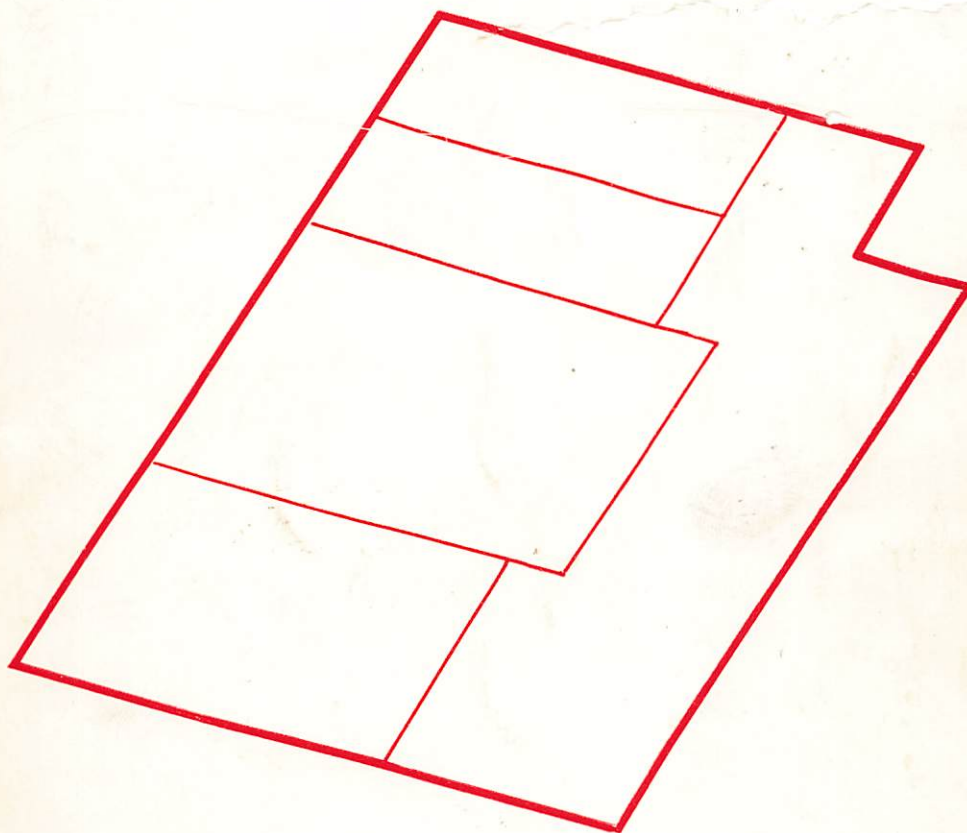


**TAI'RGWAITH**  
**HUMAN DEVELOPMENT PROJECT**



**CONSULTATION  
SUMMARY STATEMENT**

**April, 1978**

**TAI'RGWAITH HUMAN DEVELOPMENT PROJECT**

**CONSULTATION SUMMARY STATEMENT**

**Prologue**

- I. The Operating Vision**
- II. The Underlying Contradictions**
- III. The Practical Proposals**
- IV. The Tactical Systems**
- V. The Actuating Programmes**

**Epilogue**

This is a publication summarising the  
Tai'rgwaith Human Development Project Consultation  
which took place in  
Tai'rgwaith, West Glamorgan County, Wales  
2-8 April, 1978  
organised by  
The Institute of Cultural Affairs

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## PROLOGUE

### I

#### THE LOCATION

THDP The Tai'rgwaith Human Development Project marks the beginning of an intensive period of social and economic development within a small mining village in South Wales. Tai'rgwaith is situated in the hills above the Lliw Valley, twenty miles north of Swansea. Its name means "Houses of the Works" and refers to the homes near three coal mines around which the village grew. The project was begun through a co-operative effort of villagers in conjunction with the Institute of Cultural Affairs. Their intention is to improve the village environment, activate the local economy and to augment social patterns toward self-reliance. The project is seen as a pilot programme, the methods of which can be duplicated in other small villages throughout Wales and the United Kingdom.

BRITAIN Britain is entering a new period of history. Over the past 400 years the British people have taken their gifts of organisation, trade, law and a world language across the world. For centuries the city of London was considered by those at home and abroad to be the capital of the world. During World War II the British people's heroic struggle for survival and for the freedom of Europe illustrated both the need for and the possibility of co-operation among all levels of society. After the war a major step toward the creation of structures to care for every member of society was begun, and today the benefits are felt in health, education, essential services and in many other areas of social life. More recently co-operation among business, unions and government has resulted in the development of the business and economic life of the Country. Simultaneously, there has developed a growing demand for local participation in decision-making which is seen in the form of neighbourhood action groups, nationalist parties and local patriotism. The shift in the Nation's position as a world power has stimulated the search for a new role. Those who are serious about the future know that the key to this is the courage of local people to risk creating vital community life in the context of socio-economic change.

South Wales is an expanse of mountains, valleys and slopes sitting on top of one of the largest coal fields in the world. Two-thirds of the two and a half million population live and

SOUTH WALES

work in the industrial belt between Newport and Swansea. Families from Ireland, Scotland and the Midlands of England migrated to South Wales at the time of the huge coal boom of the late 19th Century. During the boom, hundreds of collieries in South Wales fueled the British Empire. Today, all but forty-three of the collieries have been sealed over, the buildings leveled and the railroads taken up. Today the sites and tips are being landscaped and reforested in a massive effort to restore the historic beauty of Wales. The old villages up and down the valleys are becoming dormitory communities whose workers travel down the winding roads to the recently built industrial estates and the old seaport towns of the vales to find work. This shift has eroded the sense of community in the villages of South Wales, so famous for their male voice choirs, vigorous rugby teams, active welfare halls and working men's clubs.

LLIW VALLEY

In 1974, the structure of local government was reorganised. At that time the most western section of South Wales became West Glamorgan County. The county was divided into four districts: Afan, Swansea, Neath and the Lliw Valley. Further to the west of the county lies the rich farming area of West Wales and beyond that the Irish Sea. The area of the Lliw Valley is famous for its anthracite coal known as the "Black Diamond," the highest quality coal in the world. The past of the Valley has been a mining past. Its communities have the same strong traditions found elsewhere in Wales. Yet it is now experiencing the decline of the industry that has done so much to shape its past. As mining decreases, effort is increased to provide new industrial opportunities. Today, the lower section of the district includes industry from other parts of Britain, the United States, Europe and Japan. The District's forward-thinking leadership has made a great effort to extend development throughout the District. The mobility accompanying the industrial shift has disrupted the various stable social groupings which once typified village life. Loss of employment, as well as changing population, has placed an ever-increasing burden on the delivery of needed social services. Today Pontardawe, one of the locations of the District Offices, is experiencing a revitalisation of industry, shipping and social amenities. However, the future requires a break-through in developing the necessary social and economic structures for all of the District. The Tai'rgwaith Human Development Project intends to demonstrate that the needed socio-economic development can go on at the most local level and thus be a demonstration not only for the district but also for every upper valley community in South Wales.

Tai'rgwaith is situated in the hills above the Lliw Valley at the foot of the Black Mountains, five miles from Pontardawe and twenty miles from Swansea (Abertawe). The community is bounded by a mineral railroad on the west, common land on the north, a

TAI'RGWAITH

mountain on the east and land reclaimed from coal waste on the south. The village has adequate services of water and electricity and is connected to the main sewer. It offers complete health and education services supplied through the district and county structures. The housing is sound and the homes have modern plumbing. Its community life has traditionally been strong and reflects the close-knit nature of mining communities in South Wales. Tai'rgwaith has an active Working Men's Club, Parish Hall, Senior Citizens' Club, Women's Club, Scouts and Youth Club and a church. It has a self-image of being first, and the people can be heard to say, "Tai'rgwaith today: everyone else tomorrow." Residents have fought hard for what they have accomplished over the past few years to upgrade their community. The mining industry employs over seventy percent of the working population. Ten percent of the population is unemployed, youth or men injured in the mines. Because Tai'rgwaith is given a low priority in county and district development planning, the expansion of its industry beyond mining requires careful consideration. In addition, the village offers opportunities for environmental beautification, training, youth programmes and business expansion. The people are ready and the time is right for this kind of project.

## II

### THE CONSULTATION

AGENT

The Institute of Cultural Affairs is an intra-global research, training and demonstration group concerned with the human factor in world development. It is a programme branch of the Ecumenical Institute and is registered in the United Kingdom as a Charitable Trust. The Institute has headquarters in Brussels, Bombay, Chicago, Singapore, Hong Kong and Nairobi. In addition, there are ICA offices in more than one hundred major cities serving 24 nations. The Institute's programmes around the world are supported by grants, gifts and contributions from government departments and agencies on the national, district and municipal levels and from private foundations, companies, trusts and concerned individuals.

ORIGIN

In Great Britain, the Institute of Cultural Affairs has been working since 1969 with people concerned with the revitalisation of community. By 1973 there were resident staffs in London, Manchester, Glasgow and Bristol, and training events were being held in Wales as well as in England and Scotland. In the autumn of 1977, community forums were held throughout Wales and many villages began to carry out the proposals which they made in their meetings. In consultation with the staff of the Isle of Dogs Human Development Project in the East End London and with government leadership in South Wales, the decision was made

## THDP

### ICA Consultants

that a development project was needed in a smaller community in South Wales. County and district governmental officials were visited for advice and approval, and interest began to focus on Tai'rgwaith. After consultation with members of the community, a village meeting was held, attended by representatives from nearly all of the families of the village. Tai'rgwaith invited the ICA to initiate a Human Development Project in the village. Staff members established residency in the village in March, 1978, and began to prepare with villagers for the consultation.

The consultation took place in Tai'rgwaith from the 2nd to the 8th of April, 1978. More than one hundred villagers participated along with 42 visiting consultants from other parts of Great Britain, the Continent, the United States, Canada and Africa. Eleven countries in all were represented. The visiting consultants attended the consultation at their own expense and brought a great variety of skills and experience. Some of the specific areas of expertise were education, business, health, landscape design, community development, carpentry, logging, music and agriculture. Many of the consultants came to share their experience from Human Development Projects in Lorne de L'Acadie, Canada; Termine, Italy; Isle of Dogs, London; El Bayad, Egypt; Kawangware, Kenya; Kreuzberg Ost, Berlin; and Fifth City, Chicago. Participants from the village and vicinity included headmasters, health visitor, miners, home-makers, electricians and students. The involvement of the village was broadened by visits in village homes and by the daily participation of thirty to forty children in their own programme which emphasised Tai'rgwaith as their community.

### PARTICIPANTS

This diversified group of consultants acted as a unified research unit using methods of comprehensive community reformulation. First, the villagers and consultants charted the Operating Vision of the people of Tai'rgwaith. Second, they discerned the Underlying Contradictions which are blocking the realisation of that vision. Third, they built a set of overall Practical Proposals for dealing effectively with the contradictions. Fourth, they created a set of Tactical Systems by which the proposals could be realised. Finally, they discerned the necessary programmes which would allow the application of the Tactical Systems. The aim of this design was to release the citizens of Tai'rgwaith to create the content of their project and to empower its impact upon the village.

### DESIGN

The readiness of the village for the consultation can be illustrated in a variety of ways. Over seventy villagers were involved in its preparation. Many villagers offered to house participants. A community newspaper describing the consultation was delivered to every door. Local leadership secured the Parish Hall and Primary School for the week, and many local people helped in the planning of the menu and the procuring of food. The recognised community leaders not only

IMPACT

spoke enthusiastically endorsing the project at the opening and closing celebrations, but also worked actively in the planning throughout the week. A number of young men and women participated extensively and showed their readiness to pick up leadership roles. Several older youth helped throughout the week with the children's programme. The visits of official representatives of the County Council and government agencies indicated the keen interest with which the project is being viewed. The seriousness of the youth about their community was noticeable from the beginning. A group of youth on school holidays arrived at the breakfast meetings on time and worked with the teams throughout the day in workshops, field visits and reporting sessions. One of the villagers said, "I have lived here all my life, and in one week the consultants learned more about my village than I have ever known and now I know it too." Another said later, "If only two or three of the things we planned come true, it will be worth it." As a resident and county councillor reminded the assembly, "It's up to us now to build on this foundation and make a success of this project and to provide the kind of village we desire."

FOLLOW-UP

The task following the consultation is to begin the implementation of the tactics, which are focused through the Actuating Programmes reported in this document. First, this will involve regular meetings of Tai'rgwaith villagers and other interested persons to do specific planning for programmes. Second, training sessions will be needed for those who will bear the responsibility for major aspects of the project. Third, gathering community consensus concerning all aspects of the project will be a continuing necessity. Fourth, supportive relationships with individuals, businesses and industry and governmental structures throughout the Lliw Valley must be intensified. Finally, during the initiation phase, the catalytic staff will reside in the village to begin training in methods which will sustain the incentive of the village as a demonstration of a revitalised human community.

III

THE PRESUPPOSITIONS

FORMATION

Virtually any local community contains the elements required for a human development project. In the past twenty years the work of the Institute of Cultural Affairs in inner-city neighbourhoods, suburban towns and rural villages across the globe has confirmed the fact that wherever there is local community, there is the readiness and the need for creative social change. There are five guidelines which serve as reference points in the formation of Human Development Projects. First, the selection of a community is guided by the understanding that the project is a demonstration of comprehensive development in any local community. A project site has maximum demonstration potential when it is representative of other local situations, is visible and is accessible. The use of effective social methods in

widely diverse situations demonstrates the possibility of development in every local situation. Second, a potential location will be characterised by apparent hopelessness and the absence of community projects. The initiation of a project in the midst of visible human suffering dramatises the possibility of dealing with human need. Third, both social and economic development measures are necessary to provide comprehensiveness and depth. When one dimension is emphasised at the expense of the other, superficial social change results. Fourth, both local and outside perspectives are required in planning a human development project. The creative interplay of local and outside viewpoints assures the project of local authenticity and global relevance. Fifth, it is necessary to discern from the beginning the viability of the systematic replication of the pilot across a more inclusive geographical area. This provides a context for anticipating the demonstration power of the pilot and for projecting the acceleration required if the pilot is to function as a training base for replication forces.

ECONOMIC

Effective economic development at the local level rests upon five principles. First, the community must be imagined as a self-contained independent economic entity whose development is a priority. Without this focus, attempts toward economic development are easily dissipated. Second, schemes increasing the flow of money into the community need to be devised. This can be done by increasing the production of raw materials and goods sold outside the area, by employing local residents, by enticing non-resident shoppers, by borrowing money and extending credit lines, by using provincial and national funds and, in some instances, by soliciting special cash grants and donations in kind. Third, as many externally injected funds as possible must be retained in the community as long as possible. This can be done by producing locally as many of the consumable goods and services as possible, by expanding local industry and business and by creating expertise on the local level. Fourth, the funds injected and retained must be rapidly and continuously circulated within the local economic unit. This is most crucial, for money needs to turn over many times before it is exchanged outside the community. Fifth, although the community must strengthen its own economy, it must also function in harmony with more inclusive economic realities on the municipal, district, regional, national and international levels.

SOCIAL

There are five foundational guidelines in the arena of social development. First, the project has a clearly delineated geographical focus. This concentrates energy upon a social unit small enough to be dealt with, thereby avoiding needless dissipation of effort. This geographical approach also helps to catalyze community identity. Second, all community problems are dealt with simultaneously. The complex interacting relationships of community life consign a partial approach to failure. Third, the depth human issue beneath all the underlying socio-

economic contradictions is discerned and addressed. As this occurs, people are released to see the possibility of effective engagement in arenas previously considered impossible. Fourth, particular effort is made to involve all social and age groups in the task of recreating the community. Finally, social symbols are employed as the key to mobilising community effort and occasioning profound transformation. Powerful symbols provide the basis for common effort in the daily practicalities of the project. Thus, they can be the difference between social despair and creative engagement.

The actuation of a Human Development Project involves the application of five guidelines to establish the support systems for effective implementation. First, the coordinated effort of both public and private sectors is needed. The combined assistance of both sectors in the form of consultant services, funding and material contributions provide sustained support for the project as a whole as well as its specific parts. Second, the widespread participation of community residents in the implementation of all the programmes is necessary from the outset. This role cannot be performed by someone else if local community development is to occur. Third, the presence of a catalytic staff of consultants is necessary for a period of time to generate momentum for leadership development. Through training in practical methods the community's motivity and decision to engage in the human development task is sustained. Fourth, actuating agents which oversee the social and economic development programmes are required to ensure the coordination and direction of all implementation efforts in a unified thrust. Such agents can take many forms but always represent a cross-section of the whole community thereby building the cooperation vital to effective results in every programme arena within a period of six to twelve months. Fifth, although the acceleration and stabilisation of leadership training and programme implementation must be phased over a number of years, dramatic signs of socio-economic development are required during the first year. These demonstrate the actuation of a comprehensive plan and thereby serve to constantly broaden local engagement and build human motivity. These are the marks of effective development.

ACTUATION

IV

THE APPLICATION

The Consultation Summary Statement is the tangible product of the Consult. It is designed to reflect and interpret the research findings. The Prologue provides an inclusive overview of the Consultation. The document then delineates in five major sections the five phases or methodological steps which shaped the design of the five days. The first section describes the Operating Vision out of which the residents of Tai'rgwaith live. The second section is concerned with the Underlying Contradictions which locate the major deterrents to human development in the community. The third reports the Practical Proposals which

DOCUMENT

serve as a model for future operation in light of the discerned contradictions. The fourth describes the Tactical Systems which detail the practical action necessary to initiate social change. The fifth sets forth the Actuating Programmes which focus the tactics and simultaneously inaugurate all aspects of the social and economic development plan. The Epilogue then addresses the issues of project funding, phasing designs, staff requirements and replication possibilities and procedures.

This summary report is intended to be a highly practical tool. It summarises the results of the research which involved the people of Tai'rgwaith in creatively focusing their efforts and concerns on the task of reshaping their village. As such, the document symbolises the residents' decision to participate in practical decision-making about the future of their community and thereby serves to call forth the incentive needed for project actuation. The document will also function as an educational tool for rapidly training local leaders in the principles and methods of comprehensive community reformulation. The opening paragraphs in each section explain the intent and the process of that phase of the Consultation. Subsequent paragraphs discuss the practical results of each phase. Each section contains at least one holding chart which provides a broad overview and illustrates specific aspects of the prose discussion. Finally, the document serves as a handbook for those who will work in Tai'rgwaith and as a guide to those who may replicate the Human Development Project elsewhere.

PART ONE

THE OPERATING VISION

VISION

The first task of the consultation consisted of making explicit the Operating Vision of the future shared by the people of Tai'rgwaith. Such a vision for any people is woven through their hopes and fears, their stories and social structures, and is suggested by their style, symbols and dreams. Although such a vision may be initially unconscious, it represents a community's identity and its destiny. Only when the community consciously stands present to the vision of its members can local community development occur. The process of impartially discerning this vision in the formal model is lengthy because of its initially latent nature.

PROCESS

The participants of the consultation were divided into five teams: total education, community life, living environment, commercial services and local industry. They spent one day in the community, conversed informally with residents in their homes and various work and relaxation centres where people gather. Through these activities, participants were directly or indirectly in contact with almost all of the local residents. Workshop sessions were then held, conducted by each team, to exchange reports on the hopes and dreams of the community. Finally, the data was organized in the basic categories of the present model. Plate 1 gives rational form to the vision of the people of Tai'rgwaith.

RESULT

The Operating Vision Chart (Plate 1) is the result of the first phase of the consultation. Its three major sections indicate the overarching divisions of the vision of the people. Section A, Activating Local Economy reflects the hope of this community, which has seen its shops closed and services reduced, for new employment opportunities and expanded local commerce. Section B, Toward Improving Village Environment reflects the hope of the community for landscaping and upkeep of all property. This was considered important particularly as it might allow the people to perceive their physical space as a symbol of their own care and their own sense of being a community. Section C, Augmenting Social Patterns, points toward the hope of the community for central care structures to mould local cooperation in strengthening community identity and cultural life. This is seen as a way to support elder citizens, provide needed youth activities and offer skills training for adults. The vision chart holds the practical substance of the hopes of Tai'rgwaith Village.



PART TWO

THE UNDERLYING CONTRADICTIONS

CONTRADICTIONS

The second task of the consultation was to locate the basic social contradictions in Tai'rgwaith. The term "contradiction", as it is used here, does not refer to obvious problems, but to clusters of underlying blocks to the operating vision. Contradictions are closely related to relatively invisible, deep currents of history and therefore are difficult to discern. They cannot be located directly, but must be approached indirectly through identification of the obstacles and blocks to the operating vision of the people. It is by looking through the blocks in relation to the objective historical trends that the underlying contradictions can be located. If the underlying contradictions are not at least roughly discerned, there is little chance of success in planned social change. Effective socio-economic development does not come about by attempting to achieve the explicit or implicit goals of the operating vision in a direct fashion. Rather, social change occurs indirectly, by creating practical proposals to deal with the underlying contradictions to the operating vision. For this reason, contradictions are not negative categories, but are bearers of significant creativity and challenge.

PROCESS

In order to generate local data relating to the contradictions, the consultants continued to work as teams in the field. Each team concerned itself first with discerning the blocks to the total operating vision (Plate 1) and then focused in depth on its particular assigned arena of the vision. In this way, the values of both comprehensiveness and depth were held in the team's overall analysis. The teams discerned the obstacles as revealed by the field visits in order to identify the blocks to the practical vision. Upon returning from the field, each team listed its data and built a list of blocks to the total vision. The data was then organised into an inclusive set of underlying contradictions facing the people of Tai'rgwaith.

Eight fundamental contradictions were discerned as indicated by the accompanying chart (Plate 2). Under these eight contradictions are subsumed all the specific socio-economic

blocks identified in Tai'rgwaith by the consultants. The chart's priorities read from left to right according to the number of items listed under each contradiction. This method of ordering is not the only criterion for discerning major contradictions. It is, however, an informative way to view the whole matrix of the contradictions operating in a given situation. The reader will note that the bottom of the chart delineates the number of responses in each column and reflects three overarching groups of contradictions. These figures are an additional aid to contradictional analysis. There are 117 items listed on the whole chart. The first group of contradictions underlines the critical need for the formation of comprehensive community decision-making structures if vocational and other further education is to be made readily available and if all village people are to become involved in the social and economic development of the community. The second group of contradictions points out the challenge of searching out new industry and diversified sources of employment, of expanding and improving public services, and of symbolising community seriousness about the future by completing and carrying out a comprehensive space and beautification plan. The last group of contradictions indicates the necessity of sustaining its own consumer businesses and competitive industries simultaneous with developing ways of involving additional leadership. These eight contradictions provide the basis for future proposals. The following pages contain a concise one-paragraph statement for each contradiction.

UNDERLYING CONTRADICTIONS CHART

ICA Consultants

Plate 2

I THE NARROW SCOPE OF VILLAGE ORGANISATION IN TAI'RGWAITH	II THE UNREALISED USE OF EDUCATIONAL STRUCTURES IN TAI'RGWAITH	III THE CONFINING PATTERNS OF INDIVIDUAL INVOLVEMENT IN TAI'RGWAITH	IV THE NEGLECTED CONDITION OF COMMUNITY SPACE IN TAI'RGWAITH	V THE UNDEVELOPED ARENAS OF EMPLOYMENT OPPORTUNITIES IN TAI'RGWAITH	VI THE INSUFFICIENT PROVISION OF PUBLIC SERVICES IN TAI'RGWAITH	VII THE LIMITED AVAILABILITY OF COMMERCIAL RESOURCES IN TAI'RGWAITH	VIII THE UNEXPLORED AVENUES OF LEADERSHIP POTENTIAL IN TAI'RGWAITH
UNOBTAINED BUSINESS INFORMATION	RESTRICTIVE OCCUPATION GUIDANCE	UNDERUTILISED COMMUNITY FACILITY	UNAVAILABLE OPEN LAND	UNAVAILABLE CASUAL JOBS	HIGH BUS FARES	DIFFICULT MARKET ACCESS	LOCAL AUTHORITY DEPENDENCY
UNDEVELOPED ROAD PLAN	UNEXERCISED BUSINESS SKILLS	LIMITED YOUTH ACTIVITIES	INADEQUATE ANIMAL FENCING	LITTLE PART-TIME EMPLOYMENT	INADEQUATE SAFETY PRECAUTIONS	INSUFFICIENT BUSINESS FACILITIES	DISCONTINUED ALLOTMENT ORGANISATIONS
UNCONSENSED PLAYGROUND PLANS	FEW PROFESSIONAL INSTRUCTORS	DECLINING LOCAL INITIATIVE	UNFINISHED PLAYING FIELD	OBSTRUCTED THROUGH ROAD	RESTRICTIVE BUS SCHEDULE	INTENSE OUTSIDE COMPETITION	INFREQUENT LEADERSHIP ROTATION
UNCOMMUNICATED BUS SCHEDULE	NONAVAILABLE TECHNICAL TRAINING	UNSUPPORTED BUSINESS VENTURES	RESTRICTIVE COMMUNITY SIZE	MINIMUM INDUSTRIAL ATTRACTION	INFREQUENT RUBBISH COLLECTION	DISTANT WHOLESALERS FIRMS	HESITANT ORGANISATIONAL INITIATIVE
UNKNOWN NCB CONTACTS	UNKNOWN NON-VOCATIONAL COURSES	PREVAILING FREE-SERVICES MINDSET	MINIMAL HALL USE	HEAVY SALARY COMPETITION	DANGEROUS SOUTHERN ROAD	LIMITED INDIVIDUAL FUNDING	UNFULFILLED LEADERSHIP ROLES
UNDEMANDED MEDICAL SERVICES	UNCORRELATED TRAINING NEEDS	PAST-FAILURE VENTURE CONSIDERATION	UNDEVELOPED YOUTH FACILITY	INCOMPLETE SKILLS INFORMATION	REMOTE PUBLIC TELEPHONE	COSTLY EQUIPMENT FINANCING	LIMITED YOUTH ACCOUNTABILITY
UNSUPPORTED YOUTH CENTRE	NONEXISTENT CAREER COUNSELLING	RESTRICTING TRAVEL IMAGE	UNCOMPENSATED TENANT REPAIR	UNFINISHED INDUSTRIAL SITE	UNSAFE SCHOOL CROSSING	INCOMPLETE COMMERCIAL SERVICES	UNDEVELOPED YOUTH LEADERSHIP
UNDETERMINED PUB LICENCE	MISUNDERSTOOD TRAINING BENEFITS	UNCONTROLLED LOCAL VANDALISM	COSTLY ROAD IMPROVEMENTS	TRANSITORY EMPLOYMENT PROSPECTS	SINGLE OUTSIDE ROAD	SMALL CONSUMER MARKETS	FEW LOCAL ORGANISERS
UNREPLACED PLAYING-GROUND ATTENDANT	LIMITED COURSE OPENINGS	UNDEVELOPED PUBLIC INVOLVEMENT	UNPLANNED ELDER HOUSING	SMALL POPULATION BASE	DISTANT ALTERNATIVE CHURCHES	HIGH LOCAL PRICES	
UNDESIGNED TREE-PLANTING PLAN	UNPUBLICISED TRAINING INFORMATION	UNINVENTIVE LEISURE TIME	UNTENDED LANDSCAPE AREAS	RESTRICTIVE FACTORY SPACE	PRIVATE MINING ROAD	UNEXCITING LOCAL SHOPPING	
PROPOSED ROAD RESISTANCE	UNTAPPED LEARNING POSSIBILITIES	UNREPAIRED BUS SHELTER	DERELICT INDUSTRIAL WALLS	TOP VALLEY ISOLATION	INSUFFICIENT PUBLIC AMENITIES		
INADEQUATE EXTERNAL LIAISON	DISTANT TRAINING FACILITIES	MINIMAL COMMUNITY INVOLVEMENT	UNANTICIPATED HOUSING DEMAND	INADEQUATE TAI'RGWAITH ACCESS	UNCONNECTED ROAD LINKS		
CONFUSING OFFICIAL RESPONSIBILITY	UNINVESTIGATED NURSERY SCHOOL	FEW COMMUNITY CELEBRATIONS	INFREQUENT RUBBISH COLLECTION				
UNSCHEDULED PLANNING ASSEMBLIES	MISUNDERSTOOD COMPREHENSIVE SCHOOLING	UNVARIED SOCIAL PATTERNS	INEFFECTIVE PARK PLANNING				
UNORGANISED ELDERLY AID	INCONVENIENT CLASS SCHEDULING	DIMINISHED CHURCH ROLE					
UNEXPLORED GOVERNMENT DECISION-MAKING	FURTHER EDUCATION CUT-BACKS	DEFEATING COMMUNITY STORY					
UNCOORDINATED PARK PLANNING	UNDEVELOPED BUSINESS SKILLS	APPREHENSIVE NCB RELATIONSHIP					
UNKNOWN HOUSING PLAN	UNFUNDED VALLEY SCHOOL						
DISRELATED COMMUNITY GROUPS	COSTLY TECHNICAL FACILITIES						
UNHEARD YOUTH REQUESTS	UNEXPLORED CAREER OPPORTUNITIES						
BLOCKED LAND NEGOTIATIONS							
UNINVOLVED MINERS' LODGE							
MINIMAL JOB INFORMATION							
INEFFECTIVE NEEDS COMMUNICATION							
24	20	17	14	12	12	10	8
I			II			III	

## CONTRADICTION I

### Narrow Scope of Village Organisation

The first contradiction lies in the arena of village organisation. Within the business and social institutions of the world today, comprehensive planning and consensus-building have become a way of life. Villages are learning the critical importance of the means by which the community plans its total life. Tai'rgwaith has long been a single-industry village, dependent almost entirely upon coal mining for subsistence, with the result that residents have largely become accustomed to depending upon the National Coal Board and the Community, District and County Council to decide the future of the village. There is a general unclarity concerning channels of communication with outside authorities and government structures, arising from the fact that there is no central community planning structure in the village. The lack of community consensus is blocking action in many ways. No concerted attempt has been made to obtain commercial or industrial information from the Small Business Bureau. Only minimal information about new local job possibilities has been sought from the Labour Exchange. Similarly, action is blocked on village landscaping, road improvement and park planning. The village plan of action is yet unformulated relative to rehabilitating the children's playground as well as providing continued supervision of its equipment. There appear to be no channels by which the needs of the community youth can be heard or acted upon; thus, no action has been taken to provide a youth centre or to develop comprehensive youth programmes. Opposing objectives and ineffective channels for negotiation are blocking completion of plans for land use. Formerly, doctor's surgery services were provided thrice-weekly in the village, but the practice was discontinued. Many elderly people express a desire for the restoration of the service, but no concerted action has been taken to ascertain whether this is feasible. Nor does a co-ordinated community plan exist to aid the elderly in home repairs, shopping or physical needs. A number of village groups have been established to perform particular local services and a number of concerned people are active in community affairs, but no structure exists to enable representatives of all the groups to meet together for co-ordinated planning. The failure to work out plans for clarifying channels of communication, for utilising the wisdom of all the local residents and for meeting the needs of all age groups threatens the future of Tairgwaith. Unless the village focuses its organisational entities and, even more importantly, moves beyond the confines of its own geography into the larger society, economic and social development will be paralysed.

## CONTRADICTION II

### Unrealised Use of Education Structures

The second contradiction lies in the arena of educational structures. Training in the 20th Century is increasingly tied to the practical needs of employment and to the development of new commercial and industrial enterprises. Changing situations may require frequent new vocational choices. The Village of Tai'rgwaith has long been a one-industry community, with coal-mining apprenticeships involving up to four years in the crafts providing a significant life-long vocation. Today, the youth customarily go elsewhere for vocational training and employment. Retraining programmes are largely unknown by the residents and have not been used to provide new avenues for men wishing an alternative to mining. Business skills are underdeveloped, and residents with some practical know-how sense themselves as inexperienced in guiding the development of new ventures. Further education is available nearby, but time and transportation make participation difficult. Minimal career counselling is available close at hand and, because most people are uninformed about the opportunities open to them, many possibilities remain unexplored. Vocational and non-vocational courses are available, but at some distance from the village. Limitations on the number of students in each course and classes scheduled at inconvenient times restrict the number of youth or adults who can participate in them. Cut-backs in funds for further education and the high cost of educational facilities inhibit planning to bring them into the village. One experiences the excitement of opportunities in Wales today, but an equal apprehension in dealing with these issues outside of trusted professional advice. Until Tai'rgwaith can develop and execute a plan to make vocational and other further educational courses readily available, residents will continue to find themselves left out of the mainstream, their youth continuing to leave and their hopes for new industry and employment unrealised.

## CONTRADICTION III

### Confining Patterns of Individual Involvement

The third contradiction is in the arena of individual involvement. Across the world today, people are realising the vital importance of the participation of all members of society, particularly youth and elders, in the planning and implementation of socio-economic programmes in their communities. They are discovering the need to reformulate old structures and to build new ones in order to involve all the people in caring for all the needs. In Tai'rgwaith, the social patterns have been well-defined for several generations, and have provided an acceptable arrangement for community care. In recent years, however, increased time for leisure activities has distracted attention from caring for many basic arenas of community life. Youth activities are limited in the village, and

present facilities, such as the playing field and scout hut are unusable. Vandalism often replaces creative activities in the village. A decreasing number of community-wide celebrations reveals the hesitancy of adult leaders to become involved, as they remember the pain of past failures. The fact that the Parish Hall is often dark at night presents a negative community image to both residents and visitors. The residents of Tai'rgwaith are aware of these gaps in effective community engagement and are concerned that all members of the community should participate in its total life. However, their efforts will continue to be fragmented as long as dynamic structures for all the people are not woven into the patterns of daily life. Until the community devises new means to involve all its people, no significant social or economic development will occur, and the vision of its residents will continue to be thwarted.

#### CONTRADICTION IV

##### Neglected Condition of Community Space

The fourth contradiction lies in the arena of community space. Around the world, people are becoming more concerned with the aesthetic and symbolic design of space, particularly in the way a cohesive plan reveals the unique image and identity of each community. In Tai'rgwaith, some major improvements have been made possible in recent years through a General Improvement Grant, paving of roads, perimeter fencing, and housing improvement. However, in the absence of an integrated community design much needed action to improve the condition and appearance of the village has not been carried out. The perimeter fencing which was erected to prevent animal mischief in gardens, loses its effectiveness through residents leaving gates open. Interior and exterior road improvement is strongly desired, and the housing plan has not met the demand, particularly for elders' housing. Community-wide activities, especially for children and youth, are limited by the absence of an adequate playing field, a youth facility and a village park, and it is commonly believed that the size of the village precludes their construction. Litter and debris along the river and on common land detracts from the appearance of the village and encourages laxity in helping to keep the village clean. The entrance to the village is unattractive and unkempt, and old industrial walls are neglected and unsightly. Many areas require beautification, but no village landscaping plan has been prepared. As long as the present appearance is allowed to persist, the pride of the community will be dampened. Unless a comprehensive space and beautification plan is created, the symbolic identity of the village will be difficult to appropriate, and Tai'rgwaith will be deterred from demonstrating a seriousness about its future.

## CONTRADICTION V

### Undeveloped Arenas of Employment Opportunities

The fifth contradiction lies in the arena of employment opportunities. The technological revolution has radically altered job markets around the world, and communities everywhere are moving to provide new types of jobs and to re-train persons who would otherwise be unemployed. In Tai'rgwaith, numbers of women are seeking employment, youth are demanding alternatives to traditional mine-industry employment, and adults are seeking re-training opportunities to learn new skills which will enable them to take advantage of the ever-changing employment situation. However, the top valley isolation of Tai'rgwaith forces men and women to seek jobs further from home. Few casual or part-time jobs are available in this area to give youth, handicapped miners, or women any flexibility of hours or job choices. The small population base and difficult access to the community have prevented new, more diverse industry from moving into the village. The presence of career-type jobs within the community remains an unrealised dream. Tai'rgwaith faces the challenge of searching out new industry and diversified sources of employment that will allow youth to remain in the community and that will allow men and women to have a variety in job selection. Until the community frees itself from dependence on outside structures as the sole hope of its economic future, little additional local employment is likely to materialise and creative economic self-sufficiency in Tai'rgwaith will not be achieved.

## CONTRADICTION VI

### Insufficient Provision of Public Services

The sixth contradiction lies in the arena of public services. The affluent technological world has made it possible for every community to have sufficient utilities and services for its domestic and industrial uses. In the past, Tai'rgwaith has had an increasing number of services, but upgrading is necessary to meet present day needs. Only one road connects Tai'rgwaith with outside communities. Another road, which could reduce a present five-mile journey to one mile and provide a connecting road link, is still unbuilt, sustaining the image of a dead-end. Hourly bus service is provided to the village, but late night and Sunday service does not exist thus limiting outside social activity. High bus fares result in infrequent travel by the community creating a sense of isolation. There is only one bus shelter in the western half of the village and none in the eastern half, causing discomfort in rainy and cold weather. No public toilets are available. Only one public telephone is in the village, resulting in long trips for emergency calls and inconvenience to elderly people. Only one out of eight homes have private phones. Rubbish

collection is made each week, but it occurs at such an early hour that rubbish must be left out overnight, resulting in spillage by animals. Two safety hazards for children exist in or near the village: a slurry pit from the coal washery has inadequate fencing, and the entrance to the primary school has neither road safety signs nor a crossing attendant. In Tai'rgwaith, one senses a growing isolation that discourages the community's involvement in the development that is going on around it. Until public services are expanded and deficiencies corrected, the future of the village will remain inward-looking and indefinite.

#### CONTRADICTION VII

##### Limited Availability of Commercial Resources

The seventh contradiction lies in the arena of commercial resources. An emerging global economy is increasingly calling upon local economic units to sustain their own population. With the discovery of coal in the area in the 19th century, the economic base of Tai'rgwaith changed from agriculture to coal mining. With the decline in coal production the village is now faced with the necessity of expanding and localising that base, if it is to be economically self-sustaining, through the establishing of local industrial and commercial enterprises. However, distances to markets and suppliers are prohibitive. Limited availability of capital funding, high start-up costs, and the absence of local business facilities deter the undertaking of such new ventures. Intense outside competition makes it difficult to determine which markets to target. High local prices and limited variety of goods at local shops leaves the Tai'rgwaith consumer inclined to look elsewhere first. Until the village can find the means to start up and sustain its own consumer businesses and competitive industries, its economic resources will continue to dwindle and the quality of its economic well-being will be more and more determined by interests outside Tai'rgwaith.

#### CONTRADICTION VIII

##### Unexplored Avenues of Leadership Potential

The eighth contradiction lies in the arena of leadership potential. Across the world, there is an increasing demand for community leadership equipped to function effectively in the social and economic dimensions of life. The demand is to utilise every opportunity to provide the training necessary for creative thinking, individual responsibility, and effective communication. In Tai'rgwaith, the need for this kind of "know-how" is particularly evident. There has been in the past a great tradition of community pride and individual leadership. For example, the village was the first in the area to have a Working Men's Club and the first to have a parish hall. Today, the village finds it difficult to secure the

leadership that is willing to step forward and organise the events that will provide local allotment schemes, village bus trips and community choirs, thus leaving the village memories of "days gone by when people pulled together". Community leadership roles tend to remain static as the community strives to determine how to involve new people, and the burden of maintaining and expanding activities grows heavier each year. The potential leadership among youth remains untapped or untrained, and vandalism is often the result of curtailed youth activities. The trend toward greater dependence on Local Authority is often frustrating to the local community and over-burdening to the authority. As organisers remain hesitant, local gifts and creative initiative are lost. Unless Tai'rgwaith develops ways for training and involving additional leadership, her vision for the future will not be realised.

### PART THREE

#### THE PRACTICAL PROPOSALS

##### PROPOSALS

The third task of the Consultation consisted of building the practical proposals. The term "proposal" refers to a strategic plan of action formulated in direct response to the Underlying Contradictions. Proposals emerge from the actual situation, rather than from abstract concepts or superimposed ideals. While the Operating Vision reveals the conscious and unconscious images out of which their community operates, the practical proposals represents a clear image of the direction in which the community needs to move in relation to the contradictions. Proposals represent judgments or decisions about the future, but they are never performed. Rather, they point to the crucial arenas of action within which tactics are implemented so that social change can occur.

##### PROCESS

In order to create the proposals, the participants of the consultation continued to work as teams organised according to broad arenas of expertise. Following site visits in the field, each team wrote a series of detailed proposals which articulated the major actions needed to address the entire swirl of contradictions blocking the operating vision. The proposals represented strategic, practical possibilities for Tai'rgwaith. The entire consultation, in a plenary session, organised the mass of data from the related proposals. The resulting model became the basis for developing the tactics required to shape the destiny of Tai'rgwaith.

##### RESULTS

The Practical Proposals Chart (Plate 3) is comprised of sixteen proposals referred to as "projects". They are organised under six master proposals which reflect decisional responses to the major contradictions. The first two master proposals relate to citizen engagement. Master Proposal A would involve extension of the present educational structures particularly in after-school youth programmes and adult training in domestic and technical skills. Master Proposal B would further citizen engagement by the formation of an association of clubs and organisations which would consider the total community effort in addition to their particular function. Additional

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community action groups would be created to serve as work forces in major community improvement campaigns. The third and fourth master proposals relate to environmental improvement. Master Proposal C would include service expansion, localising medical services as well as establishing a community information bureau. Another project in the service arena would have responsibility for the upgrading and delivery of basic services at a standard level which would promote Tai'rgwaith's living environment as one which would attract new industry. Master Proposal D approaches environmental improvement by dealing with the upkeep of the physical environment. Additional public facilities for youth and community gatherings would be obtained. The fifth and sixth master proposals are concerned with the economic support of the community. Proposal E, commercial intensification, would include establishing and managing new businesses, the creation of an equipment centre to make available repair materials to the residents and a greenhouse produce experiment to offer additional commercial services to the community. Proposal F deals with industrial promotion and would range from cottage industry to career industries as an added alternative to mining including youth employment and a project to locate part time and casual labour opportunities within the area. It should be noted that these proposals do not indicate directly what to do. Rather, they point to the arena within which decisions can be made. The specific tactical activities which describe what to do are the concern of the next phase.

**PRACTICAL PROPOSALS CHART**

I CITIZEN ENGAGEMENT PROPOSALS		II ENVIRONMENTAL IMPROVEMENT PROPOSALS		III ECONOMIC SUPPORT PROPOSALS	
EDUCATIONAL EXTENSION PROPOSAL A	COMMUNITY ORGANISATION PROPOSAL B	SERVICES EXPANSION PROPOSAL C	PHYSICAL UPKEEP PROPOSAL D	COMMERCIAL ITENSIFICATION PROPOSAL E	INDUSTRIAL PROMOTION PROPOSAL F
YOUTH EDUCATION PROJECT  1	ASSOCIATIONS INVOLVEMENT PROJECT  3	SERVICES DELIVERY PROJECT  6	NEIGHBOURHOOD IMPROVEMENTS PROJECT  9	NEW BUSINESS PROJECT  12	EMPLOYMENT OPPORTUNITIES PROJECT  15
	WORK FORCES PROJECT  4	INFORMATION BUREAU PROJECT  7	ADEQUATE HOUSING PROJECT  10	COMMUNITY COMMERCIAL PROJECT  13	
FURTHER TRAINING PROJECT  2	VILLAGE IDENTITY PROJECT  5	TAI'RGWAITH PROMOTION PROJECT  8	PUBLIC FACILITIES PROJECT  11	MARKET GARDEN PROJECT  14	DIVERSIFIED INDUSTRIES PROJECT  16

## PART FOUR

### THE TACTICAL SYSTEMS

#### TACTICS

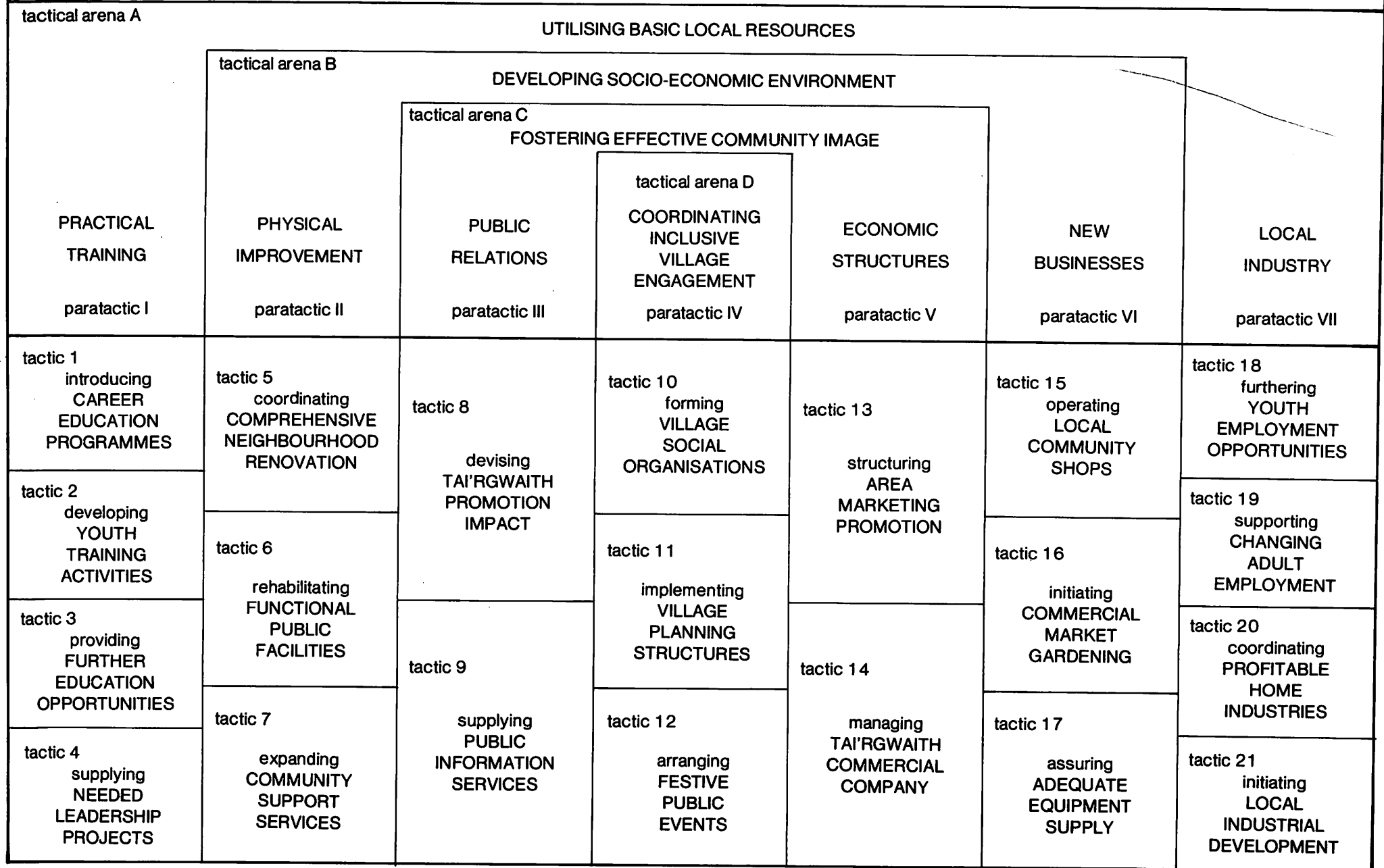
The fourth task of the Consultation was to create the Tactical Systems. Tactics are the practical actions which become the concrete steps required to implement the proposals. The Tactical Systems describe and rationally organise the actions required to do the projects delineated in the practical proposals chart. At this point the operating vision and the underlying contradictions become peripheral concerns except as a broad context. Social change occurs through tactical implementation rather than by simply grasping the vision or forging the proposals. The delineation of these systems is perhaps the most crucial activity of the Consultation.

#### PROCESS

The task of discerning the Tactical Systems out of the many tactics required for each of the proposals is similar to piecing together a puzzle. The completed picture provided practical instruction for implementing the total project. Each team, according to its arena of expertise, was assigned a set of proposals from the Practical Proposals Chart (Plate 3). Working in small groups, each team created an inclusive list of the concrete actions required to effect its proposals and organised these actions into basic tactics for each proposal. Finally, all of the teams' work was gathered and organised to formulate the tactical systems illustrated by Plate 4.

#### RESULTS

The Tactical Systems Chart (Plate 4) is the result of this fourth phase of work. The basic tactics and subtactics indicate the specific tasks of the total project. The seven paratactics under which the basic tactics and subtactics are grouped point to the major aspects of the tactical arenas which are set in motion when the sets of basic tactics are implemented in the community. The four tactical arenas hold the systems together and represent the overarching tasks to be accomplished. The master chart of the tactical systems follows.



**TACTICAL ARENA A: Utilising Basic Local Resources**

**Paratactic I: Practical Training**

Tai'rgwaith's community is served by a full range of formal educational structures. To complement the formal instruction a series of employment oriented programmes will be inaugurated. The residents of Tai'rgwaith will have the opportunity to visit other Human Development Projects to gain insights in planning and actuation. Leadership training courses for the youth and women of Tai'rgwaith will be offered, including opportunities elsewhere in the United Kingdom. Indirect leadership training will take place through recreational activities and the teaching of music and drama. Local residents, skilled in trades, business or professions will pass on their knowledge to the youth of the village through informal career courses.

**Tactic 1: Introducing Career Education Programmes**

- Subtactics** Career education programmes will be initiated to equip the residents of Tai'rgwaith with industrial skills, training courses and business expertise. Industrial workshops will be set up by local craftsmen on an informal basis to provide residents with diversified industrial skills. Educational equipment will be procured second-hand from skills centres, garages, and will also include funding of career education. Practical skills surveys will be conducted on an on-going basis to determine the placement and local skills needed in the available markets in the Tai'rgwaith area. Local instructors will be equipped with social methods of planning and action to enable them to communicate their skills for the vocational and non-vocational uses of the community. Technical guardians will be enlisted for career education to give the benefit of their practical experience. Their expert advice and significant influence in support of the Tai'rgwaith Human Development Project will be used especially in the setting up of new industries and in giving legal advice about contractual and financial aspects. Business training will be started, encouraging young people to learn business know-how with local entrepreneurs as advisors, training will include mathematics, home repair, small business management, gardening and maintenance. A career curriculum will be built including people invited to talk about their work, various printed and audio-visual materials, consultation with the Youth Officer and field trips to industrial centres.
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**Tactic 2: Developing Youth Training Activities**

- Subtactics** In order to ensure that all youth of the village of Tai'rgwaith receive a comprehensive education, a supplemental programme will be created. A play group for
- 8

9 children under three years of age will be organised  
with assistance requested from the National Association  
of Playgroups. Teachers' aides, mothers and school  
leavers will be trained using comprehensive imaginal  
methods. An adventure playground will be built by  
10 village youth in collaboration with village adults and  
will serve as a means by which the youth will acquire  
new skills in the planning and construction stages,  
and later for the challenging, self-exploratory devel-  
11 opment for the children. Youth leadership training  
methods and activities will be provided throughout the  
duration of the Project to increase their academic,  
physical and social experiences. Creative social edu-  
12 cation programmes will introduce a variety of cultural  
arts and skills as well as occupational skills. The  
Youth Club will be reorganised, which will offer social  
activities, sports competitions and educational oppor-  
13 tunities using transportation arranged through the vil-  
lage mini-bus service. The football team will be re-  
activated, which will include preparation of the field,  
recruitment and training of the team players and the  
appointment of a coaching staff. Clean-up campaigns  
14 will be organised by work teams of youth and adults to  
keep the village free of litter and rubbish, emphasising  
the parks, roadways, river and areas near the fencing.  
Youth camps will be held in various parts of the United  
15 Kingdom and the Continent for hiking, boating, swimming  
and educational benefits. Training grants will be ob-  
tained for undergirding the support of the programmes,  
through the Jubilee Fund, Prince of Wales funds, spon-  
16 sored walks, jumble sales and other events. Career ex-  
posure trips will be taken to various industrial and  
educational institutions to broaden youth career pros-  
pects. Advisory consultations will be held with the  
17 district and county youth advisors, governmental agen-  
cies and careers officers to advise on various oppor-  
tunities for youth in vocational training, job oppor-  
tunities and education.

**Tactic 3: Providing Further Education Opportunities**

**Subtactics** In order to provide further education opportunities for  
both the youth and adults, a night school and other  
18 training events will be offered; promotion and support  
will be arranged to enable this venture. A support net-  
work will be implemented with proposals to the Coal  
Industry Welfare Organisation and other groups for vari-  
19 ous forms of support for the night school courses. A  
community management core appointed from the Village  
Council will be responsible for finding a facility with  
a priority request to the District for the Primary School  
and then to the Parish Hall; schedules are to be flexi-  
20 ble and tutorial fees at a minimum. The equipment and  
other supplies will be either donated or obtained at a

21 reduced cost. Teacher training will be conducted for  
those teachers recruited from local volunteers, accord-  
ing to the information obtained from the skills inven-  
22 tory. A promotion campaign will be organised by the  
Village Council as to course offerings, suggested  
schedules, and names of instructors. Life enrichment  
23 courses of homemaking skills, gardening, physical fit-  
ness, first aid and art crafts will be offered. Busi-  
ness education will be conducted including management  
and commercial skills, such as typing, bookkeeping and  
24 filing methods. Performing arts will be taught through  
a drama club organised to involve villagers by giving  
instructions to children on piano, organising a chil-  
dren's choir and a male voice choir, thereby honouring  
one of the great traditions of the Welsh.

#### Tactic 4: Supplying Needed Leadership Projects

Subtactics To equip the residents of Tai'rgwaith with the leader-  
25 ship skills necessary to engage fully in the varied  
aspects of renewing their community, it will be neces-  
sary to establish several types of training. Leader-  
26 ship experience will be given to villagers who will be  
trained by assuming responsibility for various struc-  
tures of the Project. Social methods training will be  
27 made available through group dynamics, songs, conversa-  
tions, workshops, seminars and lectures as well as con-  
sultation methods. A training agency will be conducted  
28 to prepare community leaders to lead Town Meetings and  
programmes beyond Tai'rgwaith. Additional leadership  
will be developed by training youth and adults for pro-  
29 grammes such as Youth Forums and Women's Forums. A  
youth training programme will engage those interested  
in community development through the work of the Project  
30 implementation. Project visitation opportunities will  
be developed by and for Tai'rgwaith residents to allow  
participation in other Human Development Projects and  
in formal training constructs. A leadership rotation  
31 system will be devised to assure training by broaden-  
ing the leadership base .

#### TACTICAL ARENA B: Developing Socio-Economic Environment

##### Paratactic II: Physical Improvement

Tai'rgwaith has been the recipient of many benefits and services from the District and County Councils. Nevertheless, general environmental beautification and public facility augmentation needs to be done. The physical appearance of the village will be enhanced by organisation of the villagers in ongoing clean-up campaigns. Public facilities such as additional bus shelters, recreational facilities and shopping outlets will be given a general facelift and rehabilitation or constructed when necessary. Measures will be implemented on road safety in the area of the public school to safeguard

the children's travel. Parks in the village will receive a general upgrading in equipment to increase their usage by all ages. Services will be expanded or introduced in conjunction with local and area authorities.

**Tactic 5: Coordinating Comprehensive Neighbourhood Renovation**

**Subtactics** In order to give the village a more attractive appearance and improve access and safety of the roads and thoroughfares, an ongoing renovation programme will be carried out. An anti-litter campaign will be organised to include periodic clean-up blitzes, provisions for strategically located dust bins, and door to door distribution of clean-up literature. Stream clean-up will be carried out by removing accumulated rubbish from the larger stream beds, providing a more conducive environment for fish propagation. A coordinated stream piping programme will enhance the use of the central common land by enclosing the channels of the several streams which cross the field and run alongside the main road, allowing for future landscaping. Field drainage will be carried out on the upper level sports playing field on King Edward's Road, by cutting drainage ditches to the sides, refilling with a porous gravel-earth combination. Thoroughfare improvements will be implemented by widening and resurfacing roads and pathways throughout the Village. Footpath lighting will be installed along the Dram Track walkway to enable 24 hour a day use. Safety measures will be implemented including a speed zone in the vicinity of the school, and by the provision of a street crossing guard during school hours. A pedestrian pavement will be installed along side of the main road for safety reasons, with the children particularly in mind. Parks landscaping will be done in the community's three parks by planting trees and flowers, repairing and/or renewing play equipment and benches. Dilapidated walls throughout the village will be torn down and removed for both beautification and safety reasons. The wall around the St. David's Church will be rebuilt. An environmental patrol will be formed to act as caretakers of the environment of the village and clean-up squad.

**Tactic 6: Rehabilitating Functional Public Facilities**

**Subtactics** In order to encourage community activities by utilising all community space to the fullest, a comprehensive public facilities upgrading programme will be carried out. Community meeting places will be made available, using indoor and outdoor facilities, including an outdoor gathering spot for concerts and picnics with a roofed area for shelter in inclement weather. Residential housing will be rehabilitated according to the housing needs survey and will utilise the services of the community repair and upkeep work crews. The Scout

46 Hut will be restored to a usable condition inside and  
outside, including painting, repair or replacement of  
plumbing, heating, furnishings and equipment. A youth  
centre will be established in a community building to  
provide Tai'rgwaith youth with indoor recreational  
47 space and equipment for their youth training programme.  
A roadside shelter will be erected by the community at  
the top of St. David's Road constructed of light weight,  
transparent material. Sports field facilities will be  
48 constructed by the community at a location appropriate  
to other public facilities including dressing rooms and  
toilets accessible to the public at all times. A ser-  
49 vices room will be made available at a convenient loca-  
tion to enable scheduling part-time or one-day services  
such as those of a hairdresser or chiroprapist. A re-  
source room will be established to make available com-  
mittee meeting space and a common resource library of  
50 reference books, legal pamphlets, materials and the  
community newspaper.

#### Tactic 7: Expanding Community Support Services

Subtactics In order to provide inclusive care for the health and  
51 welfare of the citizens of Tai'rgwaith, supplemental  
services will be made available. Elders care will be  
provided in such arenas as transport, errands and meal  
preparation, as well as renovation and repair of homes.  
52 Emergency services will be established whereby residents  
of Tai'rgwaith can ask one or more persons in their im-  
mediate vicinity to assist in an emergency situation.  
53 A public telephone booth will be procured adjoining a  
shop or other public facility, with a separate entrance  
to the booth making it available for use by day or  
night without disturbing other residents. Mobile  
54 health services for the community will be coordinated  
with the Health Department for more frequent mobile  
visits to the community, including inoculations, regu-  
lar checkups, family planning and TB x-ray services.  
55 Dental days will take place at regular six month in-  
tervals, demonstrating and supplying information on  
dental hygiene and flouride treatments for the commu-  
nity. A mini bus will be obtained for passenger use to  
56 cover transportation to and from cultural activities,  
personal services, emergency trips, and charter trips  
for village teams.

#### TACTICAL ARENA C: Fostering Effective Community Image

##### Paratactic III: Public Relations

To combat the sense of semi-isolation of Tai'rgwaith a concerted  
programme of events and resources will bring the village to the at-  
tention of its neighbours. The soon-to-be opened community shops  
and the home produced handcrafts will be advertised through tourist  
publications to boost the marketing potential of village commerce.

Competitions, film shows and fairs will attract people to Tai'rgwaith. Bulletin boards, the community newspaper and community events calendar will keep Tai'rgwaith residents informed of happenings in the village. Directions and welcome signs bearing the name and symbol of the community will appear at approaches to the village.

**Tactic 8: Devising Tai'rgwaith Promotion Impact**

- Subtactics
- 57 In order to promote the ongoing activities of the Tai'rgwaith Human Development Project, and attract visitors to the village, a programme of public relations activities will be organised and carried out. A publicity campaign will be planned and initiated to tell the history and new story of the village to local and area media. Included will be the upkeep of a before and after series of photographs. Media coverage will be used advantageously by the community by obtaining copies of newspaper and magazine articles, as well as radio and television reports in either written or cassette form to be re-used. An art competition will be judged in Tai'rgwaith with entries from all over the Lliw Valley. Film shows will be organised for the Parish Hall, advertised in the area to encourage guests to come to the village. A Welsh cookbook will be published and sold containing the favourite recipes of Tai'rgwaith residents. Resource agencies will be approached for funding and technical assistance, including potential educational programme sponsors such as county women's organisations, government agencies and the Prince of Wales Fund. Funding campaigns including walkathons, contests, and other attractions will be launched periodically to provide the financial undergirding of village events. Village identification will be improved by placing a welcome sign bearing the Tai'rgwaith grid at the entranceway to the village, by placing street name signs where needed and direction signs pointing to major buildings and landmarks.
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**Tactic 9: Supplying Public Information Services**

- Subtactics
- 65 In order to keep the village abreast of community development news and events in the community, information will be made available. A services directory will be created for regular information to the community containing information on emergency, and local telephone numbers and information will also be supplied on baby sitting and all available mobile services to the community. Bulletin boards will be erected in various public places such as in the village store, Post Office, Parish Hall and also at the Working Men's Club. A community newsletter will be published on a regular basis and distributed to all residents. The contents of the newsletter will include such articles as reports on the local darts matches, social trips and excursions, church activities, news from other projects around the world and social events throughout the village. A skills
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- 68 manual will be published by community residents on home improvements, maintenance and repair, and made available to all interested parties. Events hand-bills will be distributed throughout the community. These posters are designed to inform the community of forthcoming events and social activities in the village and also to encourage villagers of all ages to participate in the events. A community calendar yearly will be created announcing dates of regular and occasional community events. It will feature pictures of the community in order to strengthen community interest and identity. Welcome packets will be available to the community and visitors upon arrival in the village, including historical brochures, information booklets and a complete list of all social services.

**TACTICAL ARENA D: Coordinating Inclusive Village Engagement**

**Paratactic IV: Village Engagement**

In order to widen the scope of citizen participation in the corporate life of the village, present organisations may broaden their activities and new organisations may come into being. Sports associations, staffed by volunteers, will organise the youth and adults into both informal and formal activities. Block clubs will enable care for the elders of the village and volunteer work crews will provide the manpower for beautification efforts. To enable the whole community to keep abreast of the progress of the Project and be able to contribute in building the consensus on future directions, community assemblies, issues forums and village councils will be instituted. Opportunities to celebrate the various aspects of community life will be organised throughout the year such as dances, competitions, carnivals and fetes.

**Tactic 10: Forming Village Social Organisations**

- Subtactics: In order to provide the manpower to carry out the recreational, social and physical care projects of the village, effective organisations will be formed. Sports associations will be initiated involving all ages in organised physical, social and competitive activities. Work crews will be formed by the villagers to accomplish community work. Clean up squads will be coordinated to keep the village attractive and free from litter as a means of training youth leadership. Block Clubs will be organised in each neighbourhood to carry out community care activities. A garden society will be formed which will apply for membership in the National Allotments Society and which will be for the benefit of all interested members of the community. Premises caretakers will be appointed to repair community property and be responsible for the upkeep of community facilities. Heritage recovery groups will be established to

- 77 write a history of Tai'rgwaith the surrounding area,  
compile local music, poetry, legends, artifacts, photos,  
78 Welsh culture. A hosting committee will be organised  
which will be available at all times to take visitors  
on tours and speak imaginably about the ongoing and  
79 new programmes.

**Tactic 11: Implementing Village Planning Structures**

- Subtactics** In order to provide effective channels for Tai'rgwaith  
citizens to create a common direction for the village,  
80 planning structures will be implemented. The community  
assembly will meet on a quarterly basis beginning with  
the consultation itself to evaluate Project progress  
and consense on future directions and at special times  
such as the distribution of the Tai'rgwaith document.  
81 The Village Council, including representatives from  
ongoing organisations, will be formed to supervise over-  
all Project efforts and represent the consensed voice  
of the village; local representatives will attend Lliw  
Valley Council meetings from time to time to voice com-  
82 munity wishes and report back to the Village Council.  
The coordinating commission will be formed, consisting  
of leaders of the various programmes and task forces,  
meeting at least weekly. The commission will hear re-  
ports from each programme and enable the direction of  
83 the work to avoid overlaps and to keep the Project mov-  
ing. External negotiations will be carried out con-  
cerning major planning actions for community develop-  
ment, including the issues concomitant with the indus-  
trial site, road construction, landscaping and safety.  
84 Street leagues will be activated in convenient geo-  
graphical groupings, focused on environmental care  
activities, elderly assistance, work days, recruitment  
for social events and block gardening projects. Issues  
forums will be conducted periodically in which the  
85 emerging vision of the community is determined, current  
issues discussed and tactics modified to suit current  
needs, while maintaining the expressed plan of the  
Consultation. Task forces will be forming in the arenas  
of education, community life, environment, commerce and  
86 industry to carry out the day-to-day operations of  
Project programmes and will be organised into structures  
such as the Welfare Committee.

**Tactic 12: Arranging Festive Public Events**

- Subtactics** The celebrational life of Tai'rgwaith will be intensified  
87 by the organisation of various festive activities which  
will bring together the people of the whole community  
88 and will encourage family participation in the community.  
A sponsored walk will be organised at 5 pence a mile to  
89 raise money for community projects. A baby contest with  
prizes awarded will be arranged to attract outside

90 villagers and to help promote community involvement. Sports competitions will be held co-sponsored by  
91 Tai'rgwaith and neighbouring villages. A whist drive  
92 will be held periodically to encourage the interaction  
93 of the elders with other age groups in this area. Dis-  
94 co dances including a marathon and barn dance will be  
95 arranged for youth from Tai'rgwaith and neighbouring  
96 towns and villages. Community-wide picnics will be  
held so that the various age groups can mix socially  
with other age groups. Symbol workshops will be or-  
ganised to include sub-competitions for various age  
groupings, giving prizes at each level and similarly  
song workshop competitions will be held. Community  
concerts will be organised to attract audiences from  
the valley, to raise money for programmes and to pro-  
vide opportunities for talented villagers to display  
their skills. The Tai'rgwaith carnival will be held  
to give the community entertainment and promote the  
image of Tai'rgwaith. Pet shows will be organised  
with prizes awarded.

#### TACTICAL ARENA C: Fostering Inclusive Community Image

##### Paratactic V: Economic Structures

Tai'rgwaith residents intend to increase their economic self-reliance by establishing village revenue-producing ventures of several kinds. In order that these ventures belong to the whole community and to ensure proper management and administrative procedures, a commercial company will be formed. Membership will be open to all residents of the village and local staff will be employed to run the operation. To launch these economic ventures in and around Tai'rgwaith, an aggressive marketing campaign will be implemented. One of the features of this advertising campaign will be the use of a Tai'rgwaith symbol on all village produced merchandise.

##### Tactic 13: Structuring Area Marketing Promotion

Subtactics In order to attract people from outside the village to  
97 the new community ventures in Tai'rgwaith, and to pro-  
98 mote village produced goods in the surrounding areas,  
a series of promotional activities will be organised.  
99 Delivery service using the community van, suitably de-  
100 cored with the Tai'rgwaith name and grid, will be avail-  
101 able at a charge to customers of the village store.  
Promotional tours will visit potential customers in  
Ammanford, Pontardawe and Swansea to place Tai'rgwaith  
products. Regular advertising will be done with leaf-  
lets distributed door to door and also with the media  
to inform members and other customers of values, special  
products and generally make known the availability of  
shopping in Tai'rgwaith. Handcrafts production will be  
encouraged and promoted via advertising campaigns through  
the local media. Tai'rgwaith labels bearing village name  
and grid will appear on all locally produced products.

- 102 Quality control through constant testing and improvements will be maintained on all Tai'rgwaith products to secure a place in the local market and to protect the name and reputation of the village. Crafts marketing will be pursued through craft shop chains across the United Kingdom and through advertising in tourist publications.
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**Tactic 14: Managing Tai'rgwaith Commercial Company**

- Subtactics** In order to reduce costs, provide additional commercial benefits, and furnish opportunities for training local residents in business skills, a village company will be formed and operated to oversee economic ventures. A Friendly Society type of charter will be registered to make the community company a legally recognised entity. A management board will be appointed on behalf of the community to operate the business of the company.
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- Members of the management board will represent skills in accounting, store management, gardening and building and will include representatives from the Miner's Union and National Coal Board. A membership promotion drive will be organised to invite every family of the village to become subscribing shareholders in the company. Auditable bookkeeping systems will be established and maintained for all community company ventures. Bulk buying of commodities from low-priced and reliable wholesale sources will be inaugurated to keep the company ventures supplied. Experienced staff will be hired to run the daily operations of the company, with preference being given to qualified Tai'rgwaith residents. Training programmes will be carried out within or outside of the community to upgrade efficiency and skills of the staff.

**TACTICAL ARENA B: Developing Socio-Economic Environment**

**Paratactic VI: New Businesses**

The economic potential of Tai'rgwaith will receive much attention in the immediate future as the establishment of locally owned retail and service shops takes place. Service to customers, lower prices and the uniqueness of locally produced goods and produce will be features of the commercial shops. Market gardening will be experimented with through increased use of personal greenhouses, the establishment of a community-owned pool of equipment for shared use will be housed in a facility where repair services will also be available.

**Tactic 15: Operating Local Community Shops**

- Subtactics** In order to supplement the buying patterns within Tai'rgwaith and provide local residents with at-hand purchase opportunities, a variety of shops will be opened. A mini market will be operated featuring a wide variety of merchandise at competitive prices to
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- 113 serve Tai'rgwaith and surrounding communities. Local staff will be recruited from within the village population, where possible. Garden supplies such as seeds, fertilizers, and small tools will be stocked and sold in the shop and supplemental services such as soil analysis will be offered. Repair services for small household appliances will be operated using the services of local qualified electricians. Personal services including a hairdresser, barber, laundromat and dry cleaning will be made available. Flea markets will be held periodically at the shop, supplied with antiques and second-hand merchandise from village residents. Funds will be directed towards community programmes.
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- 117 A community van will be in operation for the purposes of wholesale purchasing for the shop and to deliver goods and equipment to village customers. A fish and chips shops will be set up in a section of the community shop with take-out service available. An off-license store will also be set up within the shop as soon as a license has been secured.
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**Tactic 16: Initiating Commercial Market Gardening**

- Subtactics In order to increase the income of the community and to reduce food costs, commercial scale market gardening will be introduced. Individual greenhouse production will be commenced by a coordinated scheme of incentives including bulk buying of materials and by offering opportunities to market surplus produce.
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- 121 Front garden contests for beauty and originality will be held and will be co-ordinated with other village events. Produce displays will be set up in the community shop to encourage sale of local produce. Commercial greenhouses will be initiated by securing land, providing suitable facilities, developing necessary funding, appointing management staff, and ensuring market contracts. Community gardens will be initiated, including marketing and research and contracting, development of land and placing of allotments, as well as a plan for cooperative use of tools and supplies.
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- 125 Garden produce will be marketed in the community shop, area markets and wholesalers.

**Tactic 17: Assuring Adequate Equipment Supply**

- Subtactics A community pool of equipment and tools will be housed in suitable premises to enable home and auto repair and gardening to be carried out by residents of Tai'rgwaith at reduced costs. A community owned equipment shed will be built or otherwise obtained to house a collection of maintenance and gardening and home improvement equipment. Vehicle workshop space will be set up in suitable premises on the Maerdy site to allow community residents to have a place to do do-it-yourself repairs to vehicles. An equipment collection will be assembled of jointly owned
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- 129 community equipment which will enable all residents to share the equipment; without resorting to individual purchases. A suitable service van will be acquired for pickup and delivery of equipment and goods to the community. Cooperative uses of tools and equipment will
- 130 be facilitated through the joint purchase and ownership by the community and they will be distributed on a shared use basis. A general handyman will be appointed or hired by the community to act as custodian, sales-
- 131 man and coordinator of the tool-sharing programme, making such repairs to the equipment as necessary.

**TACTICAL ARENA A: Utilising Basic Local Resources**

**Paratactic VII: Local Industry**

Tai'rgwaith will diversify the employment opportunities for its residents through encouraging new industrial development in the immediate area of the village. Informing the community of the many government employment and career assistance programmes now in effect, will open new channels of possibility to youth and adults of Tai'rgwaith. Contacting industrial and commercial employers in the area with a view to securing casual and part-time employment or home-industry contracts will be made. Establishment of cottage industries in handcraft, knitwear or similar contract opportunities will accompany an industrial development campaign to have light industry located within the bounds of Tai'rgwaith.

**Tactic 18: Furthering Youth Employment Opportunities**

- Subtactics In order to reflect the community's concern for the youth's need for gainful employment after leaving
- 132 school, a programme of job search assistance will be implemented. An employment service centre will act as a coordinating function in bringing Tai'rgwaith youth together with the job openings in the area. Employers
- 133 in the surrounding area will be requested to participate in the Work Experience Programme which employs youth on a part-time basis to gain experience prior to entering the permanent job market. Career fairs are to be held
- 134 in the community with representatives from industries, businesses and career advising structures to share information and assist local youth in making decisions about their future career. Tai'rgwaith residents with
- 135 business and professional skills will be approached to be advisors of youth workshop groups, a youth junior business stimulation programme, giving youth the opportunity to learn how to run a company. Area employers
- 136 will be solicited to participate in the government Youth Opportunities Programme where subsidies provide possibilities for youth to gain work experience. JCP grants will be applied for by village organisations to
- 137 provide employment for youth and at the same time get needed village improvements done like the Scout hut renovation or footpath lighting done at greatly reduced costs.

**Tactic 19: Supporting Changing Adult Employment**

- Subtactics** In order to take maximum advantage of job possibilities as they occur in the area, bringing these together with employment-seeking adults of Tai'rgwaith, a full time employment monitoring service will be implemented. A referral system will be set up by posting all opportunities and using other available local media.
- 138
- 139 Continuous job inventorying and skills inventorying will be necessary for effectiveness. Casual employment opportunities, those offering full-time work for short periods of time, will be discovered by diligent searching in the Tai'rgwaith and surrounding area. Part-time jobs will be discovered by a search team keeping in regular contact with area employers. Apprenticeship programmes participation will be accelerated by encouraging local residents to actively apply for and enter such programmes, helping, if needed, in making the application. Government resources will be utilised by securing all possible contracts for funding schemes covering training, re-training, transitional assistance, and others discovered by further research and making these resources available to local residents.
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**Tactic 20: Co-ordinating Profitable Home Industries**

- Subtactics** In order to provide revenue producing industry, home industry contracts will be developed in Tai'rgwaith. Hobby fairs will be frequently held, featuring locally produced items, anticipating the presence of agents for local, national and international re-sale outlets as potential markets. Handcrafts will be produced to sell at a profit in the market place, including knitting, soft dolls, wood-working, basket weaving and coal artifact items. Wood-working items will be developed as an industry through local initiative, utilising items such as flower boxes, doll houses, window frames, doors and furniture. A knitwear contract will be arranged with a local knitwear company to utilise products produced in Tai'rgwaith homes. Product marketing of home industries will be co-ordinated by establishing a structure for market research, sales planning, production assignments, and financing assistance. Minimised costs of production will be ensured by providing for bulk purchasing, shared equipment, shared storage and by provision of repair and maintenance service.
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**Tactic 21: Initiating Local Industrial Development**

- Subtactics** In order to guide Tai'rgwaith in its search for a diverse economic base, an advisory board will be created utilising all available expertise in this area. An industrial advisory board with representatives from both public and private sectors will be assembled to provide consultant services to assist in the industrial
- 149

150 development of Tai'rgwaith. Ventures research will be done to investigate new business opportunities on an ongoing and regular basis. This would include feasibility studies and market development of local products. A pursuit team will be mobilised to identify and entice potential "career" industries for location

151 on a local reclaimed industrial site. One activity of the team will be to visit area industries and to develop proposals with them. A site completion task force will be designated to work through the local authorities to enable rapid completion of the re-

152 claimed land industrial site, including access road requirements, and zoning and legal requirements. A subcontract industry will be developed or relocated in Tai'rgwaith to provide long-term employment. The primary characteristics of such an industry would be

153 that the parent company would be responsible for the management and marketing of the product produced. A site plan for the utilisation of the reclaimed land, including industrial use, housing and recreational needs as envisioned by residents of Tai'rgwaith, will

154 be drawn up and presented as additional input for the Lliw Valley District Council's consideration.

UTILISING  
BASIC LOCAL RESOURCES

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Plate 4A

## paratactic I

## Practical Training

## paratactic VII

## Local Industry

## tactic 1: Career Education

- 1 Industrial Workshops
- 2 Education Equipment
- 3 Practical Skills
- 4 Local Instructors
- 5 Technical Guardians
- 6 Business Training
- 7 Career Curriculum

## tactic 18: Youth Employment

- 132 Employment Service
- 133 Work Experience
- 134 Career Fairs
- 135 Youth Workshops
- 136 Opportunities Programmes
- 137 Jobcreation Grants

## tactic 2: Youth Training

- 8 Play Groups
- 9 Adventure Playground
- 10 Youth Leadership
- 11 Youth Club
- 12 Football Team
- 13 Clean-up campaigns
- 14 Youth Camps
- 15 Training Grants
- 16 Career Exposure
- 17 Advisory Consultations

## tactic 19: Employment Support

- 138 Referral System
- 139 Casual Employment
- 140 Part-time Jobs
- 141 Apprenticeship Programmes
- 142 Government Resources

## tactic 3: Further Education

- 18 Support Network
- 19 Community Management
- 20 Teacher Training
- 21 Promotion Campaign
- 22 Life Enrichment
- 23 Business Education
- 24 Performing Arts

## tactic 20: Home Industries

- 143 Hobby Fair
- 144 Hand Crafts
- 145 Woodworking Products
- 146 Knitwear Contracts
- 147 Product Marketing
- 148 Minimised Costs

## tactic 4: Leadership Projects

- 25 Leadership Experience
- 26 Social Methods
- 27 Training Agency
- 28 Forum Leadership
- 29 Youth Training
- 30 Project Visitations
- 31 Leadership Rotation

## tactic 21: Industrial Development

- 149 Advisory Board
- 150 Ventures Research
- 151 Pursuit Team
- 152 Site Completion
- 153 Sub-contract Industry
- 154 Site Plan

## tactical arena B

DEVELOPING  
SOCIO-ECONOMIC ENVIRONMENT

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Plate 4B

## paratactic II

Physical Improvement

## paratactic VI

New Businesses

## tactic 5: Neighbourhood Renovation

- 32 Anti-litter Campaign
- 33 Stream Clean-up
- 34 Stream Piping
- 35 Field Drainage
- 36 Thoroughfare Improvement
- 37 Footpath Lighting
- 38 Safety Measures
- 39 Pedestrian Pavement
- 40 Parks Landscaping
- 41 Derelict Walls
- 42 Environment Patrol

## tactic 15: Local Shops

- 111 Mini Market
- 112 Local Staff
- 113 Garden Supplies
- 114 Repair Services
- 115 Personal Services
- 116 Flea Markets
- 117 Community Van
- 118 Fish 'n Chip Shop
- 119 Off Licence Store

## tactic 6: Public Facilities

- 43 Meeting Places
- 44 Residential Housing
- 45 Scout Hut
- 46 Youth Centre
- 47 Roadside Shelter
- 48 Sports-Field Facilities
- 49 Services Room
- 50 Resource Room

## tactic 16: Market Gardening

- 120 Green House Production
- 121 Front-Garden Contests
- 122 Produce Displays
- 123 Commercial Greenhouses
- 124 Community Gardens
- 125 Garden Produce

## tactic 7: Support Services

- 51 Elders Care
- 52 Emergency Services
- 53 Public Telephone
- 54 Mobile Health
- 55 Dental Days
- 56 Mini Bus

## tactic 17: Equipment Supply

- 126 Equipment Shed
- 127 Vehicle Workshop
- 128 Community Equipment
- 129 Service Van
- 130 Co-operative Use
- 131 General Handyman

## tactical arena C

FOSTERING  
EFFECTIVE COMMUNITY IMAGE

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Plate 4C

## paratactic III

Public Relations

## paratactic V

Economic Structures

## tactic 8: Tai'rgwaith Promotion

- 57 Publicity Campaign
- 58 Media Coverage
- 59 Art Competition
- 60 Film Shows
- 61 Welsh Cookbook
- 62 Resources Agencies
- 63 Funding Campaigns
- 64 Village Identification

## tactic 13: Marketing Promotion

- 97 Delivery Service
- 98 Promotional Tours
- 99 Regular Advertising
- 100 Handcrafts Production
- 101 Tai'rgwaith Labels
- 102 Quality Control
- 103 Craft Marketing

## tactic 9: Information Services

- 65 Services Directory
- 66 Bulletin Boards
- 67 Community Newsletter
- 68 Skills Manual
- 69 Events Handbills
- 70 Community Calendar
- 71 Welcome Packet

## tactic 14: Commercial Company

- 104 Friendly Society
- 105 Management Board
- 106 Membership Promotion
- 107 Bookkeeping Systems
- 108 Bulk Buying
- 109 Experienced Staff
- 110 Training Programmes

tactical arena D  
CO-ORDINATING  
INCLUSIVE VILLAGE ENGAGEMENT

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Plate 4D

paratactic IV

Village Engagement

tactic 10:

Social Organisations

72	Sports Association
73	Work Crew
74	Clean-up Squads
75	Block Clubs
76	Garden Society
77	Premises Caretakers
78	Heritage Recovery
79	Hosting Committee

tactic 11:

Community Planning

80	Community Assembly
81	Village Council
82	Coordinating Commission
83	External Negotiations
84	Street Leagues
85	Issues Forums
86	Task Forces

tactic 12:

Festive Events

87	Sponsored Walks
88	Baby Contests
89	Sports Competitions
90	Whist Drive
91	Disco Dances
92	Community-wide Picnics
93	Symbol Workshops
94	Community Concerts
95	Tai'rgwaith Carnival
96	Pet Show

## PART FIVE

### THE ACTUATING PROGRAMMES

#### PROGRAMMES

The final task of the consultation was organising the Tactical Systems into Actuating Programmes. The programmes provide precise forms within which specific tasks are carried out. They perform several essential functions. The programmes make possible a broad cost analysis of the project, enable the creation of a phasing design for the total demonstration, serve to organise the forces who implement the project and those who form the support network. Finally, they release an imaginal power that motivates the local people, the project patrons and the public at large by reflecting the possibility, the inclusiveness and the unity of the Human Development Project.

#### PROCESS

The creation of the Actuating Programmes first involves organising the large body of subtactics into rational programmes that are feasible in the local situation and practical for effective management. These are then checked and refined for inclusiveness and focus. Their dramatic power to generate interest and the possibilities for their rapid development are held as values. The programmes define the arenas and organise the tactics for concrete steps to be taken by the local forces in doing the subtactics and programmes. Each required step, once determined, is placed on a daily, weekly or monthly time-line. The creation of timed implementation however, is not a task of the Consultation but of the local forces themselves.

#### RESULTS

The Actuating Programmes of the Tai'rgwaith Human Development Project shown on Plate 5 are ten in number. Four of these are related to social self-reliance. The intent of these programmes is to broaden the existing social structures for developing social self-reliance. Two of the four relate to community organisation. The supplementary education arena includes Youth Training Programmes and the Practical Skills Institute. Two of the programmes relating to community organisation are the Tai'rgwaith Community Network and the Village Involvement Associations. The second major programme division has to do with environmental improvements. The arena calls for two programmes: The Tai'rgwaith Improvements Project and the Common Facilities Project. The third group of four programmes relates to economic self-sufficiency in Tai'rgwaith. Two of these deal with commercial development and two with industrial expansion. The first group of economic programmes includes the Tai'rgwaith Commercial Company and the Small Business Complex. The second group, dealing with industrial expansion, includes the Local Employment Scheme and the Diversified Industries Park.

**SUMMARIES**

A more detailed description of the 10 Actuating Programmes follows. These summaries are not intended to fully lay out the programmes, but to indicate the general focus of each, the relationships among the programmes, and the relationship between each programme and the whole project. Each summary is comprised of three paragraphs. The first describes the broad functional nature of the programme and explains why it is necessary to the total project. The second delineates the four major components. The last paragraph indicates the general requirements for implementing the programme. This is in no way a specific effort to do the timed implementaries of the subtactics mentioned earlier. The programme summary, rather, points to the broad steps involved and thus provides some feel after the practical feasibility of the programme.

**THE TEN ACTUATING PROGRAMMES**

Comprehensive Community Reformulation in Tai'rgwaith

ONE TOWARD THE DEVELOPMENT OF SOCIAL SELF-RELIANCE IN TAI'RGWAITH		TWO TOWARD THE DEVELOPMENT OF ENVIRONMENTAL IMPROVEMENT IN TAI'RGWAITH	THREE TOWARD THE DEVELOPMENT OF ECONOMIC SELF-SUFFICIENCY IN TAI'RGWAITH	
SUPPLEMENTARY EDUCATION  A	COMMUNITY ORGANISATION  B		COMMERCIAL DEVELOPMENT  D	INDUSTRIAL EXPANSION  E
YOUTH TRAINING PROGRAMME  I	TAI'RGWAITH COMMUNITY NETWORK  III	TAI'RGWAITH BEAUTIFICATION PROJECT  V	TAI'RGWAITH COMMERCIAL COMPANY  VII	LOCAL EMPLOYMENT SCHEME  IX
PRACTICAL SKILLS INSTITUTE  II	VILLAGE INVOLVEMENT ASSOCIATIONS  IV	COMMON FACILITIES PROJECT  VI	SMALL BUSINESSES COMPLEX  VIII	DIVERSIFIED INDUSTRIES PARK  X

ONE TOWARD THE DEVELOPMENT OF SOCIAL SELF-RELIANCE IN TAI'RGWAITH		TWO TOWARD THE DEVELOPMENT OF ENVIRONMENTAL IMPROVEMENT IN TAI'RGWAITH		THREE TOWARD THE DEVELOPMENT OF ECONOMIC SELF-SUFFICIENCY IN TAI'RGWAITH					
SUPPLEMENTARY EDUCATION		COMMUNITY ORGANISATION		COMMERCIAL DEVELOPMENT		INDUSTRIAL EXPANSION			
A		B		C		D		E	
YOUTH TRAINING PROGRAMME  I	Service Corps Programme 1	TAI'RGWAITH COMMUNITY NETWORK  III	Local Events Programme 9	TAI'RGWAITH BEAUTIFICATION PROJECT  V	Roads Upgrading Programme 17	TAI'RGWAITH COMMERCIAL COMPANY  VII	Management Board Programme 25	LOCAL EMPLOYMENT SCHEME  IX	Job Information Programme 33
	Adventure Playground Programme 2		Communication System Programme 10		Residential Housing Programme 18		Products Marketing Programme 26		Skilled Personnel Programme 34
	Career Guidance Programme 3		Village Promotion Programme 11		Village Landscaping Programme 19		Membership Shares Programme 27		Youth Opportunities Programme 35
	Youth Leadership Programme 4		Community Celebrations Programme 12		Safety Measures Programme 20		Community Warehouse Programme 28		Community Jobs Programme 36
PRACTICAL SKILLS INSTITUTE  II	Industrial Skills Programme 5	VILLAGE INVOLVEMENT ASSOCIATIONS  IV	Village Assemblies Programme 13	COMMON FACILITIES PROJECT  VI	Public Amenities Programme 21	SMALL BUSINESS COMPLEX  VIII	Retail Shops Programme 29	DIVERSIFIED INDUSTRIES PARK  X	Handcraft Production Programme 37
	Business Management Programme 6		Social Organisations Programme 14		Commercial Premises Programme 22		Personal Services Programme 30		Industries Development Programme 38
	Leadership Training Programme 7		Outside Liaison Programme 15		Recreation Areas Programme 23		Garden Market Programme 31		Contract Industries Programme 39
	Life Enrichment Programme 8		Neighbourhood Care Programme 16		Community Centres Programme 24		Crafts Products Programme 32		Consumer Products Programme 40

**SOCIAL SELF-RELIANCE: Actuating Programme 1**

**YOUTH TRAINING PROGRAMME**

A nation's future lies with its young people. Communities must look to their future by engaging their youth in meaningful tasks, instilling early the habits of caring for their community. The Youth Training Programme is a project constructed to supplement the formal educational structures through engaging youth in direct service to the community. The programme will be designed to serve the needs of village youth of every age yet still provide the flexibility to meet the particular needs of each individual. Disciplined engagement and responsible participation in the life of the local community will be part of the daily programme design. As the youth become engaged as a work force for the village, they will experience themselves in authentic, useful roles. The Youth Training Programme creatively augments the practical training offered by the school curriculum and helps bring into being the leadership needed for the future.

The Youth Training Programme consists of four components, each designed to supplement existing educational structures. First, the Service Corps Programme will serve to develop a sense of leadership responsibility and initiative in the youth by engaging them in such service-oriented activities as clean-up campaigns and services for the elderly. Second, the Adventure Playground Programme will provide challenging recreational education for the community's children and will be supervised by trained village personnel. Third, the Career Guidance Programme will inform community youth of potential career opportunities in this locale. In addition, it will help prepare them for jobs by giving them work experiences in a variety of jobs, helping them prepare curriculum vitae and training them for job interviews. Fourth, the Youth Leadership Programme will train village youth in managerial techniques, group responsibility and care for other group members by organising camping experiences and educational trips.

The youth have already been engaged in village clean-up days. They will plan and hold a Hobby Fair where items will be displayed and sold during the week following the Consultation. Renovation of the Scout Hut has already begun as has painting of the Parish Hall windows, doors and surrounding fence. Five village people will be trained to supervise the activities in the Adventure Playground. A villager will be appointed as career guidance officer and obtain assistance from the County Guidance Officers. Work experience curriculums will be drawn up which will provide youth with the opportunity of working with nurses, clerks, electricians, shop managers and other professional workers. A Junior Business Day will be organised. Two villagers and one auxiliary staff will plan camping trips to such places as the St. David's Community in Dyfed County for weekend workshops, where they will learn organisational techniques and group responsibility.

SOCIAL SELF-RELIANCE: Actuating Programme 2

PRACTICAL SKILLS INSTITUTE

New industries, new retail outlets and the physical rehabilitation of the village are dependent upon a labour force equipped with appropriate skills. The Practical Skills Institute is intended to rapidly create a pool of skilled technicians and competent businessmen within Tai'rgwaith. This programme is also designed to develop those non-vocational skills which help encourage a more culturally educated populace who is highly aware of the human contributions to any civilised society. The Tai'rgwaith Human Development Project depends on the creation of village leadership that has grasped the full scope of community reformulation principles and methods and is prepared to assume full responsibility for the ongoing community progress. Such a sign of locally trained leadership will be invaluable to the socio-economic future not only of Tai'rgwaith but also other villages in Wales.

The Practical Skills Institute will focus on four arenas of practical training. First, the Industrial Skills Training Programme will train village people in the skills needed for profitable entry into the job market. Expert teachers will be recruited to instruct in these fields and teaching machines will be obtained to assist in this endeavour. Second, the Business Management Programme will equip potential village businessmen with the skills necessary for management, marketing, sales and basic skills such as bookkeeping, filing and typing. Third, the Leadership Training Programme will train villagers in group planning methods such as consensus building, model building and workshop methods. This programme will also involve villagers in actual village management situations where new skills can be practised. Fourth, the Life Enrichment Programme will teach Home Management, hand crafts and encourage the community to participate in cultural events such as music and drama presentations. Also included will be visits to other Human Development Projects.

During the week of the Consultation, a practical skills survey was conducted throughout the village. In the first quarter T.V. and radio repair workshops will be held in conjunction with the Thursday Night Club. A heavy equipment operators class will be scheduled for Saturday mornings. Garage equipment will be acquired, a facility located and a Motor Maintenance Course given. The Business Management Board will work with trained local villagers and outside business consultants to set up a curriculum of business training courses. From the skills courses, villagers will be selected to attend outside training courses. Funding for classroom equipment and materials will be procured by the Management Board from outside sources. A School Committee and one auxiliary staff will organise weekly music, drama and handcrafts sessions and will also work in conjunction with the Thursday Night Club.

SOCIAL SELF-RELIANCE: Actuating Programme 3

TAI'RGWAITH COMMUNITY NETWORK

Effective social development of any community requires that a community intentionally create and vigorously maintain a strong sense of its own identity. The Tai'rgwaith Community Network Programme will develop within the village a new image of itself through a series of local events and promotion projects. A wide range of activities are designed to enhance the imaginal power of Tai'rgwaith both directly and indirectly and entice other people into the community, helping create a new image among people of the surrounding valley, villages and towns. The Community Network will provide a combination of activities that relate to recreating the interior life of the community by celebrating together and by keeping each other informed of all major news events. All of this directly affects the other social and economic programmes of the project.

The Tai'rgwaith Community Network consists of four components. First, the Local Events Programme which will organise community-wide activities, such as sports competitions, concerts, front garden competitions, picnics as well as drives, pet shows, baby contests, art competitions and demonstration work days. Second, the Communications System Programme will disseminate village news and relevant information. It will also publish and distribute the community newspaper on a regular basis, erect bulletin boards in central village locations and create welcome packets. Third, the Village Promotion Programme will propagate the new image of Tai'rgwaith. It will construct a welcome sign and initiate a publicity campaign in addition to designing new symbols, writing new songs and publishing a Welsh Cookery Book. Fourth, the Community Celebrations Programme will be organised to entice visitors from nearby villages and towns. All age groups in the community will be involved in community-wide festivities such as a fete, carnival celebrations and Easter parades.

The Tai'rgwaith Community Network has printed and distributed two issues of 'Tai'rgwaith Vision'; the community newspaper, and two community events handbills. To further the implementation of the Tai'rgwaith Community Network, the Village Assembly will be asked to select a task force for setting up the programme, deciding on meeting places, scheduling local events, planning budgets, suggesting funding sources and deciding on office space. Typewriters and duplicating machines will be procured. A volunteer editorial group will collect news items and gather information for the newsletters and bulletin board announcements and decide the format and circulation procedures. A welcome sign will be placed at the entrance to the village. Prizes will be announced for the contests, judges will be invited from near-by towns and arrangements will be made with the T.V. station to cover the final prize-winning events. A publication committee will collect material for the do-it-yourself manuals and recipes for the Welsh Cookery Book, and will study printing costs and develop sales outlets.

SOCIAL SELF-RELIANCE: Actuating Programme 4

VILLAGE INVOLVEMENT ASSOCIATIONS

Tai'rgwaith is a community that has pioneered in developing new social structures and has, in the process, developed a strong sense of community pride. It is the intent of the Village Involvement Associations programme to build on this community spirit and encourage participation of all Tai'rgwaith residents in community happenings, especially the many new residents who have moved to the village in the past few years. This programme will build on present social structures and elicit the entire community's voice in all major decisions concerning Tai'rgwaith's future. It will also broaden local participation in many social groups and activities, strengthen the village's relationship with outside resource agencies and effectively focus community energy in assisting the elderly and needy within Tai'rgwaith. Such focusing of concern will allow Tai'rgwaith to become a powerful sign of self-reliance for any local community in Wales.

Village Involvement Associations consists of four components. First, the Village Assemblies Programme will help the people of Tai'rgwaith to organise themselves and share responsibility for the welfare of their village. It will provide a base for citizenship participation by scheduling regular meetings in which plans will be made, working committees established and community leadership developed. Second, the Social Organisations Programme will set up new associations such as a Family Association, Garden Club and Sports Association to broaden and promote the social life of the community. Third, the Outside Liaison Programme will coordinate village relationships with government and private resources seeking from them technical and financial assistance. Fourth, the Neighbourhood Care Programme will organise villagers in helpful service, particularly for the sick and elderly.

Five villagers and one auxiliary staff member will recruit members for the Village Involvement Association. Each household will be informed of monthly Village Assembly meetings. Chairmanship will be rotated to give the largest number of residents leadership experience. Assembly committees will establish new social groups such as a Family Association, Garden Club and Sports Association. These committees would set meeting dates, plan budgets, decide on the range of activities and prepare an inventory of agencies to be contacted for funding, technical or resource assistance. Residents will be asked to volunteer for cleaning squads and emergency services. A community vehicle will be obtained for hospital trips and prescription collection for the elderly and incapacitated.

ENVIRONMENTAL IMPROVEMENT: Actuating Programme 5

TAI'RGWAITH BEAUTIFICATION PROJECT

With the strong national emphasis on reclamation of old coal tips throughout the hills of Wales, the surrounding countryside is taking on a greener look. The result of such land beautification efforts has awakened the consciousness of the people of Tai'rgwaith to care for their own village environment. The Tai'rgwaith Beautification Project is designed to respond to such a need by emphasising a landscape design that will complement the natural terrain of the village. Functional needs such as new roads and pathways, housing and other public construction will be incorporated into the overall design. With the village people's determination to carry out such a plan can only come a stronger pride in the community as it leads the way for other villages throughout Wales to take responsibility for using their own resources in caring for their environment.

The Tai'rgwaith Beautification Project is composed of four basic components. First, the Roads Upgrading Programme will extend present roads so that all village roads are connected and paved. This programme will also pave present pathways and create new ones to enable more convenient foot travel throughout the village. Second, the Residential Housing Programme will encourage the construction of new private houses for newcomers and present residents of Tai'rgwaith. It will also facilitate arrangements for modernisation of present housing where needed. Third, the Village Landscaping Programme will create public parks and plant trees, shrubs and flowers throughout the village. This programme will also install covered pipes for the streams and erect street signs while maintaining a continuing clean-up campaign. Fourth, the Safety Measures Programme will seek permission to construct sidewalks along main roads and to have placed warning signs pertinent to the safety of the children.

The Tai'rgwaith Beautification Project has already begun with the planting of fifteen trees inside the fencing, along the complete length of the Parish Hall lot. The Youth Corps has started regular clean-up days and will be forming the major work force for such improvements as piping and pavement schemes approved by the Council. They will obtain sufficient quantities of large concrete pipes for rechanneling the stream. The necessary materials such as pipe, gravel, cement and wooden forms will be procured. As new housing becomes needed, subject to legal requirements, local skills and labour will be available for its construction. Plans for proposed new roadways will be agreed upon, presented to the proper agencies, and properly constructed promptly after they are approved. Road building equipment, machines and materials for connecting top and bottom village roads, and for leveling and paving all village pathways will also be procured.

ENVIRONMENTAL IMPROVEMENT: Actuating Programme 6

COMMON FACILITIES PROJECT

The Common Facilities Project will focus on the physical construction of needed and frequently requested facilities in Tai'rgwaith. The actual erection of these structures will benefit the young and the old within the village and release a new sense of community well-being. The days of an active working community labouring in the nearby mines have gone with the closing of these mines. Today the villagers work farther away and sense themselves as isolated at the end of the valley road, forgotten by the rest of the valley communities. They also know how long the struggle has been to get the urban services they now enjoy. By using local manpower to create the playing areas, buildings and public conveniences within the village, they will continue the strong Tai'rgwaith tradition of "first to do things" themselves, thus leading the way for other villages throughout the valley.

The Common Facilities Project is made up of four components. First, the Public Amenities Programme will erect commonly needed structures such as bus shelters and public toilets within the village. It will also apply for the installation of conveniently located public pay phones. Second, the Commercial Premises Programme will renovate presently unused shops and procure facilities for new village shops. These will be owned and operated by the Tai'rgwaith citizens. Third, the Recreation Areas Programme will recondition sports playing areas, and children's playgrounds for the physical development of the village youth and will also create meeting spots for the adults. This programme will also initiate regular maintenance and upkeep of these areas. Fourth, the Community Centres Programme will renovate buildings within the village for use as community meeting places. It will also furnish these centres with appropriate furniture and equipment.

The community, in the Village Assembly, will decide where and when to erect bus shelters, toilets and public telephones and how to provide for their procurement and installation. Agreements will be made with the owners of the unused shops for the long term reuse of these premises for new businesses. In one of these shops a public telephone could be installed by the Telephone Company. The Management Board will select and train competent villagers to manage the new shops. Once permission is granted by the District Council for a new football pitch, the Youth Corps will immediately procure the promise-ditch digger. They will dig a foot and a half ditch around the present football pitch and line it with stone for proper drainage. They will also obtain tree trunks, large concrete pipes and other materials for building an adventure playground in the present St. David's play area.

ECONOMIC SELF-SUFFICIENCY: Actuating Programme 7

.TAI'RGWAITH COMMERCIAL COMPANY

One method for a smaller community to avoid being overwhelmed by the financial power of giant public and private institutions is to create its own corporate structure to effectively manage its own large scale competitive purchasing and marketing. The Tai'-rgwaith Commercial Company will function as this type of corporate organisation. To release the economic growth potential of the community, the company will establish local, national and global markets for goods produced by the village. The Company will also manage freight service to Swansea, Cardiff and London. Through the Company, the villagers will gain access to the latest contemporary machinery and establish a broader economic base through a cooperative effort to fully utilise the community's resources. At the heart of this programme is the understanding that Tai'rgwaith can become a sign of economic self-sufficiency for other villages across Wales and the United Kingdom.

The Tai'rgwaith Commercial Company includes four components. First, the Management Board Programme will establish a legal entity, fix policies and create sound fiscal bookkeeping and personnel procedures for the new businesses and industrial ventures. The Management Board will actively solicit contracts with conveniently located, competitive wholesalers. Second, the Products Marketing Programme will actively secure the markets for village industrial and commercial products. It will arrange transport to and from the marketplace and transact bulk buying procedures. A distinctive Tai'rgwaith label will be designed and affixed to all community-made products. Third, the Membership Shares Programme will enlist participation and ownership interests from the total community. Each adult in the village will be encouraged to become a shareholder through an active membership campaign. Fourth, a Community Warehouse Programme will consolidate the purchase and use of vehicles, equipment and tools to maximise the use of company capital. It will also insure their proper storage and maintenance.

A Management Board will be formed within the first two months of the project composed of local residents and outside consultants selected across the United Kingdom. An office for the Management Board will be secured and supplied with office equipment and materials and a truck. A pursuit team will be sent to visit large numbers of companies in order to promote industrial location in Tai'rgwaith. Space will be secured for a community warehouse and refurbishment undertaken by the Commerce Guild. A community dinner will be held in late May to enlist members of the community as shareholders in the company. A distinctive Tai'rgwaith label will be designed and affixed to all locally manufactured products. Members of the Management Board during May and June will speak at Rotary Clubs, CBI and other economic association gatherings to present the story of Tai'rgwaith, and promote business investment in the Tai'rgwaith community.

ECONOMIC SELF-SUFFICIENCY: Actuating Programme 8

SMALL BUSINESSES COMPLEX

A thriving commercial life in any local community is a key factor in moving it toward economic self-sufficiency by re-channeling monies throughout the community a number of times before it leaves. The Small Businesses Complex is designed to activate the important function for the economic development of Tai'rgwaith. It will provide a variety of essential business services and will enable the residents to learn business skills required for a more commercialised economy. New businesses will create a work force trained in commerce, trade, finance and banking. By providing more localised economic services, the amount of travel for routine shopping will be reduced significantly. Experience through employment in the businesses will also encourage young adults to undertake business ventures. Self-sustaining and gainfully productive villages will strengthen the nation's economy through such local economic self-sufficiency.

The Small Businesses Complex includes four components. First, the Retail Shops Programme will provide grocery shopping, a chip bar, a gardening supply centre, a pub, a wine shop and other consumer needs. This programme will also introduce bulk packaging and wholesale buying to help reduce and maintain reasonable prices. Second, the Personal Services Programme will provide hair dressing services, a savings account system, launderette, community van transportation, repair services and other needed community service shops. Third, a Garden Market Programme will grow vegetables for local purchase and commercial marketing to wholesale and retail outlets throughout the area. It will also construct greenhouses throughout the village. Fourth, the Crafts Products Programme will set up markets for the sale of hand-made articles, manufactured in the village. It will also maintain a regular advertising programme of these products throughout the United Kingdom.

The sites for the Small Businesses Complex will be secured within three weeks from the start of the Project. Community skills will be inventoried to identify potential staff for the retail shops. Equipment such as cash registers, adding machines, light fixtures, refrigeration units, a barber chair and van will be procured. A general meeting will be called in late April to review the local products which residents will make in their homes and a list of the necessary equipment will be compiled. Planting of vegetables will begin immediately with the construction of a seedling greenhouse. The Commerce Guild will acquire or lease available land for expanded planting of vegetable plants. A large, low-cost greenhouse will be designed and constructed by the Commerce Guild during the summer months for the production of tomatoes and other products.

ECONOMIC SELF-SUFFICIENCY: Actuation Programme 9

LOCAL EMPLOYMENT SCHEME

Originating as a coal mining community, Tai'rgwaith's working pattern of employable residents continues to be dominated by this industry. About 75 per cent of the working population is employed in the mines. Faced with the inevitable shutting down of the mines due to coal depletion and the hazardous nature of such work, the villagers have expressed a deep desire to broaden their employment base. The Local Employment Scheme is a programme created to help diversify work opportunities and to assist in re-training and enhancing other profitable skills. Many of these new skills will be associated with the introduction of different types of industries in the Tai'rgwaith area. Such a programme will demonstrate that any local community can secure its own economic future.

The Local Employment Scheme consists of four basic components designed to enable the diversification of job opportunities in Tai'rgwaith. First, the Job Information Programme will alert employable villagers to viable employment opportunities. The programme will also assist in re-training local workers for entrance into more profitable and creative types of employment. Second, the Skilled Personnel Programme will enlist a trained volunteer staff to be in charge of all employment programmes for the area. It will establish an effective record keeping system as well as expertise in special skills training. Third, the Youth Opportunities Programme will work toward offering various types of on-the-job training for the youth of Tai'rgwaith, including apprenticeship opportunities for the more complex job skills. Fourth, the Community Jobs Programme will locate community work for special forces from the village and obtain monies for the salaries from outside funding sources.

An office within the village will be secured to begin the Local Employment Scheme. It will be equipped with a desk, tables and chairs, filing cabinets, telephone and typewriter. Two villagers will be selected and trained by an accomplished training personnel director in the proper ways of job placement, record keeping, filing and interviewing. They will begin job interviews for the villagers immediately after their training. The two staff will also use the completed skills census and create a file on each employable member of the community. The Local Employment Scheme staff will investigate the best job apprenticeships programmes and training schools within the local county and begin placement. Continual evaluation of these programmes will be carried out for future recommendations to job applicants. The staff will become the hiring agency for the new village industries and stores. Major employers, including P-D Fuels and 3M (Gorseinon), will also be visited.

ECONOMIC SELF-SUFFICIENCY: Actuating Programme 10

DIVERSIFIED INDUSTRIES PARK

Industry is a critical factor in any serious effort to build an economically self-sustaining community. Profitable new industry diversifies the economic base, generates other businesses and provides year around employment. The trends of the times are requiring Tai'rgwaith to shift its emphasis from the single coal mining industry into a multiple range of new industries and business ventures. Activating the Diversified Industries Park will widen and deepen the economic life of Tai'rgwaith. It will attract capital from outside and broaden the employment opportunities for all local residents. These industries will supply goods, develop local talent and improve cash flow. The economic potential of the community will be enhanced by developing the latent skills of the residents. New initiatives will emerge as the local economy improves. This programme will expand contact with the larger industrial society and in particular will broaden relations with Swansea, Cardiff and London.

The Diversified Industries Park includes four components. First, the Handcraft Production Programme will utilise the skills of Tai'rgwaith residents in the home industries of sewing, cabinet making, artwork, baking, pottery making and slate work. Second, the Industries Development Programme will promote the relocation of companies to Tai'rgwaith that maximise the employment potential for the future. The community of Tai'rgwaith will facilitate new industrial development by providing adequate land usage, land zoning, utilities connections and road surfacing. Third, the Contract Industries Programme will expand the economic stability of Tai'rgwaith by undertaking single or multiple aspects of production required by companies in South Wales or other parts of the United Kingdom. Subcontracts will be solicited from Government agencies for items which can be produced in Tai'rgwaith. Fourth, the Consumer Products Programme will establish an industry or series of industries based on high need and geographic proximity of markets. This programme will do ongoing marketing and research for viable market expansion.

A Village Assembly will be held in April to implement handcrafts production. Pottery making, coal artifacts, jewelry, sewing, cabinet making, baking and other home industries will be displayed. Craftsmen consultants from across Wales will be invited to give advice on the more technical aspects of production. An Industrial Development brochure will be designed and produced indicating the economic potential of the Tai'rgwaith area and the advantages of plant location here. The Development Board of Wales and the County and District Office of Industrial Development will be visited in May with requests to attend meetings between Tai'rgwaith leadership and prospective industries. Once agreement has been reached, work will begin immediately on roads and facilities to prepare the Maerdy site. Companies will be visited to identify single or multiple subcontract tasks which could be performed in Tai'rgwaith by local residents.

## EPILOGUE

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## EPILOGUE

### METHODS

Although the methods of the Social Demonstration Consultation are universally applicable, the particular situations in which they are employed are always unique. The clues to the uniqueness of Tai'rgwaith are found in the five comprehensive charts and the accompanying discussion which describe the Operating Vision, the Underlying Contradictions, the Practical Proposals, the Tactical Systems and the Actuating Programmes. Together they reflect the flow of the consultation.

### ORGANISATION

The Actuating Programmes provide the framework for local participation and give direction to the necessary organisations of the community residents who will do the work of implementation. The ten programmes of the Tai'rgwaith Human Development Project could be divided into two groupings, or commissions, one dealing with the social development of the community, and the other with the economic development. Interested residents of all ages who are involved in implementing these programmes could work together on community-wide projects or would subdivide into task forces to do particular jobs related to varied aspects of programme implementation.

### AUXILIARY

One of the key aspects of a dynamic Human Development Project is the presence of a catalytic body of people who bring dedication and methodological expertise to the task at hand. The ICA stands ready to continue providing the consultant services necessary to support the work of the Tai'rgwaith Human Development Project. Assigned staff would continue to live in the village and work full time in the project until such time as the local leadership is prepared to assume full responsibility for the project. Each member of the Auxiliary will be charged with the responsibility of equipping one or more understudies from the community to replace him in his area of expertise.

### FUNDING

A comprehensive funding scheme is required for social demonstration. Projects need direct assistance from both public and private sources in the form of grants, long-term loans at favourable rates, lines of credit, and in-kind contributions of goods, services and personnel. While the village must move as quickly as possible to assume responsibility for the costs of its development, outside financial leverage is necessary to break through the self defeating cycle of an outside related economy. It is therefore crucial both to bring such external resources immediately to the services of the community, and to maintain them only for the period of time necessary for generating

local economic activity. Funding development efforts of the Project are to be handled by the staff of the ICA working in teams with Tai'rgwaith community leaders. The funding objective for the coming year will be to broaden the base of support for the project from foundations, agencies, companies and individuals.

REPLICATION

The Tai'rgwaith Human Development Project is a pilot project in the socio-economic development of an urbanised village in the United Kingdom. Local replication of the Project would involve several steps. One could be the systematic sharing of the Project in other similar communities through speaking engagements by local Project staff. Visitation programmes could be devised whereby leaders and residents of other communities could visit Tai'rgwaith. One-day community planning forums could be held. People from other communities interested in replication would be invited to attend as a step in exploring ways to more effectively work in their respective communities. Concerned leadership could be trained in project methods in a Social Methods Institute. Finally, a consultation similar to the one held in Tai'rgwaith could be initiated in such communities in co-operation with the ICA and Tai'rgwaith residents. A nation wide replication effort could be of signal value as it demonstrates a viable approach to socio-economic revitalisation of local communities.

DIRECTION

By the middle of 1977, 24 Human Development projects were being initiated across the globe. Six of the 24 are in North America, one in Latin America, three in Europe, ten in Southeast Asia and Pacifica, and four on the African continent; one in the Middle East and three in Black Africa. The year 1978-1979 will be a year of expansion. By July, 1978, 28 Expansion Projects will have been launched globally in Africa, Southeast Asia, Latin America, North America and Europe. The first phase of the Expansion Projects was initiated in the Republic of the Philippines and in Kenya and Zambia. The Tai'rgwaith Human Development Project is the fourth to be launched this year. The ICA anticipates that the Tai'rgwaith Project will be of service to this nation as one of the many signs that local community is being renewed by local people.