

**MANCHESTER CITY COUNCIL
REPORT FOR RESOLUTION**

COMMITTEE: PERSONNEL
REPORT OF: HEAD OF CORPORATE PERSONNEL
DATE: 3 NOVEMBER 2008
SUBJECT: RACE EQUALITY IN MANCHESTER – WORKFORCE
MONITORING AND ACTION PLANNING REPORT 2007/8

PURPOSE OF THE REPORT

To present the 'Race Equality in Manchester- Workforce Monitoring and Action Planning Report 2007/8' to the Committee for approval. The report is the City Council's response to the requirements of the Race Relations Amendment Act 2000.

RECOMMENDATIONS:

The Personnel Committee are asked to:

1. Consider and comment upon the key findings from the Race Equality in Manchester- Workforce Monitoring and Action Planning Report 2007/8.
2. Note the progress made from last year to deliver the initiatives outlined in the Action Plan for 2007/8 and approve the actions for 2008/9 as set out in paragraph 5.
3. Agree to the publication of the report in accordance with the requirements of the Race Relations Amendment Act

FINANCIAL CONSEQUENCES FOR THE REVENUE AND CAPITAL BUDGETS:

None directly

CONTACT OFFICERS:

Jon Redfern, Head of Corporate Personnel
Tel: 234 1800 j.redfern@manchester.gov.uk

Caroline Powell, Personnel Manager
Tel: 234 3522 c.powell@manchester.gov.uk

John Morgan, Team Leader
Tel: 234 1893 j.morgan@manchester.gov.uk

BACKGROUND DOCUMENTS:

Race Relations Amendment Act Monitoring report, 'Race Equality in Employment – Workforce Monitoring and Action Planning Report 2006/7'.

WARDS AFFECTED:

All

IMPLICATIONS FOR:

Anti poverty	Equal Opportunities	Environment	Employment
No	Yes	No	Yes

1 INTRODUCTION

- 1.1 This is the sixth annual Race Equality in Employment report produced and published for the public by Manchester City Council.
- 1.2 The report is the City Council's response to the Race Relations (Amendment) Act 2000 on ethnic monitoring in employment. A Code on the specific duties in employment was published in 2001. The Code requires the publication of workforce monitoring data and an Action Plan to achieve workforce change.
- 1.3 The Code validates many of Manchester City Council's current and historical employment policies as well as bringing together other aspects of monitoring employment, and links to the Council's own target programme for increasing the proportion of black people in the workforce overall and black people in management posts.
- 1.4 The Code also supports the work on Best Value Performance Indicators (BVPI) 11b, which relates to the proportion of Black and Minority Ethnic (BME) people in the top 5% of the earners, and BVPI 17 which relates to the proportion of BME people in the workforce overall. The BVPIs have annual targets and are supported through departmental action plans. Any progress towards BVPI targets underpins the existing City Council Equality Targets programme, which is about working towards a diverse workforce that is representative of the community it supports.
- 1.5 The Council renewed its Equality Targets Programme in December 2006, and set targets according to the new grade bands. Therefore statistics relating to managerial grade bandings are now presented according to the new target grade bandings. However, for previous years they are presented according to the old grade bandings as this is the information we have available from previous reports.
- 1.6 The achievement of targets set out within our equality targets programme is critical to the achievement of a workforce that is representative of communities at all levels within the workforce.
- 1.7 This report has been subject to consultation with the Corporate Black Staff Steering Group (CBSSG) and the recognised trade unions who have made a number of useful contributions which are incorporated into the report and consequential action plan for 2008/ 09.

2. MONITORING STATISTICS 2007/08

- 2.1 The attached appendix provides the corporate statistical monitoring information relating to:
- Composition of the workforce
 - Promotions
 - Recruitment
 - Training
 - Grievances
 - Other reasons for leaving
 - Disciplinary action
- 2.2 The information includes figures for the two previous monitoring report periods (2005 & 2006) enabling a comparison of progress to be made.
- 2.3 The monitoring period for this report is April 2007 to March 2008, in line with the business planning process and action plan timelines.
- 2.4 It should be noted that as part of the Manchester Improvement Project, services are restructuring so data will be broken down into the new service areas rather than the previous departmental structure. It is therefore not be possible to make direct detailed comparisons with previous year's data.

3 KEY FINDINGS (2007/8)

- 3.1 The key findings from the 2007/ 08 monitoring information are highlighted below. Actions in support of these findings form the basis of an action plan for the coming year which is set out at paragraph 6.
- 3.2 Key findings:
- There has been a steady increase in the proportion of BME employees in the workforce from 10.5% in 2002 to 15.65% in 2008.
 - The Authority is still attracting a higher percentage of applications from BME individuals (27%) than are economically active in Manchester (17.99% according to BVPI 17b). There has been an increase in the number of BME applicants short-listed (from 19% of the total number of BME applications in 2002, to 21% of the total number of BME applications in 2007/8). The percentage of BME applicants appointed has however slightly decreased over the last 12 months (from 18% BME in 2006/7 to 15% BME in 2007/8).
 - There has been an increase in the percentage of BME employees who have moved to a higher graded post (from 13.4% in 2006/7 to 15.3% in 2007/8).
 - In our target management groups we have achieved an increase from 7.78% in March 2007 to 8.16% in March 2008 in the Grade 9 to 10 range. The percentage of BME staff in the Above Grade 10

target group continues to be the target where we have not made an impact. This figure has decreased from 6.9% to 6.4% over the last 12 months.

- The number of BME employees attending training during 2007/8 has increased slightly from 14.54% to 14.94%. This is proportionate to BME representation within MCC.
- The percentage of staff lodging a grievance who are BME is 18.75%. This is a significant decrease from last year (37.5% BME).
- The percentage of BME employees undergoing a disciplinary procedure is proportionate to the percentage of BME staff in MCC, and the overall numbers of disciplines remains at a very low rate compared to the size of the Authority. The number of BME employees being dismissed as a result of disciplinary action during 2007/8 remained constant.
- The proportion of BME employees leaving (16.00% of all leavers) is similar to the proportion of non-BME employees leaving, and to the proportion of BME employees in the workforce.

4 REVIEW OF ACTION PLAN FOR 2007

- 4.1 The 2006/7 monitoring report contained an action plan for 2007/8. The following paragraphs provide details on the progress made against our 2007/8 action plan (actions are in bold):

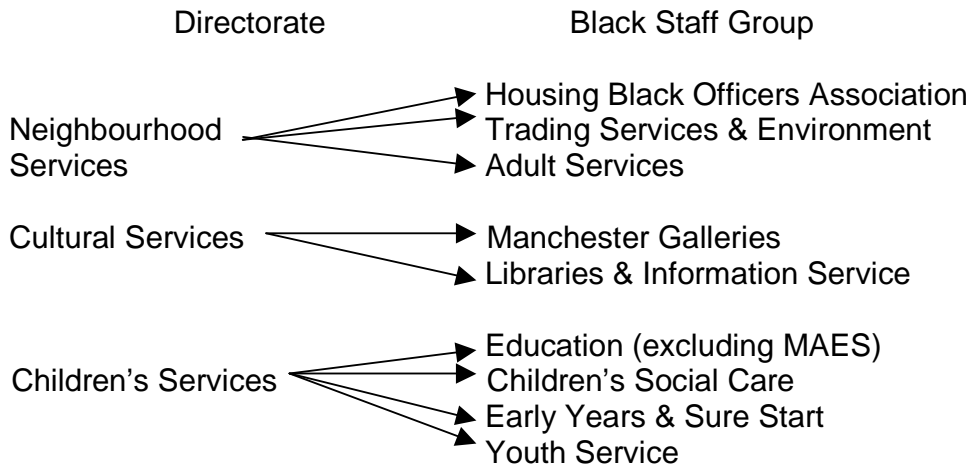
Review of Black Staff Groups (BSGs) and CBSSG

4.2.1 Consult on proposals to realign staff groups in line with directorates/service/themes/community issues/Authority-wide an Away Day for members of CBSSG, Departmental Management Team Links and other senior managers, to establish priorities relating to BME issues for the City and the Council and to determine how to deliver those objectives was held in early 2007. A consultation exercise with individual Black Staff Group Chairs and Departmental Management Team Links on realignment proposals was then carried out.

4.2.2 The consultation was conducted by the Personnel Strategy Team and the process involved 1:1 discussions and questionnaires, which included areas such as: group structure and membership; meeting frequency; roles and responsibilities; links to mainstream work; business planning; relationship with DMT Link etc

4.3 BSGs realigned according to consultation outcomes

4.3.1 As a result of the consultation process Black Staff Groups were strategically aligned under relevant Directorates as follows:



However, some Black Staff Groups preferred to remain as independent Service Groups as shown below:

<u>Black Staff Group</u>	<u>Possible Linkage</u>
• Chief Executive's	Incorporating some elements of Regeneration Division
• Leisure Services	Communication links with Libraries and Galleries via quarterly meetings
• Youth Offending Team	Chair or Vice Chair will attend meetings of Directorate BSG
• Corporate Services	

4.3.2 These new arrangements were effective from April 2008 and Corporate Personnel has continued to provide support for Black Staff Groups.

4.3.3 It was also agreed that the CBSSG be split into a main community focused group with an additional HR Group, comprising of the same representatives, being formed to focus on employment matters (see 4.3.6)

4.3.4 Define key roles within new structure (including responsibilities, scrutiny of mainstream work, time management and use of BME staff in business planning process)

Suggested key roles and responsibilities of Black Staff Groups eg Chair, Vice Chair, Secretary, Treasurer etc and responsibilities within groups, were developed and agreed after discussion by the Corporate Black Staff Steering Group.

4.3.5 Identify scrutiny process to assess performance of progress by CBSSG and develop a comprehensive performance management framework

As the next phase in the establishment of new working arrangements and roles for the CBSSG, further work will now be undertaken to develop a coordinated performance management framework.

4.3.6 To look at what impact work of the CBSSG has on the business planning/impact assessment process.

CBSSG have agreed to develop a more external focus, identifying and exploring links with community initiatives as well as strengthening links with Elected Members. The Group also agreed that there should be a separate CBSSG HR Group to focus on business planning, employment matters etc. CBSSG will have a role in contributing to the development of business plans and in scrutinising draft plans. This action will be carried forward to the 2008/9 action plan.

4.4 BME Employee Development

4.4.1 Audit the use of performance appraisal and resultant development plans by members of Black Staff Groups and take actions as required

Due to changes in the appraisal process and documentation, as well as a lack of Departmental/Directorate BSG's coming forward to be audited the audit was put on hold. Now that revised appraisal processes are being established, the Organisational Development Team are in a better position to refocus and will be asking BSG's to: identify a group of people to be audited; to carry out an audit and feed back the information to the main CBSSG and CBSSG HR Group. This action has been carried forward to the 2008/9 action plan.

4.4.2 1 to 1 meetings with service Learning & Development managers to review and support the quality, implementation and monitoring

of service workforce development plans that enable the achievement of workforce plans

The Organisational Development Team organised two workshops in 2008 with Learning and Development managers to improve the workforce planning process. This will support the critical analysis of workforce needs including BME staff development etc.

4.5 Black Leadership programme

4.5.1 Evaluate Black Leadership Programme/Continue to support attendees from the Black Leadership Programme through follow up, 360 appraisal, action learning, mentoring/Identify elements from the Black Leadership Programme that should be provided for a wider BME audience

Evaluation of participants is still in progress and due to be completed in November 2008, after which a final report will be produced in December 2008 for discussion at the following CBSSG HR Group. Proposals for future development activity will be the subject of a paper to People Strategy Board. A final workshop will also take place for participants in November 2008.

4.5.2 Wider BME development opportunities have been identified and offered out to managers and staff as appropriate ie Personal Empowerment Workshops and Political Skills Course.

4.5.3 Undertake skills audit of members of CBSSG/BSG's using Jobs Go Public software

As part of the HR programme of development initiatives for BME staff and the Skills Pledge aim of upskilling the workforce, a BME skills audit pilot was conducted early in 2008.

The pilot has since been completed, evaluation taken place and a report with initial findings was discussed at the CBSSG HR Group meeting in June 2008. A more detailed report will be considered in November 2008 to discuss actions going forward.

4.5.4 BME staff trained for and used in Recruitment and Selection

A small number of BME staff had volunteered to be included in a pool of recruitment and selection panel members and appropriate training had been provided. However, due to the low number of BME staff involved a number of strategies are being considered to increase this pool.

4.5.5 In addition, targeted employability events are held, including workshops with information and advice regarding the Council's R & S process, which is coordinated and delivered by the Personnel Strategy Team.

5 MANAGEMENT AWARENESS

5.1 Roll out corporate Equality and Diversity managers programme supported by e-learning. Pool of trainers developed on a range of equality areas. Actions from the training to feed into appraisal process.

This programme is currently being delivered and the Organisational Development Team is looking to improve consistency via the workforce planning process.

5.2 Review the basis of grievances made by BME staff to identify if there is a common issue or race related reason for the grievances

A small working group consisting of personnel officers and members of the CBSSG carried out a detailed review. It was found that in most cases due process had been followed and detailed outcomes given. CBSSG agreed that Employee Relations and the CBSSG will monitor the figures to determine if the trend continued.

5.3 Carry out liP health checks in all services

Health checks have been carried out in all services and a strategic check is in its final stage. Reassessment will take place between 17-28 November. Members of Black Staff Groups are to be included in the sample.

5.4 Communication / Sharing Best Practice

5.4.1 Identify how to communicate progress of CBSSG action plan. Identify and implement methods of sharing best practice and 'good news stories'

The CBSSG action plan has been included on the Council's intranet site and is regularly updated. 'Good news' article has been submitted to the Communications Team for inclusion in Cascade.

5.4.2 Identify and implement effective methods for community engagement.

Realignment of the Corporate Black Staff Steering Group to be community focussed has taken place and meetings have been held with the Communications Team to identify effective methods of community engagement, which are being implemented.

5.4.3 Consult with CBSSG on RRAA report before publication.

All relevant parties, including CBSSG are consulted and the report submitted to Personnel Committee prior to publication.

5.4.4 Involve BSG members in review of Area workforce Development activity.

An event has been planned by Organisational Development in October 2008 and BME staff are to be invited to become involved.

5.4.5 Development of member e-learning and web site support (to provide a platform for increasing member awareness of BME issues).

The launch of this website has been delayed due to technical problems and at the present time no firm launch date has been agreed.

6 ACTION PLAN FOR 2008/09

6.1 The RRAA Action Plan for 2008/09 has been developed as a direct response to the key findings from 2007/08. The Corporate Black Staff Steering Group and Trade Union have been consulted on the report and the plan and their comments incorporated.

6.2 In addition to the specific actions identified in this 2007-8 RRAA Action Plan, other significant activities are under way to support the achievement of diversity in the workforce. These activities are captured within the main action plans for the CBSSG and contribute to the delivery of Manchester City Council's People Strategy.

6.3 Work of CBSSG

6.3.1 To look at what impact work of the CBSSG has on the business planning/impact assessment process

Determine role of CBSSG in contributing to the development of business plans whilst promoting race equality, scrutinising draft plans and level of impact made on the organisation as a result of actions carried out.

6.4 RECRUITMENT AND SELECTION

6.4.1 Recruitment and Selection

- Review recruitment episodes to determine if there are any underlying trends in the decrease in the number of BME applicants in general that we would have expected to be appointed.
- Review recruitment and selection materials being currently utilized to determine effectiveness and make proposals for improvement based on findings.

- Continue to promote and encourage BME staff to participate in the Ambassador Scheme via Jobs Fairs and other employability events as role models and development opportunities.

6.5 Developing Leadership

6.5.1 Development Initiatives

To support an increased number of BME employees at more senior levels within the organization, a number of development activities have been put in place as follows:

- Identify leadership development initiatives for BME staff at Principal Officer level that will assist in addressing under representation and support and increase the number of BME senior managers above Grade 10.
- Manchester Senior Career Development Programme: Consideration will be given to targeting BME staff in the next phase when the programme is rolled out to the next tier of senior managers (PO2-6).
- 360-Degree Appraisal: Enhancements to the appraisal process for the top 300 managers to include 360-degree appraisal which will include any BME staff in the top tiers.
- BME Skills Audit: Follow-up support to participants of the BME skills audit pilot of bespoke training where it is found that required development initiatives to meet skills gaps are not available within particular services.

6.6 Effective People Management

6.6.1 Equality targets

- Closely monitor effectiveness of targeted BME recruitment and propose future actions to effect change via the Equality Targets Working Group.

6.7 Policies And Procedures

- 6.7.1 The role of Personnel and the management of disciplinary cases and dismissals is currently being reviewed with a view to training being rolled out for personnel officers and managers.
- 6.7.2 However, specific actions around grievances and dismissals have been identified as follows:
- **Grievances**
Continue to monitor percentage of BME staff lodging a grievance and report findings in consultation with Employee Relations to the CBSSG HR Group
 - **Dismissals**
Continue to investigate reasons for BME employees being dismissed as a result of disciplinary action and identify whether there are any underlying trends.

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RRA Report 2007/08
Statistical Summary

Comparisons

	2004	2005	2006/7	2007/8	Comments
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BME; (see appendices 2,4 and 5)

% BME	13.3%	13.9%	15.02%	15.65%	Figures show a steady increase since 2004 in proportion of BME employees. The % of economically active minority ethnic population is 17.99% (BVPI 17b)
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Recruitment;(see appendices 7 and 8)

Applications	25%	27%	26%	27%	The percentage of BME applications has increased slightly in the last year. It remains well above the proportion of economically active BME population in Manchester (17.99%)
Shortlisted	22%	22%	23%	21%	The percentage of BME applicants short-listed has decreased in the last year, but remains over the proportion of economically active BME population in Manchester (17.99%)
Appointments	20%	17%	18%	15%	There has been a decrease in the percentage of BME applicants appointed compared with last year, and it is lower than the percentage of BME applicants and those short-listed.
Promotions	9.6%	15.1%	13.4%	15.3%	There has been an increase in the percentage of BME employees who have moved to a higher graded post. This figure is in proportion to the percentage of BME employees

Target Groups; (see appendices 3 and 6)

Grade 9 to 10	10.9%	11.1%	12.4%	8.1%	The figures for previous years relate to the old grades PO1-4 so are not directly comparable with this years figure. In March 2007, 7.78% of employees at this level were BME so representation has increased
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					over the last twelve months.
Above Grade 10	2.2%	2.3%	2.8%	6.4%	The figures for previous years relate to the old grades PO5+ so are not directly comparable with this years figure. In March 2007, 6.9% of employees at this level were BME so representation has decreased over the last twelve months.
Attending training	12.7%	15.19%	14.54%	14.94%	There has been a slight increase in the proportion of BME employees receiving training, and the percentage is proportionate to BME representation in the workforce.
Grievances	37.0%	8.11%	37.50%	18.75%	The percentage of BME employees lodging grievances has decreased, but it is still higher than we would expect to see.
Disciplines	14.04%	15.71%	15.16%	15.27%	The percentage of BME employees being disciplined has remained consistent with BME representation in the workforce.
Dismissals	35.48%	17.50%	15.79%	28.57%	The percentage of BME employees being dismissed has significantly increased and is a lot higher than we would expect to see.
LTO -All employees		14.43%	13.97%	15.26%	There is no significant difference in labour turnover for BME and non-BME employees. 16.03% of all leavers are BME, which is proportionate to their representation in the workforce.
LTO -BME only		14.98%	13.20%	15.99%	

Ethnic data is recorded on 96.28% of employee records

Comparisons – base line data

	2005		2006/07		2007/08		Meaning of figures
% BME (See appendices 2, 4 and 5)	13.9%	2096 / 15013	15.02%	2131 / 14190	15.65%	2016 / 12882	BME staff / Total staff.
Recruitment: (see appendices 7, 8 and 9)							
Applications	27%	837 vacancies 7004 / 26219	26%	825 vacancies 3534 / 13744	27%	1031 vacancies 4985 / 18538	Total vacancies (successful recruitment episodes) BME applicants / total applicants
Shortlisted	22%	1142 / 5081	23%	497 / 2194	21%	487 / 2319	BME short-listed / total short listed
Appointments	17%	209 / 1202	18%	84 / 470	15%	89 / 599	BME appointed / Total appointments
Promotions	15.1%	84 / 557	13.4%	73 / 545	15.3%	106/693	BME staff promoted / Total promotions
Target Groups: (see appendices 3 and 6)							
Grade 9 - 10	11.1%	213 / 1926	12.4%	242 / 1955	8.1%	50 / 613	BME staff at Grade 9 - 10/ Total staff at Grade 9 - 10
Above grade 10	2.3%	12 / 534	2.8%	16 / 581	6.4%	31 / 497	BME staff at Above grade 10 / Total staff at Above grade 10
Training: (see appendix 10)							
Attending training	15.19%	1401 / 9226	14.54%	1024 / 7043	14.94%	1749 / 11708	BME staff attending training / All staff attending training
Discipline: (see appendices 11 and 13)							
Grievances	8.11%	3 / 37	37.5%	42 / 112	18.75%	12 / 64	BME staff / Total staff - using grievance procedure, having disciplinary hearing, and being dismissed
Disciplines	15.71%	30 / 191	15.16%	72 / 475	15.27%	31 / 203	
Dismissals	17.50%	7 / 40	15.79%	6 / 38	28.57%	8 / 28	
Leavers: (see appendix 12)							
Labour Turnover							
All employees	14.43%	2166 / 15013	13.85%	1903 / 13740	15.26%	1978 / 12965	All staff leaving / average number of staff over year
BME employees	14.98%	314 / 2096	13.10%	275 / 2099	15.99%	317 / 1982	BME staff leaving / average number of BME staff over year

**Appendix 1 – Workforce by Department
March 2008**

Department	Total Employees
Libraries & Theatres Department	533
Neighbourhood Services	5,799
Corporate Services Department	1,179
Chief Executive's Department	1,755
Manchester City Galleries	128
Manchester Leisure	517
Childrens Services Department	2,971
Total	12,882

**Appendix 2 – Percentage BME Employees
January 1990 to 2008**

Year (January)	BME as a %	BME women as a %
1990	3.8	2.1
1991	4.7	2.8
1992	5.3	3.1
1993	5.9	3.5
1994	6.3	3.9
1995	6.7	4.2
1996	6.8	4.4
1997	7.5	5.1
1998	7.6	5.1
1999	7.9	5.3
2000	8.3	5.6
2001	9.5	6.4
2002	10.5	7.1
2003	11.6	7.9
2004	12.2	8.3
2005	13.3	9.0
2006	13.9	9.4
2007	15.02	10.08
2008	15.65	10.56

**Appendix 3 – Workforce by Ethnic Origin and Grade Band
March 2008**

Ethnic Origin	Grade 1 – 5 (and equiv)	Grade 6 –8 (and equiv)	Grade 9 - 10 (and equiv)	Above Grade 10	Grand Total
Bangladeshi	33	23		1	57
Black British	364	249	15	6	634
Caribbean	131	77	5	6	219
Chinese	26	27		1	54
East African Asian	11	12		2	25
Indian	63	56	6	4	129
Kashmiri	3	4			7
Middle East	22	16	1		39
Other African	130	56	3		189
Other Asian	29	16	1		46
Other Black	40	24	2	1	67
Other Mixed Origin	38	30	1	1	70
Pakistani	142	97	7	3	249
Somali	23	7	1		31
Vietnamese	2	6			8
White & Asian	12	13	2	1	28
White&Black African	47	22	1	1	71
White&Black Caribbean	54	36	2	1	93
Sub Total	1171	773	50	32	2016
Irish	170	132	28	22	352
White British	5177	3641	509	422	9749
Other White, please specify below	150	120	13	5	288
Not Known	334	114	13	16	477
Total	7002	4780	613	497	12882

**Appendix 4 – Workforce by Ethnic Origin and Department
March 2008**

Ethnic Origin	Chief Executive's Department	Childrens Services Department	Corporate Services Department	Libraries & Theatres Department	Manchester City Galleries	Manchester Leisure	Neighbourhood Services	Grand Total
Bangladeshi	8	16	7	5			21	57
Black British	55	224	46	13	2	39	255	634
Caribbean	22	77	18	4		8	90	219
Chinese	13	9	6	6		2	18	54
East African Asian	3	4	1	1			16	25
Indian	31	32	22	4	1		39	129
Kashmiri	4	1					2	7
Middle East	9	14	1	3		4	8	39
Other African	10	48	12	4		1	114	189
Other Asian, please specify below	10	10	6	3		2	15	46
Other Black, please specify below	7	18	6			1	35	67
Other Mixed Origin, please specify below	10	23	4	2	1	4	26	70
Pakistani	42	78	34	8		8	79	249
Somali	9	12	2			1	7	31
Vietnamese	1	1	1	1		1	3	8
White & Asian	2	8	2	2		2	12	28
White&Black African	3	17	3	1		3	44	71
White&Black Caribbean	11	35	7	2	1	8	29	93
Sub Total	250	627	178	59	5	84	813	2016
Irish	51	78	26	12	5	6	174	352
White British	1329	2106	919	429	109	392	4465	9749
Other White, please specify below	55	65	19	16	2	18	113	288
Not Known	70	95	37	17	7	17	234	477
Grand Total	1755	2971	1179	533	128	517	5799	12882

**Appendix 5 – Workforce by Ethnic Origin Male and Female
March 2008**

Ethnic Origin	Male		Female		Overall Total	
	No	%	No	%	No	%
Bangladeshi	22	0.17%	35	0.27%	57	0.44%
Black British	209	1.62%	425	3.30%	634	4.92%
Caribbean	71	0.55%	148	1.15%	219	1.70%
Chinese	17	0.13%	37	0.29%	54	0.42%
East African Asian	6	0.05%	19	0.15%	25	0.19%
Indian	36	0.28%	93	0.72%	129	1.00%
Kashmiri	3	0.02%	4	0.03%	7	0.05%
Middle East	17	0.13%	22	0.17%	39	0.30%
Other African	67	0.52%	122	0.95%	189	1.47%
Other Asian	10	0.08%	36	0.28%	46	0.36%
Other Black	21	0.16%	46	0.36%	67	0.52%
Other Mixed Origin	23	0.18%	47	0.36%	70	0.54%
Pakistani	73	0.57%	176	1.37%	249	1.93%
Somali	18	0.14%	13	0.10%	31	0.24%
Vietnamese	5	0.04%	3	0.02%	8	0.06%
White & Asian	8	0.06%	20	0.16%	28	0.22%
White&Black African	23	0.18%	48	0.37%	71	0.55%
White&Black Caribbean	27	0.21%	66	0.51%	93	0.72%
Sub Total	656	5.09%	1360	10.56%	2016	15.65%
Irish	125	0.97%	227	1.76%	352	2.73%
White British	3822	29.67%	5927	46.01%	9749	75.68%
Other White	114	0.88%	174	1.35%	288	2.24%
Not Known	178	1.38%	299	2.32%	477	3.70%
Grand Total	4895	38.00%	7987	62.00%	12882	100.00%

**Appendix 6 – Target Groups at Management Level (do not include teachers; lecturers; youth workers)
January 1990 to 2008**

Year (January Figures)	PO1 - 4		PO5+	
	BME	BME Women	BME	BME Women
1990	2%	0.2%	0.7%	0%
1991	3.8%	1.9%	1.5%	0%
1992	4.4%	2.3%	1.7%	0%
1993	5.7%	3.1%	1.2%	0%
1994	6.6%	3.8%	2.2%	0.4%
1995	5.9%	3.3%	2.5%	0.8%
1996	6.4%	3.7%	2.5%	0.8%
1997	4.5%	2.6%	1.7%	1.7%
1998	7.4%	4.5%	2.8%	2%
1999	8.1%	5.3%	3.2%	1.6%
2000	8.4%	5.5%	3%	1.5%
2001	8.7%	5.5%	2.9%	1.8%
2002	9.6%	6.2%	3%	1.8%
2003	9.8%	6.2%	3.1%	1.9%
2004	10.5%	6.8%	2.3%	1.5%
2005	10.9%	7.1%	2.2%	1.6%
2006	11.1%	7.2%	2.3%	1.1%
2007	12.4%	8.0%	2.8%	1.2%
New Target Grades	Grade 9 - 10		Above Grade 10	
2008	8.16%	4.73%	6.44%	4.03%

**Appendix 7 – Promotions by Ethnic Origin
April 2007 to March 2008**

Ethnic Origin	Number of Promotions	Percentages
Bangladeshi	6	0.87%
Black British	34	4.91%
Caribbean	10	1.44%
Chinese	2	0.29%
Indian	13	1.88%
Kashmiri	1	0.14%
Other African	9	1.30%
Other Asian	2	0.29%
Other Black	3	0.43%
Other Mixed	2	0.29%
Pakistani	14	2.02%
White & Asian	1	0.14%
White&Black African	5	0.72%
White&Black Caribbean	4	0.58%
Sub Total	106	15.29%
Irish	21	3.03%
White British	534	77.06%
Other White	19	2.74%
Not Known	13	1.88%
Grand Total	693	100.00%

Note – Manchester City Council has a system whereby all posts are filled by open competition. Promotion as it is generally understood does not take place in Manchester City Council.

For this statistic, 'promotion' relates to any employee who has moved to a higher graded post. This is not necessarily upgrading within the same role/area.

Appendix 8 – Recruitment by Ethnic Origin
April 2007 to March 2008

1037 positions advertised						
Ethnic Origin	Number of Applications	% Applications	Number of Shortlisted	% Shortlisted	Number of Appointments	% Appointments
Other African	643	3.47 %	54	2.33 %	16	2.67 %
Somali	91	0.49 %	6	0.26 %	0	0.00 %
Bangladeshi	268	1.45 %	22	0.95 %	2	0.33 %
Black British	1,009	5.44 %	127	5.48 %	21	3.51 %
Chinese	204	1.10 %	18	0.78 %	3	0.50 %
East African Asian	31	0.17 %	5	0.22 %	1	0.17 %
Kashmiri	53	0.29 %	4	0.17 %	1	0.17 %
Indian	475	2.56 %	44	1.90 %	5	0.83 %
Pakistani	1,033	5.57 %	100	4.31 %	14	2.34 %
Middle East	108	0.58 %	5	0.22 %	2	0.33 %
Other Asian	166	0.90 %	11	0.47 %	3	0.50 %
Vietnamese	16	0.09 %	4	0.17 %	1	0.17 %
Other Black	127	0.69 %	8	0.34 %	1	0.17 %
White&Black Caribbean	200	1.08 %	14	0.60 %	5	0.83 %
White&Black African	295	1.59 %	31	1.34 %	9	1.50 %
White & Asian	102	0.55 %	9	0.39 %	1	0.17 %
Other Mixed Origin	164	0.88 %	25	1.08 %	4	0.67 %
Sub Total	4,985	26.89 %	487	21.00 %	89	14.86 %
White British	10,730	57.88 %	1,443	62.23 %	434	72.45 %
Irish	246	1.33 %	41	1.77 %	15	2.50 %
Other White	821	4.43 %	79	3.41 %	12	2.00 %
Not Known	1,756	9.47 %	269	11.60 %	49	8.18 %
Total	18,538	100.00	2,319	100.00	599	100.00

**Appendix 9 – Recruitment by Grade Band
April 2007 to March 2008**

Grade Band	Number of Applications	Number of BME Applications	% BME Applications	Number of Shortlisted	Number of BME Shortlisted	% BME Shortlisted	Number of Appointments	Number of BME Appointments	% BME Appointments
Grade 1 - 5 (and equiv)	9,606	2,843	29.60 %	1,107	280	25.29 %	302	58	19.21 %
Grade 6 - 8 (and equiv)	7,448	1,860	24.97 %	946	173	18.29 %	245	28	11.43 %
Grade 9 - 10 (and equiv)	915	157	17.16 %	178	13	7.30 %	39	1	2.56 %
Above Grade 10	212	46	21.70 %	24	1	4.17 %	1	0	0.00 %
Not known	1,354	324	23.93 %	225	55	24.44 %	40	7	17.50 %
Total	18,538	4,985	26.89 %	2,319	487	21.00 %	599	89	14.86 %

**Appendix 10 – Training by Ethnic Category
April 2007 to March 2008**

Ethnic Origin	No of employees attending training	%
Bangladeshi	56	0.48
Black British	465	3.97
Caribbean	174	1.49
Chinese	69	0.59
East African Asian	13	0.11
Indian	123	1.05
Kashmiri	4	0.04
Middle East	22	0.19
Other African	203	1.73
Other Asian	39	0.33
Other Black	57	0.49
Other Mixed Origin	80	0.68
Pakistani	227	1.94
Somali	20	0.17
Vietnamese	6	0.05
White & Asian	35	0.30
White&Black African	76	0.65
White&Black Caribbean	80	0.68
Sub Total	1749	14.94
Irish	411	3.51
White British	8965	76.57
Other White	281	2.40
Not Known	302	2.58
Total	11708	100.00

**Appendix 11 - Grievances
April 2007 to March 2008**

Ethnic Origin	Number of employees	Number of employees using grievance procedure	% using grievance procedure
Bangladeshi	57		
Black British	634	3	4.69
Caribbean	219	4	6.25
Chinese	54	1	1.56
East African Asian	25		
Indian	129		
Kashmiri	7		
Middle East	39		
Other African	189	3	4.69
Other Asian	46		
Other Black	67		
Other Mixed Origin	70		
Pakistani	249		
Somali	31		
Vietnamese	8		
White & Asian	28	1	1.56
White&Black African	71		
White&Black Caribbean	93		
Sub Total	2016	12	18.75
Irish	352	2	3.12
White British	9749	48	75.00
Other White	288	2	3.12
Not Known	477		
Total	12882	64	100.00

**Appendix 12 – Reason for Leaving by Ethnic Origin
April 2007 to March 2008**

Ethnic Origin	Other Emp in Local Government	Other Emp Non Local Government	Other Resignation	End of Contract	TUPE Transfer	Compulsory Retirement Age	Early Retirement - age	Retirement - Ill Health	Death in Service	Dismissal	Total
Bangladeshi			8	2	1		1			1	13
Black British	10	8	41	10	10	1		1		8	89
Caribbean	1		12	1	6	1	2	1	1	3	28
Chinese		1	4	1	1						7
East African Asian			1		1						2
Indian	1	1	15	3						1	21
Kashmiri			2								2
Middle East			2	1							3
Other African		1	21		1	2				5	30
Other Asian			1	1							2
Other Black		2	6								8
Other Mixed Origin	1	1	10	6	1					2	21
Pakistani	4	2	27	8	2	1		1	1	2	48
Somali			7	1							8
Vietnamese			1								1
White & Asian			1				1			1	3
White&Black African	3		10	1	1				1	1	17
White&Black Caribbean	3		7	2						2	14
Sub Total	23	16	176	37	24	5	4	3	3	26	317
Irish	3	3	17	5	6	2	14	2	2	2	56
White British	99	77	640	131	102	30	167	38	18	36	1338
Other White	5	5	32	10	2		2			4	60
Not Known	12	5	131	46	5		3	1	1	3	207
Total	142	106	996	229	139	37	190	44	24	71	1978

Appendix 13 – Discipline by Ethnic Origin - April 2007 to March 2008

Ethnic Origin	Number of Hearings	Number of Sanctions			Number of Dismissals resulting from disciplinary action	Number of Appeals	
		Verbal	Written	Final		Lodged	Upheld
Bangladeshi							
Black British	13	6	2	3	2		
Caribbean	6	1	1	1	3		
Chinese							
Indian							
Kashmiri							
Middle East							
Other African	2	1	1				
Other Asian							
Other Black							
Other Mixed Origin							
Pakistani	4	2	1		1	1	1 Partially allowed
Somali							
Vietnamese							
White&Black Caribbean	5	1		2	2		
White&Black African							
White & Asian	1	1					
Sub Total	31	12	5	6	8	1	
Irish	5	2		1	2	1	
White British	163	100	24	22	17	8	1 Partially allowed
Other White	4	2		1	1		
Not Known							
Total	203	116	29	30	28	10	2