

Adnodd Operational Plan for 2026-2027





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Introduction

This operational plan gives an overview of the activities and outputs that will deliver Adnodd corporate objectives for the 2026/27 financial year.

These corporate objectives reflect the requirements of our Welsh Government Remit Letter and Funding Letter and the Adnodd Strategy 2025 - 2028. This plan also demonstrates how Adnodd will support wider Welsh Government policy objectives including the Well-being of Future Generations Act and Cymraeg 2050.

What we do

Adnodd's vision is 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.

We will achieve our vision through leading and coordinating the provision of adaptable and user-friendly resources in both Welsh and English that will inspire the teaching and learning of the Curriculum for Wales. This will support all children and young people to become healthy, engaged, enterprising and ethical citizens, ready to play a full part in life, work and their communities.



Explore

We explore future trends and embed long-term thinking through research and engagement. This helps us map current resources, identify gaps, understand the challenges, and discover new delivery methods. We involve others in our insights and consider the evolving needs and requirements of the sector. We remain flexible, open to change, and focused on user experience.



Shape and Coordinate

We shape and coordinate the provision of resources to support the Curriculum for Wales. We engage partners to create a shared vision for the development of resources, fostering collaboration and promoting good practice. This creates a more sustainable system of providing and maintaining educational resources.



Commission

Through competitive rounds, we commission high-quality adaptable and accessible resources that address evidenced needs and gaps in provision, and that support the Curriculum for Wales. These resources will enrich cross-curricular learning, align with policy guidance, and enhance professional learning.



Evaluation and Review

We review our processes, the resources we commission and how they are used. We use evaluation and evidence to demonstrate how our work supports the needs of learners and practitioners. Through continuous improvement, we ensure that the provision of resources is relevant and accessible.

Our values



Responsive

We actively learn and reflect on what the sector is telling us, and we guide our work according to their needs. We involve learners and practitioners in our decisions so that their experience is central to the resources we commission.



Inclusive

Respecting and caring for each other, and everyone around us, is central to everything we do. We prioritise addressing inequalities and removing barriers to learning, so that every learner, regardless of background, has the right to a positive and safe educational experience.



Collaborative

We foster a sense of community and solidarity within our organisation and with those with whom we work. We build enduring and cohesive partnerships through exploration and collaboration.



Creative

We celebrate innovation, welcome new ideas, and encourage different approaches to how things are done. We embrace technology and we experiment with new forms of resources, while continuously learning from our experience. We develop and share resources that are vibrant and fun, and that inspire learning.

Well-being of future generations

The Well-being of Future Generations (Wales) Act 2015 (the Act) is a legally binding commitment for Adnodd and other public services in Wales to work together to create a Wales that we all want to live in, for now and in the future.

The Act seeks to improve the social, economic, environmental and cultural well-being of Wales.

Adnodd has applied the sustainable development principle to our corporate objectives, ways of working and performance indicators to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. The table below sets out how Adnodd has aligned the principles that shape our activity with the Five Ways of Working set out in the Act.

Five ways of working	How Adnodd applies this in practice
Long term	By collaborating with a diversity of experts and partners, we will expand our knowledge and embed long-term thinking. We will involve practitioners and learners in the process of developing, reviewing and evaluating our work so that we can adapt, plan and provide resources that will best support users' needs. Our interventions will be intentional and strategic, ensuring long-term preventions to persistent problems affecting children and young people.
Prevention	Through our quality assurance framework, we will set clear expectations and strive for excellence in every resource we commission and share. Our emphasis will be on quality not quantity, commissioning more adaptable, usable, relevant and inclusive educational resources to meet identified needs. We will be mindful that often there will not be a need to commission new resources, and that it would be more cost effective to widen the access to excellent resources that already exist.

Five ways of working	How Adnodd applies this in practice
Integration	Welsh Government policy is that Cymraeg belongs to us all, and that every learner will have equal access to the language and the opportunity to reach their potential. We will support the Welsh Language and Education Act by encouraging the use of the CEFR (Common European Framework Reference for Languages) as a vehicle for planning a range of resources based on a structured, national language continuum. Through our focus on inclusivity, we will invest in resources that will inspire and engage everyone, including learners with Additional Learning Needs (ALN), in line with the ALN Act. Promoting equity and anti-racism is fundamental to everything we do. The resources we commission are aimed at addressing inequalities and removing barriers, so that all learners can have a fair and positive educational experience.
Collaboration	Our aim is to support a more sustainable approach to resource development. This means that we won't just be commissioning new products ourselves. We will also proactively help to build capacity and effective networks for creating and sharing resources to ensure that the range of educational resources in Wales is coherent, balanced and equitable. Through our Innovation and Collaboration Fund we will empower practitioners, freelancers, and organisations to co-create inclusive, imaginative, and impactful educational resources that support the Curriculum for Wales.
Involvement	Through adopting a people-first approach, we will collaborate and engage across the education sector and beyond to understand the perspectives, needs and experiences of the different people we work with. We recognise that we don't have all the answers and that there are many things that we don't yet know. We will create the conditions for the unexpected to flourish, and for new and imaginative forms of resources to be developed. As a strategic enabler, we will bring practitioners, learners, companies, grassroots organisations and communities together to think of new ideas and create innovative ways of making and sharing resources.

Cymraeg

Adnodd's commitment to Welsh language is fundamental to our mission.

As a proudly bilingual organisation, we recognise that language is not merely a tool for communication but a vibrant expression of culture, identity, and belonging.

Whilst Adnodd is subject to the Welsh Language standards, our approach to Cymraeg goes beyond compliance; it represents our dedication to creating an environment where Cymraeg thrives naturally alongside English in everything we do. From our internal operations to our public-facing work, our philosophy celebrates Welsh's rich heritage while ensuring its vital place in Wales's future.

Adnodd's corporate objectives for 2026/27

We have set five corporate objectives for the 2026/27 financial year that encompass the requirements of our agreement with Welsh Government, our policy commitments and our strategic priorities.

1 Adapt our strategy and continue to deliver at pace

We will respond quickly to any changes in Welsh Government priorities and our new remit by reviewing and updating our strategy and plans.

As we do so, we will continue to deliver our commissioning programme at pace to secure high-quality, bilingual resources in line with the areas of priority in our funding letter. We will ensure that resources target user needs, support effective teaching and learning, help to manage workload, and make a real difference in education across Wales. And we will work with Welsh Government to improve how we commission and quality assure resources that enable learner progression through effective curriculum and assessment design and delivery.

2 Deepen our collaboration with Welsh Government, Dysgu and national partners to support the education system

We will work collaboratively with Welsh Government, Dysgu, Qualifications Wales, the National Centre for Learning Welsh and other national and local partners to improve coherence, build capacity, and support change management across the education system.

3 Strengthen evidence, insight and impact

We will take an increasingly systematic approach to quality assuring new and existing provision and to assessing its impact. We will use evidence from our research and from our engagement with a wide range of partners, contributors and users. This will help us identify and prioritise needs and opportunities, with a strong focus on user experience and educational impact.

4 Maintain strong governance, accountability and value for money

We will continue to operate and mature as a well governed and accountable public body, managing public funds responsibly, meeting our statutory duties, contributing to wider public policy aims, and providing clear assurance on performance, risk and impact.

5 Invest in our people, systems and ways of working

We will support our staff to thrive, strengthen our systems and ways of working, and foster an inclusive, collaborative culture that enables Adnodd to deliver effectively and sustainably.

Delivering our 2026/27 corporate objectives

Below we set out the main activities and outputs that we will deliver to achieve our corporate objectives.

These activities are supported by detailed work plans to support effective and efficient delivery and enable regular reporting of progress, performance and risk to the Adnodd Board.

We start the year in good shape, building on excellent progress in developing and establishing the systems and processes we need to operate effectively.

This year, as we embed and mature our operating model, we will focus on measuring and evaluating our progress and impact through a range of different indicators that we will establish, monitor and refine over time.

The references to quarters in the table below relate to the financial year, with Q1 being April – June 2026, Q2 being July – September, and so on.

CORPORATE OBJECTIVE 1: Adapt our strategy and continue to deliver at pace

We will respond quickly to any changes in Welsh Government priorities and our new remit by reviewing and updating our strategy and plans.

As we do so, we will continue to deliver our commissioning programme at pace to secure high-quality, bilingual resources in line with the areas of priority in our funding letter. We will ensure that resources target user needs, support effective teaching and learning, help to manage workload, and make a real difference in education across Wales. And we will work with Welsh Government to improve how we commission and quality assure resources that enable learner progression through effective curriculum and assessment design and delivery.

	Activity	Result
1.1	Review and adapt Adnodd's strategy to ensure our priorities and focus areas align to the new Welsh Government.	Adnodd remit letter and strategy updated in Q2.

	Activity	Result
1.2	Design, run and review termly cycles of competitive commissioning opportunities aligned to the priorities in our funding letter and our strategy, including: • Literacy • Numeracy • Curriculum and assessment design • Additional learning needs • Equity and well-being • Humanities • Science • Welsh language equity • Qualifications	A rolling programme of targeted and thematic commissioning opportunities through our supplier and grant frameworks in the summer, autumn and spring terms. Timely information for suppliers to support planning and engagement. Good alignment between the projects awarded and our priorities. Effective use of funding to secure value for money. Continuous learning and improvement across each successive cycle.
1.3	Launch the Adnodd Quality Assurance Framework, publish clear information for content creators to explain our expectations, and continuously develop our ways of working to embed quality assurance in everything we do.	Framework launched in Q1 with supporting information and guidance for partners, content creators and users. Interactive advice and support sessions offered online for suppliers in Q2 and Q3 focused on key aspect of the Quality Assurance framework. Followed by ongoing development of additional guidance and operational processes to ensure systematic quality assurance.
1.4	Grow the pool of Cyfeillion Adnodd – including partner organisations and practitioners – and develop their role in supporting the development and review of resources.	An increasing and diverse range of Cyfeillion Adnodd are involved in how resources are designed, developed and evaluated ensuring an inclusive and consistent focus on user needs and experiences.
1.5	Work with Welsh Government to refresh guidance on developing resources that reflect the expectations of the Curriculum for Wales, building on the work of the national support offer and Camau projects.	Updated guidance for developing resources that support the Curriculum for Wales developed and published in Q3.

	Activity	Result
1.6	Support the Welsh Government and its partners, using insights from our research and engagement, to improve the user experience of finding and using resources on Hwb. Making it easier for users to search for, discover, access and use resources on Hwb.	Ideal user experience map and ideas for new functionality developed and tested with users in Q1 and Q2 to inform the development of an updated resources area on Hwb.
1.7	Continue to build Adnodd's digital presence and corporate identity, reflecting Adnodd's mission, values and impact, to support and enable engagement with partners, creators and users.	Strategic plan for engaging and communicating agreed in Q1 with regular progress reported quarterly to the Adnodd Board.
1.8	Review, measure and report on progress against the updated priorities, objectives and focus areas identified in our strategy for 2025 – 2028.	Report in Q3 on our progress to date and outline future direction in line with updated remit and strategy.

CORPORATE OBJECTIVE 2: Deepen our collaboration with Welsh Government, Dysgu and national partners to support the education system

We will work collaboratively with Welsh Government, Dysgu, Qualifications Wales, the National Centre for Learning Welsh and other national and local partners to improve coherence, build capacity, and support change management across the education system.

	Activity	Result
2.1	Continue to ensure Adnodd's governance and operational approach is aligned with that of Welsh Government and education bodies through the newly established Education Support Operations Group.	Effective alignment and coordination of priorities, opportunities, funding and evidence reflected in coherent and complementary commissioning and provision of educational resources and professional learning.
2.2	Establish formal cooperation arrangements with Dysgu to support alignment of priorities, plans and ways of working.	Commitment to cooperation agreed with Dysgu in Q1 to underpin and focus ongoing and effective collaboration and alignment of activity based on shared areas of priority.

	Activity	Result
2.3	Work with Qualifications Wales, Dysgu and awarding bodies to identify and deliver resources required to support 14-16 National Qualifications.	Requirements for supporting resources identified and agreed by Q2 to support targeted commissioning in Q3 leading to priority resources produced by September 2027.
2.4	Work with the National Centre for Learning Welsh to plan support needed to implement the Welsh Language and Education (Wales) Act, including the Code to describe Welsh language ability due to be published in spring 2027.	Joint project agreed for research and development of practical guidance for applying the Code, based on the CEFR, when creating Welsh-medium educational resources for all learners.
2.5	Build system capacity and grow Adnodd's influence and impact through strategic and creative collaboration with other national education bodies and partners.	Strengthen collaboration with national partners to share and align priorities and plans and to identify opportunities to work together on joint projects in response to Welsh Government priorities and objectives.
2.6	Deliver strategic and coherent engagement and communications to strengthen Adnodd's profile, credibility and partnerships.	Arrangements in place with Welsh Government and Dysgu to coordinate messaging for practitioners and users.
2.7	Strengthen Adnodd's digital presence and corporate identity, reflecting Adnodd's mission, values and impact, supporting engagement with partners and users.	Strategic plan for engaging and communicating agreed in Q1 with regular progress reported quarterly. Collaborative communication campaigns will strengthen engagement and bring clarity and coherence to messaging. Resources promoted through targeted messaging to a variety of stakeholders. Practitioners have an increased awareness and understanding of Adnodd's role and remit.

CORPORATE OBJECTIVE 3: Strengthen evidence, insight and impact

We will take an increasingly systematic approach to quality assuring new and existing provision and to assessing its impact. We will use evidence from our research and from our engagement with a wide range of partners, contributors and users. This will help us identify and prioritise needs and opportunities, with a strong focus on user experience and on-the-ground educational impact.

	Activity	Result
3.1	We will use the findings from our research into literacy resources to strengthen our collaboration with partners, including Curriculum for Wales grantees, and to shape our commissioning plans for resources that will support the development of literacy skills and reading for pleasure. As we do so, we will draw upon the findings of Welsh Government's Quinquennial Review into the Sufficiency of Welsh Medium Additional Learning Provision (ALP)	Literacy research findings published in Q2. Followed by a programme for collaborating with national partners, including Dysgu, Estyn and Curriculum for Wales grant recipients to identify, evaluate and commission resources that support good literacy outcomes for all young learners in Wales.
3.2	We will commission further research into user needs and experiences, including the potential applications, implications and challenges of using AI-enabled resources to support practitioners, enhance learning and reduce workload.	Specification for the research developed collaboratively and issued in Q3, with a focus on practical and actionable findings that will inform our future commissioning work.
3.3	We will develop, publish and implement our approach to evaluating the quality and impact of commissioned resources, drawing on user insight and the experiences and feedback of learning providers and practitioners.	Work with Cyfeillion Adnodd in Q2 and Q3 to develop, apply and refine the approach in practice. Publish Adnodd's approach to evaluating and reporting on the impact of our commissioning work in Q4.
3.4	We will implement a programme of review to identify, validate and prioritise needs across different areas of provision, deploying the expertise of our partners, suppliers and Cyfeillion Adnodd to assure findings and continuously review and refine the process.	Initial approach will focus on work to contribute to the development and delivery of the Welsh Government Foundational Literacy and Numeracy Plan. Followed by work to review and identify requirements for supporting the new National Qualifications. Leading to continuous development of our methods for reviewing, identifying and prioritising needs.

CORPORATE OBJECTIVE 4: Maintain strong governance, accountability and value for money

We will continue to operate and mature as a well governed, accountable public body, managing public funds responsibly, meeting our statutory duties, contributing to wider public policy aims, and providing clear assurance on performance, risk and impact.

	Activity	Result
4.1	Continue the development and integration of robust corporate systems so that Adnodd operates efficiently, safely and professionally, and enables all teams to deliver their work effectively.	Regular quarterly reporting to Adnodd's Audit and Risk Assurance Committee (ARAC). Internal audit recommendations implemented promptly with root cause analysis exercise undertaken. Unqualified external audit opinion awarded for annual accounts. Key performance indicators developed, reported regularly and refined over time.
4.2	Ensure that Adnodd contributes meaningfully to long-term policy goals including wellbeing of future generations, Cymraeg 2050, an inclusive and antiracist Wales, and a net-zero Wales. And supports the implementation of The Welsh Language and Education Act 2025 and The British Sign Language (Wales) Act 2026.	Mapping of Adnodd' activities against key policy objectives completed, with clear aims and reporting mechanisms in place. Activities to support new legislation included in relevant commissioning and research projects.
4.3	Review and update corporate objectives and operational plans in line with any changes to our remit and strategy following the Senedd elections.	Operational plans reviewed and updated by Q3.
4.4	Ensure a strong, professional corporate foundation that enables effective delivery and delivers value for money.	Onboard the successful bidders to the supplier framework and conduct a gap analysis to shape plans for managing and maturing the framework. Publish and implement Adnodd's commissioning grants framework to underpin our commissioning programme for 2026/27. Improve quality of data gathering, analysis and reporting to better track performance and quality across key functions.
4.5	Work collaboratively with colleagues across the education and public sector to ensure Adnodd's operational and corporate approach is aligned with good practice.	Share data and insights with other arm's length bodies to improve collective capability, coherence and value for money.

CORPORATE OBJECTIVE 5: Invest in our people, systems and ways of working

We will support our staff to thrive, strengthen our systems and ways of working, and foster an inclusive, collaborative culture that enables Adnodd to deliver effectively and sustainably.

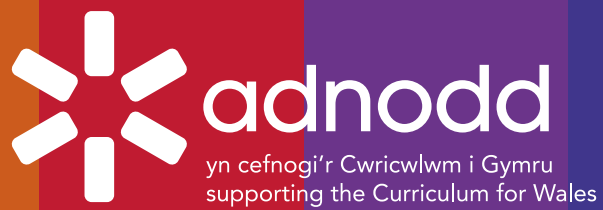
	Activity	Result
5.1	Embed Adnodd's approach to staff performance development with clear objectives for staff agreed and monitored and regular opportunities for meaningful professional learning.	Create a calendar of multi-modal professional learning opportunities that meet the development needs of the individual and the team.
5.2	Prioritise wellbeing, inclusion, professional growth and engagement to ensure Adnodd is a supportive, inclusive and high performing workplace.	Conduct an annual staff survey to monitor engagement and use the findings to shape improvements .
5.3	Maintain a positive and dynamic culture through a distributed leadership model rooted in Adnodd's values.	Staff continue to report high levels of satisfaction, with appropriate support to grow and develop in their roles.
5.4	Continue to review and enhance Adnodd's policies, and ways of working to ensure that they reflect the culture and values of the organisation	Monitor impact of professional learning and well-being initiatives and carry out cyclical reviews, working with the staff forum to ensure that the offer continues to support the team and the wider organisation.

Monitoring and reporting

The key activities and workstreams described in this plan are supported by detailed work and project plans, which set out the specific tasks and milestones that must be completed to achieve our overall corporate objectives.

We will use these work plans to monitor and manage progress, risks, performance and outcomes against our corporate objectives and the operational priorities noted in our funding letter. We will report on these regularly to our Board and Welsh Government.





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