

**Manchester City Council  
Report for Resolution**

**Committee:** Personnel - 18 November 2009  
**Report Of:** Head Of Corporate Personnel  
**Subject:** Race Equality In Manchester – Workforce Monitoring And  
Action Planning Report 2008/9

**PURPOSE OF THE REPORT**

To present the 'Race Equality in Manchester- Workforce Monitoring and Action Planning Report 2008/9 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 2008/9.
2. Note the progress made from last year to deliver the initiatives outlined in the Action Plan for 2008/9 and approve the actions for 2009/10 as set out in paragraph 4.
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](mailto:j.redfern@manchester.gov.uk)

Caroline Powell, Personnel Strategy & Organisation Manager  
Tel: 234 3522 [c.powell@manchester.gov.uk](mailto:c.powell@manchester.gov.uk)

Sonia Stewart, Principal Personnel Officer (Organisational Strategy)

Tel: 234 3974      [s.stewart1@manchester.gov.uk](mailto:s.stewart1@manchester.gov.uk)

**BACKGROUND DOCUMENTS:**

Race Relations Amendment Act Monitoring report, 'Race Equality in Employment – Workforce Monitoring and Action Planning Report 2007/8'.

**WARDS AFFECTED:**

All

**IMPLICATIONS FOR:**

<b>Anti poverty</b>	<b>Equal Opportunities</b>	<b>Environment</b>	<b>Employment</b>
No	Yes	No	Yes

## **1 INTRODUCTION**

- 1.1 This is the seventh 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), equality officers and the recognised trade unions who have made a number of useful contributions which are incorporated into the report and consequential action plan for 2009/10.

## **2. MONITORING STATISTICS 2008/09**

- 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 (2006 & 2007) enabling a comparison of progress to be made.

2.3 The monitoring period for this report is April 2008 to March 2009, in line with the business planning process and action plan timelines.

2.4 It should be noted that due to structural changes in force within the organisation it is not possible to make direct detailed comparisons with previous years' data.

### **3 KEY FINDINGS (2008/9)**

3.1 The key findings from the 2008/9 monitoring information are highlighted below. Actions in response to these findings form the basis of an action plan for the coming year, which is set out at paragraph 4.1.

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 16% in 2009.
- The Authority is still attracting a higher percentage of applications from BME individuals (26%) 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 2008/9). The percentage of BME applicants appointed has increased over the last 12 months (from 15% BME in 2007/8 to 19% BME in 2008/9).
- There has been a decrease in the percentage of BME employees who have moved to a higher graded post (from 15% in 2007/8 to 12% in 2008/9).
- In our target management groups we have achieved an increase from 8.1% in March 2008 to 8.9% in March 2009 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 6.4% to 3.7% over the last 12 months.
- The number of BME employees attending training during 2008/9 has increased slightly from 14.94% to 15.84%. This is proportionate to BME representation within MCC.

- The percentage of staff lodging a grievance who are BME is 11.11%. This is a significant decrease from the last two years ie 18.75% in 2008 and 37.5% in 2007.
- The percentage of those being disciplined that are BME has increased by 3.67%. However, the overall number of disciplines has decreased from 203 (31 BME) in 2007/8 to 132 (25 BME) in 2008/9. Therefore, the actual number of BME staff disciplined has decreased by 6 people in this reporting period.
- The proportion of BME employees leaving (16% 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 2008/9**

4.1 The 2007/8 monitoring report contained an action plan for 2008/9. The following paragraphs provide details on the progress made against our 2008/9 action plan:

#### **4.2 Work of Corporate Black Staff Steering Group (CBSSG).**

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

Changes are taking place as to how the Corporate Black Staff Group operates, encouraging more input and closer working relationships from Departmental Management Team Links both to the CBSSG and in working with/supporting their specific black staff groups, as well as re-energising Black Staff Group members. In addition CBSSG Task and Finish Groups will be established, with the responsibility of focusing on key issues identified from outcomes of internal consultancy with Black Staff Group Chairs, DMT Links, representatives of Service Development Teams and other senior officers, as well as to key issues arising from the main CBSSG group meetings.

4.2.2 However, low attendance as well as a new focus for the CBSSG has meant the business planning and impact assessment process has been delayed.

#### **4.3 Recruitment and Selection.**

##### **4.3.1 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**

There were no underlying trends found. BME applicants are attracted across all Directorates and all job categories. The level of BME applications and those shortlisted has remained fairly constant. Furthermore, there has been an increase in BME appointments from

15% to 19%. However, monitoring of recruitment episodes will continue to ensure further progress is made.

**4.3.1 Review recruitment and selection materials being currently utilized to determine effectiveness and make proposals for improvement based on findings**

A review was carried out of job application forms in 2008 and a review is currently in progress of the Manchester 200 initiative that has replaced the Integrated Recruitment Employment Scheme. This will be followed by a recruitment and selection review, in addition to train the trainer refresher. Equality impact assessments are being carried out concurrently.

**4.3.2 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**

The Corporate Personnel Strategy Team is continuing to promote and encourage BME staff to participate in the Ambassador Scheme via jobs fairs and other employability events to develop their own skills and act as role models, to assist in promoting the Council as an employer of wide career opportunities. Current level of BME involvement in the Scheme is 25%.

**4.4 Developing Leadership**

**4.4.1 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.**

The M Factor programme that is targeted at officers across the board currently at Grades 9-10 is currently in operation, with 10% of those involved being BME. This is a self-nominating programme with manager support and targets managers who have the potential to progress. The programme comprises a series of development workshops and opportunity to engage in project work. Recruitment to the programme was in January 2009, with commencement being in April 2009. Programme duration is 16 months.

**4.4.2 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).**

Invitations were sent to 650 people on the equivalent grade band of Grade 8-10 for the M Factor programme. However, due to the level of responses it was decided the numbers would prove unmanageable. In order to achieve a manageable number of participants the target Grade

Band was changed to 9-10. 32 people on that Grade Band and who could meet the specified date were selected.

**4.4.3 360 degree appraisal: Enhancements to the appraisal for the top 300 managers to include 360 degree appraisal that will include any BME staff in the top tiers.**

360-degree appraisal is currently being rolled out to those people identified by services as being within the 300 top managers. Enhancements to the appraisal process are:

- Looking back - what went well/less well.
- Sharing your aspirations
- Planning key objectives
- Planning key actions to support your self and others
- Recording the discussion
- Six-month review
- Members of the Wider Leadership Team and next tier only: 360° appraisal.

**4.4.4 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.**

Development initiatives across services identified including: how to make the most of team meetings/top tips for effective meetings; written communication from letters to reports, for presenting information clearly and concisely; familiarisation with the appraisal scheme and skills required to enable managers to carry out appraisals effectively. Participants of the skills audit in addition to CBSSG Black Staff Group representatives informed.

## **4.5 Effective People Management**

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

Actions proposed to make a difference include: mainstreaming equality and diversity so it is not seen as an 'add on'; equality and diversity training being advertised at senior management level to encourage more commitment from senior managers; coaching opportunities for underrepresented groups who want to progress; putting a black graduate development programme in place; targeting school leavers and not always focusing on graduates; growing our own. Through targeted recruitment such as the Integrated Recruitment Employment Scheme (IRES) 44% of BME people completed the pre employment training, with 38% having gained employment following training.

**4.5.2 The role of personnel and management of disciplinary cases and dismissals is currently being reviewed with a view to training being rolled out for personnel officers and managers.**

Training conducted in October 2008 with Principal Personnel Advisers. The aim of the training was to ensure that the disciplinary process when used is applied fairly, consistently and effectively and that Personnel Officers develop a professional case management approach through effective monitoring of cases. The training focused, in general, on the role of managers in effectively managing their workforce such that issues of misconduct and poor performance are dealt with appropriately and proportionately at an early stage.

More specifically the training focussed on more effective handling of the disciplinary process for example, using suspensions appropriately monitoring and scrutiny of cases and risk management. This training has been cascaded by departments within their personnel functions. Additionally, departments conduct regular disciplinary training for their managers as appropriate. Training was rolled out for personnel officers and managers early in 2009, following review of the role of Personnel and management of disciplinary cases and dismissals.

**4.5.3 Continue to monitor percentage of BME staff lodging a grievance and report findings in consultation with Employee Relations to the CBSSG HR Group**

The percentage of grievances made by BME staff has decreased from 18.75% in 2008 to 11.11% in 2009 as reported to the main Corporate Black Staff Steering Group.

**4.5.4 Continue to investigate reasons for BME employees being dismissed as a result of disciplinary action and identify whether there are any underlying trends**

Although the percentage of BME staff that has been disciplined increased by 3.67%, the actual number has decreased from 31 to 25 (decrease of 6 people), due to the overall number of disciplines being reduced from 203 to 132.

**5 ACTION PLAN FOR 2009/10**

5.1 The RRAA Action Plan for 2009/10 has been developed as a direct response to the key findings from 2008/09.

5.2 In addition to the specific actions identified in this 2009-10 RRAA Action Plan, other significant activities are under way to support the achievement of diversity in the workforce. These activities will be captured within the new CBSSG main action plan and contribute to the delivery of Manchester City Council's People Strategy.

### **5.3 Research**

#### **5.3.1 Research good practice and link success strategies into achieving the 2010 equality targets**

Research effective positive action initiatives utilised by other organisations in the public and private sectors, to improve diverse representation at all levels within the workforce and achieve our Global Equality Targets.

### **5.4 Partnerships**

5.4.1 Work with other public service partner organisations on a strategic coordinated approach to increase representation in the City within the workforce.

### **5.5 Work of Corporate Black Staff Steering Group (CBSSG)**

5.5.1 To ensure work of the CBSSG is part of the service planning process, the Corporate Black Staff Steering Group to contribute to the development of business plans whilst promoting race equality.

### **5.6 Developing Leadership**

5.6.1 'Bridges into Management': Organisational Development Team to identify and implement appropriate leadership programmes that link into the Wider Leadership Team and Corporate Mentoring Scheme and which target BME staff with the potential to progress to more senior positions within the organisation

5.6.2 Organisational Development Team to report on progress made by BME participants from the 2009-10 M Factor Programme and how outcomes have impacted on the Global Equality Targets, in particular BME staff at Grade 10+.

5.6.3 Organisational Development Team to target at least 10% BME participation in the M Factor Programme to commence in 2011.

5.6.4 Following pilot of the ILM Level 5 Management Development Pathway in Corporate Services, roll out Corporate programme and target at least 10% BME participation

5.6.5 Corporate Personnel to identify job areas where there is BME under representation. Organisational Development to then develop and implement targeted management programme via project work and bespoke training linked to those job areas.

### **5.7 Other Development Initiatives**

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

Pilot new Members' development site by October 2009 that includes a self assessment tool.

5.7.2 Establish Member development group to monitor development activity and progress reported to CBSSG main meetings by lead Organisational Development officer.

**5.7.3 Corporate 24 Hour Shadowing Scheme**

Following pilot and evaluation of the 24 Hour Shadowing Scheme in December 2009 by Adult Social Care, that allows participants to shadow senior managers whilst sharing experiences, knowledge and excellence, roll out Corporate Scheme and target at least 10% BME participation.

**6 RECRUITMENT AND SELECTION**

**6.1 Policies and Procedures**

6.1.1 Review wider recruitment policies and procedures and outcomes of equality impact assessments

**6.2 Recruitment and Selection**

6.2.1 Implement the Manchester 200 initiative that will replace the Integrated Recruitment Employment Scheme (IRES), by end October 2009.

6.2.2 Referrals to the Manchester 200 are made directly from community groups eg organizations working with BME residents. Support organizations will work with people with disabilities to ensure they are to a work-ready standard. This may involve receiving more employer specific information prior to them applying for vacancies than they would otherwise have through the normal recruitment methods. The groups have been targeted for the scheme due to under representation in the workforce. The principles are based on the IRES model that was successful in recruiting a high percentage of people from these groups i.e. 38% BME and 13% disabled.

6.2.3 Identify and implement further positive action initiatives to recruit Manchester residents and improve workforce representation.

6.2.4 Corporate Personnel Business Support Team to continue to monitor recruitment episodes and report on progress or otherwise in the areas of BME applications, shortlisting and appointments.

6.2.5 Recruitment Initiatives Team to continue to organise programme of community/general jobs fairs and employability events to reduce worklessness and improve organizational perception by service users, whilst targeting and developing links with hard to reach groups e.g. Manchester's refugee communities.

6.2.6 The Recruitment Initiatives Team to continue to promote and increase number of BME staff participating in the Ambassador Scheme to develop their skills and assist in promoting employment and career opportunities within the Council.

### **6.3 Advertising**

6.3.1 In addition to advertising senior positions in the BME press, Recruitment Services to identify and utilize BME websites as an additional advertising tool, as well as advertising within communities, to attract a larger pool of BME applications to apply for senior posts.

## **7. SUMMARY**

7.1 Over the last year the Council has continued to make steady progress towards the achievement of a representative workforce and considerable progress has been made since the first Race Relations Amendment Act Report in 2002.

7.2 The Action Plan for 2009/ 10 has a particular focus on addressing BME representation at senior levels with actions that will support the development and progression of BME employees within the workforce to support their progression to higher graded posts, together with a review of broader recruitment strategies.

7.3 Manchester City Council's long standing commitment to diversity and equality continues to be at the heart of people strategies and work will continue with the Corporate Black Staff Steering Group throughout the coming year to support delivery of the Action Plan

## **8. IMPLICATIONS FOR KEY COUNCIL POLICIES**

### **8.1 Equal Opportunities**

The RRAA report and action plan are fully focused on the achievement of a workforce that is representative of Manchester's communities.

### **8.2 Employment**

Aspects of this report and action plan are focused on strategies to support the targeted recruitment of BME individuals to the workforce

## **Statistical Appendix**

### **List of Contents**

RRA Report 2008/09 – Summary of Figures	Page 13-14
Base line figures for comparison	Page 13-14

### **Composition of the Workforce**

Appendix 1 Workforce by Directorate March 2009	Page 15
Appendix 2 % BME employees 1990 to 2009	Page 15
Appendix 3 Workforce by ethnic origin by grade band March 2009	Page 16
Appendix 4 Workforce by ethnic origin and Directorate March 2009	Page 17
Appendix 5 Workforce by ethnic origin male/female March 2009	Page 18
Appendix 6 Target groups at management level 1990 to 2009	Page 19

### **Promotions**

Appendix 7 Promotions by ethnic origin April 2008 to March 2009	Page 20
---	---------

### **Recruitment**

Appendix 8 Recruitment by ethnic origin April 2008 to March 2009	Page 21
--	---------

### **Training**

Appendix 9 Training by ethnic origin April 2008 to March 2009	Page 22
---	---------

### **Grievances**

Appendix 10 Grievances by ethnic origin April 2008 to March 2009	Page 23
--	---------

### **Reasons for Leaving**

Appendix 11 Reasons for Leaving by ethnic origin April 08 to March 09	Page 24-25
---	------------

### **Disciplinary Action**

Appendix 12 Discipline by ethnic origin April 2008 to March 2009	Page 26
--	---------

## RRAA Report 2008/9 – Statistical Summary

### Comparisons

	2004	2005	2006/7	2007/8	2008/9	Comments
<b>BME;</b> (see appendices 2, 4 and 5)						
% BME	13.3%	13.9%	15.02%	15.65%	<b>15.65%</b>	Following 3 years of marked increase in the proportion of BME employees, the figure 2008/09 has remained constant at 15.65%. The % of economically active minority ethnic in Manchester is 17.99% (BVPI 17b)
<b>Recruitment;</b> (see appendices 7 and 8)						
Applications	25%	27%	26%	27%	<b>26%</b>	Figures relating to BME applications and shortlisted remain consistent with previous years. Proportion of BME appointments has increased significantly this year compared with 2007/08. All figures are in excess of the 17.99% Manchester population figure.
Shortlisted	22%	22%	23%	21%	<b>21%</b>	
Appointments	20%	17%	18%	15%	<b>19%</b>	
Promotions	9.6%	15.1%	13.4%	15.3%	<b>12.2%</b>	The % of BME employees moving to a higher graded post has decreased this year. However this figure does not take into account secondments and regrading of posts.
<b>Target Groups;</b> (see appendices 3 and 6)						
Grade 9 to 10	10.9%	11.1%	12.4%	8.1%	<b>8.9%</b>	There has been an increase in BME representation in this target group this year.
Above Grade 10	2.2%	2.3%	2.8%	6.4%	<b>3.7%</b>	There has been a marked decrease in the % of BME employees within this target group. This is the result of a significant number of leavers and movers to Schools Dept (excluded from the figures) from within this small number of employees.
Attending training	12.7%	15.19%	14.54%	14.94%	<b>15.84%</b>	There has been an increase in the % of BME employees attending training. The figure is representative of the proportion of BME employees in the workforce.
Grievances	37.0%	8.11%	37.50%	18.75%	<b>11.11%</b>	The figures for Grievances in 2008/09 is low at 27. Grievances from BME employees make-up 11.11%, lower than the previous two years and lower than BME representation in the workforce.

Disciplines	14.04%	15.71%	15.16%	15.27%	<b>18.94%</b>	The total number of Disciplinary hearings has reduced to 132 this year compared with 203 last year. However the % involving BME employees has increased.
Dismissals	35.48%	17.50%	15.79%	28.57%	<b>20.00%</b>	The total number of dismissals resulting from disciplinary action has reduced from 28 last year to 20 this year. The proportion of BME employees has also decreased from last year but is still higher than the proportion of BME in the workforce.
LTO -All employees	14.43%	13.97%	15.26%	<b>14.11%</b>	Again, there is no significant difference between %LTO for BME staff and for all employees. The % of leavers that are BME is 15.61%, equivalent to BME representation in the workforce.	
LTO -BME only	14.98%	13.20%	15.99%	<b>14.22%</b>		

Ethnic data is recorded on 94.96% of employee records

## Appendix 1 – Workforce by Directorate

March 2009

Directorate	Number of Employees
Neighbourhood Services	6,371
Corporate Services Department	1,059
Chief Executives Department	2,363
Childrens Services Department	2,860
<b>Total</b>	<b>12,653</b>

Notes:-

Excludes Schools Department

Includes Casuals

## Appendix 2 – Percentage BME Employees 1990 to 2009

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
<b>2009</b>	<b>15.65</b>	<b>10.54</b>

**Appendix 3 – Workforce by Ethnic Origin and Grade Band  
March 2009**

Ethnic Origin	Number of Employees				Total
	Grade 1 - 5 (and equiv)	Grade 6 - 8 (and equiv)	Grade 9 - 10 (and equiv)	Above Grade 10	
Bangladeshi	36	20	1	1	58
Black British	350	241	15	2	608
Caribbean	127	71	4	5	207
Chinese	21	26		1	48
East African Asian	13	10	1	1	25
Indian	70	55	6	2	133
Kashmiri	4	4			8
Middle East	19	9	1		29
Other African	131	60	2		193
Other Asian	28	16	2		46
Other Black	40	20	2	2	64
Other Mixed Origin	40	29	3		72
Pakistani	149	88	11	1	249
Somali	21	4	1		26
Vietnamese	2	5			7
White & Asian	13	15	2		30
White&Black African	54	24	2	1	81
White&Black Caribbean	58	34	3	1	96
<b>Sub Total</b>	<b>1,176</b>	<b>731</b>	<b>56</b>	<b>17</b>	<b>1,980</b>
Irish	166	137	23	24	350
White British	5,091	3,429	510	390	9,420
Other White	137	110	13	5	265
Not known	420	171	25	22	638
<b>Total</b>	<b>6,990</b>	<b>4,578</b>	<b>627</b>	<b>458</b>	<b>12,653</b>

**Appendix 4 – Workforce by Ethnic Origin and Directorate  
March 2009**

Ethnic Origin	Number of Employees				Total
	Neighbourhood Services	Corporate Services Department	Chief Executives Department	Childrens Services Department	
Bangladeshi	23	6	14	15	58
Black British	287	39	72	210	608
Caribbean	101	14	22	70	207
Chinese	22	4	12	10	48
East African Asian	16	2	3	4	25
Indian	49	18	38	28	133
Kashmiri	2	1	4	1	8
Middle East	13	1	11	4	29
Other African	122	8	18	45	193
Other Asian	17	7	12	10	46
Other Black	38	6	5	15	64
Other Mixed Origin	33	4	12	23	72
Pakistani	93	33	49	74	249
Somali	7	2	12	5	26
Vietnamese	4	1	1	1	7
White & Asian	14	1	7	8	30
White&Black African	49	4	6	22	81
White&Black Caribbean	39	9	10	38	96
<b>Sub Total</b>	<b>929</b>	<b>160</b>	<b>308</b>	<b>583</b>	<b>1,980</b>
Irish	182	25	68	75	350
White British	4,861	796	1,780	1,983	9,420
Other White	137	21	55	52	265
Not Known	262	57	152	167	638
<b>Total</b>	<b>6,371</b>	<b>1,059</b>	<b>2,363</b>	<b>2,860</b>	<b>12,653</b>

**Appendix 5 – Workforce by Ethnic Origin Male and Female  
March 2009**

Ethnic Origin	Number of Employees					
	Male	%	Female	%	Total	%
Bangladeshi	22	0.17%	36	0.28%	58	0.46%
Black British	196	1.55%	412	3.26%	608	4.81%
Caribbean	61	0.48%	146	1.15%	207	1.64%
Chinese	15	0.12%	33	0.26%	48	0.38%
East African Asian	7	0.06%	18	0.14%	25	0.20%
Indian	40	0.32%	93	0.74%	133	1.05%
Kashmiri	4	0.03%	4	0.03%	8	0.06%
Middle East	15	0.12%	14	0.11%	29	0.23%
Other African	76	0.60%	117	0.92%	193	1.53%
Other Asian	11	0.09%	35	0.28%	46	0.36%
Other Black	19	0.15%	45	0.36%	64	0.51%
Other Mixed Origin	22	0.17%	50	0.40%	72	0.57%
Pakistani	76	0.60%	173	1.37%	249	1.97%
Somali	13	0.10%	13	0.10%	26	0.21%
Vietnamese	4	0.03%	3	0.02%	7	0.06%
White & Asian	11	0.09%	19	0.15%	30	0.24%
White&Black African	25	0.20%	56	0.44%	81	0.64%
White&Black Caribbean	30	0.24%	66	0.52%	96	0.76%
<b>Sub Total</b>	<b>647</b>	<b>5.11%</b>	<b>1,333</b>	<b>10.54%</b>	<b>1,980</b>	<b>15.65%</b>
Irish	121	0.96%	229	1.81%	350	2.77%
White British	3,592	28.39%	5,828	46.06%	9,420	74.45%
Other White	99	0.78%	166	1.31%	265	2.09%
Not Known	272	2.15%	366	2.89%	638	5.04%
<b>Total</b>	<b>4,731</b>	<b>37.39%</b>	<b>7,922</b>	<b>62.61%</b>	<b>12,653</b>	<b>100.00%</b>

**Appendix 6 - Target Groups at Management Level  
1990 to 2009**

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%
<b>New Target Grades</b>	<b>Grade 9 - 10</b>		<b>Above Grade 10</b>	
2008	8.16%	4.73%	6.44%	4.03%
<b>2009</b>	<b>8.94%</b>	<b>5.91%</b>	<b>3.72%</b>	<b>2.62%</b>

**Appendix 7 – Promotions by Ethnic Origin  
April 2008 to March 2009**

<b>Ethnic Origin</b>	<b>Number of Employees</b>	<b>%</b>
Bangladeshi	4	0.41%
Black British	22	2.23%
Caribbean	6	0.61%
Chinese	2	0.20%
East African Asian	1	0.10%
Indian	13	1.32%
Middle East	1	0.10%
Other African	14	1.42%
Other Asian	3	0.30%
Other Black	2	0.20%
Other Mixed Origin	7	0.71%
Pakistani	20	2.03%
Somali	2	0.20%
White & Asian	6	0.61%
White&Black African	9	0.91%
White&Black Caribbean	8	0.81%
<b>Sub Total</b>	<b>120</b>	<b>12.16%</b>
Irish	22	2.23%
White British	757	76.70%
Other White	20	2.03%
Not Known	68	6.89%
<b>Total</b>	<b>987</b>	<b>100.00%</b>

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 these statistics, '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 2008 to March 2009**

<b>1007 Positions Advertised</b>						
<b>Ethnic Origin</b>	<b>Number of Applications</b>	<b>% Applications</b>	<b>Number of Shortlisted</b>	<b>% Shortlisted</b>	<b>Number of Appointments</b>	<b>% Appointments</b>
Bangladeshi	276	1.37%	12	1.06%	5	0.60%
Black British	979	4.87%	58	5.11%	38	4.58%
Chinese	193	0.96%	8	0.71%	7	0.84%
East African Asian	37	0.18%	3	0.26%	2	0.24%
Indian	465	2.31%	17	1.50%	8	0.97%
Kashmiri	32	0.16%	3	0.26%	2	0.24%
Middle East	101	0.50%	3	0.26%	2	0.24%
Other African	739	3.68%	36	3.17%	29	3.50%
Other Asian	233	1.16%	5	0.44%	2	0.24%
Other Black	142	0.71%	11	0.97%	7	0.84%
Other Mixed Origin	146	0.73%	6	0.53%	4	0.48%
Pakistani	1207	6.00%	54	4.76%	26	3.14%
Somali	52	0.26%	5	0.44%	2	0.24%
Vietnamese	3	0.01%	0	0.00%	0	0.00%
White & Asian	132	0.66%	3	0.26%	4	0.48%
White&Black African	272	1.35%	9	0.79%	9	1.09%
White&Black Caribbean	186	0.93%	9	0.79%	7	0.84%
<b>Sub Total</b>	<b>5195</b>	<b>25.84%</b>	<b>242</b>	<b>21.34%</b>	<b>154</b>	<b>18.58%</b>
Irish	262	1.30%	20	1.76%	18	2.17%
White British	12208	60.73%	745	65.70%	575	69.36%
Other White	923	4.59%	46	4.06%	24	2.90%
Not Known	1514	7.53%	81	7.14%	58	7.00%
<b>Grand Total</b>	<b>20102</b>	<b>100.00%</b>	<b>1134</b>	<b>100.00%</b>	<b>829</b>	<b>100.00%</b>

**Appendix 9 – Training by Ethnic Origin  
April 2008 to March 2009**

<b>Ethnic Origin</b>	<b>Number of Attendees</b>	<b>%</b>
Bangladeshi	87	0.56%
Black British	690	4.47%
Caribbean	236	1.53%
Chinese	67	0.43%
East African Asian	43	0.28%
Indian	182	1.18%
Kashmiri	16	0.10%
Middle East	32	0.21%
Other African	262	1.70%
Other Asian	52	0.34%
Other Black	53	0.34%
Other Mixed Origin	88	0.57%
Pakistani	308	1.99%
Somali	14	0.09%
Vietnamese	4	0.03%
White & Asian	61	0.39%
White&Black African	114	0.74%
White&Black Caribbean	137	0.89%
<b>Sub Total</b>	<b>2,446</b>	<b>15.84%</b>
Irish	403	2.61%
White British	11,718	75.86%
Other White	350	2.27%
Not known	529	3.42%
<b>Total</b>	<b>15,446</b>	<b>100.00%</b>

**Appendix 10 - Grievances  
April 2008 to March 2009**

<b>Ethnic Origin</b>	<b>Number of employees</b>	<b>Number of employees using grievance procedure</b>	<b>% using grievance procedure</b>
Bangladeshi	58		
Black British	608	2	7.41
Caribbean	207		
Chinese	48		
East African Asian	25		
Indian	133		
Kashmiri	8		
Middle East	29		
Other African	193		
Other Asian	46		
Other Black	64		
Other Mixed Origin	72		
Pakistani	249		
Somali	26		
Vietnamese	7		
White & Asian	30		
White&Black African	81	1	3.70
White&Black Caribbean	96		
<b>Sub Total</b>	<b>1,980</b>	<b>3</b>	<b>11.11</b>
Irish	350	1	3.70
White British	9,420	20	74.07
Other White	265	3	11.11
Not Known	638		
<b>Total</b>	<b>12,653</b>	<b>27</b>	<b>100.00</b>

**Appendix 11 – Reason for Leaving by Ethnic Origin  
April 2008 to March 2009**

Ethnic Origin	Other Emp in Local Government	Other Emp Non Local Government	Other Resignation	End of Contract	TUPE Transfer	Contractual Retirement	Early Retirement	Retirement - Ill Health	Redundancy	Dismissal	Death in Service	Total
Bangladeshi			3	1	1			1				6
Black British		5	39	8	22			2	5	2		83
Caribbean	1	1	5		7	1	3			1		19
Chinese			6	3			1					10
East African Asian			1			1	1					3
Indian	4	1	7	1	2	1	1					17
Middle East			2	3			2					7
Other African	1	2	18	2	5			2	1	2		33
Other Asian			7				1					8
Other Black			6	2	3		2					13
Other Mixed Origin		1	2	1	1	1						6
Pakistani	6	1	13	7	3				1			31
Somali	1		6	1			1		1			10
Vietnamese					1							1
White & Asian			1									1
White&Black African		2	8	1	3							14
White&Black Caribbean	1	1	5	3								10
<b>Sub Total</b>	<b>14</b>	<b>14</b>	<b>129</b>	<b>33</b>	<b>48</b>	<b>4</b>	<b>12</b>	<b>5</b>	<b>8</b>	<b>5</b>	<b>0</b>	<b>272</b>
Irish	4	1	9	4	9	3	6		1			37

<b>Ethnic Origin</b>	<b>Other Emp in Local Government</b>	<b>Other Emp Non Local Government</b>	<b>Other Resignation</b>	<b>End of Contract</b>	<b>TUPE Transfer</b>	<b>Contractual Retirement</b>	<b>Early Retirement</b>	<b>Retirement - Ill Health</b>	<b>Redundancy</b>	<b>Dismissal</b>	<b>Death in Service</b>	<b>Total</b>
White British	85	84	399	87	305	39	164	28	13	29	15	1,248
Other White	5	6	15	6	5	2	5	1	2	2		49
Not Known	13	6	87	18	11		1		1			137
<b>Total</b>	<b>121</b>	<b>111</b>	<b>639</b>	<b>148</b>	<b>378</b>	<b>48</b>	<b>188</b>	<b>34</b>	<b>25</b>	<b>36</b>	<b>15</b>	<b>1,743</b>

**Appendix 12 – Disciplinary Hearing  
April 2008 to March 2009**

<b>Ethnic Origin</b>	<b>Number of Hearings</b>	<b>Verbal Sanctions</b>	<b>Written Sanctions</b>	<b>Final Sanctions</b>	<b>Number of Dismissals resulting from disciplinary action</b>	<b>Appeals Lodged</b>	<b>Appeals Upheld</b>
Bangladeshi	1		1				
Black British	12	3		7	2	3	1 Partially allowed, 1 allowed
Caribbean	3			2	1		
Chinese							
Indian							
Kashmiri							
Middle East							
Other African	2			1	1	1	1 Partially allowed
Other Asian							
Other Black							
Other Mixed Origin							
Pakistani	4	4					
Somali							
Vietnamese							
White&Black Caribbean	1			1			
White&Black African	1	1					
White & Asian	1	1					
<b>Sub Total</b>	<b>25</b>	<b>9</b>	<b>1</b>	<b>11</b>	<b>4</b>	<b>4</b>	
Irish	1	1					
White British	99	48	19	17	15	14	3 allowed
Other White	3		2	1		1	
Not Known	4	3			1		
<b>Total</b>	<b>132</b>	<b>61</b>	<b>22</b>	<b>29</b>	<b>20</b>	<b>19</b>	