

**MANCHESTER CITY COUNCIL  
REPORT FOR INFORMATION**

**COMMITTEE:** PERSONNEL

**REPORT OF:** HEAD OF CORPORATE PERSONNEL

**DATE:** 13 NOVEMBER 2007

**SUBJECT:** RACE EQUALITY IN MANCHESTER- WORKFORCE  
MONITORING AND ACTION PLANNING REPORT 2006/07

**PURPOSE OF THE REPORT:**

To present the 'Race Equality in Manchester - Workforce Monitoring and Action Planning Report 2006/07' 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. Note and comment on the content of the Race Equality in Manchester- Workforce Monitoring and Action Planning Report 2006/07.
2. 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

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**BACKGROUND DOCUMENTS:**

Race Relations Amendment Act Monitoring report, 'Race Equality in Employment – Workforce Monitoring and Action Planning Report 2005'

**WARDS AFFECTED:**

All

**IMPLICATIONS FOR:**

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



**MANCHESTER**  
CITY COUNCIL

**Race Equality in Manchester-**  
**Workforce Monitoring and Action Planning Report**  
**2006/07**



**Corporate Personnel**

## **1. Introduction**

- 1.1 This is the fifth annual Race Equality in Employment report produced and published 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 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 Key issues emerging from the report are that the percentage of BME applicants being recruited has increased and the percentage of BME employees leaving has reduced. Therefore we have seen an increase in representation of BME employees, and this is reflected at all levels of the workforce including our target grades of senior management.
- 1.6 The council renewed its Equality Targets Programme in December 2006. However, as this report relates primarily to before the launch of the new programme the statistics have been presented using the previous programme's monitoring categories.

## **2 Monitoring Statistics 2006/07**

- 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 (2004 & 2005) enabling a comparison of progress to be made.

- 2.3 The monitoring period for this report is April 2006 to March 2007, to bring it inline with the business planning process and action plan timelines.
- 2.4 It should be noted that in the next report (2007/08) the monitoring categories will change to bring them inline with the council's new grading structure and the new Global Equality Targets programme monitoring categories that were introduced in January 2007 (see appendix A). Also, 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 will therefore not be possible to make direct detailed comparisons with previous years data.

### **3 Key Findings**

- 3.1 The key findings from the 2006/07 monitoring information are as follows:
- There has been a steady increase in the proportion of BME employees in the workforce from 10.5% in 2002 to 15.02% in 2006.
  - 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% in 2002, to 23% in 2006). The percentage of BME applicants appointed has increased over the last 12 months (from 17% in 2005 to 18% in 2006). However, the proportion of BME people reduces through the process of recruitment and selection (from application to short-listing to those appointed).
  - There has been a decrease in the percentage of BME employees who have moved to a higher graded post (from 15.1% in 2005 to 13.4% in 2006). This figure is also below the percentage of BME employees.
  - In our target management groups we have achieved an increase from 9.6% in 2002 to 12.4% in 2006 in the PO1-PO4 range. The percentage of BME staff in the PO5+ target group continues to be the target where we are not making sufficient progress. It has increased from 2.3% to 2.8% over the last 12 months, but there has been an overall decrease in representation since 2002 when the percentage was 3.1%.
  - The number of BME employees attending training during 2006 has decreased slightly from 15.19% in 2005 to 14.54%. However, this is still relatively close to BME representation within MCC.
  - A total of 112 grievances were lodged during the year of which 42 (37.5%) were from BME staff. This is a significant increase from last year, and is a lot higher than we would expect to see.
  - The percentage of BME employees being disciplined or dismissed has decreased over the last 12 months, and is proportionate to the percentage of BME staff in MCC. The overall numbers of disciplines remains at a very low rate compared to the size of the Authority.
  - The proportion of BME employees leaving (14.45%) is slightly lower than the proportion of BME employees. This shows we do not have a significant issue retaining BME employees in comparison to non-BME employees.



## **4 Review of Action Plan for 2006**

The 2005 monitoring report contained an action plan for 2006. The following paragraphs provide details on the progress made against our 2006 action plan (the actions are in bold):

### **4.1 Recruitment & Selection**

#### **4.1.1 Delivery of the Recruitment & Selection Action Plan**

- R&S training programme reviewed, including the equality and diversity module. New programme launched in Jan 2007.
- Analysis of ethnic media review disseminated to panels to support job marketing strategies.
- City council opportunities promoted via signpost advertising in a range of publications.
- Series of careers fairs and community based events attended to increase access to potential BME candidates.
- Some departments have a pool of BME employees trained in R&S procedure to be used on R&S panels.

#### **4.1.2 Review of global equality targets to develop revised categories for 2006**

- Global equality targets programme 2007-2010 was approved by Personnel Committee in December 2007, with targets working towards representative BME at all levels of the organisation (see appendix A).

#### **4.1.3 Co-ordination of Equality Targets Best Practice Working Group**

- Equality Targets Best Practice working group with departmental representatives meets quarterly to discuss progress towards targets, sharing of best practice approaches, and to build links with external organisations who can work with us towards the targets.

#### **4.1.4 Produce annual Race Relations (Amendment) Act monitoring report (2006) and action plan (2007/08)**

- RRAA monitoring report complete (this doc).
- Action plan for Corporate Black Staff Steering Group (CBSSG) developed (see para 5 for actions).

#### **4.1.5 Analysis of BME staff turnover**

- BME turnover analysed. No significant differences in reasons for leaving between BME and non-BME employees.

#### **4.1.6 E-Applicant survey to be reconfigured to fit with SAP technology.**

- This action relates to collecting feedback on our website, and analysing results by ethnicity. However, action has not been completed as still developing core functionality of online recruitment system.
- We are receiving and responding to e-applicant queries and addressing common complaints about the usability of the system.

## **4.2 Accessing Development Opportunities**

### **4.2.1 Support CBSSG work-streams**

- CBSSG new work programme developed, which are monitored by a Corporate and departmental BSG action plans.
- Varying levels of support for departmental groups.
- A CBSSG Away Day was held in March 2007, attended by black staff group chairs, DMT links officers and senior managers. As a direct outcome, a review of CBSSG and departmental groups planned for 2007/08

### **4.2.2 Review development activity in-line with Race Equality Scheme**

- Information collated on current development activities in departments.
- Initiatives will link to People Strategy and workforce development.
- Review of development opportunities available continuing in 2007/08 action plan.

### **4.2.3 Black Leadership programme – consider developing MCC programme for 2006**

- Black leadership programme for 2006 developed. 17 members of BME staff completed the programme (plus a further two from GMP), which ran between May and September 2006.
- Evaluation to be completed as part of RRAA 2007/08 action plan.

### **4.2.4 Raise uptake levels of all MCC management development schemes by BME staff**

- Information on current staff development initiatives in departments collated and circulated to all BSGs.
- BSGs required to discuss and to follow up discussions with their DMT Links.

### **4.2.5 Link with Agenda 2010 partners to share good practice and provide opportunities for staff**

- Meeting held with Agenda 2010 manager.
- 2007/08 RRAA action plan contains actions relating to improving communication, sharing of good practice and partnership working.

### **4.2.6 Black Staff Involvement in MIP review panels**

- Research carried out to establish number of BME staff involved in MIP work. Outcome circulated to all BSGs with proposal to follow up action in departments.
- 2007/08 RRAA action plan contains action relating to develop involvement in business planning process. We are developing a MIP Education Services Pilot, which will integrate an equalities impact assessment into the Education Services SIP process. We are also reviewing the equalities performance management framework for the council so that it is

integrated into the business planning process for the council. This will help ensure that resources are prioritised when officers are developing and planning for services over a 3-year period.

### **4.3 Developing leadership capacity**

#### **4.3.1 Manchester Scholarship for Excellence – two interns to be selected for scheme following summer placements.**

- Manchester Scholarship Scheme developed to encourage graduates to consider MCC as employer of choice. The scheme was marketed towards BME students at Manchester Universities.
- Repeated programme in Summer 2007.

#### **4.3.2 Black Leadership Programme – monitor success of MCC scheme.**

- Black leadership programme for 2006 developed. 17 members of BME staff completed the programme (plus a further two from GMP), which ran between May and September 2006.
- Evaluation to be completed for 2007/08 RRAA action plan. Progress of participants on the programme is being tracked as part of this evaluation.

### **4.4 Managers' support for staff development**

#### **4.4.1 Ensure Appraisal process supports Black staff development**

- New appraisal guidance issued.
- Some inconsistency in performance appraisals identified. Therefore further action to review this. Organisational Development taking this forward by carrying out a survey on appraisals with black staff to clarify what the issues are and how they can be addressed.

#### **4.4.2 Race equality scheme and race equality action plan guidelines to include relevant issues from impact assessments and CBSSG sub-group priorities**

- A review has been undertaken of the Council's equalities performance management framework, which has included the review of the current equality impact assessments process.
- One of the outcomes of the review is the development of a 'managing equalities' toolkit for managers, which will guide them through integrating equalities into the business planning process for their service area(s).
- The changes will be updated in the Race Equality Scheme.
- The strengthened approach towards equalities and performance management resulting from the review will provide opportunities for the CBSSG to be involved in future scrutiny and consultation directly with services.

#### **4.4.3 Review Diversity & Inclusion in house training programme.**

- New equality and diversity training programme has been developed, which moves away from solely focussing on legislative requirements

and provides people engaged in the programme with practical examples and working situations to help develop their personal skills, experience and ability in managing equality and diversity.

- A key improvement has been the development of an e-learning module, which officers must complete before they attend the classroom exercise. Pilots are currently being undertaken in directorates across the council

#### **4.4.4 Impact on management standards, particularly in relation to policies and support for recruitment, selection and retention of black staff and appraisals**

- Management standards reviewed, agreed and made available on intranet.
- The purpose of the management standards is to enable managers to lead and manage services to deliver the best possible outcomes for the people of Manchester they need to understand what their role is. The management standards provide clarity about the manager's role within the organisation.

#### **4.4.5 Communication: Develop a communication strategy to ensure widespread dissemination of the work of the CBSSG.**

- Carried forward to 2007/08 RRAA action plan.

#### **4.4.6 Training for managers to be reviewed.**

- Review completed as part of review of Diversity & Inclusion training. New training course for managers developed and currently being rolled out.

### **4.5 Black Staff Charter**

#### **4.5.1 Review Black Staff Charter**

- Role and remit of Black Staff Groups currently being reviewed. Review of Black Staff charter dependant on outcomes of reviews.

#### **4.5.2 Black Staff Conference**

- CBSSG representatives were invited to a wider Management Event held on 7 November 2006 as alternative to conference. At this event there was a specific Inclusion, progression and development workshop with the following objectives:
  - Be able to state the future make up of the communities living within the City of Manchester
  - Assess the impact of these communities on service provision
  - Build a greater understanding of the benefits of having a diverse workforce.
  - Understand the particular development needs of a diverse workforce.
- An away day held in March 2007 for CBSSG and DMT links to review work and future roles of Black Staff Groups.

4.6 The following actions were proposed as a direct outcome of the results of the findings in the 2005 RRAA report. The Corporate Black Staff Steering Group agreed to review the actions and incorporate them into the CBSSG and Departmental BSG Impact Assessment Corporate Action Plans 2006/07 where possible.

**4.6.1 Review ways to improve performance on PO5+ targets.**

- A new Global Equality Targets programme has been approved by Personnel Committee for 2007-2010 (see appendix A).
- New targets have been agreed for representation of BME staff at different levels of the organisation based on the council's new grading structure.

**4.6.2 Review of opportunities and recommendations for development of BME staff at scale 1-6.**

- No specific review undertaken, although 'Accessing Development Opportunities' was undertaken as part of the action plan (see paragraph 4.2 above). The option to provide elements of the Black Leadership Programme to a wider BME audience below principal officer level is being investigated.

**4.6.3 Build upon the outcomes of the Black Leadership Programme 2006 to ensure participant's progress is supported and monitored.**

- An action has been incorporated into the 2007/08 RRAA action plan to monitor progress of participants as part of the evaluation of the Black Leadership Programme.

**4.6.4 Review of appraisal process, and effect on BME development.**

- See paragraph 4.4.1 above re appraisal review.

**4.6.5 Develop a project to review effectiveness of departmental Black Staff Groups, and sharing of good practice.**

- Key focus of 2007/08 RRAA action plan (see below).

**4.6.6 Evaluate trends in disciplinary action**

- Following media coverage in 2005 regarding disproportionate number of BME dismissals during 2004, a review was conducted to examine the data in question and identify any causal factors.
- Findings from the review showed that there were no obvious anomalies emerging from the application of the disciplinary procedure. The disciplinary procedure with the mechanism of a disciplinary hearing and two levels of appeal was considered to be an adequate safeguard in ensuring that a fair and reasonable approach was being adopted.
- Whilst no particular areas of concern emerged it was felt that increasing diversity awareness amongst managers and reinforcing best practice in the application of policies and procedures would ensure that employees were being treated fairly and reasonable. To this end the BME Dismissals Review Working Group made a number of recommendations:
  - Diversity awareness training for managers
  - Review existing managers' briefing on how the Council's policies and procedures should be applied

- Head of Personnel to have the scope to intervene, sensitively and appropriately to ensure best practice is maintained.
- These recommendations have been followed up by the CBSSG.

## **5 Action Plan for 2007/08**

The following actions are proposed for 2007/08. The actions in paragraphs 5.1 to 5.4 are actions contained within the CBSSG action plan 2007/08.

### **5.1 Review of BSGs and CBSSG**

- 5.1.1 Consult on proposals to realign staff groups in line with directorates / service / themes / community issues/Authority-wide
- 5.1.2 BSGs realigned according to consultation outcomes.
- 5.1.3 Define key roles within new structure (including responsibilities, scrutiny of mainstream work, time management and use of BME staff in business planning process).
- 5.1.4 Identify scrutiny process to assess performance of progress by CBSSG, and develop a comprehensive performance management framework.

### **5.2 BME employee development**

- 5.2.1 Audit the use of performance appraisal and resultant development plans by members of Black Staff Groups and take actions as required.
- 5.2.2 1 to 1 meetings with service L&D Managers to review & support the quality, implementation and monitoring of service workforce development plans that enable the achievement of workforce plans.
- 5.2.3 Black Leadership programme
  - 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.
- 5.2.4 Undertake skills audit of members of CBSSG/BSG's using Jobs Go Public software.
- 5.2.5 BME staff trained for and used in R&S
- 5.2.6 Investigate use of partner organisations for providing development opportunities to BME staff

### **5.3 Management awareness**

- 5.3.1 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 is still work in progress.

5.3.2 Carry out liP health checks in all services.

#### **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'.

5.4.2 Identify and implement effective methods for community engagement.

5.4.3 Consult with CBSSG on RRAA report before publication.

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

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

5.4.6 Identify and implement effective methods for community engagement.

5.5 The following actions have been proposed as a direct outcome of the results of the findings in this RRAA report. These actions will be the responsibility of Corporate Personnel and Organisational Development.

5.5.1 The percentage of BME people appointed is lower than the number applying and being short-listed for jobs. Therefore we intend to analyse the recruitment process for BME applicants to establish if there are any trends in candidates who apply at application form stage but are not successfully short listed for interview. Depending on the outcome of this review it may be appropriate to develop pre-work skills session enable BME candidates to be equally advised / knowledgeable about the R&S process. These workshops would focus on application and interview techniques.

5.5.2 The percentage of employees moving to higher graded posts that are BME is lower than we would expect it to be. The analysis of the recruitment process for BME applicants (para 5.5.1) will also identify if there are any issues for BME employees applying for new jobs. We are also identifying development opportunities for black staff following an evaluation of last years Black Leadership Programme.

5.5.3 The percentage of employees lodging a grievance who are BME is a lot higher that we would expect to see. Therefore we intend to review the basis of grievances made by BME staff to identify if there is a common issue or race related reason for the grievances.

5.5.4 The ethnicity of 16.17% of appointed staff is not known. It is a condition of employment that new starters complete the 'Equality monitoring – self classification form'. Therefore, we intend to review the monitoring process to ensure produces are being followed. This should result in a significant

decrease in the % of applicants that ethnicity (and other equality information) is not known for.

- 5.6 The proposed RRAA Action Plan for 2007/08 has been developed following consultation with the Corporate Black Staff Steering Group and the Equality Targets Best Practice Working Group. The actions contribute to the delivery of Manchester City Council's People Strategy.

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# RRA Report 2006

## Statistical Summary

### Comparisons

	2004	2005	2006	Comments
<b>BME:</b> (See appendices 2, 4 and 5)				
% BME	13.3%	13.9%	<b>15.02%</b>	Figures show a steady increase since 2004 in proportion of BME employees. The % of economically active minority ethnic population is 17.99% (BVPI 17b)
<b>Recruitment:</b> (see appendix 7 & 8)				
Applications	25%	27%	<b>26%</b>	The percentage of BME applications has decreased slightly in the last year. However, it remains above the proportion of economically active BME population in Manchester (17.99%)
Shortlisted	22%	22%	<b>23%</b>	The percentage of BME applicants short-listed has increased in the last year.
Appointments	20%	17%	<b>18%</b>	There has been an increase in the percentage of BME applicants appointed compared with last year, but it is still lower than the percentage of BME applicants and those short-listed (see action in para 5.5.1)
Promotions	9.6%	15.1%	<b>13.4%</b>	There has been a decrease in the percentage of BME employees who have moved to a higher graded post. This figure is also significantly below the percentage of BME employees. (see action in para 5.5.2)
<b>Target Groups:</b> (see appendices 3 and 6)				
PO 1-4	10.9%	11.1%	<b>12.4%</b>	There has been a steady increase in the proportion of BME employees at this level.
PO 5+	2.2%	2.3%	<b>2.8%</b>	The proportion of BME employees at this level has increased over the last twelve months.
<b>Training:</b> (see appendix 9)				
Attending training	12.7%	15.19%	<b>14.54%</b>	There has been a slight decrease in the proportion of BME employees receiving training. However, it is proportionate to BME representation
<b>Grievance and Discipline:</b> (see appendices 10 and 11)				
Grievances	37.0%	8.11%	<b>37.50%</b>	The percentage of BME employees lodging grievances has increased, and is a lot higher than we would expect to see (see action in para 5.5.3). Compared with last year there has been a slight decrease in the percentage of BME employees being disciplined or dismissed, and the figures are proportionate to the percentage of BME staff in MCC.
Disciplines	14.04%	15.71%	<b>15.16%</b>	
Dismissals	35.48%	17.50%	<b>15.79%</b>	
<b>Leavers:</b> (see appendix 12)				
LTO -All employees		14.43%	<b>13.97%</b>	Labour turnover has dropped, both for all employees and BME employees. 14.45% of leavers are BME, which is slightly lower than the proportion of BME employees.
LTO -BME only		14.98%	<b>13.20%</b>	

Ethnic data is recorded on 96.16% of employee records

## Comparisons – base line data

	2004		2005		2006		Meaning of figures
% BME (See appendices 2, 4 and 5)	13.3%	2066 / 15517	13.9%	2096 / 15013	<b>15.02%</b>	2131 / 14190	BME staff / Total staff.
<b>Recruitment:</b> (see appendices 7 and 8)							
Applications	25%	697 vacancies 5019 / 19914	27%	837 vacancies 7004 / 26219	<b>26%</b>	825 vacancies 3534 / 13744	Total vacancies (successful recruitment episodes) BME applicants / total applicants
Shortlisted	22%	848 / 3783	22%	1142 / 5081	<b>23%</b>	497 / 2194	BME short-lived / total short listed
Appointments	20%	212 / 1037	17%	209 / 1202	<b>18%</b>	84 / 470	BME appointed / Total appointments
Promotions	9.6%	50 / 523	15.1%	84 / 557	<b>13.4%</b>	73 / 545	BME staff promoted / Total promotions
<b>Target Groups:</b> (see appendices 3 and 6)							
PO 1-4	10.9%	202 / 1856	11.1%	213 / 1926	<b>12.4%</b>	242 / 1955	BME staff at PO 1-4 / Total staff at PO 1-4
PO 5+	2.2%	11 / 510	2.3%	12 / 534	<b>2.8%</b>	16 / 581	BME staff at PO 5 / Total staff at PO 5
<b>Training:</b> (see appendices 9)							
Attending training	12.7%	1453 / 11428	15.19%	1401 / 9226	<b>14.54%</b>	1024 / 7043	BME staff attending training / All staff attending training
<b>Discipline:</b> (see appendices 10 and 11)							
Grievances	37.0%	10 / 27	8.11%	3 / 37	<b>37.5%</b>	42 / 112	BME staff / Total staff - using grievance procedure, having disciplinary hearing, and being dismissed
Disciplines	14.04%	25 / 178	15.71%	30 / 191	<b>15.16%</b>	72 / 475	
Dismissals	35.48%	11 / 31	17.50%	7 / 40	<b>15.79%</b>	6 / 38	
<b>Leavers:</b> (see appendix 12)							
Labour Turnover							
All employees	Not known		14.43%	2166 / 15013	<b>13.85%</b>	1903 / 13740	All staff leaving / average number of staff over year
BME employees	Not known		14.98%	314 / 2096	<b>13.10%</b>	275 / 2099	BME staff leaving / average number of BME staff over year

## Appendix 1 – Workforce by Department January 2007

<b>Department</b>	<b>Total Employees</b>
Libraries & Theatres	560
Environment & Operations (incl Hospitality & Trading Services)	3110
Corporate Services	1129
Manchester Housing	1388
Chief Executive's	1355
Manchester City Galleries	111
Manchester Leisure	547
Children's Services (incl Adult Social Care)	5990
<b>Total</b>	<b>14190</b>

## Appendix 2 – Percentage BME Employees January 1990 to January 2007

<b>Year (January)</b>	<b>BME as a %</b>	<b>BME women as a %</b>
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
<b>2007</b>	<b>15.02</b>	<b>10.08</b>

**Appendix 3 – Workforce by Ethnic Origin and Grade (including teachers, lecturers and youth workers)  
January 2007**

<b>Ethnic Origin</b>	<b>Sc 1/2 SCP 4-13</b>	<b>Sc 3/4 SCP14-21</b>	<b>Sc 5/6 SCP22-28</b>	<b>SO 1/2 SCP29-34</b>	<b>PO 1-4 SCP33-44</b>	<b>PO 5 SCP45+</b>	<b>Special</b>	<b>Total</b>
Other African	60	75	27	15	23			200
Caribbean	53	65	71	20	39	2	2	252
Somali	8	11	4	3				26
Bangladeshi	24	23	6	12	9		1	75
Black British	126	180	198	58	94		3	659
Chinese	10	13	13	11	10			57
East African Asian	6	3	3	8	9	1	1	31
Kashmiri	2	1	1		1			5
Indian	24	28	27	24	33	4		140
Pakistani	61	72	63	42	39		1	278
Middle East	7	10	5	5	7			34
Other Asian	16	11	2	5	5			39
Vietnamese			1	3	2			6
Other Black	28	30	27	8	14	1	1	109
White&Black Caribbean	14	28	22	7	8		1	80
White&Black African	23	19	9	4	7			62
White & Asian	5	3	6	2	2	1	1	20
Other Mixed Origin	8	21	13	7	9			58
<b>Sub Total</b>	<b>475</b>	<b>593</b>	<b>498</b>	<b>234</b>	<b>311</b>	<b>9</b>	<b>11</b>	<b>2131</b>
Irish	72	115	65	38	71	15	15	391
White British	2038	2,863	2,126	1,347	1,865	243	305	10,787
Other White	48	82	90	40	61	10	4	335
Not Known	189	170	77	39	52	9		546
<b>Total</b>	<b>2,822</b>	<b>3,823</b>	<b>2,856</b>	<b>1,698</b>	<b>2,360</b>	<b>286</b>	<b>345</b>	<b>14,190</b>

## Appendix 4 – Workforce by Ethnic Origin and Service

January 2007

Ethnic Origin	Libraries & Theatres	Environment & Operations (inc HATS)	Corporate Services	Manchester Housing	Chief Executive's	Manchester City Galleries	Manchester Leisure	Children's Services (inc Adult Care)	Total
Other African	3	34	11	29	8		1	114	200
Caribbean	4	41	19	27	16		9	136	252
Somali		1	1		1		2	21	26
Bangladeshi	4	9	8	12	6			36	75
Black British	13	84	35	89	38	2	31	367	659
Chinese	6	7	5	3	10		3	23	57
East African Asian		4	2		3			22	31
Kashmiri		3			2				5
Indian	3	19	20	10	22	1		65	140
Pakistani	8	20	33	24	25		8	160	278
Middle East	3	2	1	3	4		3	18	34
Other Asian	1	7	5	2	2		2	20	39
Vietnamese	1			1	1		1	2	6
Other Black	3	14	4	24	4		1	59	109
White&Black Caribbean		8	7	6	5		9	45	80
White&Black African	1	16	1	5	3		2	34	62
White & Asian		1		2			2	15	20
Other Mixed Origin	1	6	2	5	6	1	5	32	58
<b>Sub Total</b>	<b>51</b>	<b>276</b>	<b>154</b>	<b>242</b>	<b>156</b>	<b>4</b>	<b>79</b>	<b>1169</b>	<b>2131</b>
Irish	10	86	23	44	40	1	5	182	391
White British	440	2531	908	1,032	1,074	96	431	4275	10,787
Other White	19	48	14	21	39	4	15	175	335
Not Known	40	169	30	49	46	6	17	189	546
<b>Total</b>	<b>560</b>	<b>3110</b>	<b>1,129</b>	<b>1,388</b>	<b>1,355</b>	<b>111</b>	<b>547</b>	<b>5990</b>	<b>14,190</b>

Manchester City Council is currently going through a significant restructure. In future reports data will be broken down into the new service areas rather than the previous departmental structure.

## Appendix 5 – Workforce by Ethnic Origin Male and Female January 2007

Ethnic Origin	Male		Female		Overall Result	
	No.	%	No.	%	No.	%
Other African	76	0.54	124	0.87	200	1.41
Caribbean	82	0.58	170	1.20	252	1.78
Somali	16	0.11	10	0.07	26	0.18
Bangladeshi	27	0.19	48	0.34	75	0.53
Black British	209	1.47	450	3.17	659	4.64
Chinese	18	0.13	39	0.27	57	0.40
East African Asian	6	0.04	25	0.18	31	0.22
Kashmiri	2	0.01	3	0.02	5	0.04
Indian	44	0.31	96	0.68	140	0.99
Pakistani	82	0.58	196	1.38	278	1.96
Middle East	14	0.10	20	0.14	34	0.24
Other Asian	8	0.06	31	0.22	39	0.27
Vietnamese	5	0.04	1	0.01	6	0.04
Other Black	34	0.24	75	0.53	109	0.77
White&Black Caribbean	27	0.19	53	0.37	80	0.56
White&Black African	23	0.16	39	0.27	62	0.44
White & Asian	9	0.06	11	0.08	20	0.14
Other Mixed Origin	18	0.13	40	0.28	58	0.41
<b>Sub Total</b>	<b>700</b>	<b>4.93</b>	<b>1,431</b>	<b>10.08</b>	<b>2,131</b>	<b>15.02</b>
Irish	138	0.97	253	1.78	391	2.76
White British	4,302	30.32	6,485	45.70	10,787	76.02
Other White	138	0.97	197	1.39	335	2.36
Not Known	207	1.46	339	2.39	546	3.85
<b>Total</b>	<b>5,485</b>	<b>38.65</b>	<b>8,705</b>	<b>61.35</b>	<b>14,190</b>	<b>100.00</b>

## Appendix 6 – Target Groups at Management Level (do not include teachers; lecturers; youth workers) January 1990 to January 2007

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%

**Appendix 7 – Promotions by Ethnic Origin  
April 2006 to March 2007**

<b>Ethnic Origin</b>	<b>Number of Promotions</b>	<b>Percentage of promotions</b>
Other African	8	1.47
Caribbean	9	1.65
Bangladeshi	4	0.73
Black British	18	3.30
Chinese	2	0.37
Indian	8	1.47
Pakistani	10	1.83
Middle East	3	0.55
Other Asian	1	0.18
Other Black	1	0.18
White&Black Caribbean	3	0.55
White&Black African	3	0.55
White & Asian	3	0.55
<b>Sub Total</b>	<b>73</b>	<b>13.39</b>
Irish	22	4.04
White British	435	79.82
Other White	9	1.65
Not Known	6	1.10
<b>Total</b>	<b>545</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 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 2006 to March 2007**

<b>825 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>
Other African	439	3.19 %	55	2.51 %	9	1.91 %
Somali	55	0.40 %	2	0.09 %	1	0.21 %
Bangladeshi	186	1.35 %	30	1.37 %	3	0.64 %
Black British	690	5.02 %	122	5.56 %	19	4.04 %
Chinese	170	1.24 %	17	0.77 %	3	0.64 %
East African Asian	18	0.13 %	4	0.18 %	1	0.21 %
Kashmiri	33	0.24 %	5	0.23 %	3	0.64 %
Indian	322	2.34 %	40	1.82 %	9	1.91 %
Pakistani	756	5.50 %	101	4.60 %	20	4.26 %
Middle East	77	0.56 %	3	0.14 %	0	0.00 %
Other Asian	131	0.95 %	22	1.00 %	5	1.06 %
Vietnamese	41	0.30 %	4	0.18 %	0	0.00 %
Other Black	125	0.91 %	20	0.91 %	0	0.00 %
White&Black Caribbean	145	1.06 %	27	1.23 %	4	0.85 %
White&Black African	178	1.30 %	24	1.09 %	2	0.43 %
White & Asian	59	0.43 %	8	0.36 %	0	0.00 %
Other Mixed Origin	109	0.79 %	13	0.59 %	5	1.06 %
<b>Sub Total</b>	<b>3,534</b>	<b>25.71 %</b>	<b>497</b>	<b>22.65 %</b>	<b>84</b>	<b>17.87 %</b>
Irish	180	1.31 %	27	1.23 %	10	2.13 %
White British	7,331	53.34 %	1,105	50.36 %	291	61.91 %
Other White	639	4.65 %	69	3.14 %	9	1.91 %
Not Known	2,060	14.99 %	496	22.61 %	76	16.17 %
<b>Total</b>	<b>13,744</b>	<b>100.00</b>	<b>2,194</b>	<b>100.00</b>	<b>470</b>	<b>100.00</b>

**Appendix 9 – Training by Ethnic Category  
April 2006 to March 2007**

<b>Ethnic Origin</b>	<b>No of employees attending training</b>	<b>%</b>
Other African	89	1.27
Caribbean	111	1.58
Somali	6	0.09
Bangladeshi	35	0.50
Black British	309	4.39
Chinese	28	0.40
East African Asian	13	0.19
Kashmiri	6	0.09
Indian	71	1.01
Pakistani	136	1.93
Middle East	12	0.17
Other Asian	23	0.33
Vietnamese	4	0.06
Other Black	36	0.52
White&Black Caribbean	51	0.73
White&Black African	45	0.64
White & Asian	16	0.23
Other Mixed Origin	33	0.47
<b>Sub Total</b>	<b>1024</b>	<b>14.54</b>
Irish	220	3.13
White British	5483	77.85
Other White	181	2.57
Not Known	135	1.92
<b>Total</b>	<b>7043</b>	<b>100.00</b>

**Appendix 10 - Grievances  
April 2006 to March 2007**

<b>Ethnic Origin</b>	<b>Number of employees</b>	<b>Number of employees using grievance procedure</b>	<b>% using grievance procedure</b>
Other African	200		
Caribbean	252	5	4.47
Somali	26		
Bangladeshi	75	4	3.58
Black British	659	8	7.15
Chinese	57	1	0.90
East African Asian	31	4	3.58
Kashmiri	5		
Indian	140	4	3.58
Pakistani	278	10	8.93
Middle east	34		
Other Asian	39		
Vietnamese	6	1	0.90
Other Black	109	1	0.90
White&Black Caribbean	80		
White&Black African	62	1	0.90
White & Asian	20	1	0.90
Other Mixed Origin	58	2	1.79
<b>Sub Total</b>	<b>2131</b>	<b>42</b>	<b>37.50</b>
Irish	391	3	2.68
White British	10787	65	58.04
Other White	335	2	1.79
Not Known	546		
<b>Total</b>	<b>14190</b>	<b>112</b>	<b>100.00</b>

## Appendix 11 – Discipline by Ethnic Origin

April 2006 to March 2007

Ethnic Origin	Number of Hearings	Number of Sanctions			Number of Dismissals resulting from disciplinary action	Number of Appeals	
		Verbal	Written	Final		Lodged	Upheld
Other African	1		1				
Caribbean	8		7		1		
Somali	2			2		1	0
Bangladeshi	3		3				
Black British	33	3	21	5	4		
Indian	3		3				
Pakistani	5	1	4				
Middle East	1	1					
Other Asian	2		2				
Vietnamese	1		1				
Other Black	2	1	1				
White&Black Caribbean	6	4	1		1	1	0
White&Black African	2		1	1			
White & Asian	1	1					
Other Mixed Origin	2		1	1			
<b>Sub Total</b>	<b>72</b>	<b>11</b>	<b>46</b>	<b>9</b>	<b>6</b>	<b>2</b>	<b>0</b>
Irish	13	1	9	2	1		
White British	370	69	233	37	31	11	4 (3 partially allowed)
Other White	13	1	11	1			
Not Known	7	1	6				
<b>Total</b>	<b>475</b>	<b>83</b>	<b>305</b>	<b>49</b>	<b>38</b>	<b>13</b>	<b>4</b>

**Appendix 12 – Reason for Leaving by Ethnic Origin  
April 2006 to March 2007**

<b>Ethnic Origin</b>	other employment in local govt	other employment non local govt	other resignation	end of contract	TUPE transfers	Normal state retirement age	early retirement	ill health retirement	death in service	dismissals	Total
Other African	2	2	16	3			2	1	1	1	28
Caribbean	1		14	1	4	1	1			1	20
Somali			5				0			1	6
Bangladeshi		2	3		1		0	1			6
Black British		4	30	8	10	1	1	1	1	6	56
Chinese	1		8	2			1				12
Kashmiri	1			2							3
Indian		1	19	2	1		1		1		25
Pakistani		3	32	3	1	1	1				40
Middle East			10				2				12
Other Asian			6							1	7
Vietnamese			1								1
Other Black			9		2		1		1		11
White&Black Caribbean	1	1	9	2						2	15
White&Black African		2	6	1			1			1	11
White & Asian	1	2	5	2							10
Other Mixed Origin			11	1							12
<b>Sub Total</b>	<b>7</b>	<b>17</b>	<b>184</b>	<b>27</b>	<b>6</b>	<b>3</b>	<b>11</b>	<b>3</b>	<b>4</b>	<b>13</b>	<b>275</b>
Irish	4	1	21	5	14	4	5	1	1	4	50
White British	66	72	745	107	629	52	151	36	17	39	1,359
Other White	4	6	32	7	8	1	4				54
Not Known	2	4	129	23			2	1		4	165
<b>Total</b>	<b>83</b>	<b>100</b>	<b>1,111</b>	<b>169</b>	<b>676</b>	<b>60</b>	<b>173</b>	<b>41</b>	<b>22</b>	<b>60</b>	<b>1,903</b>

## Targets for Global Equality Targets Programme 2007 – 2010

## Appendix A

Grade	Total number of employees (March 2007)	Number of BME employees (March 2007)	BME as % of employees with BME data (March 2007)	<b>% BME Target for 2010</b>	Number of disabled employees (March 2007)	Disabled as % of employees with disabled data (March 2007)	<b>% Disabled Target for 2010</b>
All	14092	2154	15.81%	<b>17.8%</b>	629	4.69%	<b>5.1%</b>
Grade 1 to 5 (and equivalent)	7692	1267	17.25%	<b>19%</b>	323	4.47%	<b>4.9%</b>
Grade 6 to 8 (and equivalent)	5209	801	15.68%	<b>18%</b>	272	5.39%	<b>5.8%</b>
Grade 9 and 10 (and equivalent)	628	48	7.78%	<b>9.5%</b>	18	2.94%	<b>3.6%</b>
Above Grade 10 (and equivalent)	563	38	6.9%	<b>7.8%</b>	16	2.95%	<b>3.3%</b>