

RESULTS OF THE INTERCULTURAL CITIES INDEX



Bradford

August, 2019



Intercultural cities
Building the future on diversity

www.coe.int/interculturalcities



A comparison between 103 cities¹

Introduction

The Intercultural Cities is a Council of Europe flagship programme. It seeks to explore the potential of an intercultural approach to integration in communities with culturally diverse populations. The cities participating in the programme are reviewing their governance, policies, discourse and practices from an intercultural point of view. In the past, this review has taken the form of narrative reports and city profiles – a form which was rich in content and detail. However, narrative reports alone were relatively weak as tools to monitor and communicate progress. Thus, an “Intercultural City Index” has been designed as a benchmarking tool for the cities taking part in the programme as well as for future participants.

As of today 103 cities have undergone their intercultural policies analysis using the Intercultural City Index: Albufeira (*Portugal*), Amadora (*Portugal*), Arezzo (*Italy*), Auckland (*New Zealand*), Ballarat (*Australia*), Barcelona (*Spain*), Beja (*Portugal*), Bergen (*Norway*), Bilbao (*Spain*), Botkyrka (*Sweden*), Bradford (*United Kingdom*), Braga (*Portugal*), Bucharest (*Romania*), Campi Bisenzio (*Italy*), Cartagena (*Spain*), Casalecchio di Reno (*Italy*), Cascais (*Portugal*), Castellón (*Spain*), Castelvetro (*Italy*), Catalonia (*Spain*), Coimbra (*Portugal*), Comune di Ravenna (*Italy*), Constanta (*Romania*), Copenhagen (*Denmark*), Donostia-San Sebastian² (*Spain*), Dortmund (*Germany*), Dublin (*Ireland*), Dudelange (*Luxembourg*), Duisburg (*Germany*), Erlangen (*Germany*), Forlì (*Italy*), Fucecchio (*Italy*), Fuenlabrada (*Spain*), Geneva (*Switzerland*), Genoa (*Italy*), Getxo (*Spain*), Haifa (*Israel*), Hamamatsu (*Japan*), Hamburg (*Germany*), Ioannina (*Greece*), Izhevsk (*Russian Federation*), Kepez (*Turkey*), Kirkcaldy (*United Kingdom*), Klaksvík (*Faroe Islands*), Jerez de la Frontera (*Spain*), the London borough of Lewisham (*United Kingdom*), Limassol (*Cyprus*), Limerick (*Ireland*), Lisbon (*Portugal*), Lodi (*Italy*), Logroño (*Spain*), Loures (*Portugal*), Lublin (*Poland*), Lutsk (*Ukraine*), Manchester (*United Kingdom*), Maribyrnong (*Australia*), Melitopol (*Ukraine*), Melton (*Australia*), Mexico City (*Mexico*), Modena (*Italy*), Montreal (*Canada*), Munich (*Germany*), the canton of Neuchâtel (*Switzerland*), Neukölln (*Berlin, Germany*), Novellara (*Italy*), Odessa (*Ukraine*), Oeiras (*Portugal*), Offenburg (*Germany*), Olbia (*Italy*), Oslo (*Norway*), the district of Osmangazi in the province of Bursa (*Turkey*), Parla (*Spain*), Patras (*Greece*), Pavlograd (*Ukraine*), Pécs (*Hungary*), Pryluky (*Ukraine*), Reggio Emilia (*Italy*), Reykjavik (*Iceland*), Rijeka (*Croatia*), Rotterdam (*the Netherlands*), Sabadell (*Spain*), San Giuliano Terme (*Italy*), Santa Coloma (*Spain*), Santa Maria da Feira (*Portugal*), Unione dei Comuni-Savignano sul Rubicone³ (*Italy*), Sechenivsky (*District of Kyiv, Ukraine*), Senigallia (*Italy*), Stavanger (*Norway*), Strasbourg (*France*), Subotica (*Serbia*), Sumy (*Ukraine*), Swansea (*United Kingdom*), Tenerife (*Spain*), Tilburg (*The Netherlands*), Turin (*Italy*), Turnhout (*Belgium*),

¹ This report is based on data contained at the Intercultural Cities INDEX database at the time of writing. The INDEX graphs may include a greater number of cities, reflecting the growing interest in this instrument.

² The Spanish city of Donostia-San Sebastian is generally referred in the programme as San Sebastian.

³ The Italian city of Unione dei Comuni-Savignano sul Rubicone is generally referred in the programme as Rubicone.

Unione Terre dei Castelli⁴ (*Italy*), Valletta (*Malta*), Västerås (*Sweden*), Ville de Paris (*France*), Vinnitsa (*Ukraine*), Viseu (*Portugal*) and Zurich (*Switzerland*).

Among these cities, 24 (including Bradford) have **more than 500,000** inhabitants and 23 (including Bradford) have **more than 20% of foreign-born residents**.

This document presents the results of the Intercultural City Index analysis for **Bradford (United Kingdom)** in 2019 and provides related intercultural policy conclusions and recommendations.

Intercultural city definition

The intercultural city has people with different nationality, origin, language or religion/ belief. Political leaders and most citizens regard diversity positively, as a resource. The city actively combats discrimination and adapts its governance, institutions and services to the needs of a diverse population. The city has a strategy and tools to deal with diversity and cultural conflict and to enhance participation. It encourages greater mixing and interaction between diverse groups in the public spaces.

⁴ Former Castelvetro di Modena.

METHODOLOGY



The Intercultural City Index analysis is based on a questionnaire involving 73 questions grouped in 11 indicators with three distinct types of data. Indicators have been weighed for relative importance. For each indicator, the participating cities can reach up to 100 points (which are consolidated for the general ICC Index).

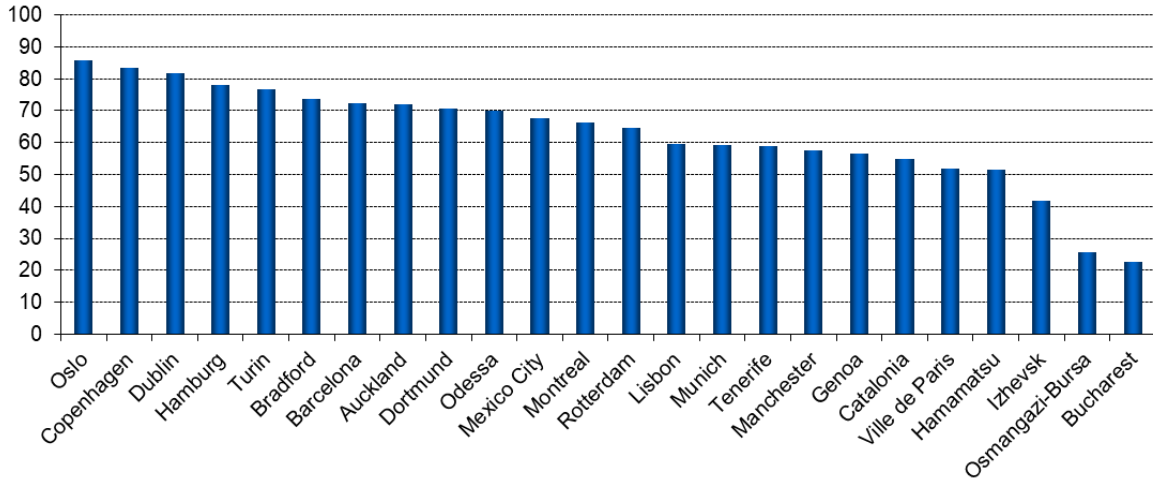
These indicators comprise: commitment; education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces; mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of these indicators - education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces are grouped in a composite indicator called "urban policies through the intercultural lens" or simply "intercultural lens".

The comparison between cities is strictly indicative, given the large difference between cities in terms of historical development; type and scale of diversity, governance models and level of economic development. The comparison is based on a set of formal criteria related to the intercultural approach in urban policies and intended only as a tool for benchmarking, to motivate cities to learn from good practice.

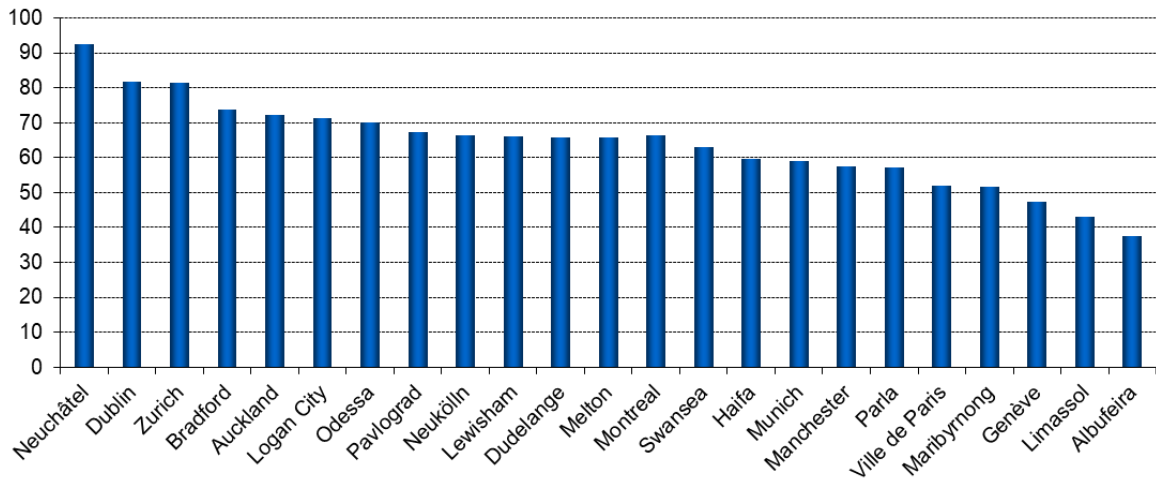
Taking into account the above-mentioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled out insofar: the size (below 100,000 inhabitants, between 100,000 and 200,000, between 200,000 and 500,000 and above 500,000 inhabitants) and the percentage of foreign-born residents (lower than 10 per cent, between 10 and 15 per cent, between 15 and 20 per cent and higher than 20 per cent). It is believed that this approach would allow for more valid and useful comparison, visual presentation and filtering of the results.

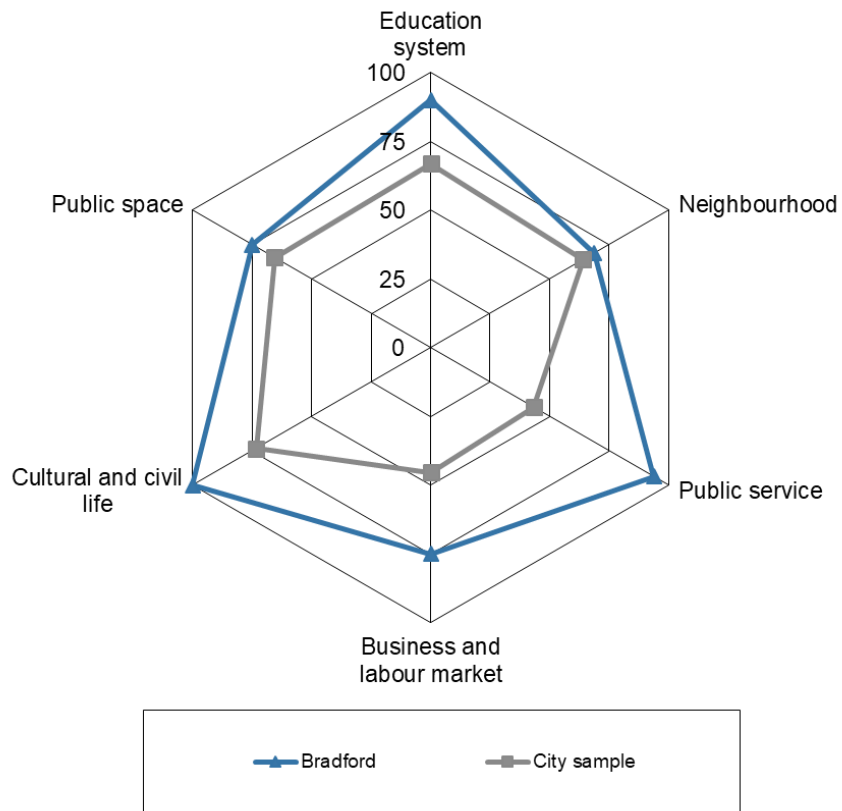
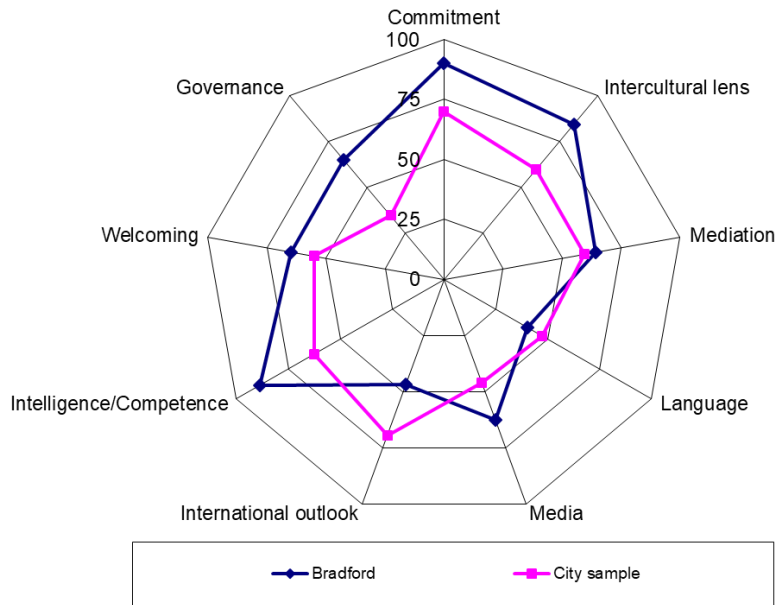
According to the overall index results, Bradford has been positioned **14th** among the 103 cities in the sample, with an aggregate intercultural city index of **74%**. The city has also been ranked **6th** among the cities with a population of 500,000 inhabitants and **4th** among the cities with a percentage over 20% of foreign-born residents.

Intercultural City Index (ICC)
City sample (inhabitants > 500'000)



Intercultural City Index (ICC)
City sample (non-nationals/foreign borns > 20%)





Bradford – An overview

Bradford Metropolitan District is the 5th largest local Metropolitan authority in the UK, with 537 200 inhabitants. Among those inhabitants, 26% are foreign-born nationals.

The largest migrant/minority groups in the city are Asian-British Pakistani representing 20.41% in the 2011 census. Interestingly, between 2001 and 2011 the proportion of people living in the district who were of Pakistani heritage rose from 14,5% to 20,4% making it the highest proportion in the UK.

Migration to Bradford from the EU has also increased as countries joined the expanded Union. In particular a significant number of people have migrated to Bradford from Slovakia, some identifying as Roma.

Internal migration within Yorkshire is representing more than half of the people moving to Bradford, with an important interchange with Leeds been highlighted.

Finally, even if the district has experienced population growth across all ages, Bradford is the UK's youngest city and the 4th youngest council, with 23.8% of the population under 16.

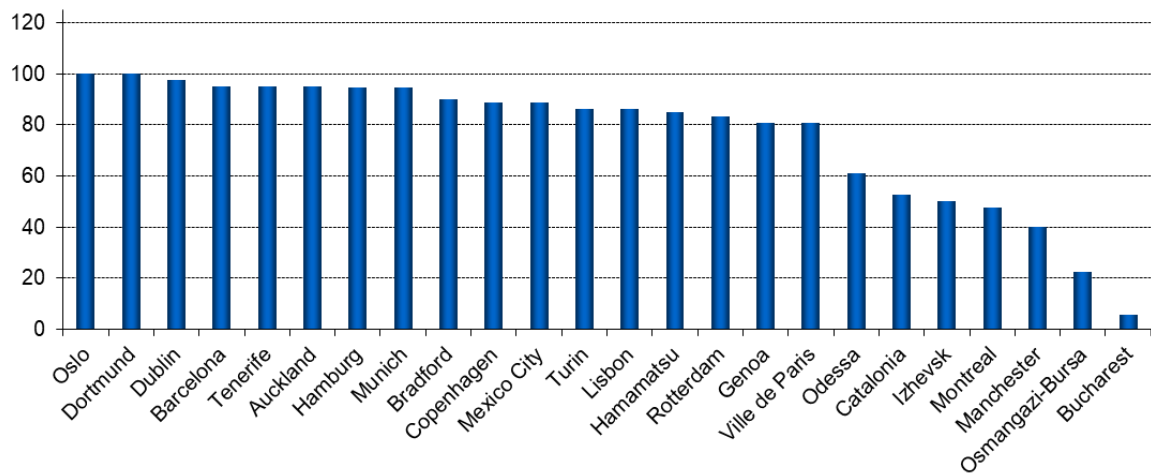
The latest Gross Value Added per head in Bradford is £18,756 (2017).

COMMITMENT

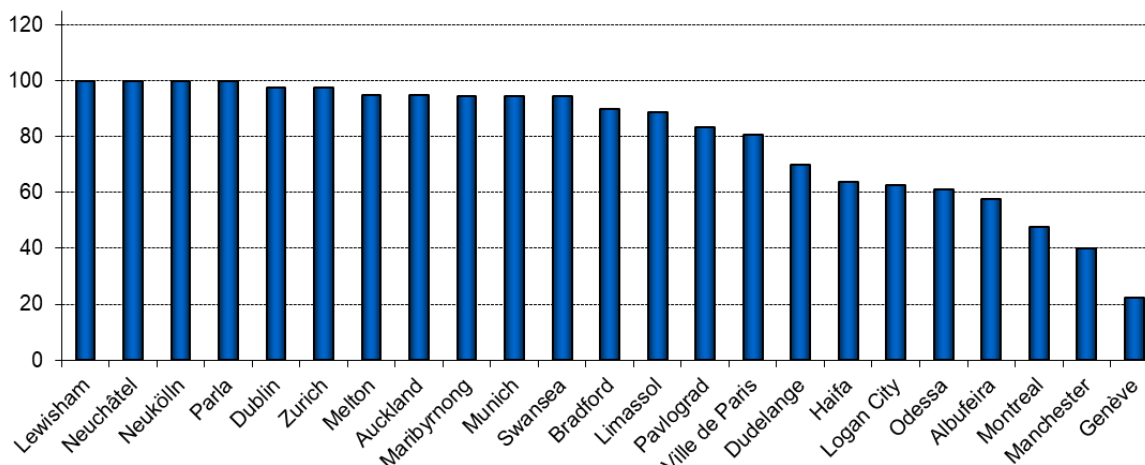


The optimal intercultural city strategy would involve a formal statement by local authorities sending an unambiguous message of the city's commitment to intercultural principles as well as actively engaging and persuading other key local stakeholders to do likewise.

Intercultural City Index (ICC) - Commitment
City sample (inhabitants > 500'000)



Intercultural City Index (ICC) - Commitment
City sample (non-nationals/foreign borns > 20%)



Bradford achieved a rate of **90%** in its commitment policy, which is considerably higher than the city sample's rate of **70%**.

The city has not yet formally adopted a public statement about being an "Intercultural City". At the same time the district communication is systematically celebrating the many positives of diversity and highlighting its commitment to inclusion and welcoming.

Bradford is currently implementing its "[Stronger Communities Together Strategy 2018-2023](#)". The Strategy integrates numerous intercultural elements beginning from its aim: Bradford wishes to be a place where everyone feels that they belong, are understood, feel safe and are able to fully participate in the opportunities the District offers.

The main priorities are also articulated around the idea of:

- **Equality** of opportunities - addressing factors affecting economic participation and poverty including language skills and educational attainment;
- Promoting greater **interaction, dialogue and understanding between people from different backgrounds** given the diversity of the population and the extent of residential and educational segregation; ensuring that people understand fully their rights and freedoms and their responsibilities;
- Generating and connecting people to opportunities to participate in community and civic life and strengthening leadership;
- **Tackling crime and the fear** of crime so that everyone feels safe.

Many specific areas of intervention mentioned in the strategy are also in line with the recommended actions of the Intercultural Cities paradigm (for example the focus on schools and neighbourhoods desegregation, and on public spaces as opportunities for interaction, mixing and sharing which also help shaping perceptions and challenging assumptions and stereotypes).

The Strategy implementation is supported by a Delivery Plan and is funded by the Ministry of Housing, Communities and Local Government (MHCLG).

The Strategy was drafted by gaining insights from all sections of society through drop in sessions across the district open to all, a series of group work sessions with diverse groups along age and background lines.

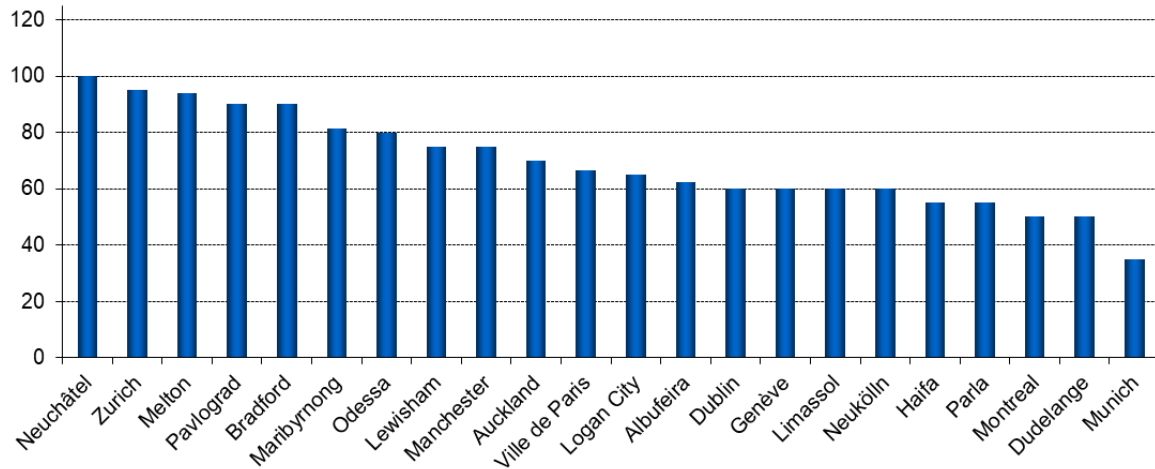
The structure responsible for the implementation of the Strategy, as well as its evaluation is the Bradford Stronger Communities Partnership Board, which was created to ensure that programmes delivered under this Strategy achieve the best outcomes for all people living in the Bradford District. The Board is chaired by an independent chair, Bishop Toby Howarth, and includes strategic leaders from the voluntary, private and faith sector, as well as local people who live in the district.

Bradford systematically carries out such public consultations which involve diverse groups. For instance, for large scale consultations, such as the annual Budget setting, representatives of the voluntary and community sectors are invited to face to face consultation meetings, in addition to the online and paper-based consultation processes which are open to all.

Furthermore, the Equality and Community Relations Strategic Group was set up to enable the strategic interests of diverse groups of people with protected characteristics to be identified by a partnership of public and voluntary sector organisations; and to ensure that service delivery and policy are scrutinised and challenged where possible by organisations which deliver services to those groups.

Finally, the district offers a good example of how to acknowledge local residents that have done exceptional things to encourage interculturalism in the local community thanks to the "Community Star Awards" which is run by the local newspaper and Bradford Council.

Intercultural City Index (ICC) - Education system
City sample (non-nationals/foreign borns > 20%)



Bradford achieved **90%** in its education policy, which is considerably higher than the city sample’s achievement rate, which is **67%**.

The questionnaire states that **in some primary schools (around 42% of them), children are of the same ethnic/cultural background**. Lack of mixing and diversity in the classroom has been identified as one of the main challenges to achieved stronger communities where everyone feel a sense of belonging, safety and of being involved.

To ensure meaningful contact between diverse pupils, the Linking Network was set in place. This platform links pupils from schools in different areas or with differing ethnic make-up. It currently works with 84 primary schools and 22 secondary schools.

As part of the “Stronger Communities Strategy” a research is being carried out to assess existing evidence on the use of admissions policies to engineer integrated school cohorts. A second step will be to design an action-research project aimed at addressing school-segregation via admissions policies and/or encouraging mixing between young people already situated in segregated schools.

The questionnaire also shows that **sometimes teachers reflect the composition of the city’s population**.

Efforts are taken to **involve parents with migrant/minority background in school life**. Numerous opportunities are offered: session on particular issues (such as the Special Education Needs), tasting of the menus, celebrating events, participating in regular assemblies and performance, or becoming involved as Parent/School Governor.

Finally, **schools are often carrying out intercultural projects**, mostly through the aforementioned “Linking Network”, but also by educating children around different faiths, ethnicities and cultures (thanks to visits to faith centres, displays in schools, speakers).

Recommendations:

As recommended by the Commissioner for Human Rights in his position paper on "[Fighting school segregation in Europe through inclusive education](#)", raising awareness in society about the benefits of inclusive education on aspects such as educational performance, reduction of school dropout, labour market integration, are critical to achieve school desegregation.

Therefore, the district might be interested in considering the experience of the Folk School in Vienna which has pioneered an intercultural pedagogy based on multilingualism. As their pupils mastered 28 different mother tongues, the school decided to explore the possibilities this language diversity could give. They organise language ateliers where children could learn to appreciate their own language as well as the other children's and understand that there are no superior and inferior languages. Each kid can choose 5 different languages per year and have a 6-week introduction. Over three years they experience 18 languages and cultures, they develop their own language portfolio and a strong awareness of the value of diversity and the equal importance of languages. The school could explore this avenue because the teachers themselves had different mother tongues and also spoke additional languages. The school is situated in a disadvantaged neighbourhood and achieves good results in tests – demonstrating that the multilingual approach and cultural empowerment compensates for learning difficulties which may be present.

Bradford could also be interested in introducing more intercultural elements into its curriculum. Through the project Convivència i Mediació (Co-existence and Mediation) the City of Barcelona has reorganised its school teaching service to strengthen the values that ensure coexistence in a context of cultural diversity.

A working committee was set up with leading figures and experts from the educational sector in order to introduce interculturality as a mainstream element of the curriculum, working from a diagnosis of that which is already being done. For example: Drawing up a map of educational resources for interculturality, systemising all those that already exist in Barcelona promoted by administrations, entities, immigrant associations, NGOs, etc.

Teachers are also being trained in intercultural education and knowledge of the socialising processes that minority children experienced in their countries of origin.

Attention should also be drawn on the importance of having a **diverse teaching staff** as this would also contribute to the awareness of and education on diversity and intercultural coexistence. It is therefore recommended assuring more ethnic and religious diversity amongst teachers.

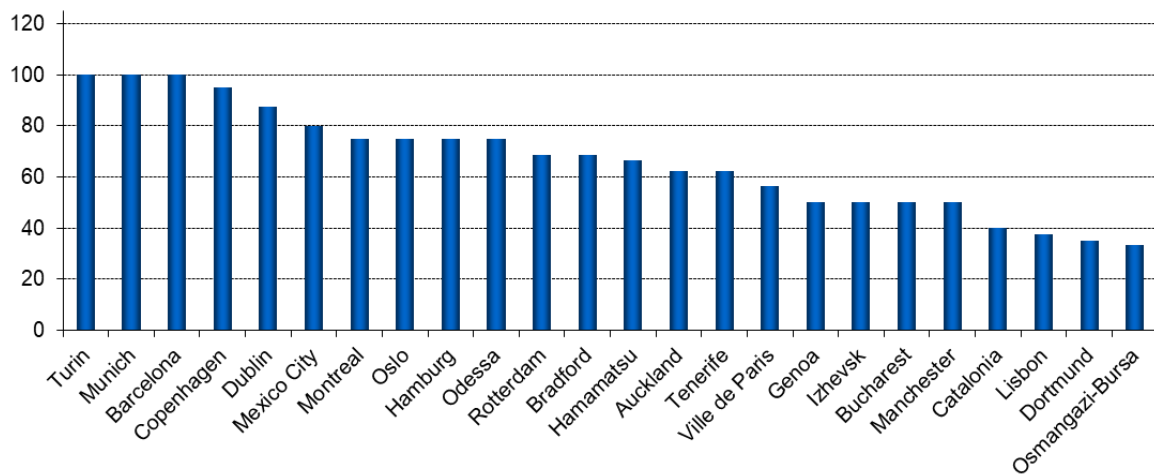
NEIGHBOURHOOD

through intercultural lens



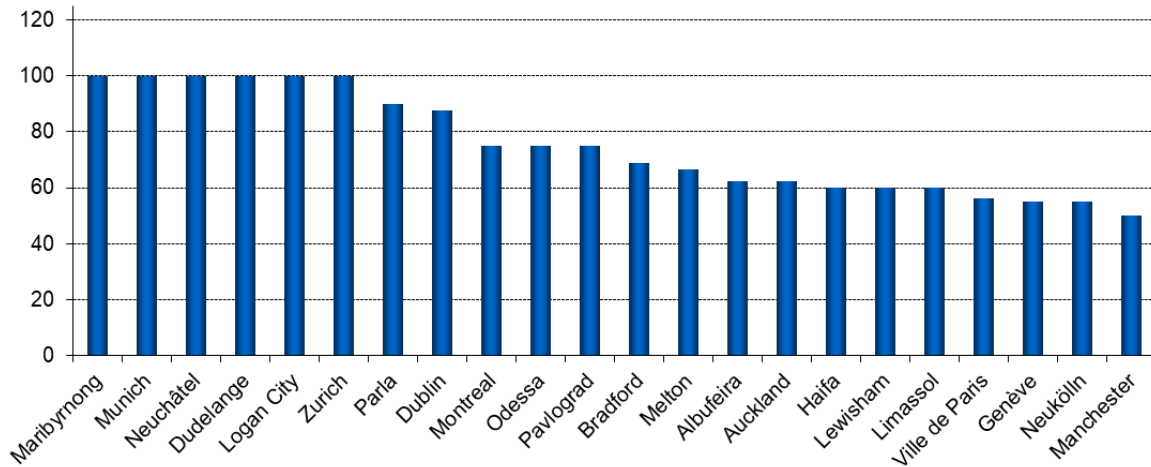
An intercultural city does not require a "perfect statistical mix" of people and recognises the value of geographical proximity and bonding between people of the same ethnic background. However, it also recognises that spatial ethnic segregation creates risks of exclusion and can act as a barrier to an inward and outward free flow of people, ideas and opportunities. ⁶

Intercultural City Index (ICC) - Neighbourhood
City sample (inhabitants > 500'000)



⁶ By "neighbourhood" we understand a unit within a city which has a certain level of administrative autonomy (or sometimes also certain political governance structures) and is considered as a unit with regard to city planning. In larger cities districts (boroughs) have several neighbourhoods. The statistical definition of "neighbourhood" varies from one country to another. Generally, it includes groups of population between 5,000 and 20,000 people on the average.

Intercultural City Index (ICC) - Neighbourhood
City sample (non-nationals/foreign borns > 20%)



Bradford reached **69%** in its neighbourhood policy, similar to the city sample’s score at **64%**.

In 2011, date of the last census, few wards in Bradford were culturally and ethnically diverse. The district underlines that the ethnic composition of these areas will have changed significantly since the data was recorded.

In this regard, the city is overseeing a number of initiatives to ensure good relations between people from different background in their neighbourhoods. A specific and comprehensive policy to increase diversity of residents and avoid ethnic concentration is not yet set in place, but occasional measures to increase diversity of residents have been put in place.

Since the drafting of the new Strategy, though, a more structured cooperation and mutual exchange between the Stronger Communities Team and the teams working around housing, homeless and planning has started.

The city is **encouraging actions where residents of one neighbourhood meet and interact with residents from another neighbourhood.** A variety of events is put on in public building and spaces to facilitate social mixing.

Furthermore, the Bradford City Park was designed to bring people from all communities/backgrounds together, as well as encouraging tourism and investment into the city. The park has received numerous awards including the 2012 Place in the UK and Ireland by the Academy of Urbanism. In other parts of the district our high-quality parks and museums offer similar opportunities for residents and visitors to interact with each other in shared and neutral spaces.

Recommendations:

Many cities part of the ICC networks have been working to increase the diversity mix of their citizens and could be able to provide some suggestion to Bradford’s effort.

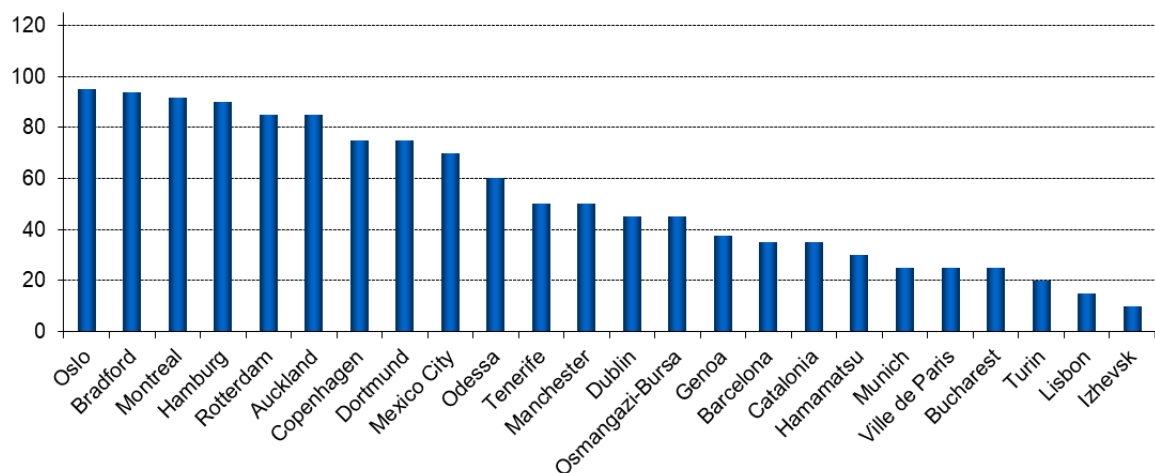
For example, the city Council of Ballarat (Australia) has recently developed a Memorandum of Understanding with neighbourhood houses which will provide opportunity for collaboration and joint initiatives across various neighbourhoods.

In Barcelona, as well, the Municipal Housing Department takes into consideration diversity (age, gender, nationality, income, etc.) when developing public housing.

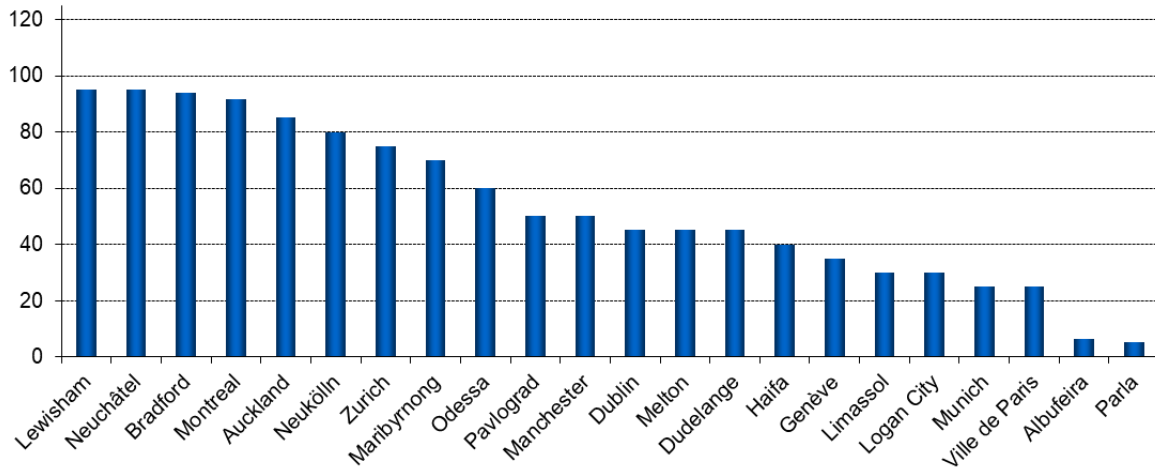


An optimal intercultural approach remains open to new ideas, dialogue and innovation brought by or required by minority groups, rather than imposing a "one size fits all" approach to public services and actions.

Intercultural City Index (ICC) - Public service
City sample (inhabitants > 500'000)



**Intercultural City Index (ICC) - Public service
City sample (non-nationals/foreign borns > 20%)**



Bradford scored **94%** in its public service policy, which is considerably higher than the city sample’s score of **43%**.

The ethnic background of public employees reflects the composition of the city’s population **only on the lower levels. The city does not have a specific recruitment plan in place** but ensuring equality and diversity in the recruitment is one of the objectives on which progress is measured. To do this, the city is monitoring the protected characteristics of applicants, as well as providing training on equality and diversity to its management.

A way to specifically address the challenge of representation at the higher level can be seen in the Council’s Future Leaders Experience, a yearlong programme of learning, development, skills, shadowing, mentoring and networking for 20-40 employees at all levels within the organisation and beyond. A significant proportion of the Future Leaders participants have been from a minority background.

Another interesting example provided in the questionnaire is an action carried out in partnership with a local social housing provider to create work shadowing opportunities for refugees within the council.

Regarding the private sector, the city also takes **some limited action to encourage diverse workforce**, intercultural mixing or competence – as part of the Stronger Communities Together Strategy workforce training will be available to any employer.

Bradford provides **culturally appropriate services**, including funeral/burial services, school meals tailored to the needs and women-only sections or times in sport facilities. At the same time, the Local Authority takes into account all Bradford residents – regardless of ethnicity or origin – when considering the provision of any of its services.

Recommendations:

We recommend **continuing promoting more diversity amongst public and private employees**, especially at the higher levels. Bradford could, for example, look into Stavanger (Norway)’s practice of having mandatory external publishing on the platform Inkludi.no (a Norwegian recruitment services with main focus on

jobseekers from minorities) in the case of consultant and managerial positions. Furthermore, if there are qualified applicants with a minority background, minimum one must be summoned to interview.

We also recommend continuing the review **of specific services through a cultural inclusive lens**, considering whether these are appropriate for *all* regardless of their ethnic/cultural background. It is commendable that Bradford already provides the main elements listed in the questionnaire, but we recommend to also look into other services, such as entertainment facilities, health services, etc. The health sector, for example, is especially dependent on cultural competence and cultural sensitivity when wanting to assure health and well-being amongst all members of a society. Cultural differences, such as health related norms and beliefs, the extent of interdependence/independence or simply linguistic differences can cause miscommunication and inappropriate treatment if the patient is not approached with a certain level of cultural competence and sensitivity.

- An example for reducing linguistic barriers in the health sector is the project "Italy – Learn Arabic!" in Reggio Emilia (Italy), initiated by the Local Health Authorities in collaboration with the Intercultural Centre Mondinsieme, aiming to improve linguistic cultural relations between foreign citizens and health services.
- Another good example can be found in Tilburg (The Netherlands), where housing corporations build houses for the elderly from specific cultural groups to assure that migrants are able to get care adapted to their culture.
- Berlin's (Germany) Peer-to-Peer Project Addiction Aid for Refugees is another example for an aid service that takes into account the possible differences in culture and experience. The trained peer helpers inform on-site about the risks of drug consumption and accompany, if necessary, the person concerned to the local Drug Advisory Services. Individual advice and informative events are organised in refugee accommodation. The peer helpers themselves are empowered and further qualified concerning their communication skills.

In some other cases, municipalities have also reviewed entire hard to reach sectors with the aim of embedding equality in the industry. For example, the city of Dublin (Ireland) has started a cooperation with the National Transport Authority to develop an anti-discrimination protocol to be promoted in the taxi industry, as well as other small public transport providers.

The action was based on three elements: conducting focus groups of taxi drivers from an ethnic minority background to explore issues and difficulties that are presenting to them in their daily work; providing support and training in equality and non-discrimination to those involved in the regulation of the small public transport industry; training of customer service staff of Dublin based taxi companies.

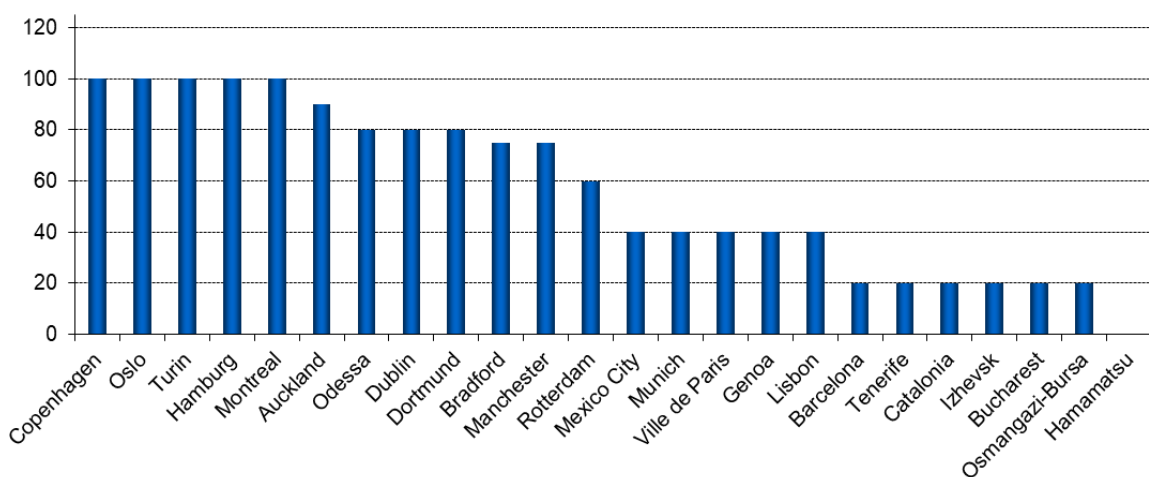
BUSINESS & LABOUR

through intercultural lens

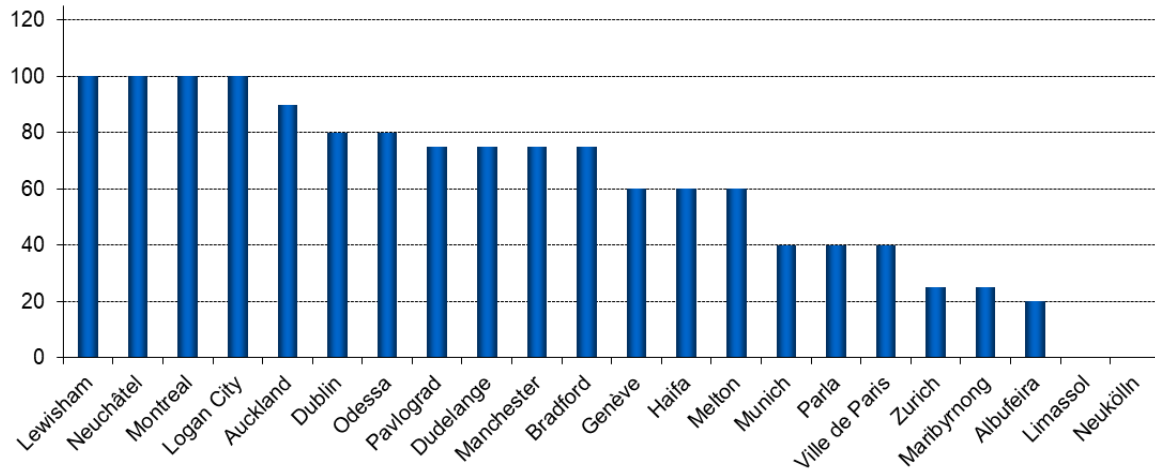


Large parts of the economy and the labour market may be beyond the remit and control of the city authority, but they may still fall within its sphere of influence. Because of nationally-imposed restrictions on access to the public-sector labour market, the private sector may provide an easier route for minorities to engage in economic activity. In turn, such activity (e. g. shops, clubs, restaurants but also high-skill industry and research) may provide a valuable interface between different cultures of the city. While barriers for entry usually concern migrant/minority groups, in some cases it could be the other way around. Research has proved, however, that it is the cultural mix that fosters creativity and innovation, not homogeneity.

Intercultural City Index (ICC) - Business and labour market
 City sample (inhabitants > 500'000)



Intercultural City Index (ICC) - Business and labour market
City sample (non-nationals/foreign borns > 20%)



Bradford achieved **75%** in the business and labour market field, while the city sample's achievement is at **45%**.

The District is **part of organisations at the local, regional and national level that have among their objectives the promotion of diversity and non-discrimination in the labour market.**

The **Equality and Human Rights Commission** and **ACAS** both provide advice to businesses and organisations targeted at reducing discrimination and promoting diversity in the workplace. In addition, all **Trade Unions** also promote diversity and non-discrimination in the labour market.

The **Leeds City Region - Strategic Economic Plan 2016-36** contains the following key aim: *The benefits of growth do not automatically trickle down to all, so we will adopt an inclusive growth approach that will proactively prioritise options to extend job and income opportunities to all communities.*

Bradford is a key member of both the **Leeds City Region Enterprise Partnership** and the **West Yorkshire Combined Authority (WYCA)** which is also focused on inclusive growth.

Finally, the Stronger Communities Together team is commissioning a piece of work aimed at local employers which will help to reduce "unconscious bias" in recruitment practices across the district.

The District **does not act to encourage specifically business from ethnic minorities to move beyond the ethnic economy** and enter the mainstream and higher value-added sectors. The stress for the interventions of the Economic Delivery Service is rather put on **addressing a specific need**. By raising awareness of the accessible provisions (also through established networks), the district ensures all eligible businesses will make use of them.

As a matter of fact, a very large percentage of businesses assisted through the City Centre Growth Scheme are independent, ethnic minority owned.

The Small Medium Enterprise Growth project is also supporting growth potential and helping Bradford businesses to access funding from the region. The involvement of diverse business along sector, gender, disability and ethnicity is ensured.

A particular interesting action is being carried out by the University of Bradford and Bradford Council with other partners to **support the refugee and asylum seeking doctors in the Bradford and metropolitan district to join the UK medical workforce** - rather than being trapped in low-skilled, low-paid employment.

The city is encouraging **Community Led Local Development programmes** in neighbourhoods recording high deprivation and unemployment – who are also among the most diverse in the district.

Each community developed their Local Development Strategy based on self-identified needs. A Local Action Group is then established to implement and monitor the implementation of the strategy. The Group is supported by many partners – including Action for Business LTD, Cnet, the Community Action Bradford and District.

Key interventions delivered include:

- Community based hubs that provide tailored programmes of employment, training and education support for local people, to help them to overcome barriers of all types;
- Skills development support, including confidence, employability, ESOL, digital;
- Information about skills, jobs and support available to help residents and different groups;
- Mentoring support for individuals, businesses and organisations;
- Employer support to recruit, retain, and develop skills for local people, and provide opportunities for work experience;
- Providing good business advice and support at all stages of the business life-cycle;
- Skills support for businesses;
- Support for business clusters;
- Access to finance through an innovation fund.

Once again, the provision targets specific needs, but it is expectable that specific target groups will be engaged in the programme based on the demographic make-up of residents living in the area.

The municipality does not have a system to favour companies with an intercultural inclusion/diversity strategies in decisions relating to procurement. At the same time **all procurement is awarded on the ground of successful implementation of the Equality Act 2010 provision.**

Recommendations:

Encouraging intercultural cooperation in business development is recommended. [Ballarat \(Australia\)](#), for example, introduced the programme "[Cultov8](#)", designed to trial the value of *intercultural interaction* for fostering new businesses and markets for migrant entrepreneurs in Australia. It includes Business Startup Weekends and Business Pre-accelerator Programmes over 2 years. Participants do not need to have a business or even a business idea and are guided by facilitators and a support crew.

Another example which might be interesting to explore comes from Tilburg (the Netherlands) where connections are forged between new migrant entrepreneurs and experienced and skilled Dutch entrepreneurs.

DIVERSITY = INNOVATION is a new group formed by employers and businesses in the Kirklees (UK) area, to focus upon reaping the opportunities of the diversity advantage in the labour market and enterprise. Founder members include major local private sector companies such as Cummins Turbo Technologies and Syngenta agrochemicals, large public sector employers such as the University of Huddersfield, Kirklees Active Leisure and the Borough Council, along with several SMEs, micro-businesses and trade unions. The group has set itself an ambitious agenda for the year. Its first topic is to explore how better gathering and analysis of data can give a clearer understanding of current strengths and weaknesses in the local labour market. There is a particular concern that workers of minority ethnic background are not progressing into senior management roles. It is hoped a better command of data will help to deliver affirmative employment programmes to address these deficiencies

To support these kinds of aspiration the Council of Europe has also launched and tested the "Rating Diversity in Business" focusing on assessing the economic potential of workforce diversity in specific companies to inspire and encourage them to diversify their workforce. The project developed an assessment tool for rating and identifying the most diverse companies in a city through surveys and ratings of companies focusing on the link between diversity in management and the companies' economic performance. The expected impact of the project is to help local businesses to grow by enhancing economic performance through diversity. It will thus also help the local labour market by creating new workplaces for an increasingly diverse workforce.

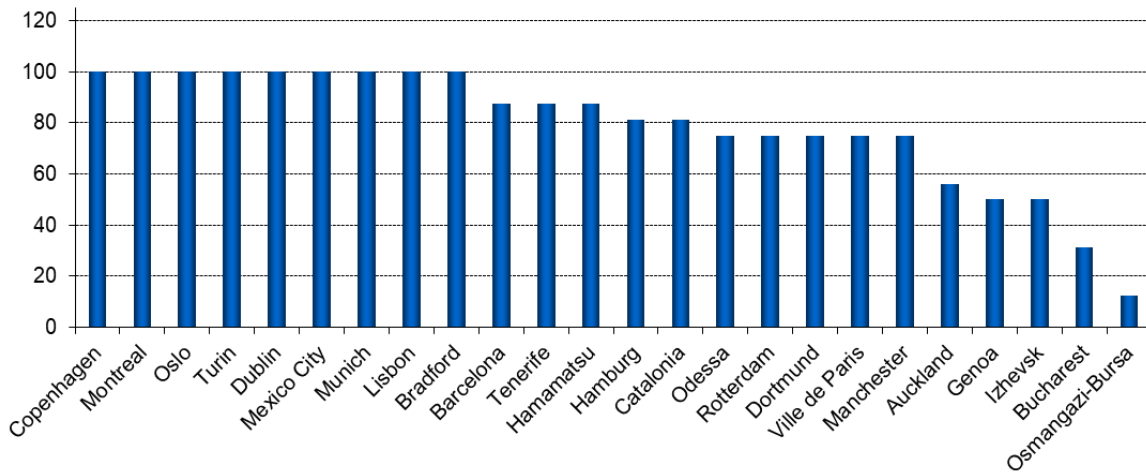
CULTURE & CIVIL LIFE

through intercultural lens

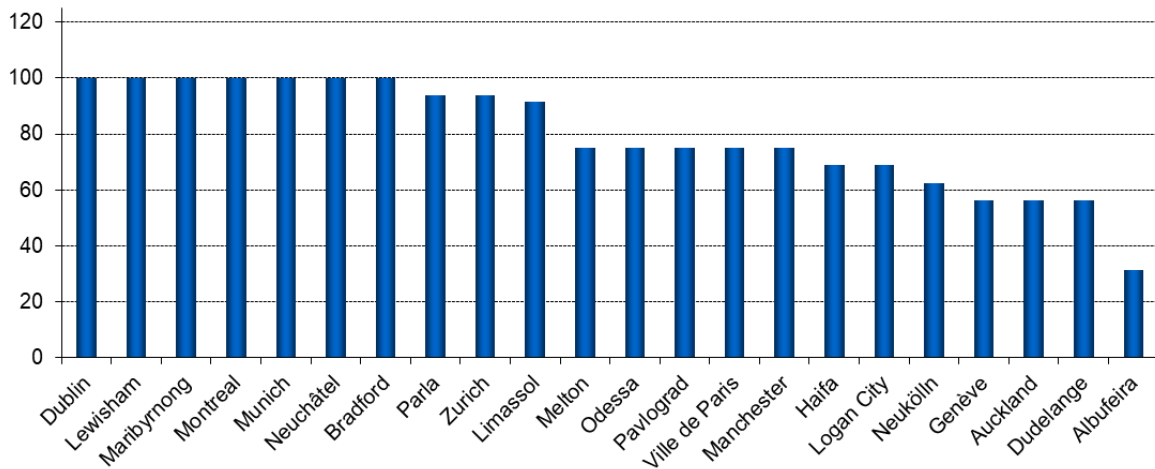


The time that people allocate to their leisure may often be the best opportunity for them to encounter and engage with inhabitants from a different culture. The city can influence this through its own activities and through the way it distributes resources to other organisations.

Intercultural City Index (ICC) - Cultural and civil life
City sample (inhabitants > 500'000)



Intercultural City Index (ICC) - Cultural and civil life
City sample (non-nationals/foreign borns > 20%)



In cultural and civil life policy, Bradford achieved **100%**, considerably higher than the city sample score of **73%**.

The Council does **use interculturalism as a criteria when allocating funds** to associations.

In order to reach the objectives of the Stronger Communities Strategy a funding line for collaborative and innovative projects has been set in place. This '**Innovation Fund**' will be allocated using a democratic participatory budgeting approach. Decisions will be taken not only by all shortlisted organisations but by the People Together Group. This will ensure that an innovative approach is used to the allocation of funding and that successful bids will be those which fit the criterion around Stronger Communities and Interculturalism.

The city, in partnership with other actors of the third sector, regularly organises events and activities in the fields of arts, culture and sport aimed at encouraging people from different ethnic groups to interact.

Some example of events are:

- **Bradford Together** in Bradford's City Park – a music based intercultural festival;
- The **Mile of Tolerance** which involves a multi-faith group visiting each other's places of worship along a one-mile stretch;
- The **Iconic Places of Worship Tour** where up to 70 people of multiple faiths and no-faith visit places of worship across the district using a double decker bus to travel together in between the venues;
- A **Breaking Boundaries** community cohesion cricket project;
- The **Bradford Literature Festival** - the festival operates on the assumption that diversity means diversity of race, ability, sexual orientation – and crucially, socio-economic background – and that access to the arts and culture is most needed, and can affect the greatest change, by and within those deprived and disenfranchised communities, typically overlooked by traditional literature festivals. Bradford Literature Festival is

frequently held up by the Arts Council as “the exemplar of the creative case for diversity”. 60,000 people attended in 2018.

The city **regularly organises debates or campaigns** on the subject of cultural diversity and living together.

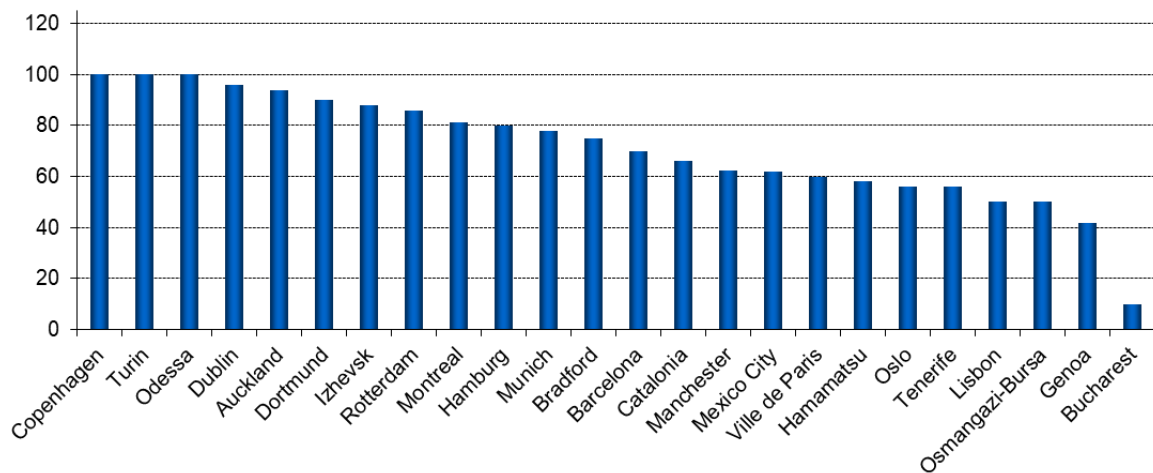
PUBLIC SPACE

through intercultural lens

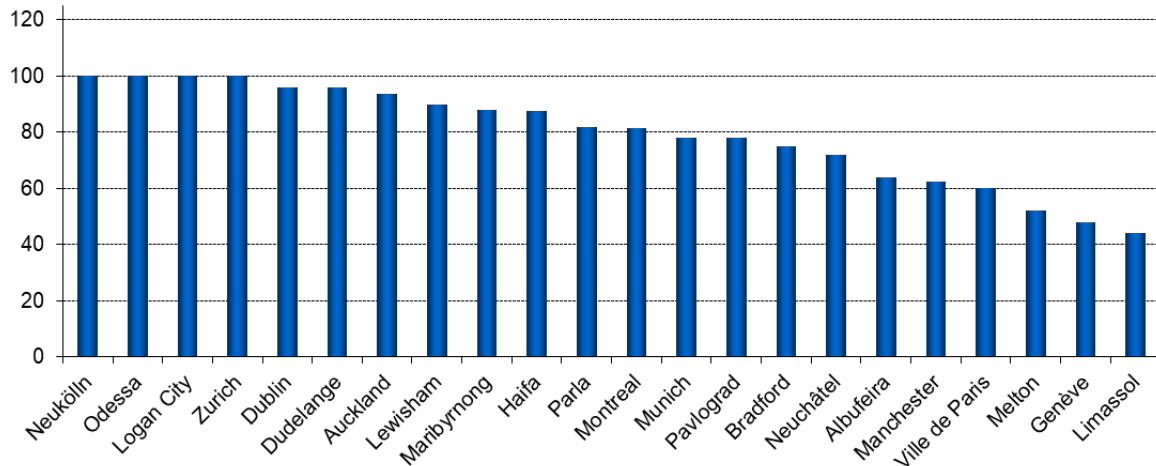


Well managed and animated public spaces can become beacons of the city's intercultural intentions. However, badly managed spaces can become places of suspicion and fear of the stranger.

Intercultural City Index (ICC) - Public space
 City sample (inhabitants > 500'000)



Intercultural City Index (ICC) - Public space
City sample (non-nationals/foreign borns > 20%)



Bradford achieved **75%** in its public space policy, which is higher than the city sample’s achievement rate of **66%**.

The city **encourages meaningful intercultural mixing and interaction** in public libraries, museums, playgrounds, parks, squares and other public centres like Youth and Community Centres.

Examples of this include a free giant chess board in City Park, a free table tennis outside the Bradford’s central library, “Big Lunches”, benches, picnic tables, playgrounds and sports facilities in parks and shared public spaces, free movies and sporting events on a Big Screen, provision for parenting groups, and parent & toddler groups open to all. Music and arts festivals, such as the Bradford Festival and the Bradford Literature Festival, and various local events across the district.

The city **takes into account the population diversity in the design and management** of some public buildings and spaces.

Open and accessible consultation is carried out for the Local Plan. Targeted engagement is organised in regeneration areas.

The city indicates that there are **few areas that are dominated by one ethnic group** and where some people have the perception of not been welcome. This does not necessarily only include deprived areas, some of the wealthiest areas have been reported as “unwelcoming” by people with a different background.

The Stronger Communities Team oversees a number of projects in numerous areas to reduce instances of groups feeling unsafe or unwelcome. In addition, the voluntary and community sector, as well as housing organisations, work towards this goal.

Recommendations:

It is commendable that Bradford is considering the idea to run an Anti-rumour Campaign as this tool could be of support to tackle the perceived lack of safety of certain areas.

We can also suggest the municipality to look into the newly prepared “[Community policing manual](#)” which provides local police, including high-rank police managers, public safety directors, managers, and decision makers, with guidance to

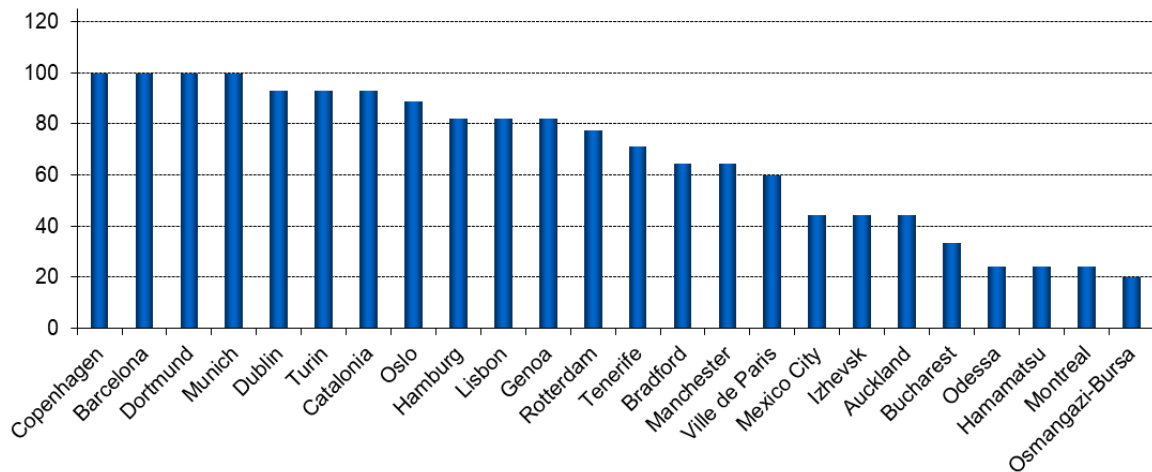
implement policing principles to design new procedures, protocols, structures and specialised units in their police community, to effectively address the challenges that diversity may pose to the achievement of peaceful coexistence, in the medium and long term.

MEDIATION and conflict resolution

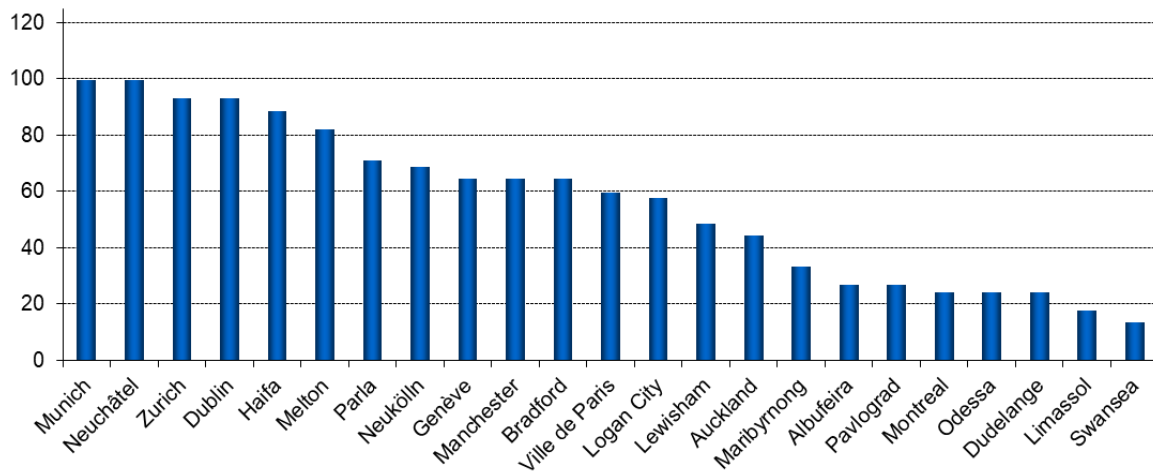


The optimal intercultural city sees the opportunity for innovation and greater cohesion emerging from the very process of conflict mediation and resolution.

Intercultural City Index (ICC) - Mediation and conflict resolution
City sample (inhabitants > 500'000)



Intercultural City Index (ICC) - Mediation and conflict resolution
City sample (non-nationals/foreign borns > 20%)



Bradford achieved **64%** in its mediation and conflict resolution policy, which is slightly higher than the city sample’s rate of **60%**.

Since 2018, the city employs restorative justice methods to deal with conflicts, including cultural ones. Furthermore, whenever tensions over particular issues or events arise, a meeting of the “Reassurance and Engagement Partnership” is immediately organised with the aim of discussing possible solutions and actions planning. The Partnership includes key figures from within communities, as well as stakeholder organisations.

Recently some meetings have been organised to address the divides produced by Brexit.

Bradford has recently re-established its “Faith Forum”.

Recommendations:

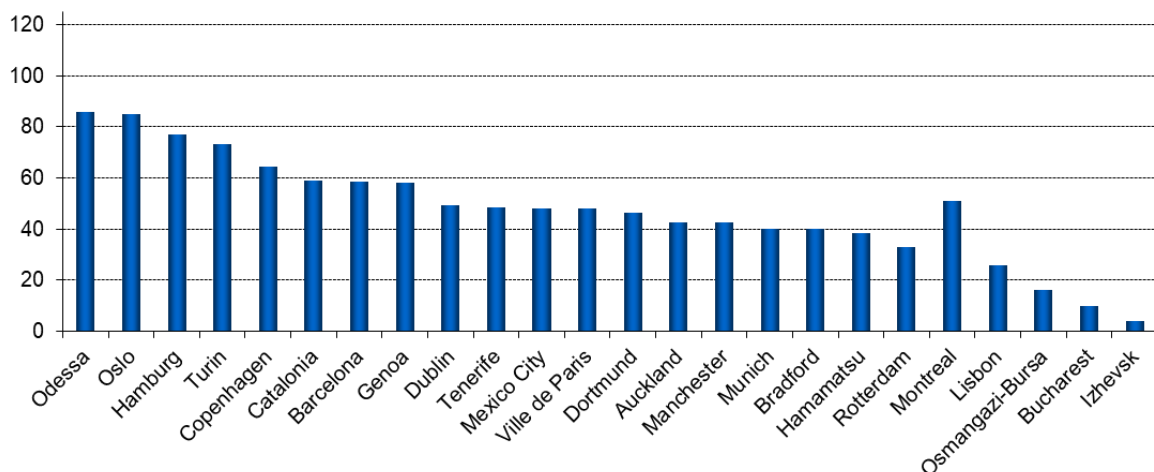
Bradford might wish to consider the results of the European project SONETOR implemented by the city of Patras (Greece). SONETOR is the first international systematic effort to design services that meet the professional needs of intercultural mediators. An on-line Training Platform for Intercultural Mediators was developed which combines social networking applications and training methodologies to help intercultural mediators during their work through specialised educational content and services.

LANGUAGE



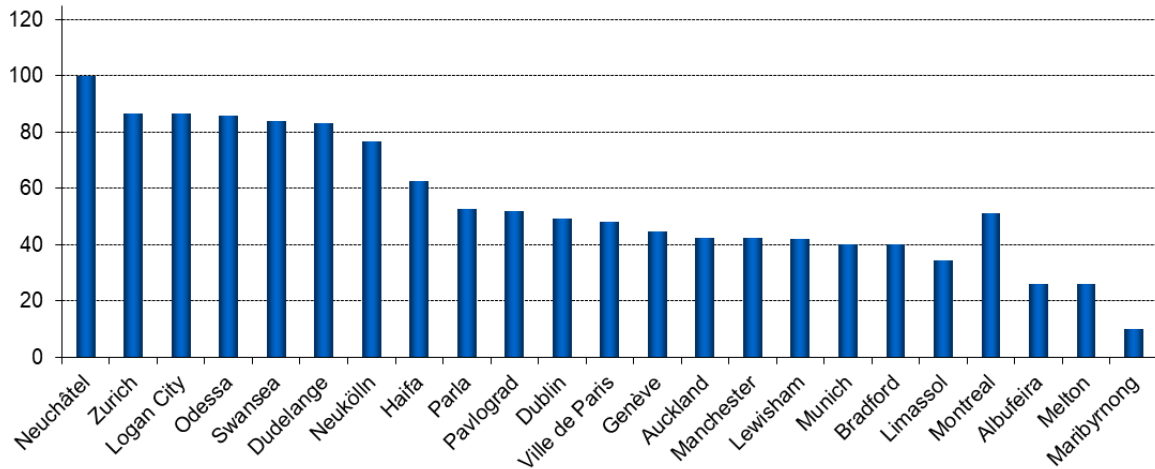
The learning of the language⁷ of the host country by migrants is key issue for integration. However, there are other considerations in an intercultural approach to language. For example, in cities where there are one or more national minorities (or indeed where there is indeed no clear majority group) there is significance in the extent to which there is mutual learning across language divides. Even in cities where recent migrations or trade connections have brought entirely new languages into the city, there is significance in the extent to which the majority are prepared to adopt these languages.

Intercultural City Index (ICC) - Language
City sample (inhabitants > 500'000)



⁷ By language we understand an abstract system of word meanings and symbols for all aspects of culture. The term also includes gestures and other nonverbal communication. (ref- http://higherred.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html)

Intercultural City Index (ICC) - Language
City sample (non-nationals/foreign borns > 20%)



Bradford has a score of **40%** in its language policy, lower than the city sample’s score of **47%**.

The city indicates in the questionnaire that some of the secondary schools in the district provide the possibility for all pupils to choose to study Urdu (which is the most spoken second language). Some of the faith and community organisations are also teaching languages as Arabic and Polish.

Bradford College also offer French, Italian, Polish, Arabic, Chinese and Urdu language courses as part of their community programme. These have been established in response to recent and historic migration into Bradford.

Finally, as part of the Stronger Communities Together Strategy, an English Language Hub has been set up to map needs, identify barriers to learning English or accessing this provision.

It is estimated, in fact, that around 24 000 people across the district (4.8% of the population) do not speak English well or at all, with women of Pakistani origin aged 45-64 being the most likely group to speak little or no English.

The new English Language Hub should therefore inform the establishment of more effective and targeted language provision.

The city **doesn’t support projects seeking to give a positive image** of migrant/minority languages, nor raising awareness of migrant/minority languages spoken in the city.

Recommendations:

As an intercultural city, Bradford may wish to **encourage communication channels to use minority languages**. As an example, the main local newspaper in Genoa (Italy) publishes a page in Spanish every week dedicated to the South American community (Il Secolo XIX). Their radio channel Radio 19 also has a specific daily programme in Spanish for the Latino community.

Bradford may also be inspired by Auckland's (New Zealand) Māori Language Week, consisting of various events and activities across the city. These include bi-lingual story-telling in te reo Māori and English, performances by Māori artists, competitions in the knowledge of Māori words, reading groups for adults, workshops in specific Māori traditions (e.g. flax-weaving) and various after-school Māori traditional activities for children. The Auckland libraries play an important role in organising and hosting these events. Bradford may wish to consider introducing similar **events and activities to celebrate and raise awareness about the languages spoken by all the people living in the city**, for example. Bradford could also participate in celebrating International Mother Language Day (21st February).

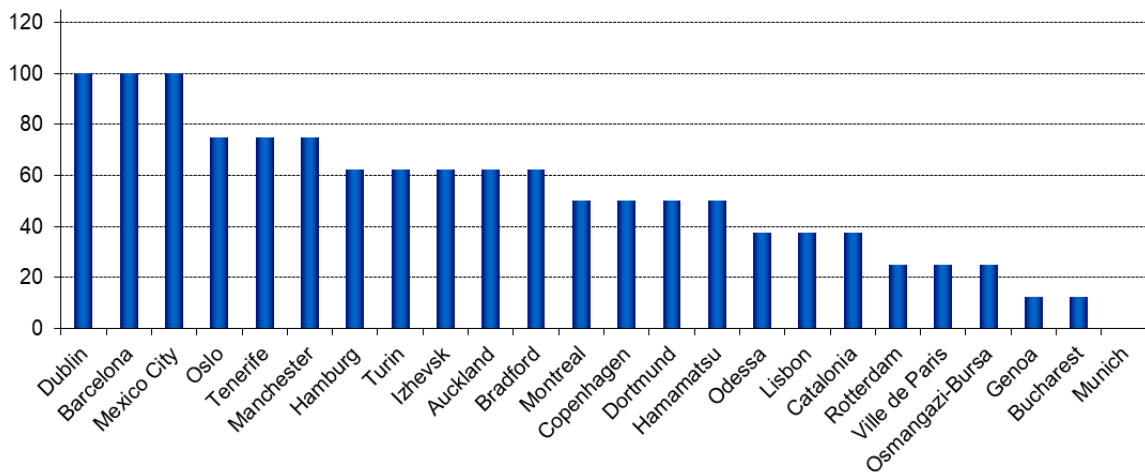
Finally, Bradford could consider the **introduction of a mother-tongue day**, a day to celebrate minority languages. As an example, in the city of Barcelona, during International Mother Language Day, the Barcelona Language Centre of Normalization organizes a literary competition based on autobiographies called "Les llengües de la meva vida" (The languages of my life). The aim of the competition is to share the impact languages have on people's lives and the linguistic value of diversity, the cultural richness associated that derives from learning a new language.

MEDIA policies

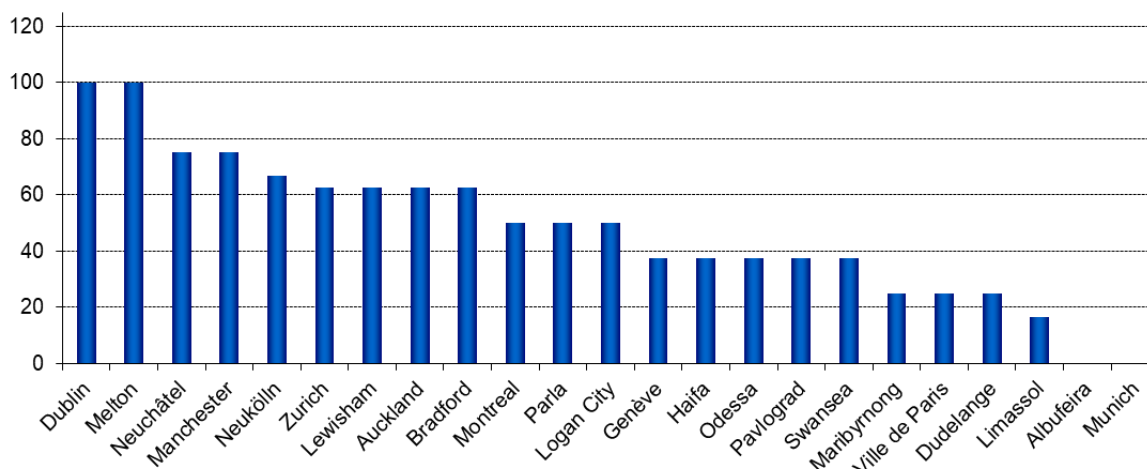


The media has a powerful influence on the attitudes to cultural relations and upon the reputations of particular minority and majority groups. Local municipalities can influence and partner with local media organisations to achieve a climate of public opinion more conducive to intercultural relations.

Intercultural City Index (ICC) - Relations with the local media
City sample (inhabitants > 500'000)



Intercultural City Index (ICC) - Relations with the local media
 City sample (non-nationals/foreign borns > 20%)



For its media policies, Bradford achieved **63%**, higher than the city sample's achievement is at **46%**.

The city has **no media strategy to improve the visibility** of migrants/minorities in the media, but it does carry out occasional actions to this end and it does have an overarching communication strategy for the Council that is promoting the ideas of diversity and integration in the district.

The **Stronger Communities Communication Strategy** is also **being prepared** with the aim of promoting positive narratives of all communities living in the district.

The **communication department** of the city is **instructed to highlight diversity as an advantage** and the city does monitor local and social media when it relates to the Council.

The good relationship with local media has, until now, avoided the need to engage with them on the way they portray migrants and minorities.

Finally, Bradford does not systematically provide support for advocacy, media training for journalists with a minority or migrant background, but some opportunities for asylum seekers, refugees and migrants are provided by BCB Radio and Royal Radio to gain experience in media broadcasting.

Recommendations:

When preparing their new Stronger Communities Together Strategy, Bradford might consider the interesting practice set up by Tenerife (Spain), where a **communication working group** has been set up. The group carries out specific communication and awareness activities including on social media. Once per week the press office of the Cabildo de Tenerife in cooperation with the University of La Laguna issues a press release about the actions taken that week to promote interculturality, coexistence and a positive approach to diversity management. The island makes wide use of social networks such as Facebook, as they play an important role in shaping perceptions. Tenerife works closely with the national radio station Cadena Ser, which airs the '*Diversando*' programme once a month,

covering a wide-range of diversity-related topics. The radio programme is coordinated by '*Jóvenes por la Diversando*' which carries out other visibility actions on diversity. Tenerife also monitors how the media portrays minorities and migration in the news, whilst the Department of Employment, Trade, Industry and Socioeconomic Development of the Cabildo de Tenerife has developed a web portal that allows readers to upload materials and news.

To convey a sense of togetherness, the Bradford may wish to look into Auckland's (New Zealand) communications guide '*Together We're Auckland*'. With the support of this guide, the Council aims to ensure that every Aucklander feels included in what is happening at Auckland Council and that they feel represented and part of the city they live in. It also includes guidelines to ensure true representation of the city's diverse communities through photography. The Council's '*Our Auckland*' online channel also actively highlights diversity in its stories.

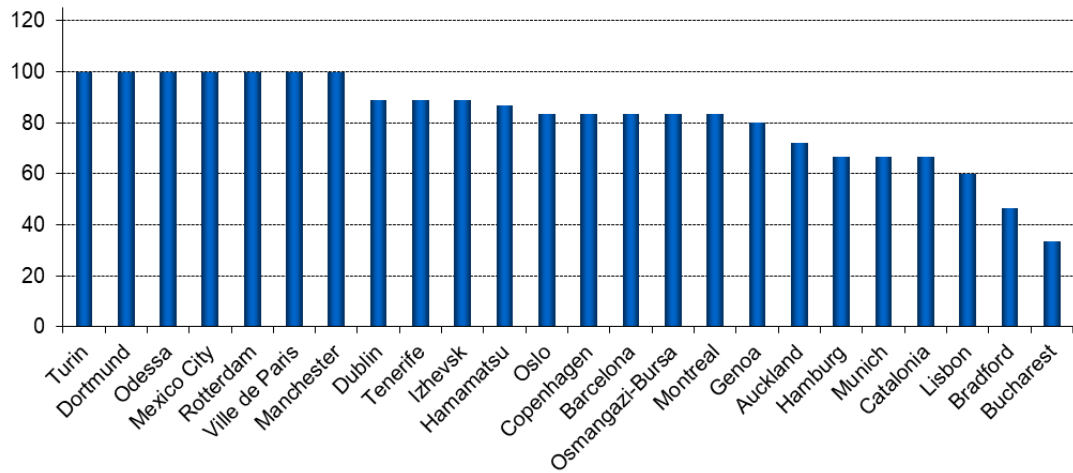
Finally, to support a positive narrative of diversity the city could consider the "*Tomar Claro*", an **Intercultural Prize for Local Journalists** organised in Cascais (Portugal) whose objective is to promote news/articles on interculturality and identity, sense of belonging to the community, migratory pathways, social integration and education for intercultural citizenship.

INTERNATIONAL outlook policies

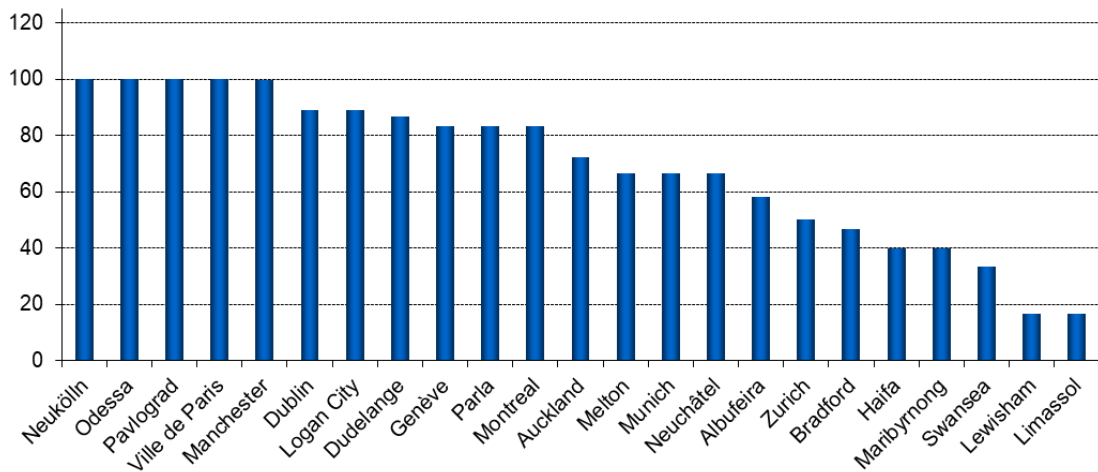


An optimal intercultural city would be a place which actively sought to make new connections with other places for trade, exchange of knowledge, as well as tourism.

**Intercultural City Index (ICC) - An open and international outlook
City sample (inhabitants > 500'000)**



Intercultural City Index (ICC) - An open and international outlook
City sample (non-nationals/foreign borns > 20%)



Bradford achieved **47%** in the field of an open and international outlook, which is lower than the city sample's achievement of **69%**.

No explicit policy encouraging international cooperation with a financial provision does not exist, even if specific opportunities are promoted (for example twinning towns, participation in the Enterprise European Network, membership of the University in the World Technology Universities Congress).

The city **reaches out to foreign students or youth groups arriving through exchange programmes.**

The city **does encourage business relations with countries/cities of origin of its diaspora groups.** Some examples are the recent visit to Pakistan by senior figures from the University of Bradford.

Recommendations:

Given the diversity of Bradford, the experience of Santa Maria da Feira (Portugal) may be of interest. Diversity and migration are perceived as a window to explore new opportunities and new markets. The municipality is planning the launch of an online platform that will link local business owners of all backgrounds with the Portuguese diaspora and with the countries of origin of local immigrants. The launch of this platform is the culmination of a number of initiatives that reach out through business partnerships. The municipality has regular business exchanges with Kenitra, in Morocco.

Another interesting example is the Tripartite Economic Alliance, an alliance agreed between Auckland (New Zealand), Guangzhou (China) and Los Angeles (USA) for meaningful and substantive trade and investment, while fostering intercultural relations. The Alliance increases meaningful and substantive trade and investment opportunities for Auckland-based businesses, entrepreneurs, and investors with two of its key international partner cities (Guangzhou and Los Angeles). At the same time, it allows the city to foster its intercultural relations. A Tripartite Summit is organised every year. Māori participation and outcomes are integral to Auckland's economic development and key to the success of the Tripartite, in particular relating to brand, visibility, skills, investment and business. The Māori business 'Whānau Tahī', for example, attended the 2015 Tripartite Summit,

increasing its global outreach and business development, for instance through formal agreements with first nations/indigenous peoples' agencies in the North America health sector. The Tripartite was also the first international agreement Auckland signed in the Māori language.

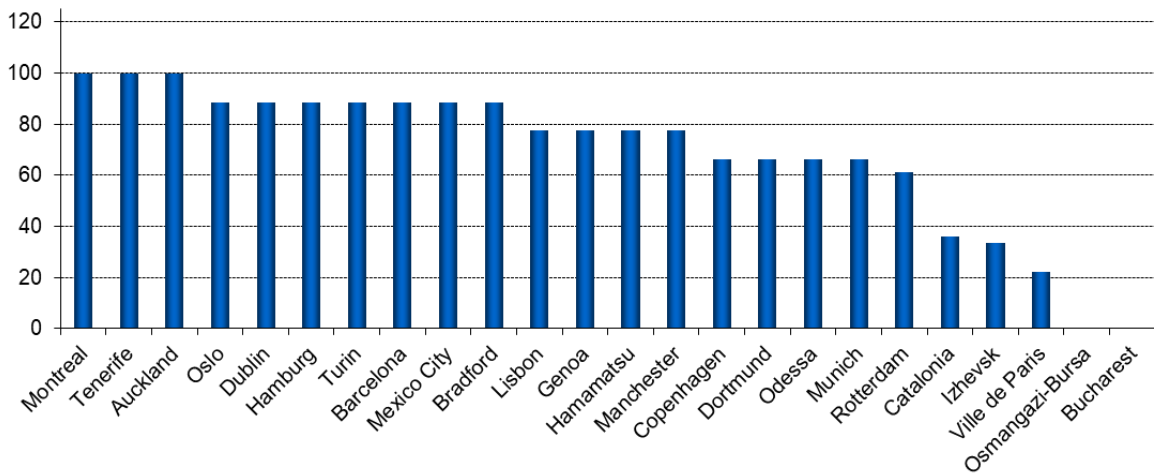
INTELLIGENCE

competence policies

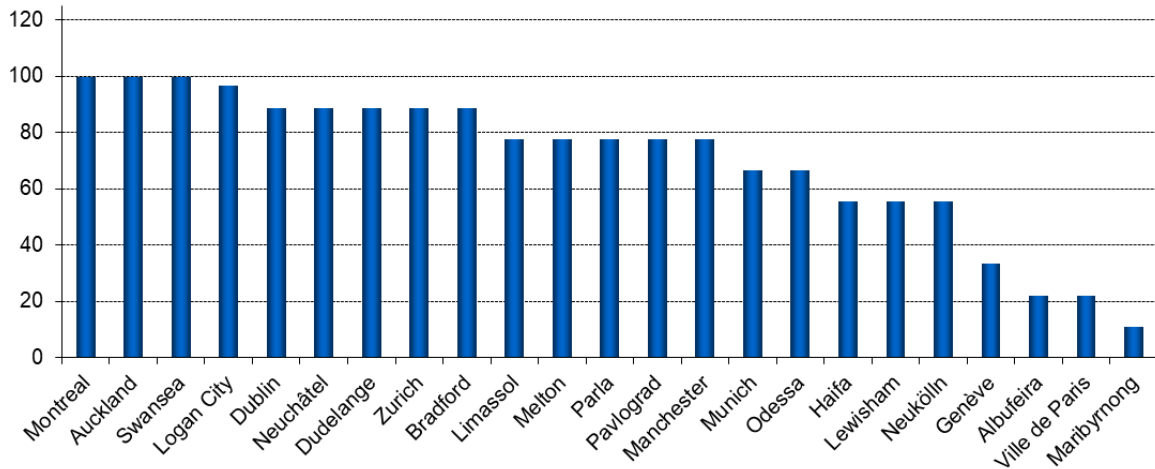


A competent public official in an optimal intercultural city should be able to detect and respond to the presence of cultural difference, and modulate his/her approach accordingly, rather than seeking to impose one model of behaviour on all situations.

Intercultural City Index (ICC) - Intelligence/competence
City sample (inhabitants > 500'000)



**Intercultural City Index (ICC) - Intelligence/competence
City sample (non-nationals/foreign borns > 20%)**



Bradford achieved **89%** in its intelligence and competence policy, while the city sample’s score is at **62%**.

Statistical and qualitative information about diversity and intercultural relations is mainstreamed to inform the city council’s process of policy formulation.

The district does not carry out surveys including questions on public perception of migrants or minorities. It does though support organisations that are challenging inaccurate or negative perceptions of minorities.

Several organisations working in the district are surveying perceptions periodically.

The Police and Crime Commissioner’s office (OPCC) for West Yorkshire carries out regularly the “Your Views” perceptions surveys, which includes questions about how well people get on together.

When consulting the public in relation to Public Space Protection Orders (PSPOs) Bradford Council also actively records demographic data of respondents in order to better identify trends, patterns or problem areas so that subsequent actions can be appropriately focused where the need exists – be it a particular area, or where a specific group is suffering from a particular type of crime or anti-social behaviour.

Finally, **national research** around these issues does take place – exemplified here by Oxford University’s perceptions survey around immigration.

Regarding intercultural competence, all staff and elected members of the Council receive training in equality and diversity.

As part of the new Stronger Communities Together, a project to deliver unconscious bias training to staff and employers across all sectors is also included.

Recommendations:

To build upon the good initiatives already in place, Bradford might be interested in exploring the **“Intercultural Dilemma” methodology** which was developed in Botkyrka (Sweden).

The methodology is firstly designed to identify individual and structural practices among the employees that prevent and enable an intercultural attitude. It then proposes participants to describe real situations when they have been challenged in their intercultural approach. Half the audience describes a situation at the individual level and the other half a situation when structural conditions that enable an intercultural attitude were missing. Proposals on how to solve the challenges are then given by different groups and a final analysis and discussion is used to draw conclusions.

The concept of dilemma workshops is based on the fact that employees in a safe context can bring up situations they encountered or fear they might have, and jointly discuss solutions.

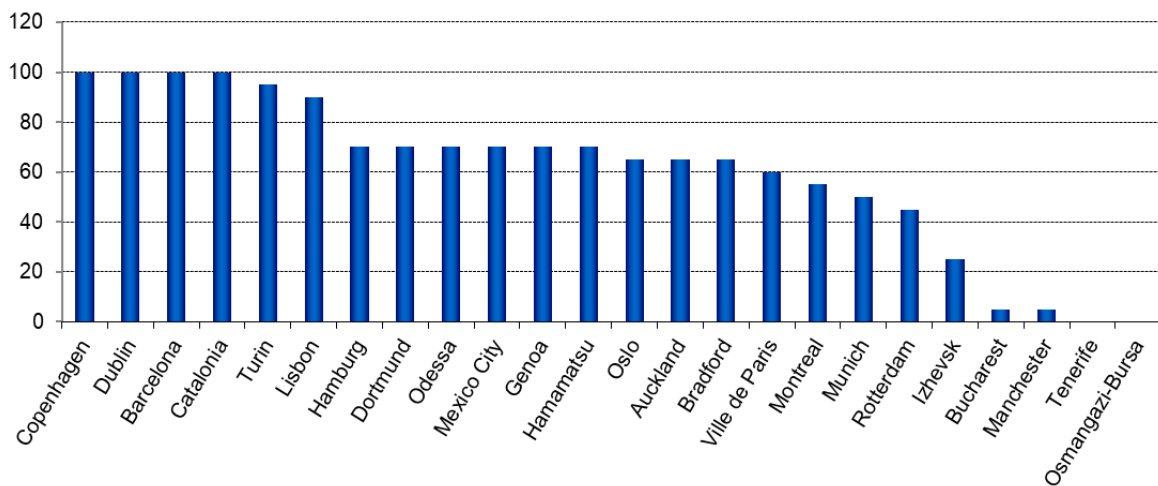
The dilemma approach is used to visualize gaps in the implementation of a human rights based approach using the implementation principles and the concept of dignity in the national, corporate, managerial, and community-based chain of responsibility. In many cases, the dilemma has been able to highlight responsibilities that have fallen between gaps, for example between different administrations, such as social administration and education administration.

WELCOMING

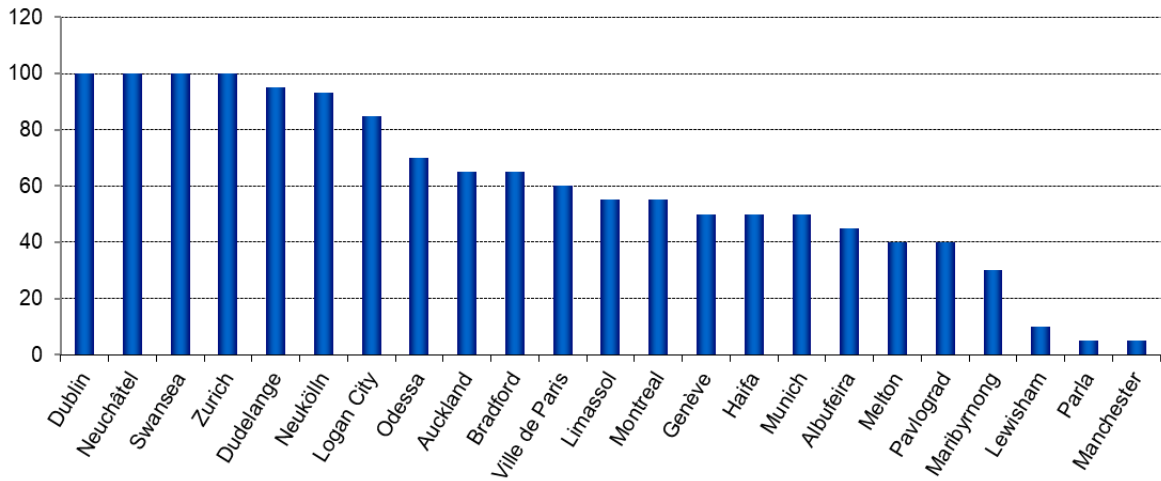


People arriving in a city for an extended stay (whatever their circumstances) are likely to find themselves disorientated and in need of multiple forms of support. The degree to which these measures can be co-coordinated and delivered effectively will have a significant impact on how the person settles and integrates.

Intercultural City Index (ICC) - Welcoming new arrivals
City sample (inhabitants > 500'000)



Intercultural City Index (ICC) - Welcoming new arrivals
City sample (non-nationals/foreign borns > 20%)



Bradford scored **65%** for its welcoming policy, while the city sample’s score is at **55%**.

The city **does have a designated agency/office to welcome newcomers:** the Council’s Housing team includes an Access Housing Officer who is dedicated to supporting new arrivals. The Council also has an Immigration and Asylum Unit.

Within the district, several organisations and initiatives are providing welcome packs and support to newcomers – the City of Sanctuary, Sharing Voices, Refugee Action and the Bradford Immigration and Asylum Seeker Support Network. A range of health-related support services is also provided to refugees and asylum seekers by Bevan Healthcare.

Bradford Council has a **welcome information pack for new arrivals** (currently in the process of being updated). In addition, City of Sanctuary also maintains a comprehensive Local Resources Directory for Asylum Seekers and Refugees.

This welcome pack is going to be provided online in an interactive and translatable version thanks to a partnership between the Council, City of Sanctuary and Refugee Action.

Services on arrival are also provided to specific groups. For example, the University of Bradford and the Bradford College support newly-arrived international students. Bradford College also provides quality support to its students who are unaccompanied asylum seeking children. This includes orientation and enrichment activities.

The Council’s Children’s Services also provide support and welcome to unaccompanied children. Bradford has a “virtual school” which ensures that these young people are fully supported within schools and colleges.

The city has not set in place a public ceremony to greet newcomers, but they are welcomed personally by the city in different ways.

Recommendations:

Bradford might wish to introduce **a public ceremony to greet newcomers**, as this raise awareness about new citizens amongst the local community and promote a feeling of inclusion amongst the newly arrived.

Oxford (UK) has been turning a legal formality into a celebratory and cultural mixing event. Oxfordshire Registration Service has been looking at ways of involving the local community in their citizenship and naturalisation ceremonies and has been working with schools to achieve this. This has led to secondary and primary schools providing choirs to sing at ceremonies which are held on a weekly basis in the Council Chamber in Oxford. MPs have also been invited. To engage more schools in citizenship ceremonies the Council commissioned a DVD to give new citizens an idea of what the citizenship ceremony entailed. The 7-minute DVD has proved very useful in raising the profile of citizenship ceremonies within the County Council and the county as a whole. The pupils and teachers commented on how much they enjoyed being involved and how moving the citizenship ceremonies were.

These ceremonies are also the best opportunity to reach out to newcomers and provide them with the necessary information for them to understand the system quickly.

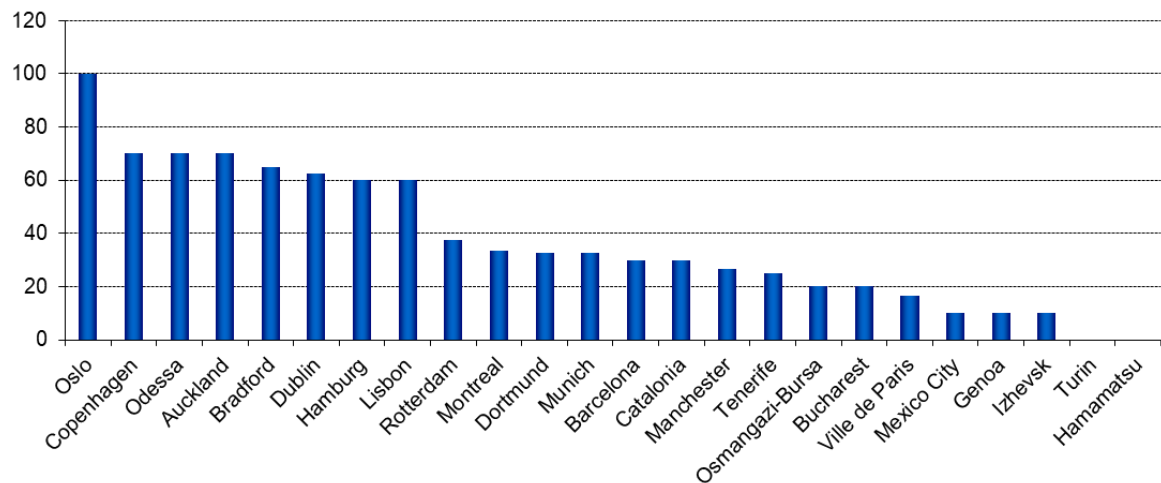
Lisbon's (Portugal) City Hall, for example, hosted a reception on International Migrants Day for all newcomers and migrants living in the city. The event was organised by the Municipal Council for Interculturality and Citizenship (CMIC), a consultative structure that brings together various associations with the goal of strengthening immigrants' integration policies based on intercultural values and principles. Next to a guided tour through the City Hall building, various associations supporting immigrants and refugees presented their work. Participants were also handed out an information guide ("Lisbon's Immigrant Roadmap") aiming to facilitate their integration.

GOVERNANCE

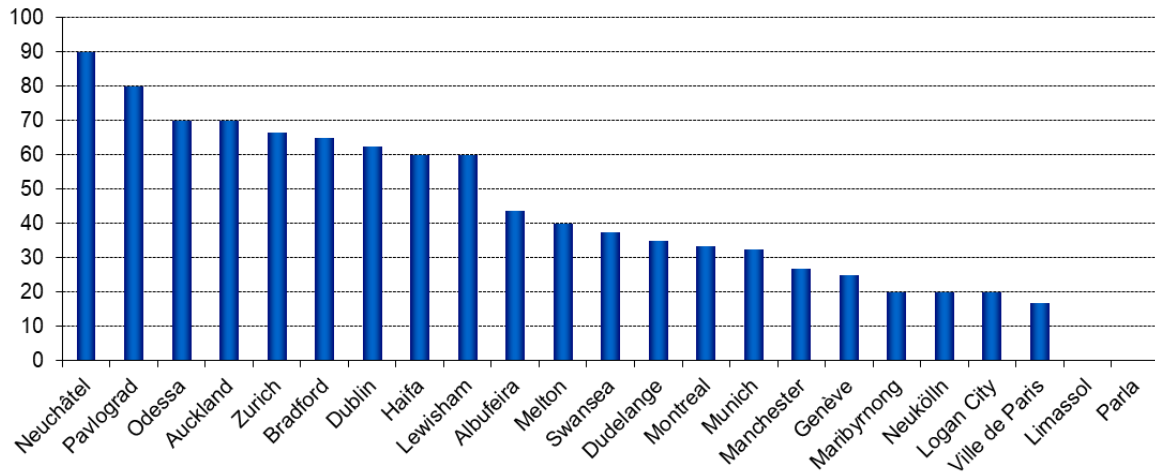


Perhaps the most powerful and far-reaching actions which a city can take in making it more intercultural are the processes of democratic representation and citizen participation in decision-making.

Intercultural City Index (ICC) - Governance
City sample (inhabitants > 500'000)



Intercultural City Index (ICC) - Governance
City sample (non-nationals/foreign borns > 20%)



Bradford achieved a score of **65%** for its governance policy, which is soundly higher than the city sample's score of **34%**.

Foreign nationals in general **cannot vote** in local elections, except in the case of Irish, Commonwealth and EU citizens. The same is true about standing for local elections. EU and Commonwealth citizens are also able to stand for local elections.

Bradford does not have a consultative body involving migrants or minorities. At the same time their voices is channelled in the decision making process through organisations or consultative methods.

There is **no standard** for the representation of migrants/minorities in mandatory boards supervising schools and/or public services as this is regulated at another level of governance.

Lastly, **regular initiatives are organised to encourage migrants/minorities to engage in political life.**

ANTI DISCRIMINATION



Bradford is required by the Equality Act 2010 to assess the compliance of every commissioned contract. This partly ensures that the Council reviews all municipal rules and regulations to identify mechanisms that may discriminate residents with migrants or minority backgrounds.

The Equality and Community Relations Group also looks into the equality of opportunity and access in relations to public services for all citizens.

A group is also set up within the Council to address equality and diversity issues within the organisation.

Bradford Council has a 'Hate Crime Strategy 2017-2020', an Equality & Diversity statement, and Equality Objectives all of which proscribe discrimination on the grounds of protected characteristics under the Equality Act 2010.

Support and advice to victims of discrimination is done by civil society organisations. The Council also funds and facilitates the work of these organisations (for example providing spaces).

The Council regularly monitors the extent and character of discrimination. For example, both the police and the Bradford Hate Crime Alliance regularly monitor incidents of hate crime and their trends.

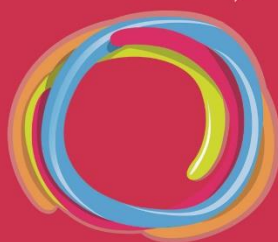
Regular campaigns are organised to raise awareness of discrimination and the Council is committed to create an Anti-rumour strategy which will focus on perception of refugees and asylum seekers, as well as on LGBT issues.

Recommendations:

Next to specific support services for *victims* of discrimination, we advise to also **engage with those discriminating and holding racist and radical attitudes** as it is important to *speak* with them, to try to understand their views and concerns, encouraging them to reflect on these. A good example is the Think Project in Swansea (UK), an educational programme aimed at individuals with a higher risk of far-right extremism. In a 3 day course, participants discuss and reflect on diversity issues and their own attitudes and views, engaging in open

dialogue as well as experiential learning. The Think Project employs a non-criminalising approach, listening to their concerns and exploring the experience and information underlying their negative attitudes. After the course, participants are encouraged to engage in intercultural interaction. The project has proven to be able to transform young peoples' worldviews and thinking about diversity and societal change.

CONCLUSIONS



Bradford showed an aggregate intercultural city index of **74%**. It resulted above average in most of the areas covered by the ICC Index apart from language policy and international outlook where it fell below the city's sample scoring. Its strongest areas were its commitment, education policies, public services, relationship with the labour market and business, cultural policies, public spaces, intelligence and competence and governance. However, even these areas would still benefit from a stronger focus on intercultural integration with more intercultural policies and elements.

In view of the above, we wish to congratulate Bradford for the efforts taken and we are confident that if the city follows our guidelines and other Intercultural Cities' practices, the results will rapidly be visible and tangible.

RECOMMENDATIONS



When it comes to the intercultural efforts, with reference to the survey, Bradford could enhance the sectors below by introducing different initiatives:

Educations: The Council should continue its efforts to desegregate schools by also raising awareness in parents of the benefits of diversity in education. To this end, it might also wish to explore intercultural pedagogy based on multilingualism.

Public services: Bradford should continue making sure that the diversity of employees is representative of the general populations' one especially at higher hierarchical levels.

Business and labour market: Bradford should encourage intercultural cooperation in business development.

Mediation: It is advised to strengthen the intercultural training of mediators.

Language: Bradford might want to organise events and activities that raise awareness and convey a positive image of languages spoken by migrants and minority communities in the city. It might in general want to make use of the language capital that is present in the district, especially within schools. We also encourage the Council to continue its efforts to map needs, identify barriers to learning English or accessing this provision (especially considering intersectional factors).

Bradford may wish to consider further examples implemented by other Intercultural Cities as a source of learning and inspiration to guide future initiatives. Such examples are provided above for each sector as well as in the Intercultural cities database⁸.

⁸ <http://www.coe.int/en/web/interculturalcities/>