

West Dunbartonshire  
Community Learning and Development Plan  
2018 – 2021  
SWOT Analysis



## **Plan Process – SWOT Analysis**

The West Dunbartonshire 2018 – 2021 CLD plan has been developed over the summer months of 2018 on the basis of a number of components and stages, including:

### **Desk Based Review**

The desk based review included a review of the policy and socio economic context, the achievements of the 2015 – 2018 plan and the lessons learned from the plan delivery in 2015 – 2018.

Through this process we identified policy priorities at a national and local level and began the process for defining the strengths, weaknesses, opportunities and threats that will inform our short, medium and longer term planning and how we deliver the plan.

### **Stakeholder Consultations**

The partners conducted a series of stakeholder consultations, including semi-structured interviews with strategic stakeholders and staff at partner organisations. Particular emphasis was placed on individuals and organisations responsible for compiling and delivering the West Dunbartonshire Community Planning ‘*Plan for Place*’ (Local Outcome Improvement Plans).

The consultation also included a set of structured focus groups with staff and learners and this was complemented with learner questionnaires. The aim was to secure information about living and learning in West Dunbartonshire from the learners’ perspective.

Through this process we identified stakeholder priorities and we have used this inform priority developments and actions that will be pursued across the plan horizon.

### **Plan Validation**

The plan was drafted on the basis of a validation session with key stakeholders at the end of August 2018. This was designed to consider the implications of the plan process for practitioners and agencies delivering CLD services, consider and build on the SWOT analysis and its implications and agree the Vision, Mission, the anticipated results of the mission and to determine how we will recognise and articulate progress. The Draft plan was published on-line for final comment before being presented for final validation at the relevant West Dunbartonshire Community Planning Partnership Delivery Improvement Groups (DIGs) in September/October 2018.

### **SWOT**

As part of the process in the development of this plan, we conducted a SWOT analysis of the strategic partnership’s ability to deliver against the aims and objectives of the Community Learning and Development Plan 2018-21.

The tables below illustrate the key points that have been identified through engagement and consultation with a wide range of partners and stakeholders. They will help us to focus on the strong practice already in place and engage in discussions on aspects for improvement, and opportunities for development.

## Strengths, Weaknesses,

### Strengths

- Very Good \*2, Good \*2 HMIE.
- There are good facilities in the area;
- Work to date on adult learning, youth learning and community development has established a strong platform for development.
- There is a good platform for partnership working
- Community based organisations have been very good at leveraging in additional resources.
- Strong staff and volunteer commitment to improving lives.
- Life changing impacts with the most vulnerable and disadvantaged.
- Nurturing ethos, supporting social and emotional wellbeing.
- Good opportunities for progression, links to employment, learning (college), University
- Communications – roads links – 12 rail stations
- Collective opportunities put forward to help young people
- Ability to be innovative
- Unique partnership (WDC/WCS) to collaboratively devise wide range specialist programmes with flexible delivery
- Range of learning opportunities available compared to other LA's
- Strong partnerships at operational level
- Capacity building with communities

### Weaknesses

- The CLD Plan wasn't fully incorporated into Community Planning
- Partnership working in some cases isn't as effective as it could be.
- There is a perceived need to Improve the analysis and use of shared intelligence across partnerships.
- There is a need in West Dunbartonshire to continue to review and further develop progression pathways for learners.
- There is a disconnect between work to improve the quality of lives among vulnerable young people and consolidation of this within their families.
- West Dunbartonshire has secured proportionately fewer financial awards from organisations such as the Big Lottery
- Lack of programmes/facilities for the young people at secondary school level
- After hours provision – 9am -5pm provision not appropriate
- Young people – guidance to job market
- Venues and Equipment
- Accessibility – travel and childcare costs
- No conduit for ALP to report
- Capacity building with communities
- Joined up working across partnerships
- Celebrating success and change in communities

## Opportunities, Threats

### Opportunities

- Community Budgeting offers opportunity to reinforce learning opportunities within our communities.
- Pupil Equity Fund and Scottish Attainment Challenge offers opportunity to influence education reform agenda.
- Child Poverty Act will provide a platform for developing, delivering and reporting on family opportunities.
- Planning process provides opportunity to develop partnership working and review the relevance of CLD partnership structure.
- Emerging WD Information and Advice partnership and Strategic Employability Group will provide opportunity to integrate learning with welfare and employability agenda.
- Regional improvement collaborative , joint funding approaches
- CLD high profile with government – integrate into initiatives
- Small authority, too insular, extend partnership to nearby local authorities
- Look at other models (Icelandic model), lessons learned and what was wanted elsewhere
- Alzheimer’s link with young people
- Youth board organising gardening sessions
- Grasp the opportunities around
- Technology – ability to move this forward
- Social media - trailblazing social media, prioritise healthy social media, distract from social media, fight back against social media negativity
- Community Empowerment and general legislative landscape

### Threats

- Welfare reform and associated learning needs will place different types of pressure on learning service providers.
- Without collective understanding and commitment to plan we are unlikely to achieve sustained improvement for local people;
- CLD in West Dunbartonshire will become irrelevant If we don’t know
  - What key outcomes have we achieved?
  - How well we meet the needs of our stakeholders?
  - How good our delivery of key processes?
  - How good our operational management?
  - How good our strategic leadership?
  - What is capacity for improvement?
- Austerity – reduced budgets, maintaining services
- Barriers to joining in
- Constant poor communication
- Ability to mitigate risk – reasons for lack of young people engaging – nature of client group, eg inability to travel
- Increase in social media
- Mental Health – not being addressed, needs prioritised
- External funding for 3<sup>rd</sup> sector partners under threat
- Constant change and demand for savings