DRAFT REPORT

LOCAL GOVERNMENT AND HOUSING DIVISION

POLICY REVIEW OF COMMUNITY REGENERATION

CAPACITY DEVELOPMENT AND TRAINING

SECTION ONE

Background to the Review

In August 2001 the Local Government and Housing Committee commenced a review of community regeneration in Wales. The review adopted the following terms of reference. To consider

- the policies and programmes aimed at community regeneration which have been adopted by the National Assembly and its sponsored bodies with a view to making recommendations for streamlining the existing programmes and improving the arrangements for delivery;

- the financing for those policies and programmes;

- the role of partnership in developing community regeneration;

- what further issues the committee should address on other aspects of the community regeneration agenda, taking into account of the work that has been undertaken for the Communities First programme

The Review was published in September 2002 and made 18 recommendations for consideration by the Welsh Assembly Government. The recommendations were focused on the key themes of:

- ○ Funding
- ○ Capacity development
- ○ Shortage of community regeneration staff

- ○ Relationships with statutory sector partners
- ○ Resourcing community engagement by the statutory sector
- ○ Advancing the Communities First approach
- ○ The role of the Welsh Assembly Government

All the Committee's recommendations were accepted by the Minister for Finance Local Government and Communities on behalf of the Welsh Assembly Government when the report of the review was considered in plenary session of the National Assembly for Wales on 22nd October 2002. Many of those recommendations have already been implemented.

A number of the themes identified in the review had been dominant throughout the information gathering process and had been raised by a wide range of organisations and individuals in the public sessions and programme of visits that the Local Government and Housing Committee had engaged in. These key issues included capacity development - giving ordinary people the skills needed to bring about the changes they desire - and training of community regeneration volunteers and workers. The review recognised that increasingly policies to promote social inclusion needed to involve stakeholders in the design and delivery of programmes. There was however a concern that many communities were not ready to take on a major role in regeneration. It agreed with those organisations that identified that, with the proliferation of policies in which community participation is a key component, there is a corresponding need for a significant boost to capacity development and training.

Against the background of these concerns, the Committee resolved to extend the Review process to gather more opinion and information in these key fields.

TERMS OF REFERENCE

The terms of reference of the review were:

- to consider the arrangements for raising the capacity of communities to participate in the regeneration agenda;
- consider the arrangements for developing the capacity of key public agencies to work in partnership with communities
- to examinee ways of addressing the shortfall of qualified community regeneration staff to meet the demands of the regeneration programmes.

In inviting comments on the review, a range of issues that may be addressed in assembling detailed knowledge about the context of capacity building and training were identified. Full

details of the Terms of Reference are provided at Annex 1.

The Review Process

- In July 2002, the Committee agreed to look at capacity building and training as the next stage of its review of community regeneration (list of relevant papers are at Annex 2)
- At the same time, the Committee agreed to extend the contract of Professor Dave Adamson to assist it in this further stage of the review
- On 2nd August 2002 the Committee issued an invitation to approximately 100 organisations to submit written evidence to the review (list of responders at Annex 3)
- In November 2002, the committee embarked on its process of receiving oral presentations and visiting reference sites throughout Wales (Annex 4)
- In January 2003, the Committee visited regeneration projects in the Irish Republic (Annex 5)

These various sources have provided a basis for the Committee to identify the factors that need to be addressed in building capacity and providing appropriate training if the regeneration process in Wales is to develop along proposed lines. The resulting recommendations were endorsed by the Committee in their meeting of 5th March 2003

SECTION 2

Key Findings and Recommendations

This section outlines the issues that emerged from the Committee's consultations. It reflects the opinions expressed by a variety of organisations that have contributed to the Committee's review. It tries to identify what we mean by capacity development and emphasise its importance to successful community regeneration. It recognises the resource implications. It examines the capacity of statutory and voluntary organisations to work in community sensitive ways. It raises the problems associated with the shortage of qualified staff. It also looks at training – availability, accreditation and quality.

Capacity Building

Capacity Development is integral to the regeneration process. It is important to ensure that communities, especially those in disadvantaged areas, are supported and the active groups

and individuals within them to maximise their skills.. The aim must be to ensure that the community building process takes place, and that strong communities, once built are maintained. The emphasis is on equipping local communities to be better able to do things for themselves giving ordinary people the opportunity to bring about the changes they desire. This will involve developing new skills and competencies, realising existing ones, developing potential, promoting self-confidence and responsibility and, perhaps most importantly, encouraging involvement. Importantly, it will also involve the training of community regeneration workers and volunteers

There is a danger in talking about Capacity development that we get over concerned that it can only be achieved through the medium of formal training. Skills are to be valued no matter how they are attained. Formal training clearly has a role, but so too does informal training, mentoring and just challenging and doing with support. Many community members have skills and experiences that would greatly enhance any community partnership; this should be accepted and respected.

Similarly, it must be recognised that in many of our poorer communities, characterised by long term unemployment and hioghhigh levels of disaffection in young people, there may be a lack of basic skills such as literacy and numeracy, confidence amongst local residents may be low., involvement may be restricted to a selected few, who may be perceived by others as a clique. There may therefore be a reluctance to believe that participation can produce any benefits. Involvement may therefore be restricted to a selected few, There may bemay be little history of community involvement on which to build. Capacity development needs to involve all sections of the community and needs to link all those bodies dealing with education, health, law and order, housing etc, which all too often seem to be working in isolation.

. During its review of capacity development issues, the Committee has developed the following definition of Capacity Development.

> *The term capacity development describes a wide range of learning activities, both formal and informal ,informal, which raise the confidence, skills, knowledge and general capacity of community members to become active in their community.*

Such activity may be as volunteers providing services and facilities to the community and may extend to membership of management boards and multi-agency partnerships working alongside professionally trained staff of local authorities and other statutory bodies. In a typical 'grass roots' community organisation members will collectively need a range of skills and knowledge which might include, facilities management, employment law and equal opportunities, child protection legislation ,legislation, charitable status management as well as the organisational skills associated with the delivery of a range of local services.

It is this model of community engagement that is increasingly replacing more institutionally and

centrally focused approaches to policy and service delivery. This is particularly true in relation to policies to tackle social deprivation and social exclusion. The value of involving community members in both identifying the nature of the problems faced and the solutions to be adopted has become widely accepted and a community regeneration approach characterises housing, health, education, regeneration and environmental policy. An increasingly comprehensive range of social policies has developed expectations of community participation and the creation of specific community delivery mechanisms. At the heart of this model is the regeneration partnership, which conventionally brings together a multi-agency grouping to provide 'joined-up solutions' for common social problems. Community involvement in such approaches is a core value and a central expectation. This is true of a wide range of polices in Wales including "Surestart", People in Communities, Sustainable Communities and Healthy Living Centres. However, Communities First more than any other policy has raised a clear expectation of high levels of community involvement. In the early stages of this emerging policy approach, little thought or attention was given to the achievement of high levels of community participation or the skills which community members would require to enable this to happen. There was an assumption that communities possessed 'hidden' skills and talents that would emerge given the correct facilitative policies and organisational structure.

More recently, there has been a more sophisticated understanding of these issues and an expectation that community capacity is something which will require clear resourcing and time to develop.

The Committee wished to endorse this more sophisticated understanding of the capacity development issues. The expectations placed on community regeneration projects are often high which places additional responsibility on community members to deliver. In its visits, the Committee has encountered a wealth of talent and skill within communities. It recognises however that low levels of qualification and training are prevalent and that there are difficulties in involving more than the few dedicated and active citizens who can always be found, even in the most deprived community.

Resourcing Community capacity development

In the submissions to this second stage of the Review organisations have repeated some of the earlier concerns about funding and resources identified in the initial review. However, they have done so in relation to the need to adequately fund and resource in other ways the community capacity development processes. For some of the organisations that appeared before the Committee, such a funding regime should begin with providing funds to allow communities to conduct skillsskill audits and identify training and development needs. There is a pre-existing pool of skills in all communities and it is an important part of the regeneration process that this is recognised and the actual mix of skills charted and recorded. There is potential for extreme variations in skills levels. In visiting a forestry project in Snowdonia the Committee met community members who in their professional lives were foresters, farmers and academics and had major capacity to develop a working proposal for a forestry based

tourism development. In other communities where community regeneration activities are long standing there may be a well-developed volunteer base and a culture of community learning. In other communities characterised by long term unemployment and high levels of disaffection in young people, there may be a lack of basic skills such as literacy and numeracy. There may be a general lack of confidence to participate among community members and there may be a reluctance to believe that participation can produce any benefits in the light of long histories of neglect of the community by the full range of statutory providers.

There is also recognition that different communities will have different levels of capacity and that development needs will be different and varied.

The Communities First framework recognises this by requiring each partnership to development a Capacity Development Plan (CDP) alongside its Community Action Plan. The CDP will identify specific and local needs and ensure that measures are taken to provide learning and development opportunities for local residents. However, the Committee is concerned that the development of both the Capacity Development Plan and the Community Action Plan should not multiply the bureaucracy of the regeneration process or unduly delay the implementation of actions of benefit to the community.

Recommendation 1

That the Communities First Capacity Development Plans are developed from a full training needs analysis in the community and are fully funded to provide a long-term development process that will involve subsequent age cohorts.

Other views emerging in the review process stressed the patterns of support required in the capacity development process in order to enable all sections of the community to participate. This requires the adoption of flexible models of learning delivery to maximise the ability of community members to take up development opportunities. Learning opportunities should be presented in community settings, at varied times and in different formats. This required training providers to be less rule bound and more open to community needs. An example of this was referred to as the 'bums on seats problem' whereby courses are often cancelled when attendance falls below a threshold number of attendees. Those remaining lose the learning opportunity, have their confidence challenged and may conclude that learning is simply not worth the effort. This problem illustrates the need for reform from the point of delivery through to the funding of HE and FE organisations that enforce these models of practise.

Recommendation 2

That the funding of community learning is flexible and responsible to community need and able to support the learning ambitions of relatively small learning groups.

Respondents with experience in providing community based learning stressed the need for 'informal' learning opportunities that provide minimal thresholds to participants. There was a stress on learning as fun, described by one organisation as 'learning by stealth'. Community members with unpleasant memories of school and formal learning are more attracted to learning events and activities rather than formally enrolled courses. This form of 'learning through doing' has a long history in community development. It provides soft entry points to skills development, easy progression stages and a ladder of opportunity which can take the individual to the level they choose. That may simply be the development of a particular skill to enhance their community role (e.g. committee skills) or may ultimately be the securing of a qualification to enable full-time employment (e.g. in youth work). There is ample experience of such patterns of learning in Wales and many examples of good practice with excellent outcomes. The Committee also visited the Bungalow Project in Cherry Orchard Dublin, which provided an ideal illustration of locally delivered personal development ,development, crafts and IT learning opportunities in a highly supportive community environment. The difficulty is often persuading potential participants through the door. In that project, a group of volunteers visited other women in their homes and accompanied them to the Bungalow premises until they were sufficiently confident to attend normally. Practice has shown that a number of beneficiaries from short courses in an informal or familiar setting progress to join mainstream training courses. Examples of best practices abound throughout Wales and many organisations have emphasised to the Committee that these should be acknowledged and utilised. The Committee accepts the need to balance good practice and flexibility. The overarching concern must be to encourage people to participate and contribute without a 'fear of failure'.

Recommendation 3

That current best practice in capacity development is shared through the activities of key agencies such as the Communities First Support Network and that experience of 'what works' is disseminated to the Communities First Co-ordinators.

Recommendation 4

That the key principles of flexibility, community delivery, and gradual progression are promoted in any guidance issued for capacity development.

There was also concern amongst the organisations consulted that learning at community level should be physically and materially supported by a range of mechanisms to promote participation. In practical terms this will include the provision of crèche facilities for learners with children, support for carers of adults, transport within the community to learning centres, assistance with the purchase of learning materials and equipment and the adequate

resourcing of tutors and regeneration workers to enable adequate time to be spent on the capacity development process. The Committee recognises that this wider support has cost implications, but considered it essential to successful capacity development. There was a concern that capacity development is often seen as an extra activity, which is not part of, and takes resource s away from, the core function ofimplementation of the regeneration teamschemes.

Some respondents argued that resources are provided specifically aimed at training, development and capacity building of the regeneration workforce. The Committee was impressed by the level of childcare support provided to community regeneration activities in Ballyfermot, Dublin. All the projects it visited had integrated crèche or child care support. The view expressed by all the agencies visited is that adequate childcare provision must underpin capacity development. Without it key target groups are unable to participate.

Recommendation 5

That capacity development activities are fully resourced and funded to include a full range of support mechanisms rather than funding merely of the activity itself.

Recommendation 6

That capacity development activities are fully underpinned by adequate childcare and support for carers and adults

Accreditation of capacity development

Many organisations were concerned that capacity development activities are properly accredited and that learners should achieve recognition for their learning. This issue will be more full addressed in the section of training for regeneration staff, but also needs to be considered in the context of even quite low levels of learning activity experienced by community members. Several organisations that argued for accreditation of even minor community learning identified the link between reward for learning and the desire to continue. It was seen as essential to encouraging further activity on the part of the individual but also to providing a credit accumulation that could lead to higher qualifications and employment opportunities for individuals. Models of accreditation were presented, for example by the Open College Network, but were not generally available to all communities in Wales.

Recommendation 7

That the Welsh Assembly Government conducts a consultation with relevant parties to

include ELWa and the Open College Network in order to explore the accreditation of community learning and assess the issues, including funding and managing, in in the development developing of a national accreditation scheme.

The Committee also wishes to draw attention to the importance of linking community capacity learning to the re-introduction of Individual Learning Accounts (ILA) to ensure that opportunities for personal development of community members are funded through that process.

Institutional Capacity

A recurrent theme in this "Part 2" of the review was the issue of the capacity of statutory and voluntary organisations to work in community sensitive ways. Organisations felt that many staff in statutory and voluntary organisations were having their role redefined by the community regeneration agenda but were not being provided with the skills and capacities to work with the community. It was not sufficient simple to re-title a post and was unfair to the individual who was expected to immediately acquire community-working skills. The end result it was claimed was often poor relations between the community and other partners in the regeneration process. It was felt that training opportunities should be created for those who were in positions affected by community regeneration policies such as Communities First. This was also extended to the need for local authority elected members to be provided with training on patterns of community working and governance. It was felt that much could be done to promote greater understanding and awareness within local authorities of the expectations from and benefits to elected members of the development of partnerships and the resultant increased active role for community members and organisations. This was felt to be critical to the success of local regeneration initiatives where the support of a locally elected member could provide a significant boost to a regeneration project

Some respondents felt there that was good opportunity to increase understanding between elected members, other community activists, and full-time staff of agencies by having joint training activities. The learning needs of community members and agency staff were not seen as fundamentally different and the advantages of learning together could be considerable. This was felt to be true particularly for local authority employees where there was no background of community working. Many such staff were being appointed to newly created community regeneration posts or having their work redirected by community initiatives. Some authorities have already responded to the situation with training opportunities for staff and elected members.

Recommendation 8

That the Welsh Assembly Government engage in discussions with the WLGA to promote dissemination of good practice and develop guidance for local authorities in the development of the community-working capacity of their staff and elected members.

Whereas the sea change in accepting new responsibilities is more pronounced in local authorities where the introduction of the "Cabinet" system of governance resulted in a changing role for many members, it was also recognised that voluntary bodies also needed to develop informing, involving and consulting with the wider community. Voluntary groups themselves may also have their own agenda, which may not accord with the needs and wants of the community at large. The Committee was told of instances where umbrella organisations created their own bureaucracy and did not always provide the most appropriate services for local organisations.

Recommendation 9

That the Welsh Assembly Government liaise with the WCVA and Community Development Cymru to develop a code of best practice in providing pay and conditions services for community groups. The code to ensure that value for money and equity throughout Wales is paramount in providing such a service.

The Committee also believes it is important that umbrella organisations do not develop initiatives separately from local communities but always work with local partnerships to gain approval for all bids submitted for funding. The Committee was aware of at least one instance where a national organisation received funding for local delivery of services, which were already being provided by local community organisations. Such actions can be a major barrier to community involvement and challenge progress in capacity development.

Recommendation 10

That the Welsh Assembly Government directs that all applications for central funding for reegnerationregeneration type activities are co-ordinated through the local partnership

Similar barriers are experienced where new funding initiatives are announced which require immediate decisions and a rapid return of bids. Such practice does not build in time for community participation in determining spending priorities or the most appropriate way of utilising the funding. A recent example was the release of funding by the National Assembly for Play and Recreational Activities for Children and Young People and Transport Initiatives. This caused consternation throughout the regeneration sector, as no effective community participation was possible within the funding deadline. In this context the Committee re-iterates

Recommendation 6 from the first phase of the review:

> *Decision dates are to be determined early and published in programme documents and response times for bids are kept reasonable and in most cases are within 6 weeks of submission deadlines.* (Welsh Assembly Government 2002)

An all Wales response or strategy for capacity development

Many organisations – particularly those from the statutory sector - believe that the issue of capacity development is so fundamental as to require an all Wales response to promote parity and uniformity of provision through Wales. Responses varied from identifying the need for an all-Wales strategy to the creation of an all-Wales agency. Few organisations expressed this in any structured format and they did not specify the form that an all-Wales measure might take. The Committee is also of the opinion that the issue of capacity development should not be a determined by post-code variations in which factors such as proximity to a college of FE determine the availability of provision. It was felt that all communities engaged in the regeneration process should have similar expectations on the availability of funding and support.

The Committee believes that these issues can be addressed by the formation of a National Advisory Group representing the statutory, voluntary, business and education sectors. **This proposal is dealt with fully in the discussion leading to Recommendation 16**

training of Community regeneration workers

This issue is not unconnected to the previous discussion and there was a strong belief that local community members should be employed as community workers in their own locality. Consequently, the capacity delivery mechanisms identified above should have the capability of taking a completely unskilled and unqualified community member to the level of a professionally qualified community regeneration worker. This underlines the earlier point about the need for ladders of opportunity which can carry individuals from the acquisition of basic skills to the acquisition of professional qualifications. In this context there was also support for bursaries, which could support community members through the lengthy process of acquiring qualifications which could lead to their employment. The Local Government and Housing Committee is aware that the Welsh Assembly Government are already investigating the possibility of introducing a bursary programme whichprogramme which the Committee saw as an inducement to encourage more to acquire the benefits of further education, . but However, it is also aware that take up of rates could be seriously jeopardised if bursary grants became a disincentive because of resultant drops in other benefit entitlements

Recommendation 1011

That the Welsh Assembly Government progresses its intention to create a bursary programme for community members engaging in training for community regeneration. A scheme should ideally be in existence for the commencement of academic year 2003-4 and should consider the overall impact for benefit claimants

In addition to this general concern to see community members gaining employment in the regeneration of their own communities there were also a number of key themes related to the training and development of a sufficient pool of trained and qualified community regeneration workers in Wales.

Shortage of qualified staff

A large number of organisations reported difficulties inThe Committee recognised that the whole regeneration programme is handicappedis handicapped by the shortage of qualified community workers and that this shortfall must be one of the first issues to be addressed if implementation of regeneration programmes are to succeed. recruiting appropriately qualified and experienced staff to regeneration posts. This problem has worsened significantly since the appointment process to the Communities First programme has begun. Competition for staff in this field from within Wales is considerable with a wide range of development organisations expanding as well as the creation of local authority teams to meet the demands of Communities First. Each Communities First locality is appointing Co-ordinators and development workers. Community organisations report difficulties in matching the salaries and longer-term contracts offered by local authority departments. Developments in regeneration policy in England such as New Deal for Communities also ensured that there were shortages of qualified staff throughout the UK. Evidence from the Consortium of Community Regeneration Training identified the following key issues

- the shortage of qualified and trained community development workers
- the shortage in teachers/trainers in the community regeneration specialism
- a lack of bi-lingual trainers and training materials
- the difficulty for staff on short term contracts in accessing longer term training courses
- the problem for smaller organisations in releasing staff for training
- no accumulating pool of qualified and trained workers

Collectively, these issues present a major barrier to the regeneration processprocess, as adequate and competent staffing levels are a pre-requisite of successful community interventions. Given the long lead-in times required for new entrants to acquire qualifications, quick fix solutions may not be evident. However, there may be short and medium term initiatives, which can ease the situation.

In the long term there is need to institute a change of lifestyle attitudes to the community. Young people in particular, should be encouraged from and early age of the social and economic benefits of living in a strong, vibrant community. The use of school buildings as a community resource should be encouraged and the Welsh Assembly Government should recognise the value of civic awareness by includingincluding it in the school curriculum.

Recommendation 1112

That key providers are identified in each region in Wales who are able to design and deliver short courses in essential aspects of community regeneration.

Recommendation 1213

That key providers are identified in each region who are able to design and deliver longer term courses leading to appropriate nationally recognised qualifications.

Recommendation 1314

That providers and institutions are encouraged and resourced to collaborate in the design and delivery of training at all levels

Recommendation 15

That 'citizenship' be introduced into the school mcurriculumcurriculum to encourage young people to begin a lifelong involvement in the development of their communities

Recommendation 1416

That funding be made available to promote the development of ICT and internetInternet based learning in community regeneration. Initially consideration should be given to ability to relocate the necessary equipment to meet demands through a specified area.

Collectively, these measures should build a training infrastructure that will begin to address the shortage of experienced staff in both the short and medium term. However, the development of provision of training is not sufficient in itself if there are additional barriers to staff attending or being released for study. Staffing levels and staff development policies need to be in place to permit attendance of key staff on training activities whether short day based training or longer term commitments to course leading to professional qualifications.

Recommendation 1517

That local authorities, development agencies and Communities First partnerships are encouraged and funded to make their staff available for the full range of training and educational opportunities which exist or may be developed

Availability of training

Evidence from the Consortium for Community Regeneration Training pointed to a varied availability of training provision in Wales. With concentrations of courses in the South East and along the A55, the hinterland is not well provided for. Additionally access to community based provision is limited with community delivery only offered by a small number of institutions. There is little distance learning provision and no internetInternet courses available. Shortage of bi-lingual materials and trainers amplifies availability problems especially in parts of rural Welsh speaking Wales. Again these issues are difficult to address in the short-term although some of the measures identified in Recommendations 11-15 will in large part address these problems of the distribution of learning opportunities.

Accreditation of training

As discussed in the context of capacity development there is a strong pattern of ad hoc, bespoke training offered by a bewildering array of providers. Such providers are evident in the FE, HE and private sectors and many community organisations are themselves training providers. The complexity of this pattern of delivery militates against the development of uniform accreditation processes and there is a strong sense of a lack of portability of existing accreditation whichaccreditation, which does not have a uniform recognition amongst prospective employers. Much of current training is not accredited in any sense.

Respondents to the review regard this situation as unacceptable and many broadly support the identification of a core curriculum and the setting up of national training standards. The Welsh Assembly Government is currently consulting key agencies such as Community Development Cymru who are engaged in working towards such standards and a conference in March 2003 convened by CDC will address this and related issues. In the presentation to the Bangor meeting of the Committee Review one respondent urged consideration of a 'national community development organisation' which would have in its remit the development of a national training scheme and management of this and related activities. Many respondents identified the need to 'professionalise' community regeneration work and develop recognised qualifications and training standards which employer could rely on and employees aim for in the development of their career. Many felt that we are on the threshold of the emergence of a 'new profession' but that rapid action was need to co-ordinate and regulate its development,

both to protect communities and those who wish to work in them.
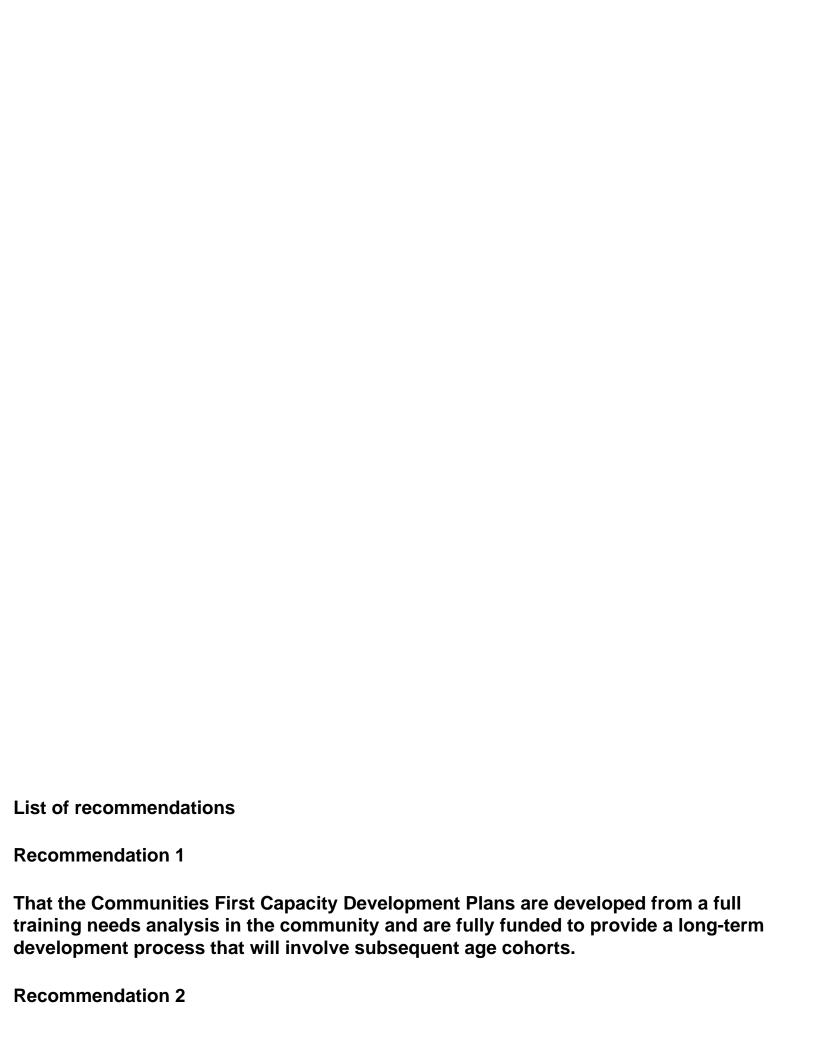

Quality control

Related to the previous section is the issue of the quality of training. Currently, there are no effective quality control mechanisms and any agency or private sector company can offer training in this field without any prior experience. Colleges of FE and HE have their own internal quality control mechanisms but, as opportunities in this field expand, there is a danger that inexperienced staff will be asked to develop courses to meet potential demand. Again consideration of a national community development organisation could help meet those concerns. The In general, the Local Government and Housing Committee believe that there is need for an overarching body to build learning networks, provide a central steer for future policy and aid in the dissemination of best practice. They recognise the concerns about the addition of an additional agency to an already crowded field, and also that there are issues over funding and control. but believeThe consensus in the Committee is that a National Advisory Group would lead to properly and acceptably qualified community regeneration staff which would raise the status of the service.

Recommendation 1618

That the Welsh Assembly Government considers and consults with appropriate agencies about the establishment of a National Advisory Group representing the statutory, voluntary, business and education sectors with a view to developing an all Wales training and accreditation programme in community regeneration services

section 3

Conclusion

As in the first phase of the review the quality of evidence and expertise encountered through the activities of the Committee establishes a confidence that these are the key issues in capacity development of community members and training of community regeneration workers. Addressing these problems and finding solutions will improve organisational performance and ultimately make the regeneration process more efficient and effective.

List of recommendations

Recommendation 1

That the Communities First Capacity Development Plans are developed from a full training needs analysis in the community and are fully funded to provide a long-term development process that will involve subsequent age cohorts.

Recommendation 2

That the funding of community learning is flexible and responsive to community need and able to support the learning ambitions of relatively small learning groups.

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