



Ein cyf/Our ref: MA/LN/3311/25

Owain Gethin Davies  
Adnodd Cyf

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16 March 2026

Dear Gethin,

### **Adnodd Remit letter 2026–27**

I am delighted to see Adnodd fully operational and delivering tangible support to education in Wales. Whilst realising one of the commitments in Cymraeg 2050: A million Welsh speakers Strategy to 'plan for an all-Wales infrastructure for the production of relevant and timely resources for curriculum in both Welsh and English' Adnodd is now well placed to continue to deliver key commitments for education in Wales.

I recognise the significant work involved in making Adnodd operational and I want to see the company continue to make rapid progress in establishing itself as the 'go to' service for ensuring provision and promotion of bilingual educational resources and supporting materials in Wales.

Adnodd is fully accountable to the Welsh Ministers as a wholly owned subsidiary company limited by guarantee. This is the formal remit letter issued to Adnodd for the delivery of its objectives. It essentially extends your previous remit for a further year, during which a new remit will be developed to span the next Senedd term. The remit letter is underpinned by the Articles of Association for Adnodd; and the Framework Agreement between the Welsh Government and Adnodd. These two documents, together with this remit letter and the subsequent associated approved Business and Operational Plan constitute the contract between Adnodd and the Welsh Government.

### **Business Plan**

Adnodd will need to continue to develop its Business Plan which takes account of this Remit Letter, any indicative Welsh Government budget settlements and, where relevant, the Articles of Association and the Framework Agreement. The Plan must include sufficient detail to provide assurance that priorities are being taken forward. It is expected that your Operational Plan covers all aspects noted in this remit and the associated Annex.

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Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

Governance and Corporate matters should be clearly outlined including:

- Corporate Governance (taking account of guidelines issued by the Welsh Government and the Framework Agreement, including the code of conduct for Adnodd's Board members);
- Corporate/organisational developments including equality and diversity, Welsh language, health and safety, quality assurance and communications/marketing;
- Value for money considerations; and
- Staffing and resources.

The 2026-27 Business Plan should be submitted to officials for agreement before the end of quarter 1 (30 June 2026).

### **Strategic Priorities**

The strategic priorities set out within this letter are for the period 2026–27, I expect these to remain broadly the same but that the objectives beneath them may develop and change over time. These are detailed in Annex A. The annual funding letter will provide an opportunity to review the objectives, ensuring they remain current and reflect emerging priorities, and that the funding level is appropriate. Adnodd, along with all other Welsh Government bodies, will also need to contribute to the wider goals of the Anti-racist Wales Action Plan and the National Strategy to tackle gender-based violence.

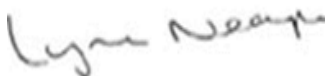
### **Funding allocation**

For the 2026-27 financial year, as set out in your 2026-27 Funding Letter, a total resource budget of £4,974,194 will be available to Adnodd to support those objectives. While this amount could change, you may use this as an indicative figure to inform your planning and forecasting for subsequent financial years.

### **Reporting / Welsh Government point of contact**

The Deputy Director for Curriculum and Assessment will lead on your relationship with the Welsh Government, and your normal point of contact within the Partnership Team will be the Head of Policy Delivery. The Partnership Team will require a draft business plan by 30 June, and it will then have a maximum two-week period to review and provide feedback, and to suggest possible changes. The business plan will be formally approved at the end of this two-week period by 14 July.

Yours sincerely



**Lynne Neagle AS/MS**

Ysgrifennydd y Cabinet dros Addysg  
Cabinet Secretary for Education

# Adnodd

## Strategic priorities 2026 – 2027:

### 1. Develop Adnodd's Corporate Capability

#### Specific objectives for 2026-27:

- a. Maintain effective corporate governance arrangements which reflect the requirements set out in the Companies Act 2006, the Articles of Association and Framework Agreement, such as schemes of delegation, relevant statutory policies, and procurement policies.
- b. The Welsh Government requires all of its Government-owned companies to work in line with the five ways of working set out in the Well-being of Future Generations (Wales) Act 2015. You will report to your Partnership Team on how Adnodd is using the five ways of working, how it is contributing to achieving the seven wellbeing goals, and how its approach will develop year on year.  
<https://www.futuregenerations.wales/about-us/future-generations-act/>
- c. Development of objectives should take account of the Cymraeg 2050 strategy and the recently passed Welsh Language and Education (Wales) Act 2025 and the Anti-racism Wales Action Plan. The Welsh Government has a long-standing commitment to tackle gender-based violence as demonstrated through our groundbreaking Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015, and our National Strategy for 2022-26.
- d. Maintain proportionate critical business functions and services to ensure the effective operation of the company.
- e. Maintain financial management arrangements, including an outline cash flow projection and resource outturn forecast for the 12-month period covered in this letter.
- f. Maintain a corporate website for Adnodd and continue to ensure a responsive online and social media presence.

### 2. Ensure that relevant, timely resources and supporting materials are available in both Welsh and English, at the same time, to support the Curriculum for Wales and its qualifications

#### Specific objectives for 2026-27:

- a. Engage with key stakeholders to maintain understanding of the audience's needs for resource commissioning and provision, ie identification of needs, resource format etc.
- b. Continue to engage with Qualifications Wales and maintain a working relationship with them and awarding bodies regarding resources requirements for qualifications.
- c. Engage with Dysgu, the new professional learning and leadership body for Wales, to gain an understanding of the sector's needs and to ensure close alignment in the development of resources.
- d. Engage with the National Centre for Learning Welsh, the lead organisation for the Learn Welsh sector, to plan support needed to implement the Welsh Language and Education (Wales) Act. In particular resources with reference to the Code to describe Welsh language ability (due for publication in spring 2027) to support schools to meet their Welsh language learning goals.
- e. Engage with organisations being funded through the Curriculum for Wales grant support programme as necessary to ensure resources developed as part of that support are fit for purpose.

**3. Provide a quality assurance framework for the commissioning, development and production of resources, ensuring that resources developed are in line with the ethos and core principles of the Curriculum for Wales and are fit for purpose**

**Specific objectives for 2026-27:**

- a. Engage with key stakeholders and audiences to gain an understanding of how best to quality assure resources, and how practitioners in particular can support and feed into this process to ensure that commissioned resources are fit for purpose and are suitable to their needs.
- b. Continue to test and evolve a quality assurance framework based on insights provided through the engagement process, that ensures resources and supporting materials:
  - i. reflect the principles set out in the Resources and Supporting Materials Guide co-constructed and published on Hwb
  - ii. are in line with the ethos and principles of Curriculum for Wales
  - iii. are reviewed and kept relevant.

**4. Advance the effective promotion, awareness and use of resources.**

**Specific objectives for 2026-27:**

- a. Engage with the Welsh Government's communications and policy teams and other key partners to support the effective communication and promotion of resources being made available to the sector.
- b. Work with Welsh Government digital learning officials to support the ongoing development of the Hwb platform as the go-to service for practitioners looking for support, resources and inspiration to realise the Curriculum for Wales.
- c. Develop and implement your engagement and communications strategic plan as part of your business operations.
- d. Maintain an appropriate commissioning model, based on co-construction, that:
  - i. reflects and meets the needs of the education sector and key stakeholders
  - ii. ensures value for money
  - iii. makes best use of the expertise, knowledge and skills available in Wales
  - iv. aligns and capitalises on existing relationships and approaches across the education sector.

**5. Develop and invest in skills and capacity in creating, sharing and publishing educational resources in Wales.**

**Specific objectives for 2026-27:**

- a. Building on the success of your Collaboration and Innovation fund in 2025-26, continue to support, encourage and fund innovative approaches and ideas that will grow the range of content creators in Wales.
- b. Through your commissioning approach and your work with partner organisations, continue to develop your relationship with publishers, developers and content creators to help support sustainable planning and investment in skills and capacity in Wales.