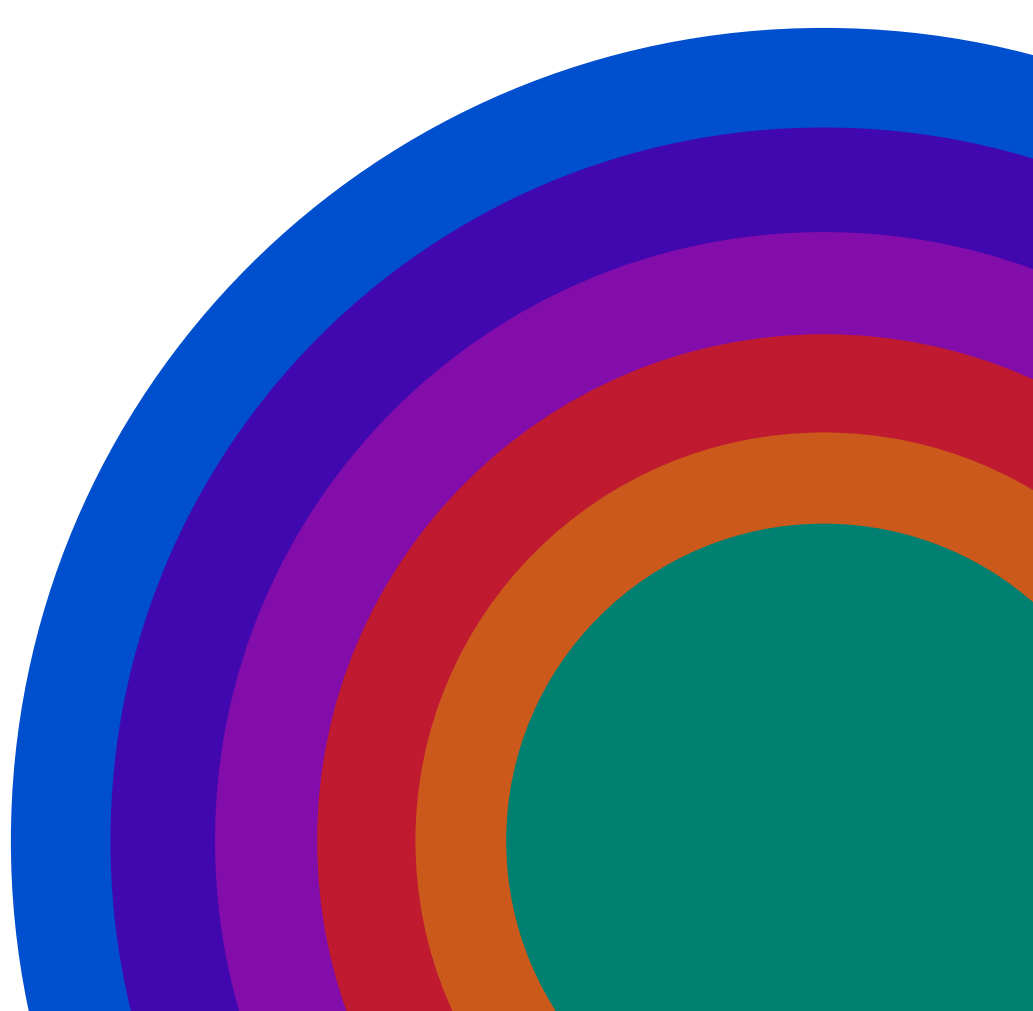


Reviewing Adnodd's impact using ripple effect mapping

Report by Arad Research for Adnodd

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1. Introduction

This report summarises the early impacts that have emerged as Adnodd has become established. The report's findings are based on work carried out using the Ripple Effect Mapping method, which was used to examine and reflect on those effects.

What is ripple effect mapping?

Ripple effect mapping is a visual and collaborative approach that captures the ripples of change that begin locally and spread through the system. It is a participatory, qualitative approach that can record the wider impacts of a project or programme. It brings together people who have been involved in, or have been affected by, the delivery of a project or programme to map out what they've done and the impacts so far.

Method

This work took place within the context of the Adnodd Strategy 2025-2028, and its purpose is to support communication about the Strategy's effectiveness. Adnodd works with a wide range of stakeholders to commission and co-create high-quality bilingual resources that support the Curriculum for Wales, ensuring that all learners and educators can easily access relevant, bilingual and inclusive materials.

Our aim with this project was to understand Adnodd's contribution to the commissioning and co-creation of these resources, and how this work creates ripples of impact for schools, partners and the wider system. This was explored through discussion and brainstorming from Adnodd staff in the period February - March 2026.

Arad facilitated two online ripple effect mapping workshops attended by members of the Adnodd team. The aim of these workshops was to co-produce the ripple effect map. The first workshop involved gathering information by asking questions such as:

(a) What changes have there been as a result of the establishment of Adnodd, from the early establishment period and today?

The second workshop focused on confirming and refining the themes gleaned from the first workshop, sharing the ripples that had emerged from the first workshop with the team. The draft ripple map shared set out lines from the centre ("Adnodd as an organisation") to **Research > Identify Need > Collaboration > Outputs > Results.**

In addition, online interviews were conducted with two Board members to contribute to the themes of the workshops.

2. Adnodd impact overview: ripple effect mapping output

The workshop discussions have been summarised in three impact maps. These maps are intended to understand, demonstrate, and communicate the “pathways of ripples” that reflect the impact of Adnodd in its early years. They are based directly on what the Adnodd team shared during the workshops and reflect the areas that emerged as most influential.

In the workshops, the Adnodd team identified three areas where the organisation’s impact is already evident: collaboration, identifying needs, and research. While each of these pathways leads to different kinds of change, they all stem from the same set of values: innovation, creativity, new ways of working, willingness to listen and respond, and a positive attitude to bilingualism. The three brief descriptions below summarize the main ripple paths (the diagrams themselves appear later in the report).



Pathway 1: collaboration

In this pathway, the team's ability to build relationships, build trust and adopt agile ways of working drives stronger collaboration with suppliers and stakeholders. This leads to greater efficiency, more robust working methods, and collaboration across a wide range of partners.



Pathway 2: identifying needs

This path shows how Adnodd uses insights to identify themes, priorities and gaps in provision. From there, the organisation’s work supports the Curriculum for Wales and informs the resources it commissions or develops.



Pathway 3: research

Adnodd’s research contributes directly to supporting the Curriculum for Wales. The findings are used to strengthening the evidence base for commissioning resources.

Together, these ripples show how Adnodd’s early activity is continuing through the education system and laying solid foundations for long-term change. The rest of the report explores each of these three paths in more detail. Prior to that, the report outlines the founding context and presents the diagrams that describe Adnodd’s culture and ways of working.

3. Context: establishing Adnodd and laying solid foundations

Before introducing the three full ripple maps, this section of the report outlines the context for Adnodd's establishment and presents diagrams that show the factors contributing to its early impact.

Establishing Adnodd

The ripple effect associated with Adnodd stems from its establishment as an independent body. Adnodd receives its funding from the Welsh Government and is responsible for delivering the objectives set out in its remit letter, while operating at arm's length from the government.

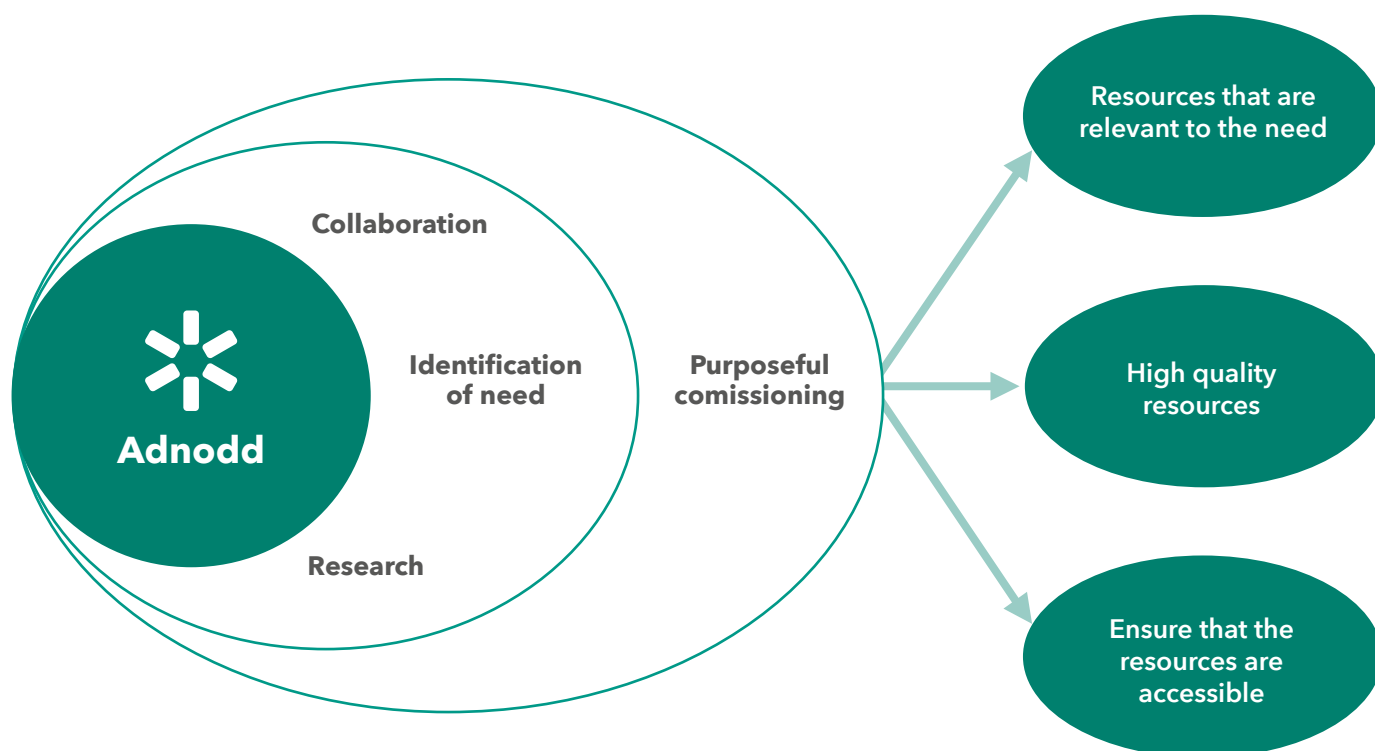
Staff noted that this independence was key to their ability to move quickly to commission resources with clear purpose, and to respond to the real needs of practitioners and learners. In practice, this has enabled them to begin developing accessible, high-quality resources that align with Curriculum for Wales from day one.

The diagram in figure 1 shows how the establishment of Adnodd is a trigger for the ripple effects identified during the workshops. Adnodd sits at the centre of the diagram, surrounded by the next layer of **collaboration**, **identifying needs** and **research**, the three areas of work that emerged as the basis for Adnodd's activity and impact. This leads to the second tier, purposeful commissioning with these three areas of work coming together to inform commissioning decisions.

The diagram provides a visual overview of the path that connects the core work of Adnodd to the effects already visible across the system. The next section explores the principles and values that have shaped the culture of Adnodd since its inception.



Figure 1: Source of ripple effects



Principles, values and culture

The early effects of Adnodd are shaped by the values and principles on which the organisation was built. Central to these are Adnodd's vision, its clear mission, along with an ethos and ways of working that influence the day-to-day approach. These, in turn, shape how Adnodd operates and strengthen its ability to commission and develop accessible and high-quality educational resources relevant to practitioners and learners. Adnodd's vision is set out in its [2025 – 28 strategy](#):

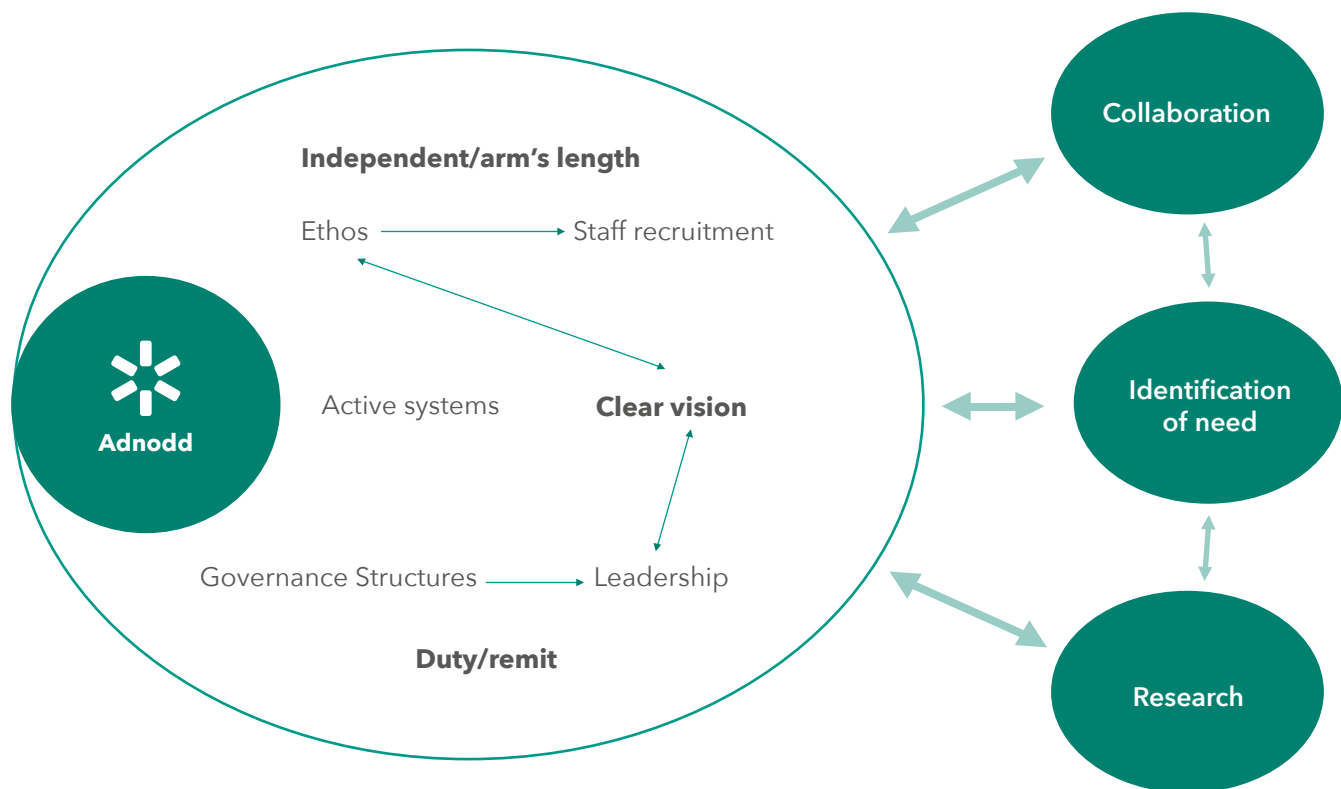
/// *That all learners and practitioners, whatever their backgrounds, have the right to high quality educational resources that will spark their imagination, support their well-being, and encourage a lifelong love of learning.*

The ethos of Adnodd, which focuses on fostering innovation, promoting equality, and enriching the learning experience across Wales, underpins the way the organisation operates. Adnodd staff highlighted that the systems and processes established during the early development of Adnodd created strong foundations for accountability and transparency. As a result, suppliers and wider stakeholders view Adnodd as a reliable and responsible organisation in which they can trust. Adnodd team members also noted that leadership, governance, and staffing structures reinforced this ethos.

The diagram in figure 2 summarises these elements and shows how they influence the three core areas of work: research, identifying needs and collaboration. Rather than showing 'ripples', the diagram illustrates the systemic foundations that shape how Adnodd works and lays the foundation for the ripple effect maps presented later.

Figure 2: Initial ripples

Culture and the factors influencing the work of Adnodd



The establishment of Adnodd has created a unique organisational culture shaped by its ethos, principles and founding vision. During the workshops, staff described how this culture influences all aspects of the organisation's work - from research and engagement to approaches to collaboration and the way in which need is identified. The following elements were described:

Attitude to risk: Adnodd's Risk Management Policy outlines its 'Risk Appetite', which balances innovation and improvement with responsibilities relating to reputation, accountability and value for money. At the same time, the organisation is willing to take considered risks by adopting new technologies and ways of working, supporting its commitment to creativity and innovation.

Creativity and innovation: Creativity and innovation are a natural part of Adnodd's work. Staff are encouraged to think beyond traditional methods, explore new technologies and adopt new ways of working. This approach extends to collaboration with a wide range of stakeholders, enabling Adnodd to develop solutions that are responsive to emerging needs and align with the evolving educational landscape.

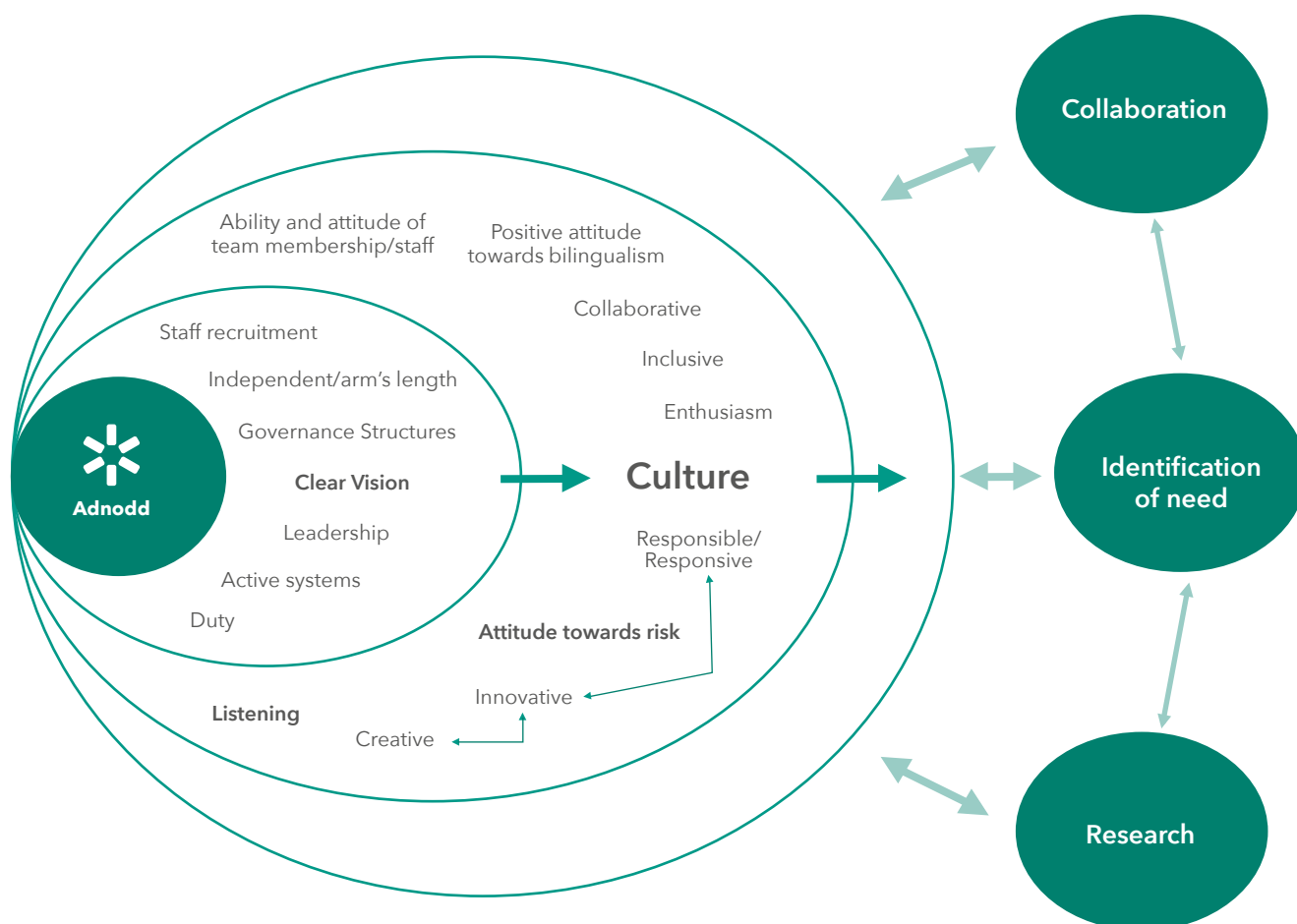
Positive attitude towards the Welsh language and bilingualism: Adnodd's commitment to bilingualism is reflected in the resources it commissions and in its internal operations. Staff are encouraged and supported to use Welsh alongside English, and those who wish to develop their Welsh skills are actively supported. This fosters a positive bilingual environment within the organisation and influences external partners and suppliers, encouraging them to adopt similarly positive attitudes towards bilingualism.

Willingness to listen: A willingness to listen to others was consistently highlighted as a strength by the Adnodd team. This enables Adnodd to deepen its understanding of need, to learn from experience, to adapt where appropriate and gain insight into new or improved ways of working.

Enthusiasm: A high level of staff enthusiasm contributes to an inclusive and collaborative approach to Adnodd. This enthusiasm has been reported to encourage similar attitudes among partner organisations, supporting constructive and productive working relationships.

Figure 3 brings these cultural elements together and shows how they influence the three core areas of work: research, identifying needs and collaboration. This illustrates and explains how Adnodd's internal ethos and practices create the initial conditions for the impact described in the later ripple maps.

Figure 3: Culture as a driver of effect

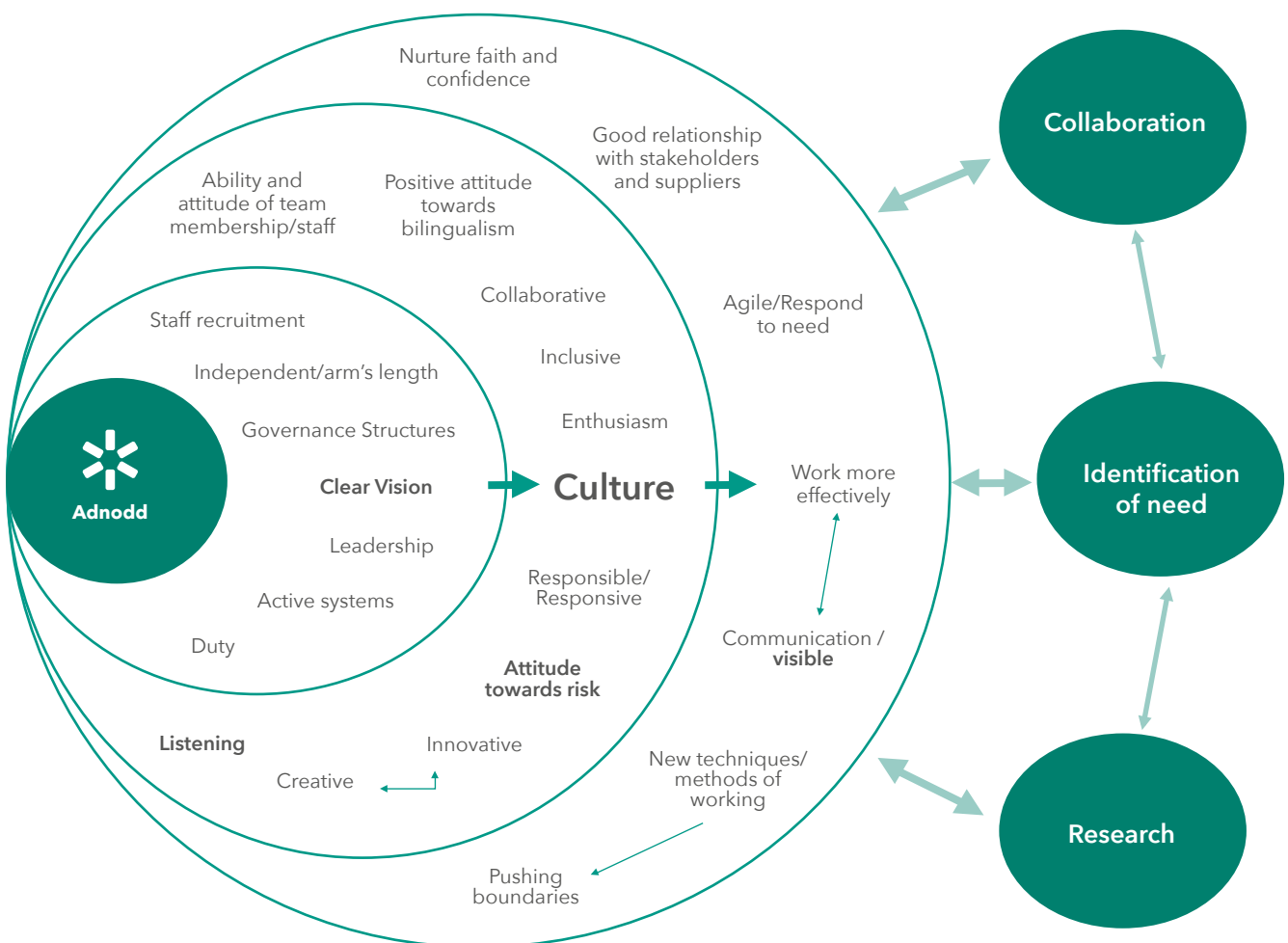


The culture, ethos and attitude to risk described by the Adnodd Team shapes how the organisation operates internally and how it works with others. They contribute directly to the outcomes the organisation is able to achieve. In short, being visible and proactive has helped raise the profile of the organisation and build new connections; agile and responsive working methods have enabled Adnodd to respond promptly to emerging needs; and an emphasis on collaboration and willingness to learn has strengthened working relationships with a range of partner organisations, supporting the identification of needs, research and commissioning that aligns with Curriculum for Wales.

Exceeding the sum of its parts

The diagrams alone do not present the full interdependence between these elements. The aspects that make up the culture do not operate separately or sequentially but rather they continually influence each other and reinforce each other. Adnodd's open, agile, and responsive culture drives collaboration; collaboration improves the ability to identify needs; and that enables higher-quality commissioning and research. Being open to learning and adapting improves the effectiveness and accountability of the organisation, strengthening its ability to demonstrate value for money. This interaction – shown in figure 4 – creates an effect greater than the sum of its parts.

Figure 4: The ripple effects



4. Detailed ripple maps

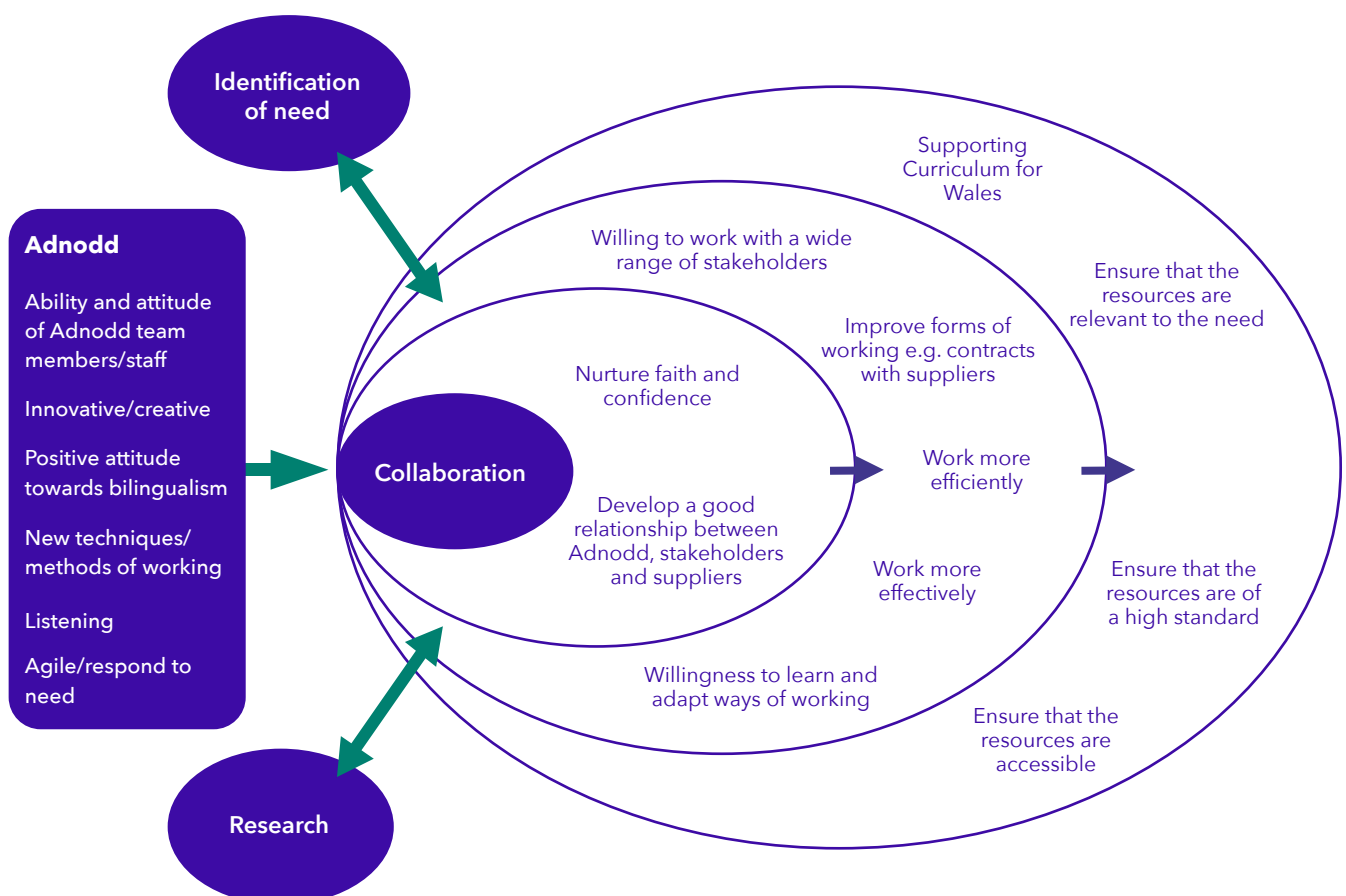
Based on the input received through the workshops, three core areas of work emerged as key drivers for Adnodd's impact: collaboration, identifying needs, and research. These three fields form the starting point for the ripple paths shown in the diagrams that follow.

The aim and vision of Adnodd, which is to commission high quality educational resources that are accessible to all, relies on the ability to identify a need, to research and to collaborate effectively with suppliers, partners and practitioners. These areas of work do not operate in isolation; each one influences and reinforces the others. They form a reinforcing cycle that drives Adnodd's impact and this continuous connection demonstrating once again that its work is greater than the sum of its individual parts.

The ripple maps: collaboration

This is the first of the three full ripple maps. These maps illustrate how collaboration (shown here), identifying needs, and research are driving a series of ripple effects, from the first wave of change to a broader impact across the education system.

Figure 5. The effect of Adnodd on ripples that extend from its collaboration



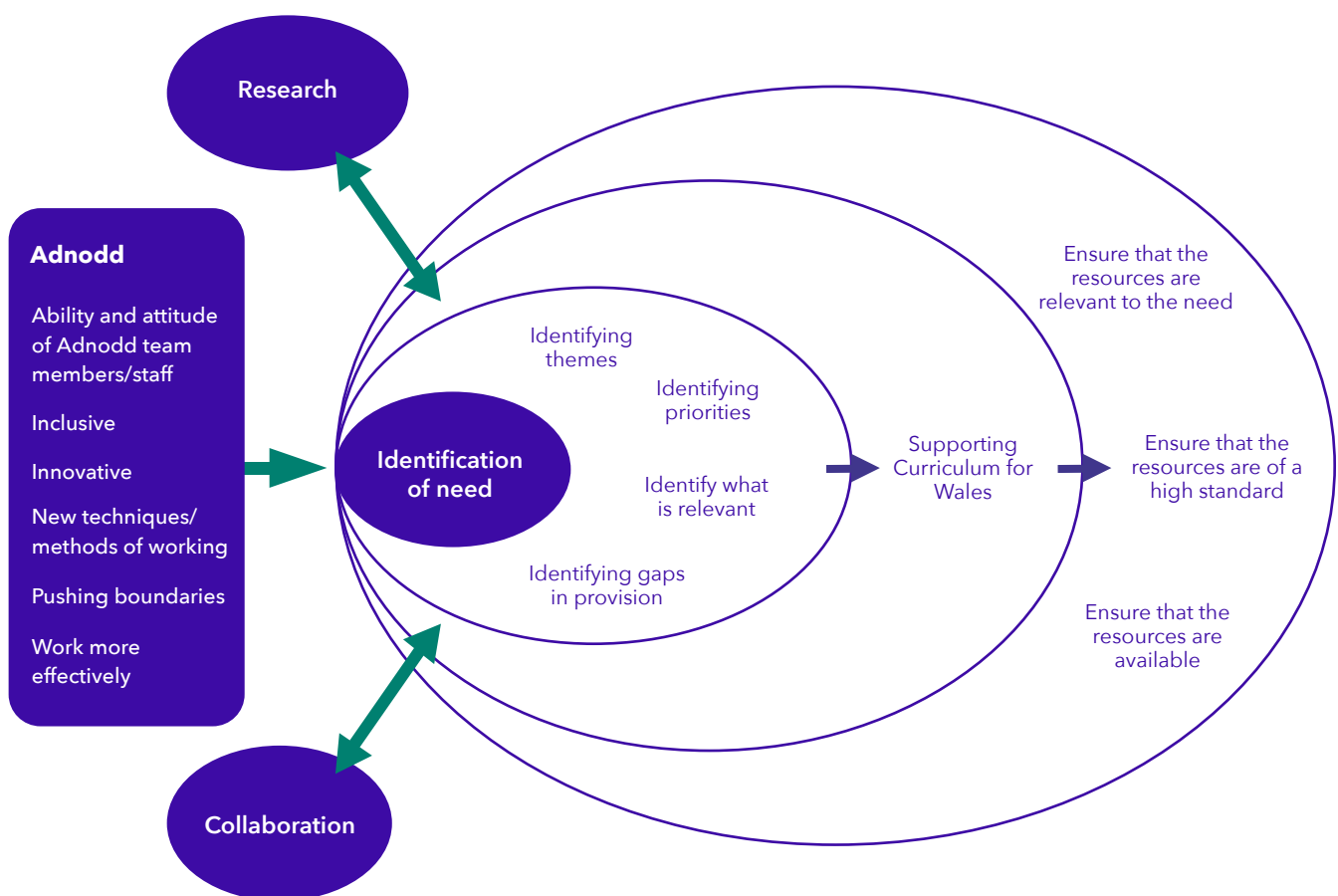
This map shows how collaboration drives the first wave of change through the ability, attitude and working practices of Adnodd staff, from being inclusive and innovative to using new approaches and working more efficiently. These strengths enable Adnodd to collaborate effectively with other organisations, creating access to wider ideas, skills and expertise. In the second wave, this supports the identification of the themes and needs of the sector, and in the third wave it contributes directly to ensuring that resources are relevant, high quality and accessible to all.

For example, in the workshops, it was noted that Adnodd's presence at the Eisteddfod and at education shows has led to new connections with suppliers and users, improving alignment between resources and schools' need.

The ripple maps: identification of need

Strengths and values such as inclusivity, innovation and a willingness to push boundaries, have helped Adnodd clearly identify existing needs and gaps. This has, in turn, enabled Adnodd to identify themes and priorities relevant to the Curriculum for Wales and the teaching sector, and to inform its research and partnership work (see Figure 6).

Figure 6: Adnodd's effect and the ripples of identifying need



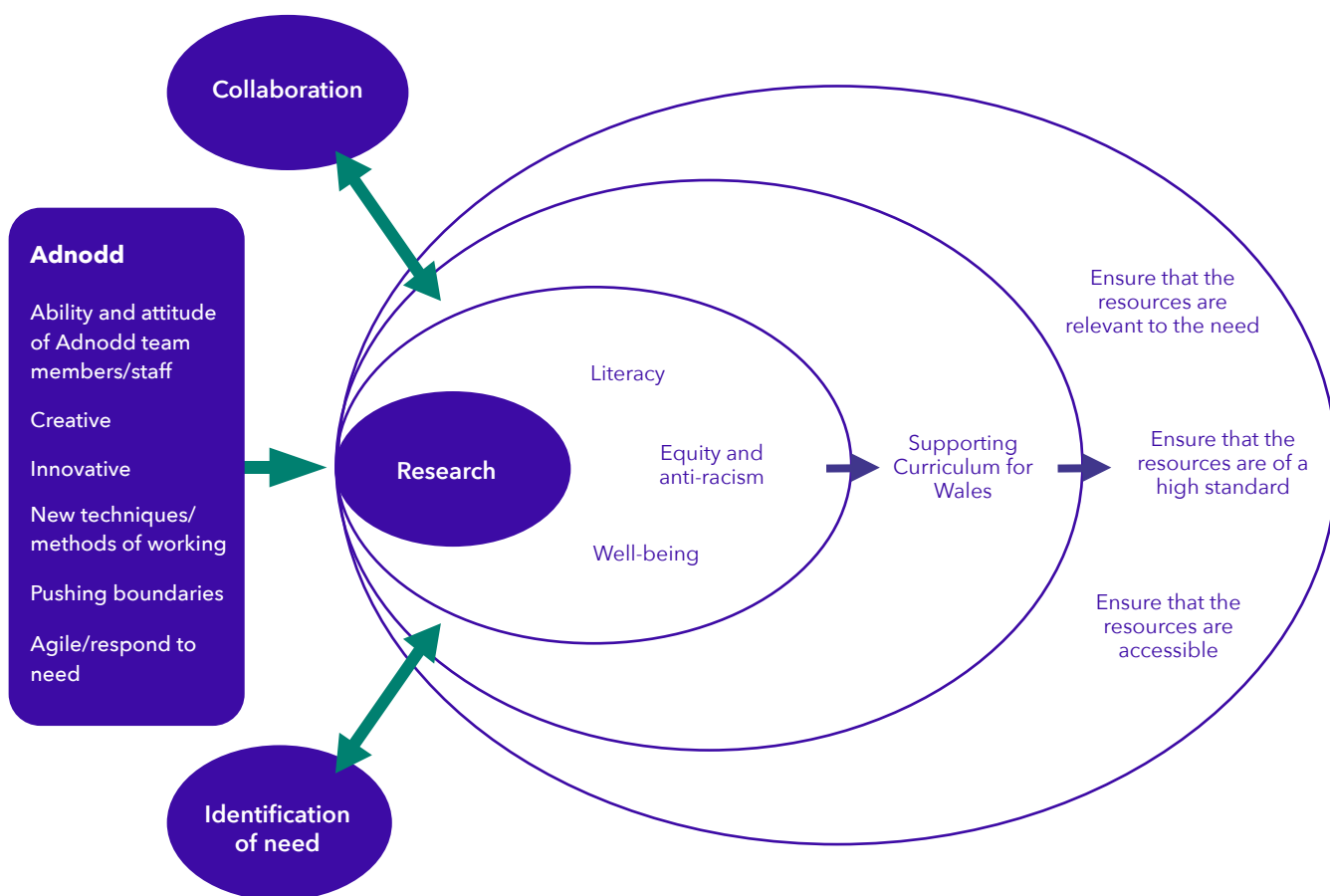
The map shows that Adnodd's approach to identifying needs begins with its core ways of working, including listening to stakeholders, inclusive practice and openness to innovation. This leads to the identification of themes and gaps in provision, and to an understanding of what is relevant to the sector. In the second wave, these insights help to set priorities in order to support the Curriculum for Wales; and in the third wave they contribute to ensuring that the resources commissioned are relevant to the need, are of high quality and accessible to all.

At the workshops, staff noted that the identification of needs had highlighted gaps in Welsh language resources for learners with ALN. This insight was used to inform further commissioning and to plan research to better understand the needs of schools.

The ripple maps: research

The strengths and values described by the Adnodd team, namely being creative, inclusive, agile and ready to push boundaries, underpin Adnodd's research. The research also contributes to the identification of need and supports the work of Adnodd with partner organisations. See figure 7.

Figure 7: Adnodd's effect on ripples that extend from its research



This map shows how Adnodd's research is being used as an early wave towards impact. By focusing on key priorities such as user journeys and literacy Adnodd is developing new insight. At the workshops, staff emphasised that research is a cyclical activity: research leads to new learning and insights, and these then drive further research. This ongoing cycle strengthens the organisation's evidence base and influences the identification of needs. In the second wave, these insights support the Curriculum for Wales; and in the third wave they contribute directly to ensuring that the resources are relevant to the need, of high quality and accessible to all.

In the workshops, it was noted that Adnodd's research will focus on learners' literacy and needs which will directly influence the commissioning of new resources and the selection of collaborative projects with partners.

Together, these three ripple maps show how Adnodd's three core areas of work combine to create a cycle of continuous improvement across the education system.

The diagrams also show the reinforcing elements that link Adnodd's activity to the effects of the organisation, open culture, team strengths and ever-growing partnerships. For example, it was noted in the workshops that Adnodd's decision-making approaches that involve openly sharing commissioning logic have helped partners better understand the system and helped build wider trust.

However, staff at the workshops noted that this work is not without its challenges. Some systemic barriers were cited such as procurement processes that can delay work, pressures on the creative market, and emergency situations that may arise. However, Adnodd's commitment to constantly reviewing and evaluating its work puts it in a good position to adapt and consolidate the ripple effects over time.



5. Conclusion: emerging impacts and ripple effects

The ripple diagrams above illustrate how the different elements of Adnodd's work relate to each other: the way the organisation operates, the strengths and values of the team, and the way this shapes its relationships with partners. Adnodd is constantly learning and adapting, and this approach strengthens its impact on the wider system. As Adnodd continues to review and evaluate its work, it is likely that the impact waves identified in this report will strengthen and expand over time.

It emerged through the workshops that there has been...

Establishment of solid foundations: Adnodd's work in its early years demonstrates the establishment of solid foundations: clear structures, transparent processes, open leadership, and a positive culture that values innovation, taking positive risks and bilingualism. These elements have helped to create an active and reliable organisation, with systems that can support further growth.

Strategic commissioning and innovation: The evidence shows that Adnodd is developing a more strategic approach to commissioning, which is evidence-based and based on a clearer understanding of the needs of the sector. As a result, the organisation is adopting more systematic and innovative ways of working, supported by clearer processes that improve efficiency and quality.

Collaboration and sector influence: There is strong evidence of strengthening relationships across the education system. Adnodd has increased its public presence and built strong working relationships with suppliers, national partners and practitioners. This has triggered greater alignment and less duplication across the system, strengthening the influence of Adnodd as a national body.

Quality, accessibility and relevance: The three ripple pathways come together to lead to the same result: resources that are more relevant, of higher quality and accessible to all. Clear standards, practitioner feedback and improved use of evidence contribute to a more robust approach to quality assurance and improving the resources produced.

Together it shows how the culture of Adnodd drives collaboration; how collaboration improves the ability to identify needs; and how that supports higher quality commissioning and research. These elements form a cycle of improvement that reinforces the impact of the organisation over time.

Through constant review and evaluation, Adnodd is well positioned to continue learning and adapting. Over time, this approach will help strengthen and accelerate the ripple effect waves that are currently emerging. Although it is a relatively new body, the impact of Adnodd on developing resources that are more relevant and of higher quality is already visible.

Strengthening the effects

In order to move from a description of impact to actions, before concluding the next section outlines brief recommendations that derive directly from the early impacts that have emerged.

1. Reinforce the three core work areas as a circle

Adnodd should continue to treat collaboration, identifying needs, and research as a connected system, planning activities and commissioning decisions in a way that deliberately takes advantage of these strengths.

2. Make the circle of learning more visible

The findings from the ripple effect mapping indicate that continuous learning, rooted in research, needs identification and collaboration, is a clear strength. This could be reinforced further by making these learning processes more visible to partners and stakeholders, for example through short summary reports or updates that explain key learning points and show how research findings or collaborative activity inform Adnodd's work.

3. Define indicators of success

In order to monitor progress over time, Adnodd could take steps towards a more systematic approach to assessing impact. This would involve defining clear qualitative and quantitative indicators, setting out what 'success' means and how it can be demonstrated and evidenced through the collection of evidence. These could reflect Adnodd's goals and priorities, together with the effects identified in this report, for example aspects such as the quality of collaboration, the relevance of resources, and the frequency and nature of their use by practitioners.

4. Continue to model bilingualism

The impact of Adnodd as a model of bilingual practice has been evident. Clear expectations should continue to be set on suppliers and partners, supporting the wider sector to raise standards and build confidence in Welsh and bilingual provision.

5. Use ripple effect mapping as a continuous organisational learning tool

Regular ripple effect mapping, for example annually or after key commissioning stages, could support organisational learning, forward planning and clearer communication of impact. This method could be used specifically within internal meetings in order to review findings, identify lessons, and guide next steps.



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