

GWALIA HOUSING GROUP

Investing in Communities

(A Community Development Strategy)

4th September 03

Introduction:

- ◆ The Board, Chief Executive and the Directors' Team of Gwalia Housing Group recognise how closely the provision of housing is interrelated with other social and economic policies. They acknowledge that Gwalia is a significant resource in terms of buildings, skilled staff, financial investment, employment opportunities and services for the neighbourhoods where it operates. They also believe that a strong, sustainable community can be a business asset worth protecting and developing, and they are committed to achieving this.
- ◆ This Strategy document arises from a consensus within Gwalia Housing Group that it has a social responsibility to endeavour to improve the quality of life of its tenants and the wider communities in which it has an investment. "Investing in Communities" will provide a framework and direction for the development of future community investment initiatives.
- ◆ It is intended that the implementation of "Investing in Communities" will benefit all parts of the Gwalia Housing Group and its customers, by adding value to the range of services provided. Examples of good practice in the delivery of community investment initiatives should be incorporated into mainstream service delivery.
- ◆ The Strategy is supplemented with a Community Investment Action Plan that indicates a timetable for achieving the aims and objectives set out in the Strategy.
- ◆ Gwalia Housing Group has already established a track record of community investment initiatives. The Strategy therefore contains proposals that are already in place as well as others that are aspirational and build upon what has already been achieved.
- ◆ It is intended that the Strategy will be relevant to all parts of the Gwalia Housing Group and to all residents in communities where Gwalia has properties, regardless of tenure.

Context:

- ◆ Gwalia Housing Group endeavours to promote equal opportunities throughout its business activities and with all its customers. It is therefore committed to understanding and tackling the causes and effects of social exclusion. It subscribes to the view that providers of social housing have a responsibility that extends beyond the building of new housing, to ensuring that services are delivered that actively promote social inclusion, support people in their tenancies and help to sustain communities.
- ◆ Across Europe, experience shows that social exclusion is manifest most frequently in areas of social housing. Failure to respond to the challenge results in high void levels, increasing vandalism and low demand. However, there are many examples of how community development initiatives, delivered strategically, have safeguarded the housing provider's asset base by building strong communities.
- ◆ Because of the complex nature of social exclusion, working in partnership has become common practice, and in many cases a requirement, in order to meet community renewal objectives. Over the years Gwalia Housing Group has built up considerable experience in working in partnership with residents, voluntary and statutory bodies and other businesses.
- ◆ The Strategy has been formulated against a political background that has advanced a commitment to communities to the heart of public policy in Wales. There is an increasing emphasis, nationally and locally, on the development and regeneration of communities, on the involvement of communities in service planning and delivery, and on the revitalisation of local democracy. The Communities First Programme emphasises the importance of "bottom up" planning. By becoming a Community Investor, Gwalia Housing Group is underwriting its commitment to this agenda and to supporting tenants, residents and communities to manage change effectively for themselves. Initiatives have already demonstrated that by acting initially as a facilitator and supporter we can encourage independence and self-management by community groups.
- ◆ The Strategy draws upon a range of research, reports and publications undertaken by: Welsh Assembly Government; Welsh Federation of Housing Associations; Chartered Institute of Housing; Housing Corporation; Cabinet Office; David Page (Housing Consultant); the Joseph Rowntree Foundation; Social Exclusion Unit; People for Action; University of Glamorgan; Community Development Foundation; Community Development Cymru; Welsh Council for Voluntary Agencies.

- ◆ The Strategy seeks to dovetail with European, national and local strategic objectives such as ESF Objective 1, the Welsh Assembly's housing strategy "Better Homes", "A Winning Wales" (National Economic Development Strategy), the Communities First Programme, Community Safety Strategy, Local Agenda 21, and the individual Community Plans of the local authorities where Gwalia Housing Group operates. By doing so, we will demonstrate to local authorities and other public bodies how we also add value to their work.
- ◆ The Community Investment Strategy acknowledges that our tenants are part of wider communities, both geographical and of interest. It seeks to assist people to integrate with communities, and adopt more proactive approaches to tackling poverty, unemployment, financial and social exclusion, and the sustainability of communities. It is underwritten by a commitment to tenant/resident/community participation, as a concept and in practice. It seeks to build social capacity and thereby increase the ability of communities to manage change effectively for themselves.
- ◆ The Strategy will link with existing work to improve our customer care, to develop Best Value reviews and in addressing the needs of communities of interest. Similarly, it will assist in moving Tenant Participation away from a confrontational landlord/tenant focus towards a co-operative, capacity building, community focus.
- ◆ The future of local authority housing across Wales is under review. In order to take advantage of any opportunities that are likely to arise, Gwalia Housing Group will need to continue to develop its competitive advantages. The Strategy document encapsulates our commitment to good practice in community development and regeneration and reinforces our social enterprise links with the communities we serve.

Aims and Objectives:

"Investing in Communities" identifies four strategic aims for the Gwalia Housing Group:

- 1) To corporately promote social inclusion and sustainable communities through community investment.**
- 2) To empower and involve communities.**
- 3) To build and assist in effective partnerships.**
- 4) To positively contribute to other community renewal strategies.**

In order to achieve each of these aims, certain objectives and operational targets will need to be reached. These are detailed in the Action Plan (Appendix 1).

Implementation:

- ◆ In order to implement the Community Investment Strategy effectively, an Action Plan has been drawn up that identifies responsibilities and resources and establishes a timetable for achieving objectives and for review.
- ◆ Although responsibility for implementation and overview of parts of the Strategy has been designated to specific individuals and teams within the organisation, it is stressed that this is intended to become a mainstream activity. Every person within the Gwalia Housing Group has a responsibility to input, support and assist in ensuring the Strategy is delivered effectively. The Community Initiatives Co-ordinator will have overall responsibility for encouraging the implementation and monitoring of the Strategy.
- ◆ As a mainstream strategy, it is anticipated that many activities will be initially absorbed within existing budgets. Some aspects of Community Investment can be achieved by doing things differently as well as by creating new initiatives. However, in order to advance

"Investing in Communities", funding will be required to develop some projects and employ skilled staff. Whilst the majority of this funding may be secured through W.A.G. community regeneration programmes, grant making trusts, the Community Fund or European streams, match funding is increasingly a requirement. Some match funding might be accessed through partners, but the Strategy will require financial underpinning and a commitment to set aside sufficient finance within budgets. *

Monitoring and Evaluation:

- ◆ In order to determine whether "Investing in Communities" is meeting its strategic aims, it will be necessary to identify appropriate methods of evaluation. There is currently much debate about the difficulty of measuring the impact of community development initiatives both quantitatively and qualitatively. Nevertheless, there are accredited systems of evaluation, which can be employed to assist the development of reliable monitoring and evaluation processes to measure the overall success of the strategy. Which is chosen will require further investigation.
- ◆ Cost alone is not considered to be a sufficiently insightful indicator since evidence of change and a return on an investment may only be apparent over the long term. We will therefore work with other organisations to establish networks for benchmarking and formulating helpful indicators and evaluation methodologies.

** If the strategy is approved, there will need to be further discussion with the Chief Executive and Director of Finance in order to draw up a comprehensive budget for Community Investment. It is envisaged that this would gradually increase, subject to the overall financial position of the Group.*

Appendix 1
Action Plan 2003 - 2006

Over the next three years we will work together with our customers and our partners to achieve our objectives. These will also be contained within the Business Plans for Gwalia Housing Group and its component RSLs.

STRATEGIC AIMS	OBJECTIVES	ACTION/ OUTPUT	KEY PLAYERS	TARGET DATE
To corporately promote social inclusion and sustainable communities through community investment.				
	Each part of the Gwalia Housing Group takes responsibility for defining the basis of Community Investment as well as its role in delivering it. A commitment to sustainable communities and community investment is contained in the mission statements of the Group and all its parts.	<ul style="list-style-type: none"> ◆ Community Investment is incorporated into the Business Plan and Mission Statement of each RSL. ◆ Contributions to the Community Investment Strategy are regularly reported to the Boards of Gwalia Housing Group and its constituent RSLs. 	<p>Chief Executives, Directors and Senior Managers</p> <p>Boards of Management, Chief Execs. Directors, Senior Managers.</p>	<p>December 03</p> <p>February 04</p>
	Learning and experience are developed and spread throughout the mainstream of the organisation rather than concentrated in specialist units, and all staff are aware of the contribution they can make.	<ul style="list-style-type: none"> ◆ Adequate resources are identified in each RSL budget. ◆ Community Investment is part of Induction training. ◆ Regular training and information is available to all 	<p>Management Team, Director of Finance.</p> <p>Personnel Manager.</p> <p>Staff Development Co-ordinator, Community</p>	<p>December 03</p> <p>April 04</p> <p>April 04</p>

		staff.	Initiatives Section, Team Leaders.	
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	Policies and procedures are reviewed to assess their community impact and ensure they do not contribute to dependency, poverty and/or social exclusion.	<ul style="list-style-type: none"> ◆ Periodic departmental reviews and Best Value Service Review Teams address poverty, dependency and social exclusion issues when auditing services to residents. ◆ Chartermark to incorporate community investment within its structure 	<p>Chief Executives, Directors, BVSr Teams.</p> <p>Chartermark Team</p>	<p>December 03 Ongoing</p> <p>November 03 Ongoing</p>
	Projects are developed that promote social inclusion across communities, regardless of tenure, and work to influence positively the perception of social housing and its tenants.	<ul style="list-style-type: none"> ◆ Develop multi-tenure housing options for new and existing stock. ◆ Consider feasibility of development through use on infill sites ◆ Develop Community Agreement Schemes. ◆ Implement Community Lettings schemes. ◆ Introduce Tenant Incentive Scheme. ◆ Develop capacity building projects for the benefit of tenants and the wider community. 	<p>Chief Execs. of Tai Cymdogaeth and Tai Cartrefi and Director of Finance. Tenancy Management Team.</p> <p>Chief Execs. of Tai Cymdogaeth and Tai Cartrefi and Director of Finance. New Homes Team.</p> <p>Tenancy Management Team</p> <p>New Homes Team</p> <p>Chief Exec. of Tai Cymdogaeth.</p> <p>Community Initiatives Section.</p>	<p>December 04 Ongoing</p> <p>Ongoing</p> <p>April 04 Ongoing</p> <p>September 03 Ongoing</p> <p>December 04</p> <p>Ongoing</p>

	<p>The principles of community investment are promoted and successful initiatives are publicised. Experience, understanding and expertise in tackling social exclusion is shared, and staff participate in research projects to learn and to disseminate knowledge.</p>	<ul style="list-style-type: none"> ◆ Articles are regularly placed on web-site, in News & Views, Round Up, Annual Report, Cartref and local press. ◆ Presentations and workshops are held at conferences. ◆ Staff are encouraged to participate in EUROHP and other joint projects. ◆ Wider dissemination of successful initiatives through increased use of professional publications 	<p>Tai Cymdogaeth, Executive Dept., Community Initiatives Section.</p> <p>Community Initiatives Section.</p> <p>Chief Execs. and Directors.</p> <p>Chief Execs. and Directors.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
	<p>The effectiveness of community investment initiatives is regularly evaluated against appropriate indicators and targets.</p>	<ul style="list-style-type: none"> ◆ Identify effective quantitative and qualitative Performance Indicators. ◆ Carry out Best Value Service Review. ◆ Participate in community development benchmarking networks. 	<p>Community Initiatives Co-ordinator.</p> <p>BVSR Team, Community Initiatives Section.</p> <p>Community Initiatives Co-ordinator</p>	<p>June 04 Ongoing</p> <p>March 06</p> <p>January 04 Ongoing</p>

To empower and involve communities.				
	Communities are fully consulted and provided with opportunities for people to become involved in making decisions effecting the renewal of their community and improvement of their environment.	<ul style="list-style-type: none"> ◆ Establish Residents' Partnership. ◆ The Tenant Participation database is widely publicised and expanded ◆ Tenant Compact implemented. ◆ Tenant Participation funding, criteria and support reviewed 	<p>Community Initiatives Section.</p> <p>Tenant Liaison Officer</p> <p>Community Initiatives Section.</p> <p>TLO, Community Initiatives Section.</p>	<p>November 03</p> <p>October 03</p> <p>Ongoing</p> <p>April 04</p>
	It is recognised that communities can make meaningful contributions to the planning and implementation of solutions.	<ul style="list-style-type: none"> ◆ Tenant suggestion scheme is established ◆ Focus Groups established as regular practice. ◆ Tenants involved in News & Views editorial group. ◆ Invite residents onto Neighbourhood Working Groups and local forums. 	<p>Tenant Liaison Officer</p> <p>TLO, BVSR Teams.</p> <p>TLO, Chief Exec. Tai Cymdogaeth</p> <p>Community Initiatives Section, Team Leaders.</p>	<p>November 03</p> <p>Ongoing</p> <p>December 03</p> <p>Ongoing</p>

	<p>Opportunities are made available to community members for training and learning in order that they can participate as informed partners.</p>	<ul style="list-style-type: none"> ◆ Utilise and expand Key Tenant Scheme. ◆ Access training packages from TPAS, People for Action, WCVA, Trafford Hall. ◆ Develop in-house training sessions for residents ◆ A budget specifically for resident training is established. ◆ Recommendations of Making Voices Heard Project are implemented 	<p>TLO.</p> <p>Community Initiatives Section, Central Services.</p> <p>Community Initiatives Section, Central Services</p> <p>Community Initiatives Co-ordinator, Tai Cymdogaeth, Director of Finance. Asst. Chief Executive.</p>	<p>March 04 Ongoing</p> <p>December 03 Ongoing</p> <p>September 04</p> <p>April 04</p> <p>May 05 Ongoing</p>
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	<p>Groups and individuals are given practical help and resources to assist in planning and raising finance for projects that meet their needs.</p>	<ul style="list-style-type: none"> ◆ Information package on funding sources and techniques is collated. ◆ Assistance is given to groups to apply for external funding ◆ Availability of Funderfinder publicised. ◆ Additional Community Development Worker employed to assist across all neighbourhoods. ◆ Assistance is given to groups in completing annual accounts ◆ The criteria for GHT funding applications is publicised. ◆ Community Chest established to support resident led initiatives 	<p>Community Initiatives Section, Fundraiser</p> <p>Community Initiatives Section, Fundraiser SCVS</p> <p>Community Initiatives Section</p> <p>Community Initiatives Section.</p> <p>Finance Dept., Community Initiatives Section</p> <p>Gwalia Housing Trust</p> <p>Residents' Partnership, Community Initiatives Co-ordinator, TLO</p>	<p>April 04</p> <p>Ongoing</p> <p>April 04</p> <p>May 04</p> <p>Ongoing</p> <p>November 03 Ongoing</p> <p>April 04</p>
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	<p>Projects are initiated, encouraged or supported that engage people in meaningful activity that builds confidence and self-esteem.</p>	<ul style="list-style-type: none"> ◆ Continue support for existing Development Trusts and seek to develop others. ◆ Continue support for 104 Community House and develop similar initiatives. ◆ Develop and expand GATE Project ◆ Develop links further with Family Centres ◆ Support establishment of Mother & Toddler schemes ◆ Support Youth Projects that build capacity and promote inclusion. ◆ Develop a 'Residents as Neighbourhood Workers' Project. ◆ Tenants of Supported Housing are given opportunities to be included in neighbourhood initiatives 	<p>Community Initiatives Co-ordinator</p> <p>Community Initiatives Co-ordinator, Tai Cymdogaeth.</p> <p>GATE Monitoring Group</p> <p>Community Initiatives Co-ordinator</p> <p>Community Development Worker(s)</p> <p>Community Development Worker(s), Tai Trothwy.</p> <p>Community Initiatives Section, Personnel Manager.</p> <p>Team Leaders Tai Trothwy</p>	<p>Ongoing</p> <p>Ongoing</p> <p>January 04</p> <p>October 03</p> <p>Ongoing</p> <p>Ongoing</p> <p>November 03</p> <p>Ongoing</p>
	<p>Information to residents is provided in formats with which people are familiar and comfortable.</p>	<ul style="list-style-type: none"> ◆ Review provision of information to community groups. 	<p>Community Initiatives Co-ordinator.</p>	<p>June 04</p>

		♦ Continue to develop web-site	Community Initiatives Section, Executive Dept., Media & Publicity Administrator.	Ongoing
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To build and assist in effective partnerships.				
	European, national, regional and local networks are identified and developed to bring benefits to residents.	<ul style="list-style-type: none"> ♦ Continue and develop membership of EUROHP, EHEN and FEANTSA. ♦ Membership of People for Action and HA Community Development Network is developed. ♦ Active participation in Community Safety Partnerships. ♦ Greater involvement in local authority Objective 1 and Community Planning partnerships (particularly in Carmarthenshire and Neath & Port Talbot.) ♦ Assist in completion of BPP Development Trust Community Action Plan 	<p>Chief Executives, Gwalia Housing Group, Tai Cartrefi and Tai Trothwy.</p> <p>Community Initiatives Co-ordinator</p> <p>Tenancy Management Team</p> <p>Chief Executives, Community Initiatives Section</p> <p>Community initiatives Co-ordinator, Tai Cymdogaeth.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>November 03 Ongoing</p> <p>December 03</p>

	Sufficient resources are available to enable effective participation in partnerships and staff are empowered to make decisions and participate fully.	<ul style="list-style-type: none"> ◆ Appropriate amounts are incorporated into budgets to support match-funding contributions. ◆ Contribute our expertise and resources in fundraising to resource partnership working 	<p>Chief Execs. Director of Finance.</p> <p>Fundraiser, Gwalia Housing Trust</p>	<p>December 03, Ongoing</p> <p>Ongoing</p>
	Good relations are fostered with members of statutory and voluntary organisations, and they are encouraged to engage with the community to provide/improve non-housing services.	<ul style="list-style-type: none"> ◆ Demonstrate how value is added to community regeneration by Gwalia involvement in projects. ◆ Involve and consult with local councillors, statutory and voluntary agencies on development of new projects. 	<p>Board Members, Chief Execs, Community Initiatives Section</p> <p>Community Initiatives Co-ordinator</p>	<p>Ongoing</p> <p>Ongoing</p>
	Residents are assisted in developing networks locally to enable them to participate in their neighbourhood, village or town.	<ul style="list-style-type: none"> ◆ Community Development Forums are established and encouraged. ◆ Directories of local facilities and contacts are provided for residents. 	<p>Community Initiatives Co-ordinator</p> <p>Community Development Workers, Media & Publicity Administrator.</p>	<p>Ongoing</p> <p>August 03 Ongoing</p>

To positively contribute to other community renewal strategies.				
	<p>A contribution is made to Community Safety Strategies by working with residents and other partners to tackle crime and anti-social behaviour and to make our communities places where people want to live.</p>	<ul style="list-style-type: none"> ◆ Provide support to assist formation of Neighbourhood Watch Schemes. ◆ Assist with local authority plans to install CCTV schemes in appropriate locations. ◆ Further develop the resources and expertise of the Tenancy Management Team ◆ Consideration is given towards the need for community facilities during the feasibility study of any new development ◆ Provide support and practical assistance to victims of crime and anti-social behaviour. ◆ Expand the support and practical assistance that is already given to witnesses in anti-social behaviour cases ◆ Review R.E.O/ Community Warden scheme 	<p>Community Initiatives Section, Tenancy Management Team.</p> <p>Tenancy Management Team, Technical Services, Tai Cartrefi.</p> <p>Tai Cymdogaeth Chief Exec. and Head of Tenancy Management Team.</p> <p>Community Initiatives Section, Tai Cartrefi</p> <p>Tenancy Management Team.</p> <p>Tenancy Management Team, Legal Team</p> <p>Tenancy Management Team.</p> <p>Technical Services,</p>	<p>April 04 Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>April 04 Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>October 03</p> <p>April 04</p>

		<ul style="list-style-type: none"> ◆ Establish budget to work with Crime Prevention Officers to improve security of properties. ◆ Establish working relationship with Community Service Schemes via Probation Services ◆ Ensure all new properties incorporate Secure by Design principles 	<p>Tenancy Management Team.</p> <p>Community Initiatives Section , Tai Cymdogaeth Chief Exec</p> <p>Tai Cartrefi</p>	<p>April 05</p> <p>Ongoing</p>
	A culture is encouraged that promotes citizenship, social responsibility and non-dependency, through reward and incentive schemes.	<ul style="list-style-type: none"> ◆ Implement Tenant Incentive Scheme. ◆ Continuation of Annual Gardening Competition. ◆ Introduction of Tool Loan Scheme ◆ Provision of reduced cost rubbish and compost bins. ◆ Enforcement of tenancy agreement for damage to property. 	<p>Tai Cymdogaeth Chief Exec.</p> <p>Community Initiatives Section.</p> <p>Community Initiatives Section</p> <p>Community Initiatives Section, Technical Services, Central Services.</p> <p>Tenancy Management Team, Technical Services.</p>	<p>December 04</p> <p>Ongoing</p> <p>April 04</p> <p>October 03 Ongoing</p> <p>Ongoing</p>

	<p>National and local Anti-Poverty strategies are supported through the implementation of projects and initiatives that develop capacity within communities, offer routes to employment and training and provide financial advice and support.</p>	<ul style="list-style-type: none"> ◆ Provision of Floating Support to vulnerable tenants ◆ CISH Project and PATH scheme are developed to assist employment opportunities for members of BME communities. ◆ Facilities are adapted to enable access by disabled people to offices and other premises. ◆ Further development of GATE and foyer projects ◆ Develop community facilities and crèche facilities ◆ Support formation of community enterprises through provision of premises and loans. 	<p>Tai Trothwy, Tai Cymdogaeth</p> <p>Central Services, Tai Cymdogaeth</p> <p>Central Services, Technical Services, Tai Cartrefi.</p> <p>Gate Monitoring group, Tai Trothwy</p> <p>Community Initiatives Co-ordinator, Tai Cartrefi</p> <p>Community Initiatives Co-ordinator, Director of Finance, Gwalia Housing Trust</p>	<p>Ongoing</p> <p>November 03 Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Autumn 05</p>
	<p>Financial exclusion is addressed by providing welfare benefits advice to residents and by supporting the formation and running of credit unions and other community saving schemes.</p>	<ul style="list-style-type: none"> ◆ Partnership with SHELTER Cymru to provide HB advice is continued. ◆ LASA Credit Union is supported through staff direct salary contributions and publicity to tenants. 	<p>Tai Cymdogaeth Income Management Team</p> <p>Finance Dept., Tai Cymdogaeth, Community Initiatives Co-ordinator</p>	<p>Ongoing</p> <p>September 03</p>

		<ul style="list-style-type: none"> ◆ A Bond scheme is supported to assist tenants leaving supported housing find accommodation. 	Tai Trothwy	Ongoing
	Energy saving and environmental principles of Local Agenda 21 are encouraged and practised.	<ul style="list-style-type: none"> ◆ The provision of Solar and other alternative energy systems in new buildings is made where possible. ◆ Continue to improve insulation levels of properties throughout stock. ◆ Work with residents, local authorities and voluntary sector to maximise Recycling opportunities and minimise waste. ◆ Continue scheme to provide low-energy light-bulbs to new tenants. ◆ Expand use of natural recycling for risings and wood from landscaping to minimise landfill disposal. 	<p>Tai Cartrefi</p> <p>Technical Services, Tai Cartrefi</p> <p>Central Services, New Homes, Technical Services</p> <p>Technical Services, New Homes Team</p> <p>Landscape Team</p>	<p>Ongoing</p> <p>Ongoing</p> <p>August 04</p> <p>Ongoing</p> <p>April 04</p>

	<p>Good physical and mental health and well-being are promoted through projects, and support for initiatives by other organisations.</p>	<ul style="list-style-type: none"> ◆ High quality Supported Housing is provided to meet identified needs. ◆ Schemes for elderly residents continue to recognise their physical and social needs. ◆ Drug and alcohol awareness initiatives are supported. ◆ Develop projects to encourage healthy eating to reduce risk of heart disease and obesity. 	<p>Tai Trothwy</p> <p>Services for Older People, Tai Cartrefi</p> <p>Tai Cymdogaeth, Tai Trothwy, Community Development Workers</p> <p>Community Initiatives Section, Tai Cymdogaeth.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
	<p>Recognise the influence that young people can have on the sustainability of communities and promote positive images of young people and assist them in being involved in the regeneration process.</p>	<ul style="list-style-type: none"> ◆ Develop initiatives that engage young people in decision making. ◆ Develop schemes similar to the GAFF that give responsibility to young people to organise their own agenda ◆ Continue to work with Clase residents to develop the Youth Activity Night. ◆ Develop the Kids Zone in News & Views and on the web-site. 	<p>Community Initiatives Section</p> <p>Community Initiatives Section, Tai Cymdogaeth</p> <p>Clase Community Development Worker.</p> <p>TLO, Media & Publicity Administrator</p>	<p>March 04 Ongoing</p> <p>February 04</p> <p>September 03 Ongoing.</p> <p>December 03 Ongoing</p>

	<p>The benefits of the Arts, Culture and Sport as community development catalysts are acknowledged and supported through appropriate initiatives</p>	<ul style="list-style-type: none"> ◆ Sponsor and publicise Swansea Bay REC "Zebra League". ◆ Continue support for the Bass Bandits Fishing Club ◆ Support school sporting events and provide equipment for teams. ◆ Develop initiatives that increase opportunities for residents to experience a range of artistic and cultural activities and events. 	<p>Community Initiatives Co-ordinator</p> <p>Gwalia Housing Trust, Community Initiatives Co-ordinator</p> <p>Gwalia Housing Trust, Community Initiatives Co-ordinator</p> <p>Community Initiatives Section.</p>	<p>October 03 Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>May 05</p>
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