

Political
<ul style="list-style-type: none"> • Lack of trust in politicians/government officials/institutions – possible opportunity to re-establish trust via Area Boards, which could change their direction.
<ul style="list-style-type: none"> • Political culture
<ul style="list-style-type: none"> • Inexperience of some new Cllrs – could impact on services
<ul style="list-style-type: none"> • Role of Cllrs as ‘corporate parents’ – safeguarding children and adults. Any previous district Cllrs will have no experience of this.
<ul style="list-style-type: none"> • Impact of updated LDF on various depts.
<ul style="list-style-type: none"> • Roads, pavements, waste, leisure centres all high on candidates manifestos – impact on TEL
<ul style="list-style-type: none"> • Customer Access – educating new members. Possible new approach with new Administration, possibly distancing themselves with the previous administration.
<ul style="list-style-type: none"> • Possible decrease in public spending over the next few years will impact across services
<ul style="list-style-type: none"> • Ex District Cllrs have greater knowledge on crime and community protection.
<ul style="list-style-type: none"> • Local impact of the recession
<ul style="list-style-type: none"> • Successful Conservative administration could increase the focus on Wiltshire and possibly be seen as a ‘flagship’ by their central office.
<ul style="list-style-type: none"> • Possible general election - impact on direction and political dynamics
<ul style="list-style-type: none"> • Possible shift towards commissioning and outsourcing services?
<ul style="list-style-type: none"> • Appointment of new Chief Executive in 2010

Economic
<ul style="list-style-type: none"> • Recession – ‘Credit Crunch’ Action for Wiltshire projects already underway following George Bright’s report. Impact is across services,
<ul style="list-style-type: none"> • Need for economic realism – possible effect on the Council’s goals and its priorities.
<ul style="list-style-type: none"> • Possibility of a more corporate focus across services including greater involvement of the Area Boards and devolving services – impact on economies of scale?
<ul style="list-style-type: none"> • Greater focus on joint working with other public sector organisations.
<ul style="list-style-type: none"> • More community cohesion – impact on how council works with the voluntary and community sector - they are able to access funding the council is not, however they are vulnerable to cuts in grants. Review is currently underway.
<ul style="list-style-type: none"> • Possible increase in private finance initiatives (PFI).
<ul style="list-style-type: none"> • Greater number of repossessions will impact on housing and benefit applications, indications that Wiltshire already has localised problems
<ul style="list-style-type: none"> • Increase in the number of people requiring the caring services.
<ul style="list-style-type: none"> • Greater numbers of people falling into the Council’s financial threshold as they can no longer pay for their own care.
<ul style="list-style-type: none"> • Possible increase in the numbers of teenage pregnancies, emotional health problems, domestic violence, need for care, substance abuse.
<ul style="list-style-type: none"> • Possible increase in numbers of young people staying in education or training as lack of employment opportunities. Those not in education, employment or training increasing (NEETS)
<ul style="list-style-type: none"> • Possible increases in the number of domestic planning applications as people choose to improve their homes rather than move
<ul style="list-style-type: none"> • Possible use of assets for community and regeneration purposes – review underway.
<ul style="list-style-type: none"> • Possible reduction in the number of large planning applications. Reduced R106 funding – impact on community schemes, affordable housing etc
<ul style="list-style-type: none"> • Less money for services.
<ul style="list-style-type: none"> • Opportunity to look at increasing tourism as a way of generating income for business and the area; UK based holidays on the increase (but not usually seen as high priority by members)
<ul style="list-style-type: none"> • Public confidence – how they view the authority, what is the council doing about place-shaping – fear of crime (linked to street scene)

Socio-cultural
<ul style="list-style-type: none"> • Demographic changes – impact across services.
<ul style="list-style-type: none"> • Changing expectations on what is wanted from services.
<ul style="list-style-type: none"> • Building resilient communities – changing relationship with sections of the community.
<ul style="list-style-type: none"> • Possible use of village agents or neighbourhood watch schemes.
<ul style="list-style-type: none"> • Greater use of frontline staff for ‘homewatch-type’ schemes.
<ul style="list-style-type: none"> • Need better understanding of what is going on in communities across the county.
<ul style="list-style-type: none"> • Impact of the Baby P case on some services
<ul style="list-style-type: none"> • Perception of ‘kids on street corners’ – increase in activities for young people.
<ul style="list-style-type: none"> • Diverse community – however differences in communities occur not only between groups but also within groups.
<ul style="list-style-type: none"> • Develop the Council’s ‘can do’ culture – all staff need to act as ambassadors to relay the message.
<ul style="list-style-type: none"> • Possible debate on how funding to be used within adult care.
<ul style="list-style-type: none"> • Customer access – expectation that it will do everything. Need to make the simple things work well, eg website.
<ul style="list-style-type: none"> • Children and Young People Issues Groups (CAYPIG) – will allow for more personalised decisions.
<ul style="list-style-type: none"> • Cultural shift in the authority to greater cross working between departments instead of silos – however it will be a long process.
<ul style="list-style-type: none"> • Recent frontline service workshops have provided the opportunity for staff to learn about the council and to network. These have been successful and it would be useful to rollout across the organisation.
<ul style="list-style-type: none"> • Create ability to feedback from team meetings to strategic level. Team Wire should help with this.

Technology

- Make better use of the website/online processes.
- Greater use of technology to carry out surveys eg SMS
- Need for good IT support for staff to help confidence. Need to get the balance between internal and external support. Impact of any central government IT initiatives on staff and training.
- Webcasting of Area Boards – will allow for greater community involvement and improved communication of issues
- Investment in e-government – more needed?
- Issues of data protection/security
- E-safety for children
- Need a new approach and thinking in respect of use of printed material v online provision. A review of design and print is currently underway.
- Increase in technology that will allow people to stay in their own homes for longer. Could be linked to possible different uses for CCTV.
- Need for joined-up use of IT across the organisation and across partner agencies – will impact on resources.

Legal
<ul style="list-style-type: none"> • National equalities legislation
<ul style="list-style-type: none"> • Impact of various ‘duties to promote’.... a new government could affect this
<ul style="list-style-type: none"> • Data protection
<ul style="list-style-type: none"> • Issues aligning budgets and joint commissioning
<ul style="list-style-type: none"> • Anti social behaviour
<ul style="list-style-type: none"> • School regimes
<ul style="list-style-type: none"> • Adult care
<ul style="list-style-type: none"> • CAA inspection regime
<ul style="list-style-type: none"> • Governance arrangements for the new council – impact of 98 Cllrs
<ul style="list-style-type: none"> • Community call for action
<ul style="list-style-type: none"> • Scrutiny Board for Community Safety
<ul style="list-style-type: none"> • New legislation following the Baby P case.
<ul style="list-style-type: none"> • Financial delegation for youth services.
<ul style="list-style-type: none"> • 21st century schools – community responsibilities
<ul style="list-style-type: none"> • More transparency on expenses
<ul style="list-style-type: none"> • Green paper on funding in adult care
<ul style="list-style-type: none"> • Climate change – need to be aware of the legislation in developing climate change strategy

Environment
<ul style="list-style-type: none"> • Climate change strategy – how will this be delivered and devolved to the local level?
<ul style="list-style-type: none"> • Have managed to change people's behaviour with recycling.
<ul style="list-style-type: none"> • Need to lead by example eg travelling together to meetings
<ul style="list-style-type: none"> • Need for more information for staff on recycling within the office.
<ul style="list-style-type: none"> • Review of design and print – need for a strong corporate line.
<ul style="list-style-type: none"> • People's perspective of the council is outside their door so need to ensure consistent approach to maintenance eg street scene, waste collection etc
<ul style="list-style-type: none"> • Issue of rural transport
<ul style="list-style-type: none"> • Park and ride
<ul style="list-style-type: none"> • Looking into using local service – need to factor in the recent survey.
<ul style="list-style-type: none"> • More creativity in how to improve customer access.

<p>Strengths</p> <ul style="list-style-type: none"> • Single council now has greater knowledge and experience • Size of organisation greater influence • Improved customer access • Formalised, consistent strategies • More accountability to the public • Have been able to continue to improve services throughout period of change • Strong identity of the new Wiltshire Council • Clear vision • Ability to respond to changing situations 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Not harmonising services properly • Size can make organisations too unwieldy • Size of council makes it difficult to know what is happening at lower levels • Not up to date contact directory • No time to review and reflect after period of intensive change • Need to develop a clear vision for new areas / departments • Need for staff to get up to speed on other departments. • Different cultures across departments • Inconsistent IT provision – four systems makes work difficult • Current systems 20 years out of date • Lack of flexibility of workforce – need to have greater knowledge on peoples skills
<p>Opportunities</p> <ul style="list-style-type: none"> • Can explore different ways of working • More potential to join up many services • Greater ability to negotiate contracts • More viability between rural and urban areas via the Area Boards • Organisational development will help pull the Council together • Restructuring can help to align all the services and ways of working to make it easier for the customer • Change in culture – management needs to drive a single culture. Also needs to be clarification about the appetite for risk • Reassess how technology can be used • Move to more commissioning • New Chief Executive – may lead to further streamlining and restructuring (but could also create more uncertainty for the staff) • Possibility of being a ‘flagship’ authority if there is a change in government. 	<p>Threats</p> <ul style="list-style-type: none"> • Reduced public sector funding from central government • Pay harmonisation - leading to low paid staff unable to delivery the service also impact on staff morale. • Working with new SAP system with certain elements not proven yet • Changing demographic patterns affecting services – growing elderly population etc • Changing demands and expectations of citizens that may not be easily met • Sustainability of current services in the future • Climate change adverse impacts, including flooding etc • Low trust in government impacting on level of engagement, satisfaction with services etc

