e-sgol

Strategic Plan 2026–2029



Ariennir gan
Lywodraeth Cymru
Funded by
Welsh Government



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Equity in Education through Technology

Our vision is to create an inclusive and collaborative education ecosystem where every learner, regardless of their circumstances and background, has access to high-quality learning through online and hybrid approaches.

By using digital technology effectively and fostering strong networks, we will empower learners and practitioners to realise their full potential in an ever-evolving digital world.

Every learner. Every part of Wales. Every opportunity.

Introduction

e-sgol is a Welsh Government-funded national initiative that supports school-age learners and post-16 learners up to the age of 19 across Wales. By connecting providers, practitioners and learners through technology, it expands access to the curriculum, supports Welsh-medium provision and enriches learning experiences.

Since its launch, e-sgol has grown to become a key part of the Welsh education landscape. Significant expansion has taken place across both the primary and secondary sectors, collaboration between local authorities and educational institutions has deepened, and learner engagement has increased through innovative projects that respond to the needs of the modern education system.

Throughout the lifetime of this plan, e-sgol will build on its existing strengths to expand learning opportunities, reduce barriers to participation and strengthen the education system's capacity to respond to the evolving needs of learners. Our ambition is to contribute to a fairer, more collaborative and more resilient education system for Wales.



Equity in Education through Technology.
Every learner.
Every part of Wales.
Every opportunity.

We exist to...

Expand access to Welsh-medium and bilingual learning for all learners

Remove structural barriers arising from geography, staffing capacity or curriculum constraints

Enable institutions to collaborate and innovate

Build digital confidence among practitioners and learners



Provide contemporary and comprehensive professional learning opportunities

Provide free, high-quality revision resources for learners aged 14–19

Prepare learners in Wales for education, employment and society increasingly shaped by technology and hybrid models of working

Ensure Wales leads the way in hybrid and online learning provision

Success by 2029 will be...

Broader access to high-quality learning opportunities

A more sustainable and accessible curriculum

A more confident education workforce in hybrid and digital models

Stronger Welsh-medium provision

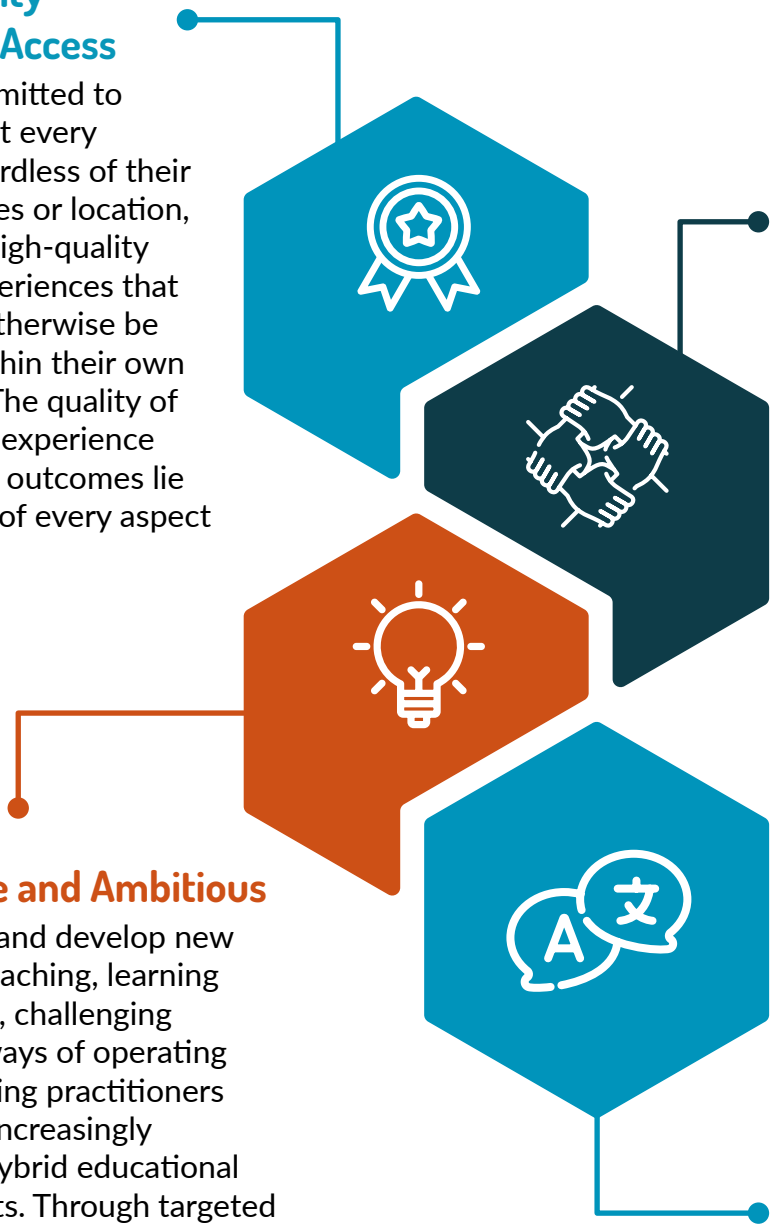
Recognition of e-sgol as a national strategic partner

Our Values and Principles

The work of e-sgol is guided by a set of values and principles that shape our culture, our decision-making and our provision. They reflect how we work, how we collaborate with others, and how we ensure that every learner has access to learning experiences of the highest quality.

High-Quality Equitable Access

We are committed to ensuring that every learner, regardless of their circumstances or location, can access high-quality learning experiences that would not otherwise be available within their own institution. The quality of the learning experience and learning outcomes lie at the heart of every aspect of our work.



Collaborative and Responsive

We work in partnership across the Welsh education ecosystem, collaborating with schools and colleges, local authorities, providers and other stakeholders to expand opportunities and strengthen system capacity. We are flexible and responsive, adapting quickly to the needs of learners and the sector while anticipating emerging challenges and opportunities.

Innovative and Ambitious

We explore and develop new models of teaching, learning and working, challenging traditional ways of operating and supporting practitioners to thrive in increasingly digital and hybrid educational environments. Through targeted Professional Learning, live modelling and the sharing of effective practice, we support practitioners and learners to enhance their skills and to use technology and digital pedagogy confidently and effectively.

Linguistic and Cultural Enrichment

We actively contribute to strengthening the Welsh language and Welsh culture through learning experiences that build linguistic confidence and reinforce Welsh identity. At the same time, we broaden learners' horizons by promoting awareness of languages, cultures and international perspectives.

How We Work

e-sgol operates through an established and evolving ecosystem of partnerships and delivery models.

Professional Learning

e-sgol provides rich Professional Learning opportunities for practitioners across both the primary and secondary sectors. At secondary level, practitioners benefit from comprehensive support that enables them to teach effectively through online and hybrid models, including guidance on pedagogical approaches and digital practices that support high-quality learning experiences.

For primary practitioners, e-sgol's live sessions provide interactive learning experiences for pupils while also serving as valuable Professional Learning opportunities for teachers. Practitioners learn alongside their learners, benefiting from the guidance of experienced experts on screen, thereby strengthening subject knowledge and teaching strategies.

Innovative Primary Programmes

Primary learners benefit from targeted digital provision that supports areas of the curriculum which can be challenging for institutions to deliver consistently, often due to limitations in capacity, confidence or specialist expertise. Through carefully designed learning experiences, e-sgol expands access to rich and engaging learning opportunities.

This approach supports both the breadth and depth of the curriculum, increases learner engagement and builds practitioner confidence, providing practical and scalable support for classroom delivery.

Secondary Hybrid and Online Learning Models

Secondary learners benefit from innovative provision that combines synchronous online lessons, asynchronous learning activities and face-to-face sessions. Clusters of providers share specialist practitioners, enabling a broader curriculum offer for learners up to 19 years.

Carlam Cymru Revision Resources

Through Carlam Cymru, e-sgol provides high-quality bilingual revision resources alongside wellbeing support, closely aligned with national qualifications and curriculum expectations. The platform supports independent learning, enabling learners to reinforce understanding and revisit key concepts beyond the classroom.

Carlam Cymru offers trusted curriculum-aligned content that can be integrated into teaching, intervention and revision activities, supporting consistency, equity of access and learner confidence. An innovative app is also available, promoting structured, self-directed learning and learner wellbeing.



Strategic Context

e-sgol operates within a national landscape shaped by the following factors:



1. e-sgol directly supports the ambitions of Cymraeg 2050, the implementation of the Curriculum for Wales, equity of access, and national digital transformation initiatives.
2. Challenges relating to the recruitment and retention of educational staff, small learner cohorts, and gaps in specialist subject provision remain, particularly in rural areas. e-sgol's online and hybrid models respond strategically to these challenges by sharing expertise and capacity across Wales, positioning e-sgol as a key strategic partner in supporting curriculum sustainability and system resilience.
3. Education providers must navigate an ever-evolving digital landscape, increasingly relying on dynamic and contemporary digital provision to remain current, broaden curriculum opportunities, strengthen collaboration, and offer flexible, learner-centred pathways that prepare young people in Wales for a rapidly changing future.

   As digital technologies and artificial intelligence continue to develop, e-sgol will ensure that they are used safely, inclusively and responsibly. This will include appropriate consideration of online safeguarding, accessibility, data protection, cybersecurity and the ethical use of artificial intelligence, alongside reducing barriers relating to devices, connectivity and digital skills.
4. Digital provision helps sustain continuity within Welsh-medium learning pathways, particularly where there are challenges in offering a full programme of study.
5. e-sgol operates as a system enabler and is committed to working openly and collaboratively with stakeholders of all kinds, particularly across the Welsh education system. By fostering strategic partnerships with education providers, local authorities, national bodies and relevant agencies, e-sgol seeks to deliver these priorities in a connected, sustainable and responsive manner that reflects both local and national contexts.

e-sgol Strategic Priorities 2026–2029

e-sgol's priorities reflect the next stage of its development as a Welsh Government-funded national programme.

These priorities build on strong foundations of provision and partnership, with data, research and evaluation informing continuous improvement and refinement. Their scale and scope will be proportionate to funding levels, stakeholder support and the wider system context, ensuring sustainable and realistic growth that aligns with the needs of the Welsh education ecosystem.



Priority 1: **Expand**

Expand access to high-quality opportunities for all learners.

e-sgol will build on its existing provision by continuing to develop post-14 hybrid learning models, increasing the breadth and depth of its primary digital programmes, and strengthening Welsh-medium provision across Wales.

e-sgol, in partnership with Local Authorities and existing providers, will explore tailored provision for learners who are not in full-time education, enabling structured support in specific curriculum areas within alternative educational contexts. This will include exploring how digital and hybrid provision can maintain learning continuity during periods of absence and support learners in confidently returning to full-time education. Subject to funding, e-sgol will explore the potential for a coordinated national provision to support this area.

In support of the ambitions of Cymraeg 2050 and the implementation of the Welsh Language and Education (Wales) Act 2025 and local Welsh in Education Strategic Plans, e-sgol will develop and pilot innovative Professional Learning models that support practitioners in increasing their confidence and capability to teach through the medium of Welsh. Building on successful existing models and early pilot programmes, e-sgol will explore how flexible, practical and scalable support can be provided to practitioners across Wales, contributing to workforce development and increasing opportunities for learners to access high-quality Welsh-medium and bilingual education. This work will contribute to developing the Welsh-medium workforce required to meet national language and education ambitions.

To meet learner needs and respond to workforce capacity challenges, e-sgol will continue to support providers in expanding and sustaining their curriculum offer, particularly through strengthening Welsh-

medium provision, sharing expertise and planning flexible online and hybrid delivery.

e-sgol will also explore how collaborative teaching models can support the development and sustainability of workforce capacity, creating new and more flexible opportunities for practitioners to contribute across different settings and contexts. In addition to supporting workforce resilience, these models can reduce unnecessary travel and associated resource use, contributing to broader sustainability objectives.

Carlam Cymru will be expanded and refined through improved accessibility, a wider range of available resources, and the piloting of targeted support for learners moving to Wales, supporting language acquisition, belonging and educational progression.

Provision at Progression Step 4 will be piloted to support continuity and progression between the primary and secondary phases, reinforcing linguistic confidence and progression pathways.

Where appropriate, and subject to evidence from pilot programmes and stakeholder engagement, e-sgol will explore opportunities to collaborate with businesses and organisations to inform skills-focused provision aligned with local priorities and the potential workforce needs of the future.

e-sgol will also further develop its role in supporting learners to acquire the skills, behaviours and confidence required to thrive in hybrid learning and working environments. Through learning experiences that make meaningful use of technology, online collaboration and independent learning, e-sgol will help prepare young people in Wales for the opportunities and challenges of the modern world.



Develop the quality of provision and the user experience through continuous refinement.

e-sgol will refine provision across all sectors by removing barriers and creating a seamless, "plug-and-play" experience for practitioners and learners.

Quality assurance processes will be strengthened, user experiences will be explored in greater depth, and a continuous cycle of evaluation and adaptation will be embedded. More case studies will be developed, focusing specifically on the experiences of learners, practitioners and stakeholders. These case studies will provide rich qualitative evidence to complement performance data, enabling e-sgol to evaluate outcomes, understand the conditions that support success, and share effective practice to inform future development across Wales.

Recordings of primary provision will be reviewed, evaluated and updated regularly to ensure continued alignment with learner needs and curriculum expectations.

Feedback mechanisms and opportunities for user voice will be expanded, including additional structured forums, ensuring that feedback actively informs changes to practice. This ongoing review process will ensure that e-sgol remains responsive to the evolving needs of the sector.

Research into effective online pedagogy will be undertaken, with findings embedded within e-sgol's Professional Learning practices. To raise standards further, practitioners will be provided with increased opportunities to experience effective pedagogical approaches, including Progression Step 4 sessions, live modelling lessons and exemplar videos.

Additional visits will be undertaken, working closely with leaders and practitioners to evaluate the e-sgol experience from the user's perspective, including technical, pedagogical and organisational aspects.

Digital platforms and software will be critically reviewed to ensure that technological solutions remain fit for purpose, consistent and effective in enhancing the learner experience.

Carlam Cymru revision resources will continue to be refined, with further improvements to accessibility and full alignment with both current and future national qualifications, alongside the Curriculum for Wales.



Priority 3: **Strengthen**

Build partnerships to establish e-sgol as a key strategic partner within the Welsh education ecosystem and an active contributor to national and international developments in digital learning.

To strengthen e-sgol as an integral part of Wales's national education system, long-term strategic partnerships with local authorities, providers and relevant stakeholders will be formalised, ensuring consistency, clarity and shared ownership across organisations.

This will be supported through the designation of e-sgol Ambassador Partners, who will act as centres of effective practice, innovation and regional support.

e-sgol will refine its staffing structure and operating model to ensure organisational resilience, role clarity and long-term sustainability, enabling the organisation to respond effectively to emerging priorities and opportunities across the education system. To support long-term sustainability, e-sgol will maintain clear and accountable governance arrangements and work with the Welsh Government, local authorities, providers and partners to clarify roles, responsibilities and shared priorities. Planning and the use of resources will be informed by evidence, learner need and available funding, enabling e-sgol to prioritise provision transparently and respond sustainably to changes across the education system.

Dedicated mentoring programmes will be developed to support practitioners who are new to delivering hybrid or remote courses, strengthening confidence, quality and consistency over time. This support will help build practitioner expertise and contribute to a sustainable workforce capable of delivering high-quality digital learning experiences.

To deepen system-wide understanding of e-sgol's impact, targeted visits will be increased, engaging learners, practitioners and leadership teams to understand the e-sgol experience from their perspective. The focus will be on identifying, evaluating and documenting effective practice, contributing to subject-specific and Areas of Learning and Experience (AoLE) case studies that can be shared across Wales to support improvement and innovation.

Regional e-sgol practitioner networks will be established, with regular Professional Learning opportunities each term focused on innovation, collaboration and the sharing of effective practice across institutions and contexts. These networks will strengthen professional identity, encourage peer support and knowledge exchange, and promote consistent standards across Wales.

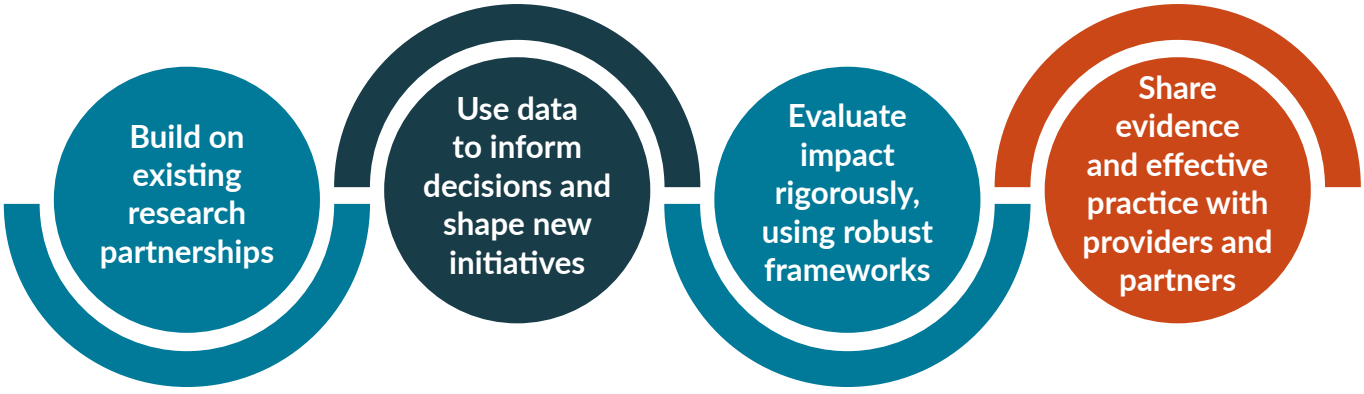
e-sgol will establish itself as a recognised contributor to national and international conversations around digital, hybrid and remote learning. Through partnerships with comparable organisations, higher education institutions, research bodies and education systems within and beyond Wales, e-sgol will share expertise, exchange effective practice and contribute to collaborative research and innovation. These relationships will support continuous improvement, provide opportunities for benchmarking and ensure that Wales remains connected to emerging developments in digital education globally.

e-sgol will also explore ways of recognising and celebrating success across the system, supporting providers to acknowledge learner participation and achievement within e-sgol provision, as well as practitioner engagement and professional development. This will contribute to a positive professional culture, motivation and sustainable engagement, reinforcing the value of collaboration, innovation and collective effort.

To support continuous improvement, more sophisticated self-evaluation practices will be developed, gathering targeted feedback on promotion, communication and support for educational settings. Robust internal quality assurance processes will be maintained alongside the use of external stakeholder feedback, research evidence and benchmarking activity to evaluate impact, identify areas for development and further refine provision.

Cross-Cutting Priority: Data, Research and Evaluation

Across all priorities, e-sgol will:



Performance Framework

To ensure accountability, ambition and continuous improvement, e-sgol will monitor and evaluate progress through a clear framework of Objectives and Key Results (OKRs). This will be supported by a balanced combination of quantitative data, professional judgement, user voice and reflective evidence. Indicators and benchmarks will be developed and refined continuously throughout the life of the strategy, in partnership with stakeholders.

Success will be measured not only through reach and levels of activity, but more importantly through the extent to which e-sgol contributes to high-quality learning experiences, equitable access, and system-wide improvement that responds to the needs of learners, practitioners and the wider sector.

This approach will enable e-sgol to adapt promptly and proactively to changes in policy and the education ecosystem, ensuring ongoing strategic alignment, relevance and meaningful improvements to its provision.

Whilst this Strategic Plan sets the long-term strategic direction, annual operational plans will set detailed Objectives and Key Results (OKRs), milestones and performance indicators to support implementation and monitor progress each year.

Baseline measures for each Key Result will be established through the first annual operational plan and reviewed annually thereafter.



1. Standards and Experience

e-sgol will prioritise quality over quantity, ensuring that the learner and practitioner experience drives the design, delivery and continuous improvement of its provision.

Objective:

To ensure a consistent, accessible and high-quality learning experience for learners and practitioners.

Key Results by 2029:



At least **80%** of **learners** report being satisfied or very satisfied with e-sgol provision



At least **80%** of **practitioners** report being satisfied or very satisfied with e-sgol provision



At least **90%** of **practitioners** report increased confidence in their professional practice due to e-sgol provision



Quality assurance evaluations confirm consistently high-quality online and hybrid teaching

2. Access, Equity and Inclusion

e-sgol will focus on expanding access for learners by designing provision that reduces genuine barriers and enables meaningful participation for all.

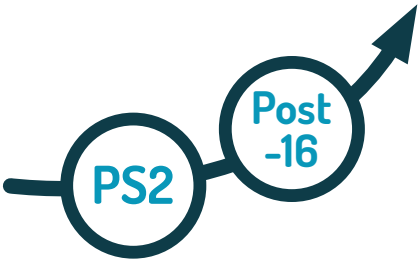
Objective:

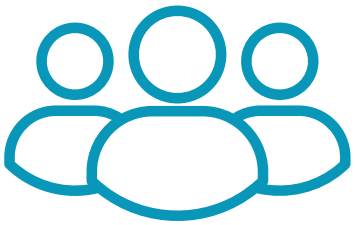
To expand access to high-quality learning for every learner, regardless of their circumstances.

Key Results by 2029:

Increase in the number of learners accessing **new opportunities**







Every progression stage from **Progression Step 2 (PS2)** to **Post-16** has access to appropriate **e-sgol provision**

Increase in participation among learners who face barriers to accessing high-quality learning opportunities





Inclusive and **flexible** learning **pathways** are expanded across **Wales**

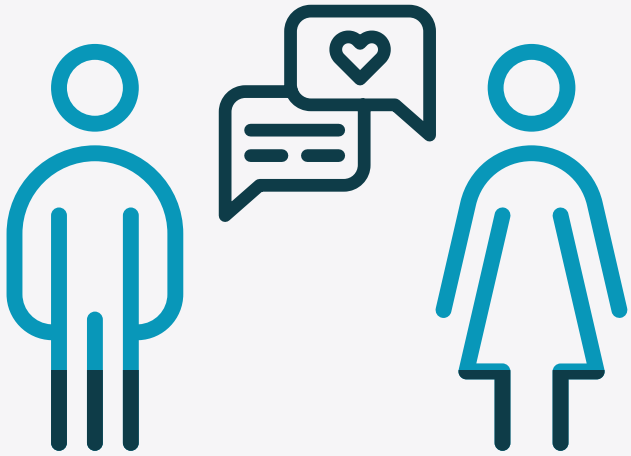
3. Curriculum and Linguistic Impact

e-sgol will add clear value to the curriculum by expanding learning opportunities and strengthening the Welsh language, supporting inclusive and sustainable pathways for learners.

Objective:

To strengthen the breadth, coherence and progression of the curriculum through high-quality provision.

Key Results by 2029:



At least **80%** of **learners** report that e-sgol has had a positive effect on their educational progression

At least



of **practitioners** who participate in e-sgol Professional Learning report increased confidence in teaching through the **medium of Welsh**



Welsh-medium and **bilingual learning opportunities** are expanded across Wales

4. Leadership, Capacity and the System

e-sgol will work in partnership with the wider education system, collaborating openly to share expertise and build long-term capacity within educational institutions.

Objective:

To embed e-sgol as a strategic partner that strengthens the capacity and resilience of the education ecosystem.

Key Results by 2029:

At least a



100% increase

in the number of formal partnerships established with educational institutions



All Local Authorities in Wales are actively engaged with e-sgol

90% of partner institutions report that e-sgol has helped address curriculum sustainability challenges





e-sgol is **recognised nationally** as a trusted strategic partner for hybrid and online learning

Evidence generated by e-sgol increasingly informs national policy, guidance and strategic developments



5. Organisational Learning and Continuous Improvement

e-sgol will make evidence-informed decisions, using data, research and feedback to adapt proactively and ensure continuous improvement in its provision.

Objective:

To use data, research and feedback to inform continuous improvement and effective decision-making.

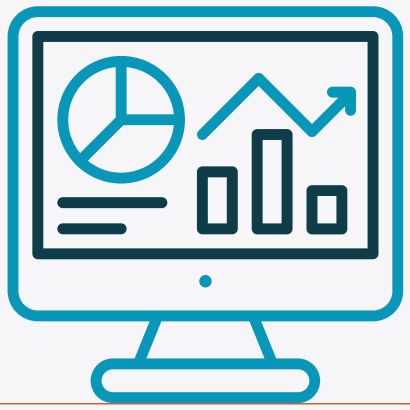
Key Results by 2029:



100%

of significant service developments are informed by stakeholder feedback

Annual **impact reports** are **published** and **shared** with stakeholders





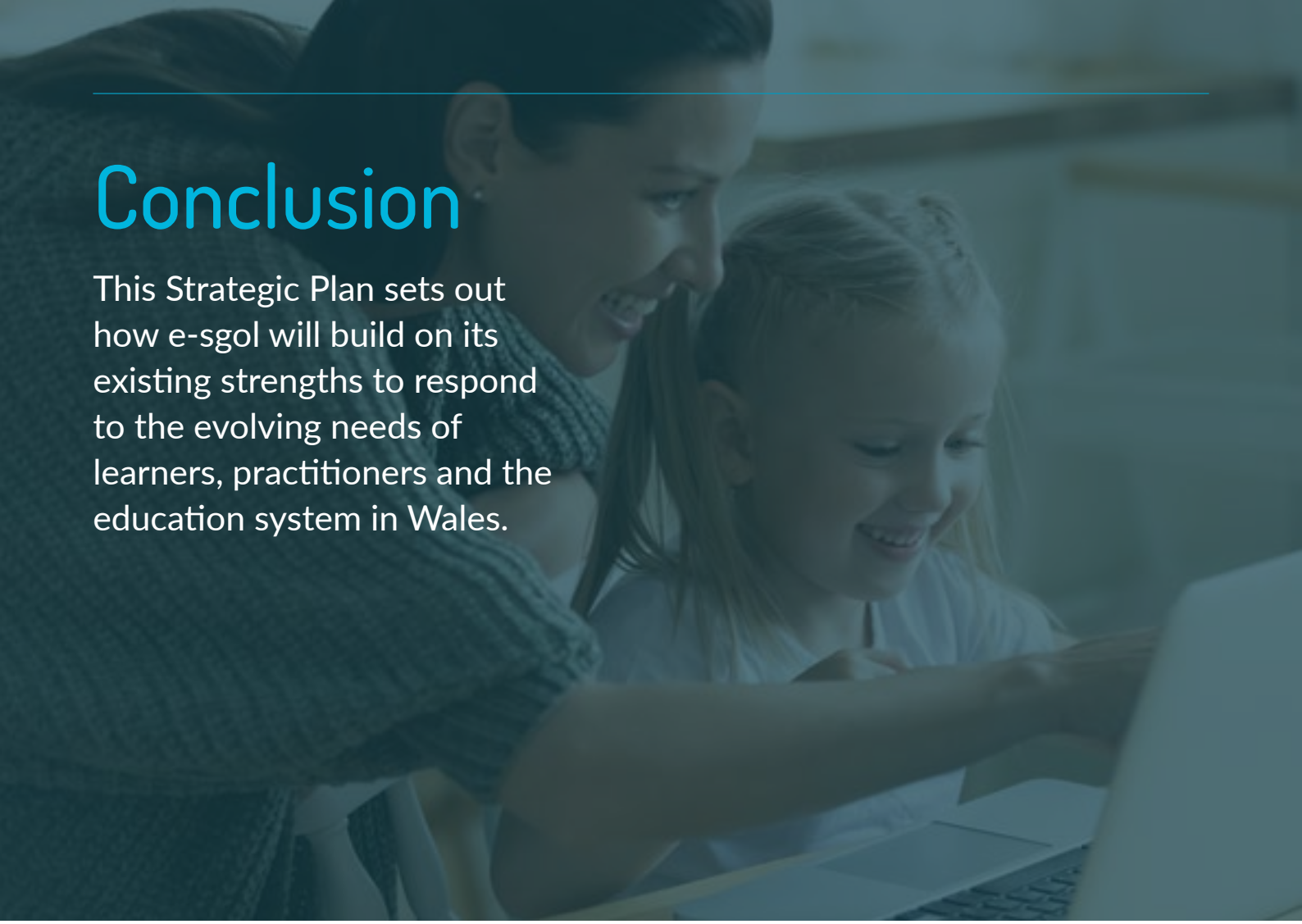
Evaluation findings demonstrably inform the **continuous improvement** of e-sgol provision

Regular sharing of evidence and effective practice across the sector





e-sgol contributes to establishing Wales as a recognised leader in hybrid learning innovation



Conclusion

This Strategic Plan sets out how e-sgol will build on its existing strengths to respond to the evolving needs of learners, practitioners and the education system in Wales.

By expanding access, refining quality and strengthening partnerships, e-sgol will continue to play a key role in ensuring that every learner can benefit from high-quality learning opportunities, regardless of their location, background or circumstances.

By 2029, success will be reflected not only in the number of learners supported or the opportunities created, but in the extent to which e-sgol has contributed to a fairer, more collaborative and more resilient education system for Wales.

This will mean more learners having access to a broad and relevant curriculum, more practitioners feeling confident in digital and hybrid models, and greater collaboration between partners for the benefit of learners across the country.

As this plan is implemented, e-sgol will continue to innovate, collaborate and learn, ensuring that technology is used purposefully to expand opportunities and reduce barriers to learning.

Equity in Education through Technology.

Every learner. Every part of Wales. Every opportunity.



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