



**Un Llais Cymru
One Voice Wales**

The Voice of Community and Town Councils in Wales

CORPORATE STRATEGY AND OPERATIONAL DELIVERY PLAN

2026-27

Executive Summary

Your “At a glance” guide to our Business Plan

The Plan as a whole contains many examples of our achievements, priorities, and challenges, offering a detailed commentary on the performance and future of One Voice Wales.

Read about our work to support Councils, influence policy, disseminate Best Practice, produce advice, and meet challenges such as the Cost-of-Living Crisis and promoting Local Places for Nature.

Corporate Strategy	
1. Introduction	<p>This section introduces the work of One Voice Wales, setting the overall context for the rest of the document. It describes the landscape within which Community and Town councils perform.</p> <p>Key achievements for the previous year are recorded: high membership levels, growing partnership arrangements, and our commitment to sustainable and digital solutions. Advice to Councils and a real ‘seat at the table’ to help inform decisions and policy. Also read about the exciting training opportunities we offer.</p>
2. Our Vision	<p>“Working with local councils in Wales to shape the places communities want to live in.”</p>
3. Mission Statement	<p>“To represent the interests of Community and Town Councils; raise awareness and understanding of this first tier of government; and work collaboratively with our partners to ensure the sector contributes fully to the goal of developing dynamic and sustainable communities in Wales.”</p>
4. Core Aims	<p>Within the scope of the Mission Statement, eight Core Aims have been identified. Everything that the organisation does contributes to fulfilling one or more of the Core Aims.</p>
5. The Communities and Local Government Policy Landscape – the evidence base and the drivers for change	<p>This section elaborates on the strategic and operational environment within which local councils provide services. The rapid pace of change requires innovative solutions to new challenges. Partnership, collaboration, and the pursuit of excellence are major drivers for One Voice Wales and its members.</p> <p>Working together to find those solutions, building capacity and capability means that we can plan for the longer term ensuring one vision as well as reducing duplication of effort.</p> <p>Key areas of activity for 2026-27 and challenge are identified.</p>

6. Key strategic and operational requirements for the development of One Voice Wales and Community and Town Councils in Wales	Eight objectives provide the thematic context for development in 2026-27.
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Operational Delivery Plan

1. Introduction	This section introduces principles and priorities upon which the Plan is based. Priorities will focus on improvement.
2. Summaries of Key Services provided to Member Councils 2025-26	Our comprehensive service to member councils includes legal advice, policy guidance, training opportunities, and consultancy services. We influence policy and champion innovation and Best Practice. We are ambassadors for our member Councils!
3. Management Arrangements and Staffing	An important summary of the current governance and management arrangements for One Voice Wales.
4. Working in Partnership	One Voice Wales is committed to working collaboratively to achieve its aims. This applies as much to promoting collaboration between Community and Town Councils as it does to working with other partners. This section describes some of these partnership arrangements.
5. Communications Strategies	<p>An appropriate mix of communication tools will ensure the dissemination of relevant, consistent information that positions One Voice Wales as a professional organisation, and principal provider of quality services for local councils.</p> <p>Key stakeholders include current member councils, non-member councils, and external partners such as the Welsh Government, Senedd, WLGA, unitary authorities, and the voluntary sector. Communications has been streamlined and enhanced, anchored by our website, which has been developed into an important digital repository for the Community and Town Council sector.</p>
6. SWOT Analysis	A root and branch review of the factors which govern our performance or set new challenges.
7. Operational	One Voice Wales has supported a number of important reviews designed to

<p>Delivery Plan Objectives and Key Activities 2026-27</p>	<p>take Councils forward. Responding to policies and decisions emerging from these reviews and other external developments which impact on local councils will be a major driver during the year. We will review our internal Governance Framework and address our legal identity in collaboration with Welsh Government.</p> <p>We support the aspiration that all Councils are be activist councils; engaged in delivering modern, accessible, high quality public services with their communities.</p> <p>Details of the key objectives and actions planned for 2026-27 are reported .</p>
<p>8. Key Targets for 2026-27</p>	<p>Detailed objectives which feature target or completion dates, are referenced according to the Core Aims to which they contribute.</p>
<p>9. Performance Monitoring</p>	<p>High level performance indicators for each Key Objective for 2026-27 and effective performance monitoring ensures that One Voice Wales remains on target to deliver against its objectives.</p>
<p>10. Budgets</p>	<p>Projected revenue outcome for 2025-26 with estimated budget for 2026-27.</p>
<p>Appendix</p>	<p>A detailed break-down of how One Voice Wales plans to deliver against it objectives. Priority status for each action and the identification of lead officers and timescales are included.</p>