



Theory of Change

Assumptions

- Participation in high-quality, evidence-informed PD by teachers & leaders improves outcomes for children
- Participation in high-quality, evidence-informed PD contributes to improved teacher & leader retention
- High-quality evidence-informed PD has a disproportionately positive impact on the most disadvantaged children
- DfE polict, public narrative and operations continue to support TSHs & Golden Thread
- TSHC holds trust of TSHs
- TSHC is able to 'speak truth to power' with DfE
- TSHC operational timeline is sufficiently long to enable effective strategic decision-making
- Sufficient organisational stability, including retention of key personnel and continued hosting by the Chair's employer

Inputs

- Sufficient budget
- Expert staff
- National frameworks and standards
- Ofsted ECF and NPQ inspection frameworks
- Evolving evidence base on effective PD
- Evolving understanding of effective TSH practice

Enablers

- Highly effective governance from Council
- Goal alignment between TSHC and DfE
- Alignment with DfE on goals, operations & information
- Effective partnerships with system actors
- Fit-for-purpose tech infrastructure
- Effective VoC, evaluation and feedback loops
- Access to, and understanding of evidence base

Outputs

TSHC GOVERNANCE, LEADERSHIP & OPS

- TSHC artefacts, including vision, mission, ToR, SoD, policies and governance calendar
- TSHC operating plan
- TSHC QA, evaluation and impact methodology

CODIFICATION OF TSH KNOWLEDGE, SKILLS & BEHAVIOURS

- TSH Framework, codifying what effective hubs need to know and be able to do
- TSH code of conduct

PD FOR TSH LEADERS

- Programme of development for TSH staff built on TSH framework and triangulated with LPs and Ofsted
- Induction programme for newly appointed TSH leadership and new hubs

KNOWLEDGE SHARING & IMPROVEMENT

- Comprehensive resource library
- Robust TSH peer review process to drive continuous improvement
- TSH self assessment and improvement planning cycles

COMMUNICATION & RELATIONSHIP MANAGEMENT

- TSHC external comms on purpose and value of TSHs, including via TSHC website and social channels
- Effective communication infrastructure between TSHC and TSH, including support inbox, bulletin and webinars
- Stakeholder mapping and management

RISK MANAGEMENT

- TSHC hub risk assessment and management process, to spot and address weaknesses early
- Escalation path and conflict resolution

SYSTEM EVOLUTION INSIGHTS & INFLUENCE

- Feedback loops, data collection and analysis to generate insights and inform policy development
- Influencing to set the system conditions needed for hubs to succeed
- Horizon-scanning and responding to system changes

Intermediate Outcomes

- TSHs have a system-wide reputation for excellence in evidence-based teacher and leader training and development
- The TSH network forms a comprehensive national infrastructure, ensuring all schools and their staff have easy and equitable access to educator development, including the ECF and NPQs
- TSHs use their deep local knowledge and excellent relationships to forge strong partnerships and tailor their offer to the needs of their area
- TSHs offer impartial information and guidance to schools on PD which drives informed engagement and prioritisation
- The TSH network generates valuable data and insights to improve understanding and inform policy and practice
- The TSH community is mutually supportive and self-improving
- TSHs are strong and financially sustainable, demonstrating strategic and operational excellence

Long-term Outcomes

- All teachers and leaders understand and value and importance of effective PD
- All teachers and leaders understand the 'Golden Thread', their responsibilities and options
- All teachers and leaders have access to high quality evidence-based PD
- All teachers and leaders take part in appropriate, high quality PD throughout their careers
- Teachers and leaders are retained in the profession and progress in their careers

Impact

Children experience excellent teaching in well-led schools leading to improved outcomes, particularly for the most disadvantaged.

