**Concerns raised by UNISON on the peer review on behalf of AS Teams**

1. There has been a cultural shift in AS executive leadership which is causing anxiety and unease on the frontline.
2. Micro-management is pervasive e.g. MP enquiries go through 5 different check-levels.
3. There is a culture which is visible to staff of out of hours emails with unreasonable request deadlines. These demands are then passed onto staff on a Monday morning by team managers.
4. Leadership is being achieved through fear.
5. Staff were asked to collate details of caseloads held by all staff in a matter of days; coming so soon after Mark Howell had left the organisation in unusual circumstances, this has caused additional fear and uncertainty.
6. The peer review feels like an ambush of staff. It has a shorter than normal lead-in (6 weeks, rather than 3 months).
7. There have been no Executive level briefings or office visits to explain the Review to staff.
8. The workforce does not feel trusted or respected.

**Factors to be accounted for in the review**

1. Safeguarding was shifted back from ACP2 to the teams without any resource (in fact the teams lost resource when the work went to ACP2 from the teams). Staff believe they have done a good job managing this sudden additional need, but that there is still an executive management assumption that staff are not performing.
2. Community team size: management reports should be 4-10, but some managers have 15+ reports.
3. Long hours worked by staff can affect performance.
4. Performance management IT systems are inadequate.
5. Outsourced finance functions are inadequate, which waste substantial frontline staff time. Social workers have to deal with FAS & WBA complaints and trouble-shooting.
6. Office environments are poor, especially Durban House.
7. There is a lack of admin support, due to an inflexible and insufficient outsourced admin function.
8. Support brokerage is inefficient as it has never been resourced to the capacity envisaged when its new structure was consulted on and implemented.
9. The Shaw contract is still problematic, and difficult for frontline staff to work with.
10. There has been a freeze on some backfills, particularly when staff are on maternity leave.

**Suggestions going forward**

1. A change of executive leadership culture, and a plan for doing so
2. More transparency of and around the peer review
3. Involvement of staff in the peer review and associated decision-making, in an ongoing way
4. More ‘back to the floor’ visibility of executive leadership.
5. A serious and credible plan to address systemic and outsourcing failures which inhibit the social work role and performance
6. Team stress risk assessments: reviewing were they exist, and creating where they do not.

**Dan Sartin  
Branch Secretary  
15th May 2018**