilst operating within agreed partnership governance arrangements.

2.2 Hub Core Functions:

There are 3 main functions of the hub, which are the following:

Workforce Development

- Training and professional development
- Coaching and mentoring
- Leadership development
- Support networks for teaching and non-teaching staff

Peer Support

- Collaborative problem-solving
- School-to-school support
- Peer review and reflection
- Sharing effective practice

Practice Development

- Development and dissemination of inclusive practice
- Contribution to borough-wide learning
- Development of practical resources
- Identification and sharing of emerging evidence and innovation

The scope and delivery of the School Inclusion Hub will be reviewed annually to ensure continued alignment with borough priorities, SEND reforms and wider partnership developments. As local arrangements evolve, opportunities may emerge to strengthen links with other SEND improvement initiatives and networks across Southwark.

Any future developments will be considered through partnership governance arrangements and informed by evaluation of hub impact.

3. Governance and Accountability

3.1 Hub Accountability

The School Inclusion Hub is accountable within the wider partnership structure to the Southwark Education Partnership (SEP) Board which provides strategic oversight of the hub, approves hub activities and monitors and evaluates impact.

The hub may also bring updates of their work to the Southwark SEND Partnership Board from time to time as appropriate.

3.2 Hub-Level Governance

A multi-agency working group will support Hub delivery and development.

Membership should include:

- Hub Lead(s)
- SEP Manager
- Local Authority link officer
- Relevant partners as appropriate (e.g. Educational Psychology, health, social care and voluntary sector organisations)

The working group will:

- Support planning and delivery
- Review progress and impact
- Provide challenge and support

- Identify emerging priorities
- Promote collaboration and avoid duplication across the system

3.3 Hub Roles and Responsibilities

Responsibilities of the Hub Lead/s include:

- Strategic planning, ensuring alignment with partnership priorities
- Ensuring delivery of activities, linking in expertise and resources as needed
- Maintaining evidence of delivery, engagement and impact
- Managing risk and escalation
- Promoting hub communications

Responsibilities of the SEP Manager include:

- Supporting coordination of hub working group
- Supporting hub lead/s with reporting to SEP Board
- Promoting hub communications

Responsibilities of the Local Authority link officer include:

- Data and insight
- Promoting hub communications

Responsibilities of Partners (where applicable)

- Contribute specialist expertise (e.g. health, VCS, social care)
- Promote Hub Communications

3.4 Reporting and Assurance

The School Inclusion Hub will be required to submit progress reports to SEP Board three times per academic year which demonstrate:

- Activity data (e.g. evidence of engagement, no. of activities delivered, evaluation of quality: e.g. evidence of participants feedback, any co-designed outputs developed e.g., inclusion toolkit)
- Financial position
- Priority risks in hub delivery and mitigation of those risks

The hub will deliver an annual presentation of learning, evaluation and impact at SEP Board.

Impact measures will need to include:

- Staff confidence assessment
- Evidence of practice change
- Data on no. exclusions/suspensions and attainment

4. Delivery

4.1 School Inclusion Hub Lead Applications

Applicants will be required to demonstrate:

- Senior leadership commitment to the hub
- Sufficient capacity to coordinate delivery
- Experience of leading workforce development, school improvement or collaborative programmes
- Ability to engage a diverse range of Southwark education settings
- Commitment to promoting and sharing effective inclusive practice across the borough

4.2 Hub Planning

The School Inclusion Hub must produce an annual delivery plan, aligned to SEND and Inclusion local area priorities and the Southwark Education Partnership Aims.

As part of the application process, prospective Hub Leads must submit an outline delivery plan. Following appointment, the delivery plan will be refined and developed with support from the Hub Working Group.

The delivery plan must set out:

- Intended outcomes aligned to local SEND and inclusion priorities.
- Planned activities and outputs that will contribute towards those outcomes.
- Lead organisations and delivery partners.
- Proposed timescales and frequency of activity.
- Resource requirements and indicative costs.
- Success measures and anticipated impact.

The annual delivery plan must be reviewed and updated annually.

4.3 Delivery Themes

Theme 1 – **Ordinarily Available Provision** – Supporting implementation, self-evaluation and continuous improvement.

Theme 2 – **Inclusive Leadership and Culture** – Developing leadership capacity and whole-setting approaches to inclusion.

Theme 3 – **Transitions and Participation** – Improving outcomes for children and young people at key transition points.

Theme 4 – **Developing Expertise Across Southwark** – Building workforce expertise, sharing effective practice and promoting collaborative learning across the education community.

Applicants are not expected to deliver all activity directly and may wish to draw upon a range of approaches, including:

- Brokering workforce development and training
- Peer support and networking
- School-to-school collaboration
- Commissioned specialist input
- Resource and toolkit development
- Other innovative approaches

4.4 Monitoring and evaluation

At the start of each delivery year, the Working Group will agree the measures used to monitor progress, evaluate impact and report to the SEP Board.

Measures may include:

- Participation and engagement levels
- Workforce confidence and satisfaction
- Evidence of changes in practice
- Participant feedback
- School collaboration and networking
- Suspension and exclusion trends
- Transition outcomes, where relevant
- Case studies demonstrating impact

The Hub will be expected to report on:

- Progress towards agreed outcomes
- Delivery of planned activities and outputs
- Reach and engagement across education settings
- Impact achieved and lessons learned

4.5 Access and Participation

The School Inclusion Hub is a borough-wide network rather than a single physical location. Activity should be delivered across a range of schools, education settings and partner venues to maximise accessibility, participation and reach across Southwark.

The hub must be inclusive and consider the needs of different types of education settings.

The lead/s should acknowledge and work with other education professionals including non-teaching staff to deliver best outcomes for peers and ultimately, the children and young people they provide for.

5. Finance and Resourcing

5.1 Funding Schedule

Funding for the School Inclusion Hub is **£30,000** per academic year and is allocated on a termly basis as set out in the funding schedule below:

First Term – upfront **£10,000**

Second Term – following board progress update, **£10,000**

Third Term – following board progress update, **£10,000**

Allocations in the second and third term will be based on the condition of delivery of a termly offer for leaders, teachers and TA's and improving engagement through the year.

The Hub must maintain clear financial records and demonstrate value for money and impact. – see reporting to board.