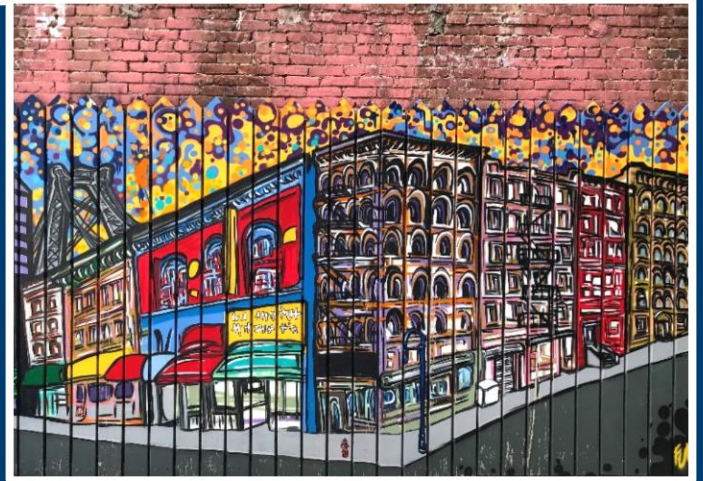




# CAMDEN

# INTERCULTURAL CITIES INDEX ANALYSIS 2021



Diversity, Equality, Interaction

## BUILDING BRIDGES, BREAKING WALLS



[www.coe.int/interculturalcities](http://www.coe.int/interculturalcities)



London borough of Camden/Camden Council, United Kingdom  
INTERCULTURAL CITIES INDEX ANALYSIS

Published in March 2022

Intercultural Cities Secretariat  
Council of Europe  
F-67075 Strasbourg Cedex  
France

[www.coe.int/interculturalcities](http://www.coe.int/interculturalcities)

INTRODUCTION.....	3
Intercultural city definition .....	3
Methodology .....	3
CAMDEN: AN OVERVIEW .....	7
COMMITMENT .....	9
THE CITY THROUGH AN INTERCULTURAL LENS.....	11
Education .....	12
Neighbourhoods .....	14
Public Services .....	16
Business and the labour market .....	18
Cultural and social life .....	20
Public Space .....	23
MEDIATION AND CONFLICT RESOLUTION .....	25
LANGUAGE .....	28
MEDIA AND COMMUNICATION .....	29
INTERNATIONAL OUTLOOK.....	31
INTERCULTURAL INTELLIGENCE AND COMPETENCE.....	33
WELCOMING NEWCOMERS .....	35
LEADERSHIP AND CITIZENSHIP .....	37
ANTI-DISCRIMINATION .....	39
PARTICIPATION.....	42
INTERACTION.....	44
OVERALL CONCLUSIONS .....	46
RECOMMENDATIONS AND SUGGESTIONS .....	50

## INTRODUCTION

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 Cities Index” has been designed as a benchmarking tool for the cities taking part in the programme as well as for future participants.

While this report is being written (December 2021), 153 cities embraced the ICC programme and approach, and 119 (including Camden) have analysed their intercultural policies using the Intercultural Cities Index. The respective reports can be found [here](#).

Among these cities, 28 cities (including Camden) have between 200,000 and 500,000 inhabitants and 29 (including Camden) have more than 20% of foreign-born residents.

This document presents the results of the Intercultural Cities Index analysis for the London Borough of Camden (hereafter “Camden”), United Kingdom (UK), in 2021, and provides related intercultural policy conclusions and recommendations.

## INTERCULTURAL CITY DEFINITION

The intercultural city has people with different nationalities, origins, languages or religions/beliefs. 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.

## METHODOLOGY

The Intercultural Cities Index analysis is based on a questionnaire involving 86 questions (73 of which are mandatory) grouped in 12 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 Intercultural Cities Index).

These indicators comprise the following (including the two new indicators in bold):

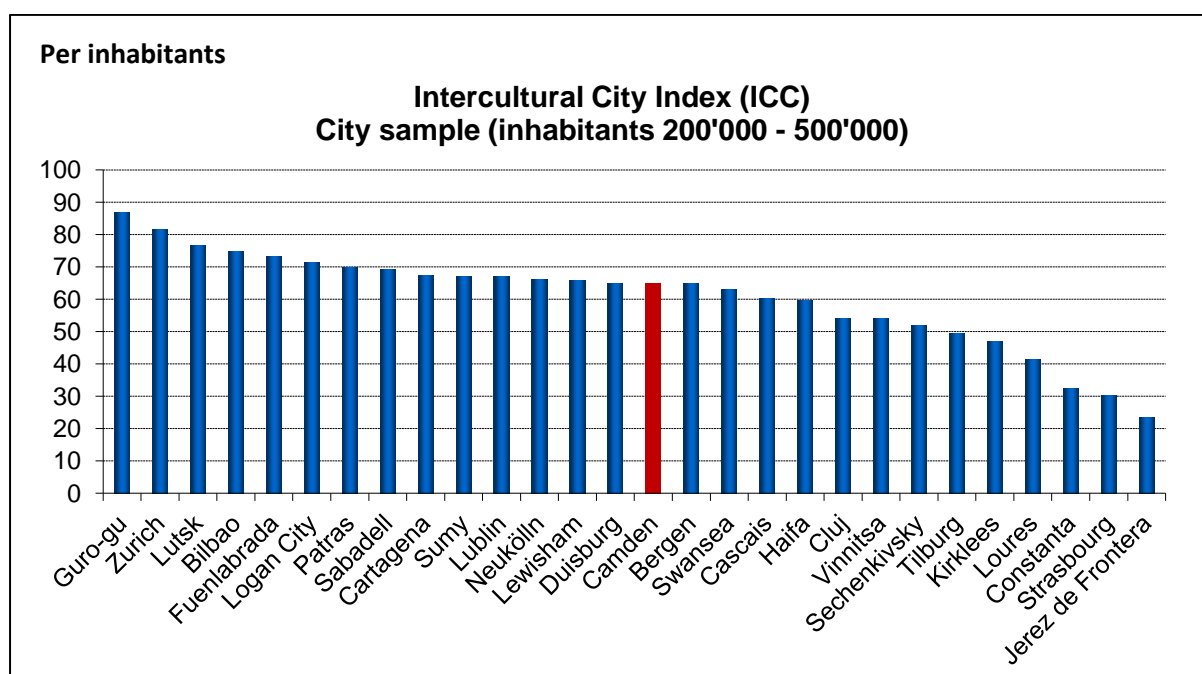
1. Commitment	
2. Intercultural lens	Education
3. Mediation and conflict resolution	Neighbourhoods
4. Language	Public services
5. Media and communication	Business and the labour market
6. International outlook	Cultural and social life
7. Intercultural intelligence and competence	Public space
8. Welcoming newcomers	
9. Leadership and citizenship	
10. Anti-discrimination	
<b>11. Participation</b>	
<b>12. Interaction</b>	

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/benchlearning**, 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 interesting in completing 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.

So far, 33 cities have used the Intercultural Cities Index containing the new indicators in their evaluations, including Camden. Thus, Camden will be compared to the entire sample for all the indicators, and to the new sample for the new indicators relating to participation and interaction.

According to the overall Intercultural Cities Index results, Camden has an aggregate Intercultural Cities Index result of 65% (out of 100%). The details of this result will be explained below.<sup>1</sup>

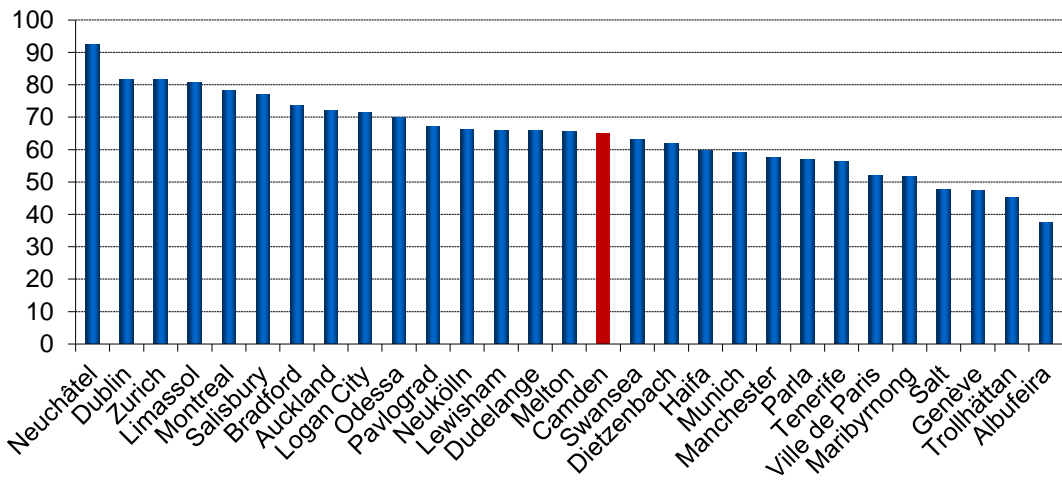


<sup>1</sup> The original Intercultural Cities Index contained 69 questions. The Intercultural Cities Index was updated in 2019, when additional questions were added, some questions were removed and completely new indicators were added (anti-discrimination, interaction and participation), resulting in the extended Intercultural Cities Index with 86 questions. As a main rule, the Intercultural Cities Index report applies the scoring from the original Intercultural Cities Index, to ensure the broadest possible comparison group in the global score.

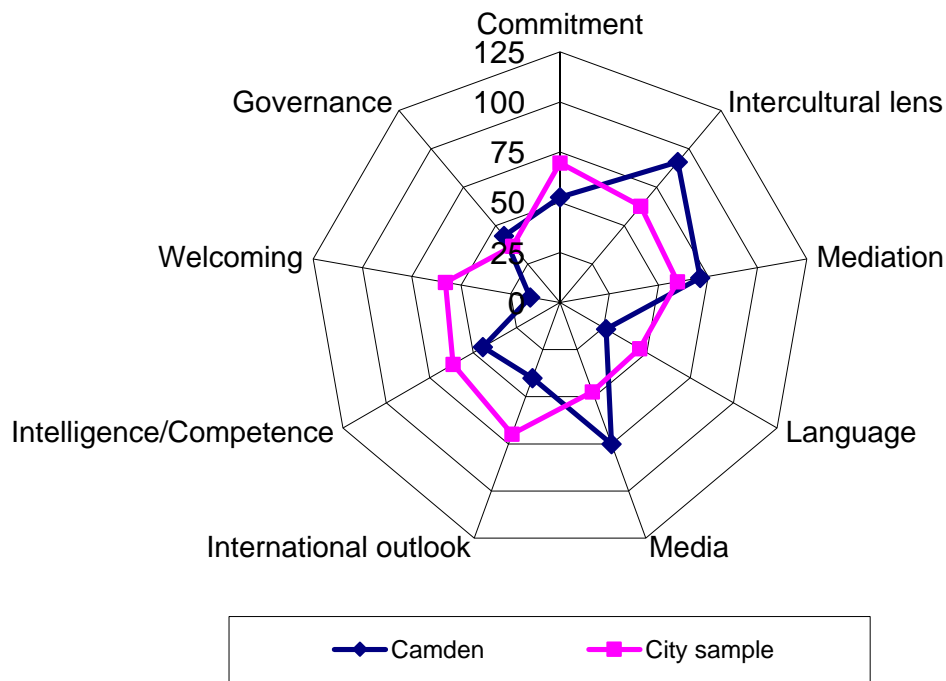
In addition, the scoring from the extended Intercultural Cities Index is provided in an explanatory footnote for all indicators where it is relevant. This scoring encompasses the assessment of the questions of the original Intercultural Cities Index as well as the new questions of the extended Intercultural Cities Index for each specific indicator. The scoring of the original Intercultural Cities Index and extended Intercultural Cities Index for the same indicator may hence differ based on the differing number of questions. Finally, the indicators which are completely new to the extended Intercultural Cities Index only include the scoring from the extended Intercultural Cities Index. This scoring for these indicators hence shows directly in the text and not in a footnote.

Per diversity

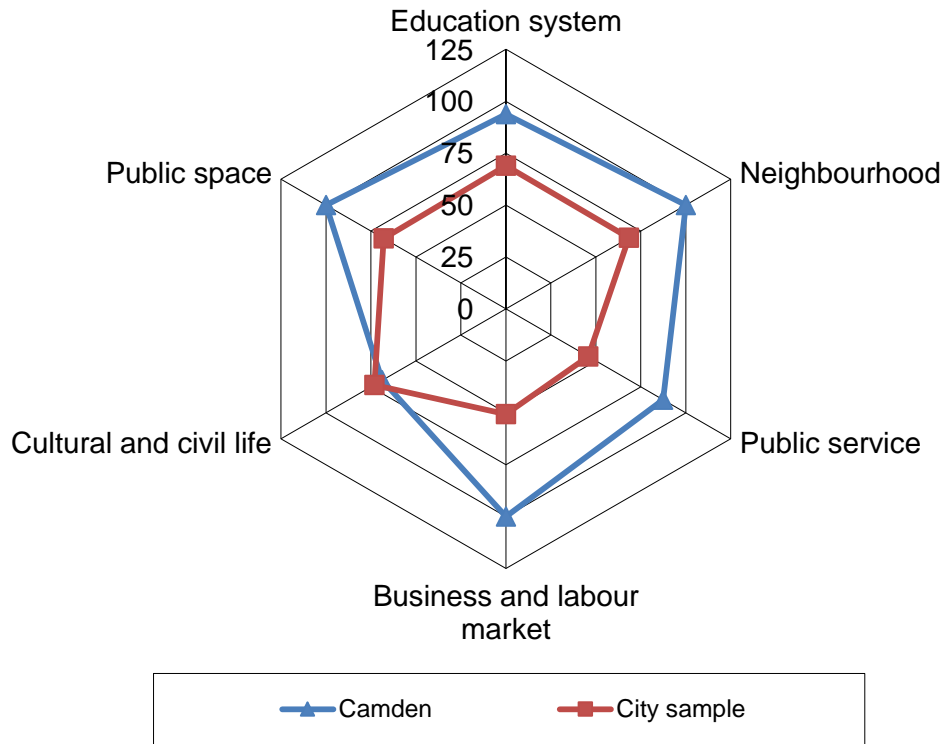
**Intercultural City Index (ICC)**  
City sample (non-nationals/foreign borns > 20%)



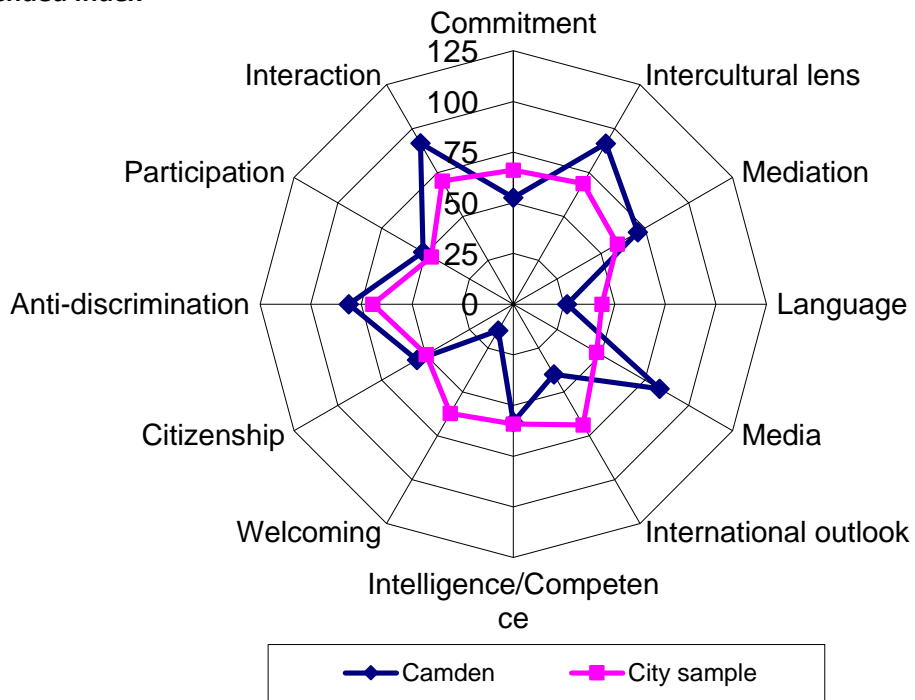
Core Index

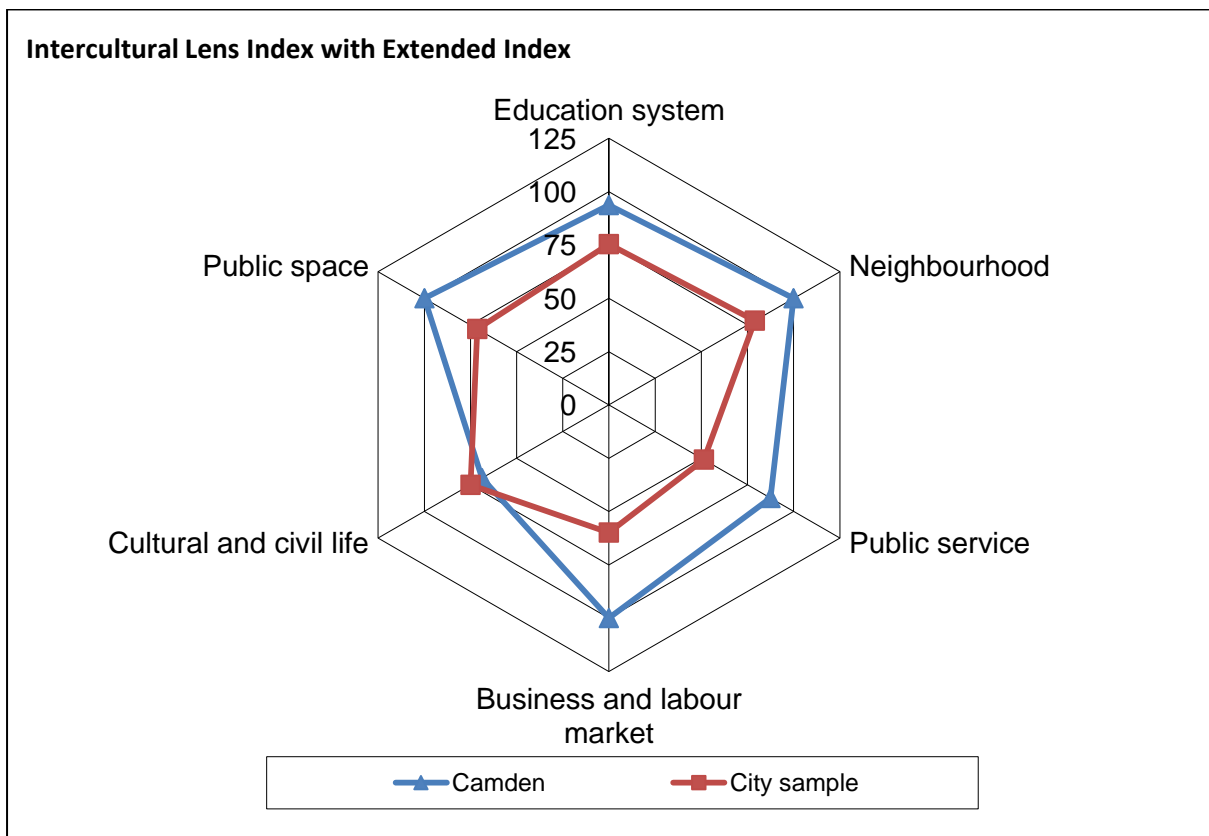


### Intercultural Lens Index with Core Index



### Extended Index





## CAMDEN: AN OVERVIEW

The London borough of Camden, United Kingdom, is one of the 32 boroughs forming London (in addition to the City of London which covers a smaller area). It is located in Inner London, in the northern part of the city. Boroughs are responsible for providing most day-to-day services for their local residents, including education, housing, social services, environmental services, local planning and arts and leisure. For electoral and local planning purposes, the London borough of Camden is divided into 18 wards at the time of writing of this report (December 2021). However, ward boundaries were reviewed by the Local Government Boundary Commission for England. As of January 2022, Camden will entail 21 wards. Camden's GDP per capita is £131,297.

In April 1965, the London Borough of Camden replaced the former metropolitan boroughs of Hampstead, Holborn, and St Pancras. It was named after the first Earl Camden, Charles Pratt, who started the development of Camden Town in 1791. The earliest known settlement was on the high lands of Hampstead Heath and dates back to the Mesolithic age around 7000BC. For many centuries the area remained heavily forested, with fertile land drained by the Fleet, Tyburn and Westbourne rivers, and other streams.<sup>2</sup>

In mid-2021, 254 666 people were living in Camden. Population composition is categorised from the most recent census (2011 UK Census) into five main groups and 18 detailed groups. The categorisation is used across the government and local governments and is expandable in terms of individual groups, so long as they aggregate up to the main groups. See groups below<sup>3</sup>:

<sup>2</sup> Source : [Camden's history - Camden Council](#)

<sup>3</sup> Reference terms specifically used in the UK context. The UK 2011 Census has a classification system that defines people into ethnic groups, including e.g.; White: Gypsy/Irish Traveller. People that self-identify as something else can choose 'Other' (within White, Mixed, Asian, Black or Other main groups) and write in their self-identified ethnicity. This footnote is also applicable for the rest of the document, each time these reference terms are used.



White	British
	Irish
	Gypsy or Irish Traveller
	Other White
Mixed/multiple ethnic groups	White & Black Caribbean
	White & Black African
	White & Asian
	Other Mixed
Asian/Asian British groups	Indian
	Pakistani
	Bangladeshi
	Chinese
	Other Asian
Black/African/Caribbean/Black British groups	African
	Caribbean
	Other Black
Other ethnic groups	Arab
	Any other ethnic group

See below the breakdown of the main (native or foreign-born) ethnic/cultural groups represented in Camden following the above-mentioned UK-specific categorisation:

<b>GLA 2016-based Ethnic Group Projections</b>			
<i>Source: GLA, © 2019</i>			
<b>Year = 2021</b>		<b>All Ages</b>	<b>Percent</b>
	<b>All Persons</b>	254,666	100.0%
White	White British	99,682	39.1%
	White Irish	7,396	2.9%
	Other White	62,853	24.7%
Mixed/Multiple	White & Black Caribbean	2,240	0.9%
	White & Black African	1,982	0.8%
	White & Asian	4,074	1.6%
	Other Mixed	5,320	2.1%
Asian/Asian British	Indian	8,490	3.3%
	Pakistani	2,129	0.8%
	Bangladeshi	10,650	4.2%
	Chinese	9,151	3.6%
	Other Asian	12,543	4.9%
Black/Black British	Black African	10,037	3.9%
	Black Caribbean	3,546	1.4%
	Other Black	3,631	1.4%
Other	Arab	4,424	1.7%
	Any Other Ethnic Group	6,517	2.6%

As can be seen above, Camden has a diverse population composed of many ethnic/cultural groups. It is estimated that 25% of non-nationals reside in the borough. Among the non-national population, 44% are nationals from European Union (EU) countries. They represent 11% of the total population of the borough.<sup>4</sup> Furthermore, among the nationals residing in Camden, 43% in total are foreign-born.<sup>5</sup>

Bangladeshis form the largest single minority group, by ethnicity. The group has been the largest single minority ethnic since first recorded in the 1991 Census. As shown above, the figure is 10,650 inhabitants (4.2%). Camden has the UK's 6th largest population of Bengali households and Sylheti/Bengali is the most commonly spoken language by Camden pupils after English.

No data is available regarding refugees or irregular migrants living in Camden. The only data available on the location of asylum seekers is for those who are receiving government support ([see statistics here](#)). According to this source, Camden had 51 residents receiving government support at the end of June 2021.

<sup>4</sup> Source : Annual Population Survey Jan-Dec-2019, © ONS 2020

<sup>5</sup> Source : Annual Population Survey Jan-Dec-2019, © ONS 2020

Camden Council does collect data for specific purposes, such as the number of unaccompanied asylum-seeking children and the number of Afghan evacuees that it is supporting. The borough is currently welcoming a number of Afghan evacuees to the borough for support, such as housing, health care, food and education.<sup>6</sup>

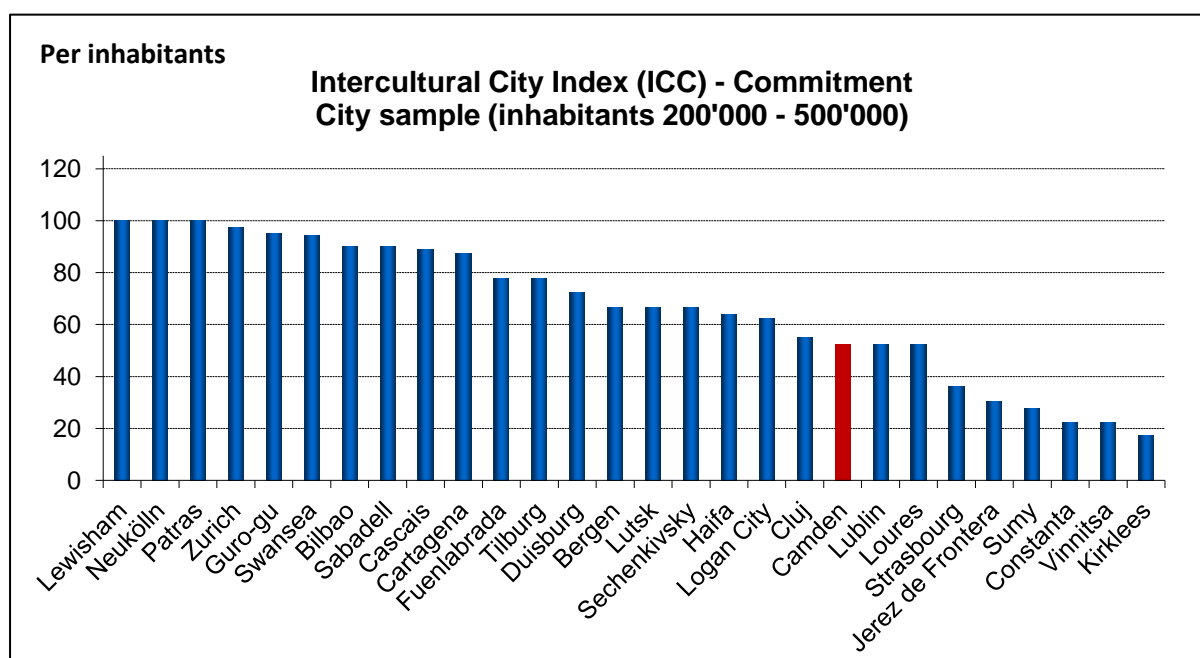
Camden Council acknowledges that some groups of people with diverse origins, religions, languages or sexual orientation require a special focus. It focuses its work in a way that is responsive to particular and changing needs. This may be additional support for the safety of Somali young people, working with agencies to help homeless migrants or supporting the legacy of LGBTQ+ venues and culture in the borough. The Camden Council is also becoming more aware of the barriers that transgender residents are facing.

Overall, the borough has seen its population change significantly. In the last 20 years there has been a large growth in the 'White Other' population, particularly as a result of EU enlargement, but also as result of other international flows. Some growth is a result of the ever-present student population (c.27,000), nearly 60% of which is from outside the UK. It is possible that this trend in migration may be affected by factors, such as the Covid-19 pandemic or Britain's exit from the EU. However, this is not yet clear from the data that is currently available.

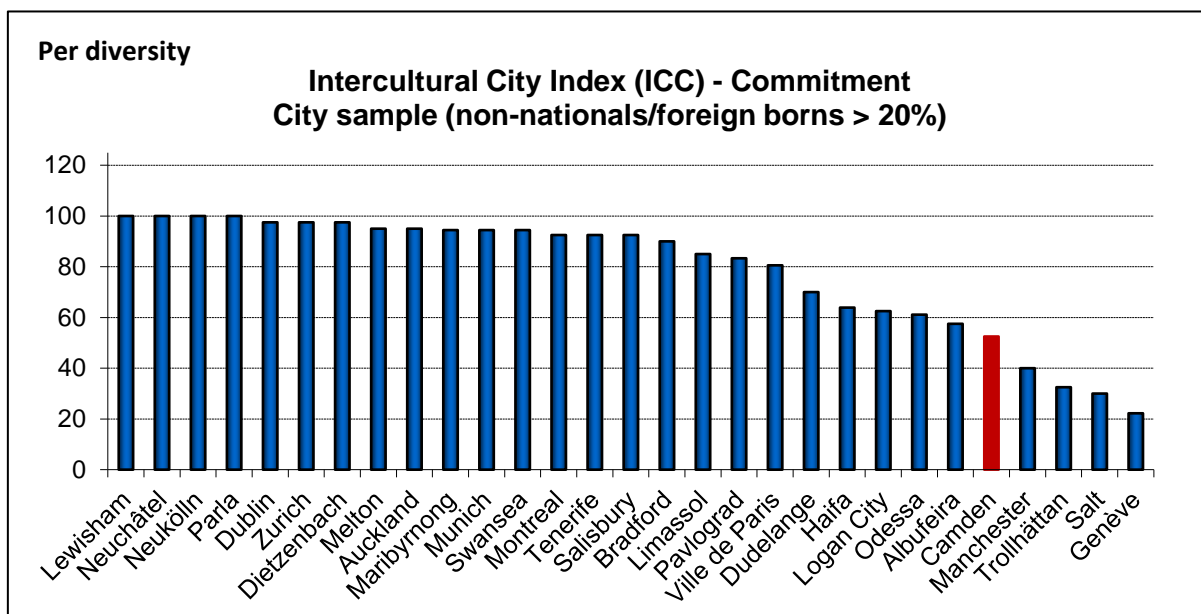
## COMMITMENT

*For intercultural inclusion to occur, city authorities need to send out a clear and well-publicised message emphasising their commitment to intercultural principles, i.e. diversity, equality and interaction. Ideally, a majority of elected officials and senior policy officers will have a clear understanding of these core principles and their implications for policymaking. City authorities also need to initiate an institutional process to translate the principles of interculturality into concrete policies and actions. Most importantly, an intercultural city actively seeks to include residents of all nationalities, origins, languages, religions/beliefs, sexual orientations and age groups in the policy-making process. The authorities also highlight and nurture any intercultural practices that may already exist in the city.*

Camden achieved a rate of 53%, which is lower than the city sample's achievement rate of 70%. This can be explained by the fact that the Camden Council has endorsed a statement and regularly communicates on its intercultural commitment, but is still preparing some of the elements of its intercultural strategy.



<sup>6</sup> More information at: [Asylum Seekers and Refugees - Camden Council](#).



Camden's local Council has discussed and endorsed a public statement that it is aspiring to become intercultural. Indeed, Councillor Hai, Camden's Cabinet Member for Young People and Cohesion set out the borough's commitment to becoming an Intercultural City in his report to the Council Cabinet meeting in January 2020. This proposal was discussed and endorsed by the Council. The [report](#) is a public document, available on the Camden Council website.

The borough does not yet have an adopted intercultural integration strategy. However, it is planning to develop an equality strategy from an intercultural perspective during 2021/2022. Likewise, there is no adopted intercultural action plan, but it will form part of the above-mentioned equality strategy. Nonetheless, other action plans were adopted as a result of work on race equality and on the disproportionate impact of Covid-19 on Black, Asian and Minority Ethnic communities to ensure they are protected from the immediate and long-term impacts of the pandemic.<sup>7</sup> A significant piece of work that has emerged is Camden's Race Equality Action Plan.

At present, there is no specific separate budget for the implementation of the strategy. However, funding of projects and activities that promote intercultural connection is mainstreamed in existing budgets. Camden Council also funds the Social Action Fund which supports increased social action by bringing together different groups and communities to celebrate diversity.<sup>8</sup> In addition, the Council has created and funded the role of Director of Equality and Disproportionality, this role is the sponsor of the work to develop an equality strategy.

Likewise, evaluation systems will be built into the process of developing and updating the strategy. The Council is currently working with University College London (UCL) on a joint project on the Metrics of Inequality related to the [Building Equal Foundations](#) Action Plan. The learning from this will be used to design the evaluation systems for the strategy.

Camden is also seriously considering setting up a dedicated body or a cross-departmental co-ordination structure responsible for implementing the intercultural strategy. Once the strategy has been developed, an official webpage will be set up to communicate on Camden's intercultural statement, strategy and action plan. In the meantime, official communication by the borough often makes clear reference to its intercultural commitment. A cohesive and integrated borough is central to the values of Camden as a place. Camden is committed to building a borough where different communities have opportunities to come together and celebrate diversity and shared values. This is communicated by [Camden 2025](#) and [Our Camden Plan](#). In addition, the council runs the [We Make Camden](#) campaign. The branding concept has been rolled out to support a wide range of initiatives, including We Make Camden Proud for LGBTQIA+ and Women Make Camden.

Camden has been at the forefront of involving residents in the democratic decision-making process. An example was being one of the first UK authorities to use citizen's assemblies. Camden systematically carries out public

<sup>7</sup> More information at: [Building Equal Foundations](#).

<sup>8</sup> More information at: <https://www.camdengiving.org.uk/social-action-fund>.

consultations involving all kinds of diverse groups and systematically engages in co-design involving people with diverse backgrounds in policy formulation. These processes have been used for example to develop the [Camden 2025](#) Council priorities and [Climate Action Plan](#), where the diversity of people selected was highlighted ([see the UCL evaluation](#)).

This approach is also applied for the work at the neighbourhood level. A dedicated Participation team at Camden Council was formed to help increase the transformative participation in communities. The team works alongside services and closely with the public on co-produced and community-led activities, with a focus on ensuring that everyone has a voice.

Lastly, Camden honours local residents or organisations that have contributed to encouraging interculturalism in the local community. For example, Camden asks its residents to nominate a Camden-based group of people or organisation to be featured as part of the We make Camden recognition campaign. This year Camden invited nominations for a range of contributions that showcase its wonderful diversity and its proactive, community-led response to Covid-19.<sup>9</sup> Annual Youth Awards also recognise the contribution of young people to the life of the communities.

### [Recommendations](#)

**Developing concrete policies and actions** is a mean for cities to substantiate their commitment towards interculturalism and inclusiveness. As Camden is in the process of developing such tools integrating the intercultural approach, it might find it helpful to look into the strategies and plans formulated by other intercultural cities, such as [Limassol](#) (Cyprus), [Auckland](#) (New Zealand) or [Barcelona](#) (Spain).

The experience of [Auckland](#) might be especially relevant. Auckland's Research and Monitoring Unit (RIMU) conducts environmental, social, economic and cultural research to inform and support policy development, implementation and evaluation. The Auckland Plan 2050 is based on statistical and qualitative evidence about diversity and intercultural relations provided by the RIMU, shaping the focus areas in the plan. The Inclusive Auckland Framework and the Council's Quality Advice programme are working together to pilot, evaluate and implement a new process for community service design and delivery decisions based on demographic data and research. They have also established social and community impact assessments as standard practice for all policy advice, complemented by training.

Also on the topic of **evaluation**, the city of [Geneva](#) (Switzerland) has published an evaluation of their diversity policy 2016-2020 which may be a useful reference as Camden is also planning on designing evaluation systems. The assessment of the roadmap 2016-2020 presents the main actions carried out in relation to four strategic axes: welcoming residents; accessibility of public services; the fight against discrimination in all its forms; and the implementation of a human resources policy that reflects the diversity of Geneva's population.

Lastly, with regards to the setting up of a **dedicated body or a cross-departmental co-ordination structure** responsible for implementing the intercultural strategy, the example of Bradford (UK) could be interesting. In Bradford, the structure responsible for the implementation and evaluation of the "Stronger Communities Together Strategy" 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.

### **THE CITY THROUGH AN INTERCULTURAL LENS**

---

Although the formal functions cities and other local authorities assume vary considerably from one country to another, all cities have the primary responsibility for maintaining social cohesion and preserving the quality of life in the city. The policies designed to achieve these goals will therefore be re-conceived and re-configured in order to assure they provide adequate service to all residents regardless of their nationalities, origins, languages, religions/beliefs, sexual orientation and age group. This is most notably the case for policies concerning education, neighbourhoods, public services, business and the labour market, cultural and social life, and public space.

---

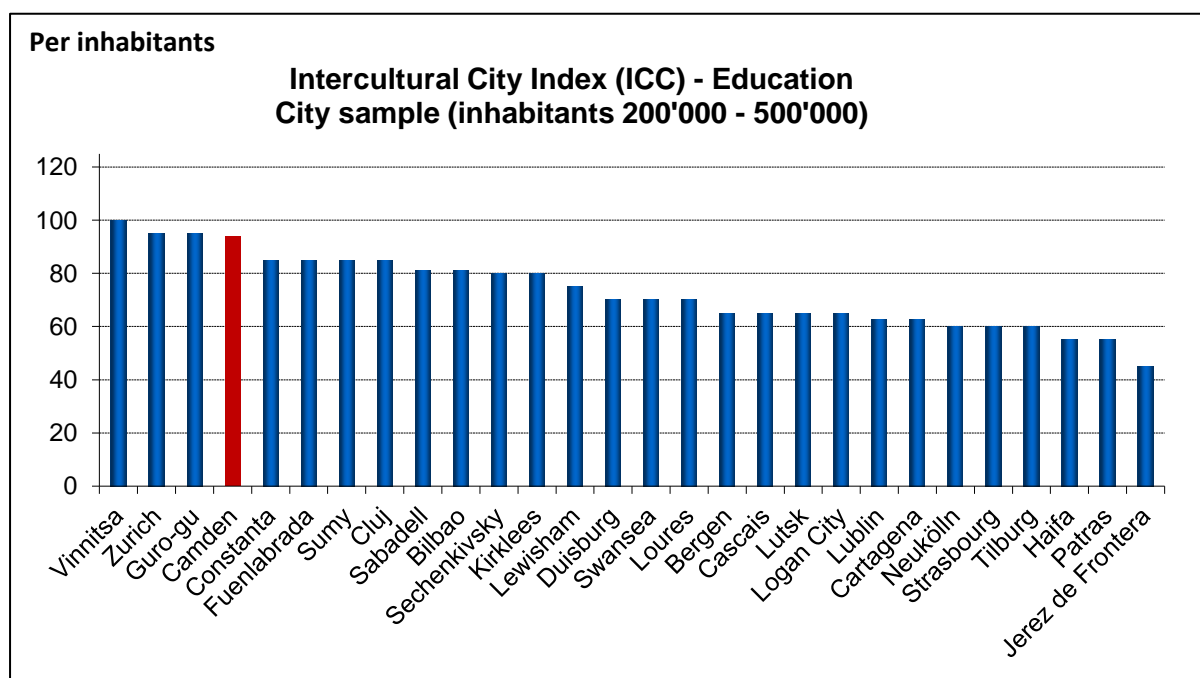
<sup>9</sup> More information here: <https://news.camden.gov.uk/nominate-camden-groups-for-their-covid-19-response-efforts/>

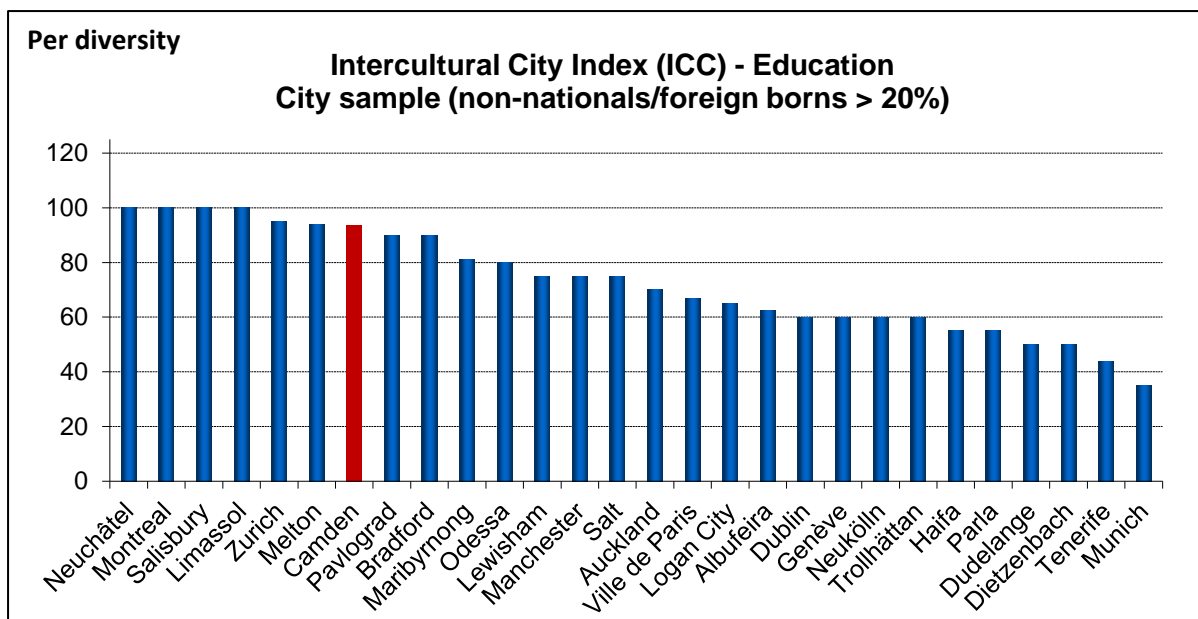
The overall rate of achievement of the urban policies of Camden, assessed as a whole through an "intercultural lens" is considerably higher to that of the model city: 91% of these objectives were achieved while the rate of achievement of the model city reaches 63%.

## EDUCATION

Formal education and extracurricular activities have a powerful influence on how children will perceive diversity as they grow up. Schools therefore have a strong potential to reinforce or, on the contrary, challenge prejudices and negative stereotyping. Although school programmes are defined primarily at the national or regional level, local schools can look at alternative and innovative ways of providing opportunities for children of different cultures to build trust and mutual respect, and create thereby favourable learning conditions for all pupils, irrespective of their nationalities, origins, languages, sexual orientation or gender identity, religions/beliefs. From the intercultural perspective, cultural and other diversities, including multilingualism are treated as positive opportunities and are nurtured accordingly. Intercultural schools also consider parents of pupils with migrant/minority backgrounds on an equal basis as other parents. They take steps to ensure that all parents overcome any reluctance they may have in engaging with the school and give them in this way the possibility of playing the educational role usually expected from parents.

Camden achieved a rate of 94%, which is considerably higher than the city sample's achievement rate of 69%. This reflects the absence of segregation in schools and the efforts made by schools to carrying out intercultural projects and involving all parents in school life.





It is reported that no schools in Camden have children who are almost all of the same cultural or ethnic background (including the majority ethnic background). Camden schools welcome children and young people from all backgrounds and there are no segregation issues in the borough. Therefore, there is no need for a specific policy to increase ethnic/cultural mixing in schools.

Regarding teachers, their ethnic/cultural background only sometimes reflects the composition of the borough's population. However, the available data does not cover every school in Camden, thus such ethnicity data from schools can be incomplete.

Camden schools make efforts to frequently involve parents, including with migrant/minority backgrounds, in school life, both to support parents and to encourage the sharing of culture. Some examples are:

- [Richard Cobden School Parents' Survey.](#)
- Rhyl School which has a dedicated [Parent Family Outreach program](#), Parent workshops and a Parent Peer Support Group.
- [Eleanor Palmer's School Party.](#)
- [William Ellis' International Evening.](#)

In addition, "Camden Learning" and the "Safer Camden Network" have worked with the local community and the Council's communications team to develop a guide to 'Life in Secondary School' that aims to support parents and their children with the move to secondary school. [Translated booklets and a range of video resources](#), tailored for the Camden Somali community, have been produced as part of the work that the Safer Camden Network has undertaken with the local community to support children's transition from Year 6 to Year 7.

Besides, Camden schools often carry out intercultural projects exploring the cultures of the children in their schools, including the celebration of religious festivals and programmes of work to mark Black History season. The Council works with Camden Spark, an organisation that helps all children to access cultural resources, including representation of diversity in literature and the arts. Camden schools have been developing the pupils understanding of the immigration of people from the Caribbean to the UK on the Empire Windrush and having challenging conversations about immigration.<sup>10</sup>

### Suggestions

Camden has some excellent practices already in the area of education. Nonetheless, it is always interesting to learn and get inspiration from others.

<sup>10</sup> More information at: <https://www.holytrinitynw1.camden.sch.uk/news/year-4-black-history-windrush/>

For instance, **cooperation between schools** could be promoted so as to reinforce further inter-ethnic linking of pupils and schools. In this respect, the [Schools Linking Network](#) in Bradford provides an interesting example. It involves a year-long programme of class visits between paired classes in two schools, alongside intercultural curriculum initiatives, and teacher training.

The example of [Montreal](#) (Canada) can also be inspiring. The city carries out activities aimed at **encouraging parent involvement, intercultural mediation, advocating respect for and valuing of cultural diversity, and teaching intercultural dialogue** in partnership with other bodies and institutions. For example, the Montreal History Centre, a city-run body, conducts various major intercultural projects in co-operation with schools, which may be interesting for Camden. In particular, "[You're part of the story](#)" is an educational programme conducted between the city of Montreal and the Quebec Ministry of Immigration, Diversity and Inclusion aimed at secondary school reception classes. It aims to build bridges between the past of pupils who have recently arrived and their new lives through the telling of personal stories and recording of personal "treasures" which the pupils share with Montrealers through the museum. The programme fosters learning of the host country's languages, as well as self-esteem and interaction between the new pupils and other citizens.

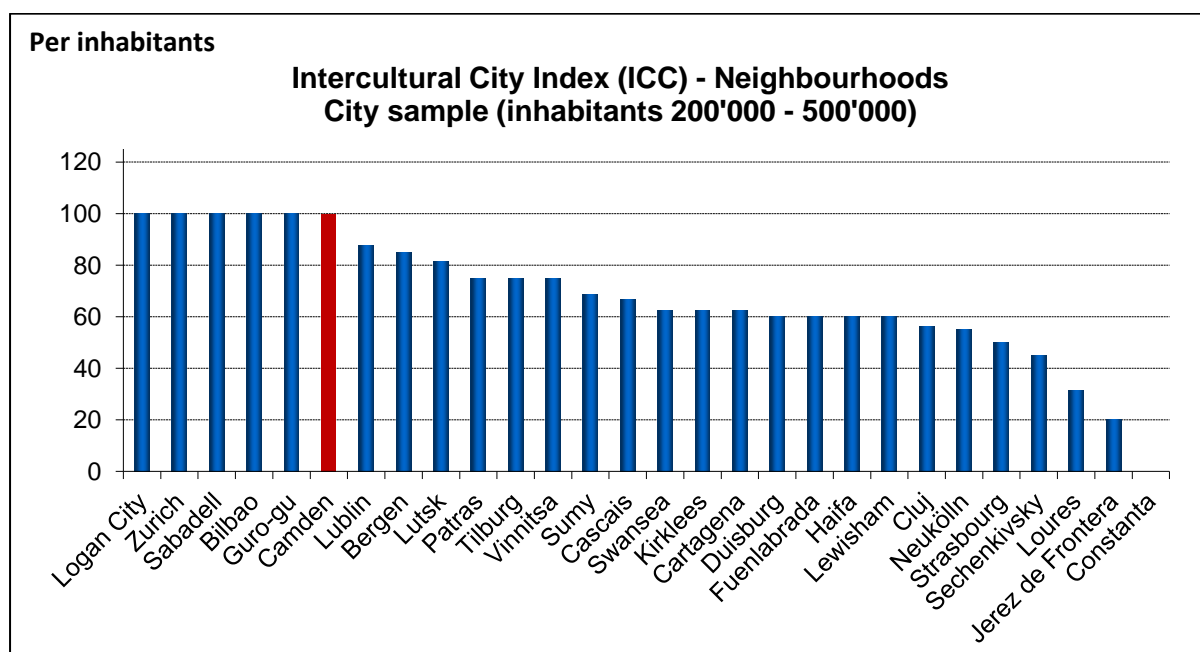
Likewise, schools of the city of Sherbrooke (Canada) implement many initiatives to [enhance ethnolinguistic diversity](#) or to [foster integration and intercultural skills](#).

ICC programme resources on education are also available [here](#).

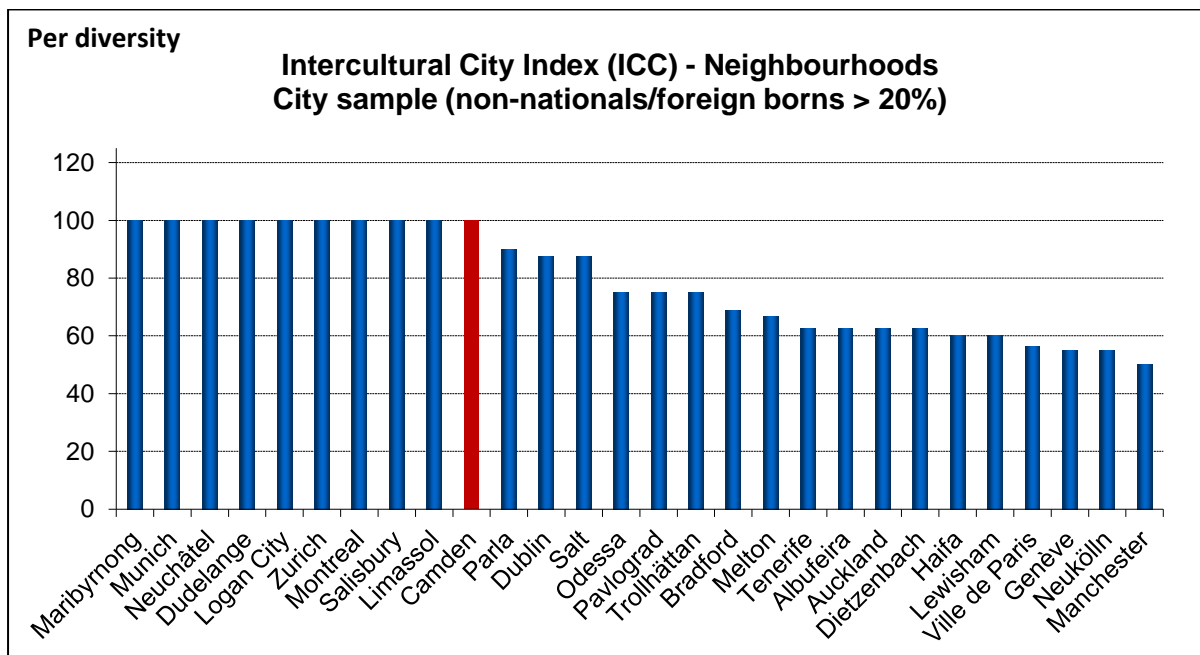
## NEIGHBOURHOODS

*Within a city, districts, neighbourhoods, or other territorial sub-units, can be more or less culturally/ethnically diverse. People are indeed free to move and settle in the neighbourhood of their choice. To be intercultural, a city does not require a 'perfect' statistical mix of people in all neighbourhoods. It will however make sure that ethnic concentration in a neighbourhood does not convert into socio-cultural segregation, and does not act as a barrier to the inward and outward flow of people, ideas and opportunities. In particular, the intercultural city ensures the same quality of public service delivery in all the neighbourhoods and plans public space, infrastructures, social, cultural and sport activities to encourage intercultural and socio-economic mixing and interaction.*

Camden achieved a rate of 100%, which is considerably higher than the city sample's achievement rate of 68%.<sup>11</sup> This reflects the diversity in neighbourhoods and the absence of segregation, as well as the variety of opportunities for neighbours/neighbourhoods to meet and interact.



<sup>11</sup> Camden's rate of achievement in the extended Intercultural Cities Index is 100%.



There are no issues of ethnic concentration in Camden, as most districts and neighbourhoods are culturally and ethnically diverse. As a result, there is no identified need for the borough to develop policies increasing the diversity in neighbourhoods.

Camden encourages actions where residents of one neighbourhood meet and interact with residents with different migrant/minority backgrounds from other neighbourhoods. A culture festival is organised in the summer with diversity as a core theme of the events. Bringing people together around culture and food creates an opportunity for faith groups to take part alongside the high streets and street eateries and celebrate Camden's diversity. '[Camden Together](#)' was a borough-wide initiative which took place from July to October 2021 to celebrate the reopening of culture for residents and Londoners. Residents and community groups were attracted to activities in neighbourhoods across Camden as part of the borough's cultural, social and economic recovery, providing increased engagement between residents, communities, venues and artists impacted by Covid-19.

As well as providing opportunities for residents from different neighbourhoods to meet, 'Camden Together' enabled interaction with people from different backgrounds in their own neighbourhood. Residents engaged directly with arts practitioners from a diverse range of backgrounds and art forms, as well as participated in local group activities such as guided walks and trails. The aim was to provide a diverse, inclusive, and accessible programme that promotes social cohesion. Diversity and being open for business were central threads running through the season which then segued into Black History Season and other key cultural events such as Diwali and Navratri. Another example of such initiative is the [Camden's Think & Do](#) pop-up community space that was created in 2019 as a response to recommendations in the Climate Crisis Citizens Assembly. It was an experimental community hub where local residents could drop in and participate with each other in activities around climate, social and ecological justice.

### Suggestions

In this area too Camden already has some excellent practices. Many initiatives can be implemented to bring people together, but it is important to **ensure that all generations, cultures and genders are equally involved in the integration process**. To that end, it could be useful to try and monitor who attends borough and neighbourhood events to see if there are any groups who are particularly excluded or underrepresented and to address that if necessary.

In Sabadell (Spain) for example, the "[Espacio Mujeres](#)" (Women's Space) programme provides personal tools to women in different parts of the city whilst also creating links within the community. The programme offers relational learning spaces located in four points in the city (Sabadell north, Sabadell south, Can Puiggener and Torre-romeu) and different activities focused on topics related to the physical and mental health of the participants (knowledge of the environment, female health, personal growth, women's rights, sexist violence, etc.).

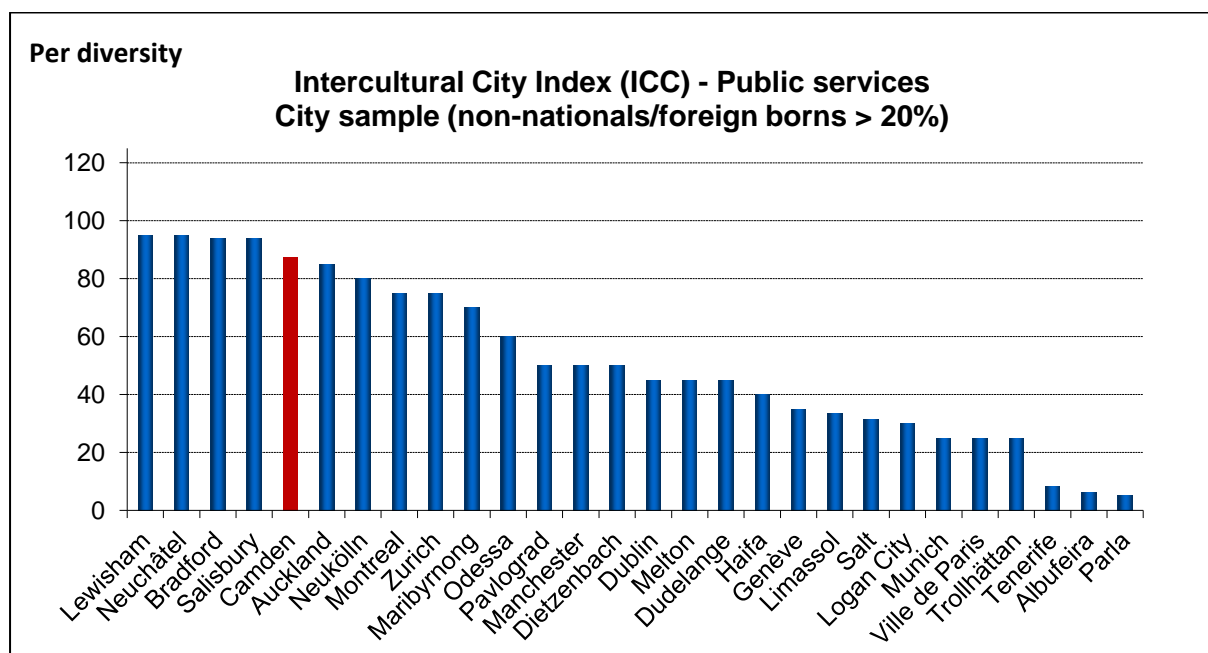
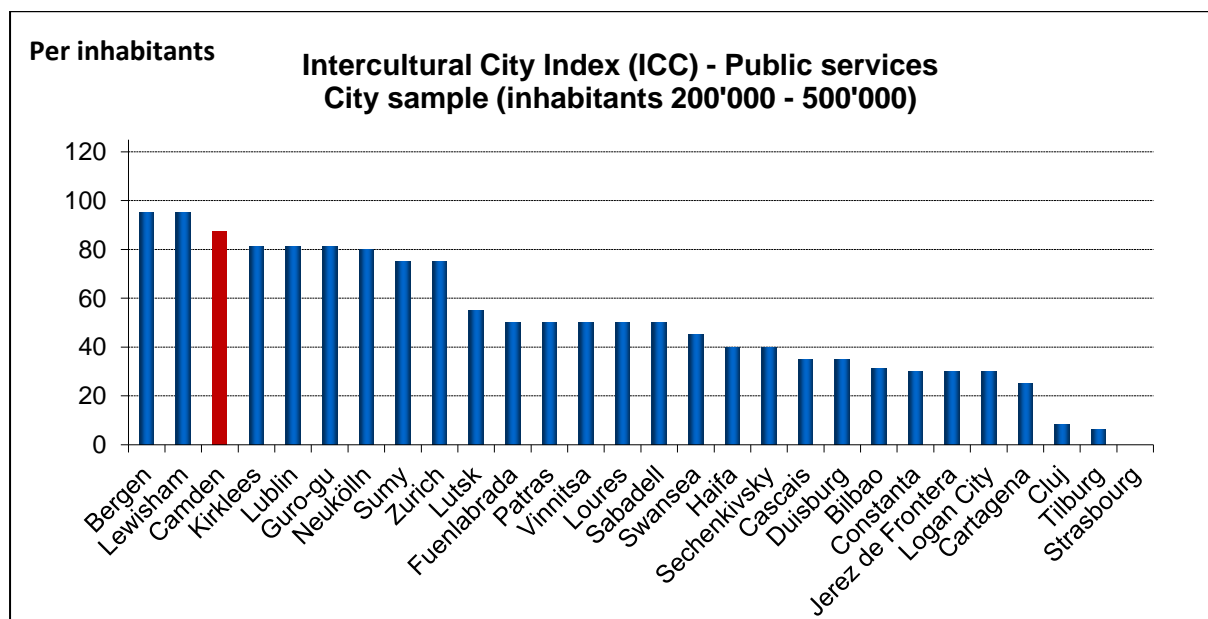


Lastly, the [ICC study on managing gentrification](#) offers a range of strategies and examples of how to create inclusive public space, manage positively socio-cultural mixing, nurture sense of belonging and encourage diverse businesses to thrive.

## PUBLIC SERVICES

As their very name implies, public services work for the benefit of the public as a whole. If the population is diverse, public services will be more efficient in delivering adequate benefits and information if city officers, at all levels of seniority, are as diverse as the population in general. This requires much more than simply ensuring equal opportunities to access public service employment. When taking action to encourage a diverse municipal workforce, an intercultural city acknowledges that a 'one size fits all' approach to public services and actions does not guarantee equal access to public benefits. The city also recognises that residents with migrant/minority backgrounds should never be treated as passive consumers of public benefits but can contribute actively by suggesting new ideas and innovative solutions to public problems.

Camden achieved a rate of 88%, which is considerably higher than the city sample's achievement rate of 46%. Camden has a recruitment plan to ensure diversity in the workforce, promotes minority businesses while also ensuring diversity is respected in the public services offered by the borough.



In Camden, the migrant/minority background of public employees reflects the composition of the borough's population only at the lower levels. To ensure an adequate rate of diversity within its workforce at all levels, the borough has put in place a recruitment plan that aims specifically at increasing representation of people with migrant/minority backgrounds at the higher hierarchical levels. The Camden Race Equality Action Plan aims to eliminate the barriers that prevent members of underrepresented groups from securing roles in higher positions within the Council (particularly those who are Black, Asian or from another ethnic background). The Recruitment Working Group, made up of staff from a range of ethnicities as well as those with lived experience of disability, prioritises diversity and has look at shortlisting, amended job descriptions, adverts and recruitment policy.

In 2020, Camden Council implemented blind recruitment at senior levels through a software called "Be Applied" and is working with hiring managers directly to trial different modes of assessment and at the same time provide more guidance for fair shortlisting.

When recruiting apprentices to Camden, Camden residents have been prioritised when inviting candidates to interview. All offers so far have been to Camden residents.

With regards to private sector enterprises, Camden takes action to encourage a diverse workforce, intercultural mixing and competence. Initiatives include:

- [Camden's Business Charter](#) which encourages businesses to adopt the best employment standards and support inclusive economic growth.
- [Camden's Science, Technology, Engineering, Arts and Mathematics \(STEAM\) Ambassador programme](#) which is facilitating the co-design of curriculum projects with a diverse group of teachers and STEAM Ambassadors, such as careers/masterclass videos. Young people in Camden learn directly from STEAM Ambassadors in the classroom. Businesses such as Google, Facebook, St George's Hospital, Teledyne Defence & Space are involved. The STEAM Futures programme has delivered video interviews between young people across Camden and black STEAM Ambassadors from a range of exciting jobs and industries.
- Promoting contract opportunities to Small and Medium Enterprises (SMEs) who often better reflect Camden's communities. Black, Asian and minority ethnic business owners have been identified as key people to engage. The first of a number of 'Meet the Buyer' events was held recently to enable SMEs to meet large buyers, as well as workshops and one on one meetings to help businesses to get ready to bid.

Camden takes into consideration the migrant/minority backgrounds of all residents when providing several services. Burial and cremation services are offered for people of all faiths or none and Camden is ready to follow any dedicated faith requests. Chapels have been redesigned to allow for secular and non-secular services and can be dressed or adorned as families prefer. Camden also works with faith and community leaders to provide a dedicated Muslim burial area and to best to use its crematorium for Hindu funerals. Camden leisure services are required to ensure that physical activity is tailored to community needs and target equality groups leading to reduced levels of health inequality. An example of current practice includes women only swimming sessions in leisure centres, actively promoted through local community organisations. It is also reported that meals provided in schools are adaptable to the diversity of their pupils.

### Suggestions

Camden has a number of good practices to increase diversity within the borough's workforce and to work with the private sector to increase opportunities for diverse residents. To increase diversity further and achieve a workforce which truly reflects the composition of the borough's population, Camden could be inspired by some examples highlighted below.

In Montreal, minorities account for some 20% of the workforce in the city. The [city's recruitment policy](#) is inspired by the concept of promoting diversity and is geared towards talent of all kinds in terms of gender, age, background, experience and culture. Specific measures and programmes are implemented to **ensure employment equality, with a specific focus on under-represented groups** such as women, people with disabilities, Indigenous groups, visible minorities and ethnic minorities. Once again, these measures apply to all city departments. Some concrete examples include:

- The Police Service of Montreal city organises recruitment activities specifically targeting women, visible minorities, and ethnic minorities in order to raise the interest of these groups to take a career as police officers, and thus increase their representation in these positions. On the other hand, police officers

already in position receive training to learn how to better deal with populations of diverse origins and statuses.

- The Human Resources Department has a professional mentoring programme that allows candidates facing barriers to employment within the city, as public employees or trainees. In addition, the city addresses systemic discrimination through equal opportunity measures, in accordance with the Employment Equity Action Plan, which will be evaluated annually. The city also provides trainings for managers to facilitate respect for and understanding of cultural differences in order to increase the ability to successfully intervene in problematic situations. Also, recruiters at the City Staffing Centre receive training to demystify cultural differences in order to anticipate and avoid cultural misunderstandings.
- The Montreal Fire Department introduced a preferential appointment rate for ethnic and visible minorities with the view to eliminate any systemic discrimination in hiring in order to facilitate the integration of these groups within the department.

Additionally, Stavanger (Norway) has an interesting practice of having **mandatory external publishing** on the platform [Inkludi.no](http://Inkludi.no) (a Norwegian recruitment service 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, at least one must be summoned for an interview. Likewise, the city of [Sherbrooke](http://Sherbrooke) implements a series of action to attract diverse candidates, enhance diversity in its workforce and on the labour market overall.

Lastly, Camden could also **review specific services through a cultural inclusive lens**, considering whether these are appropriate for all regardless of their ethnic/cultural background. 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. Professional civil servants from an immigrant background and initiatives such as a multicultural family support centre will be very useful in this regard. [Barcelona](http://Barcelona) has carried out some initiatives with regards to promoting an intercultural approach within Public Health.

ICC programme resources on public and community services are available [here](#).

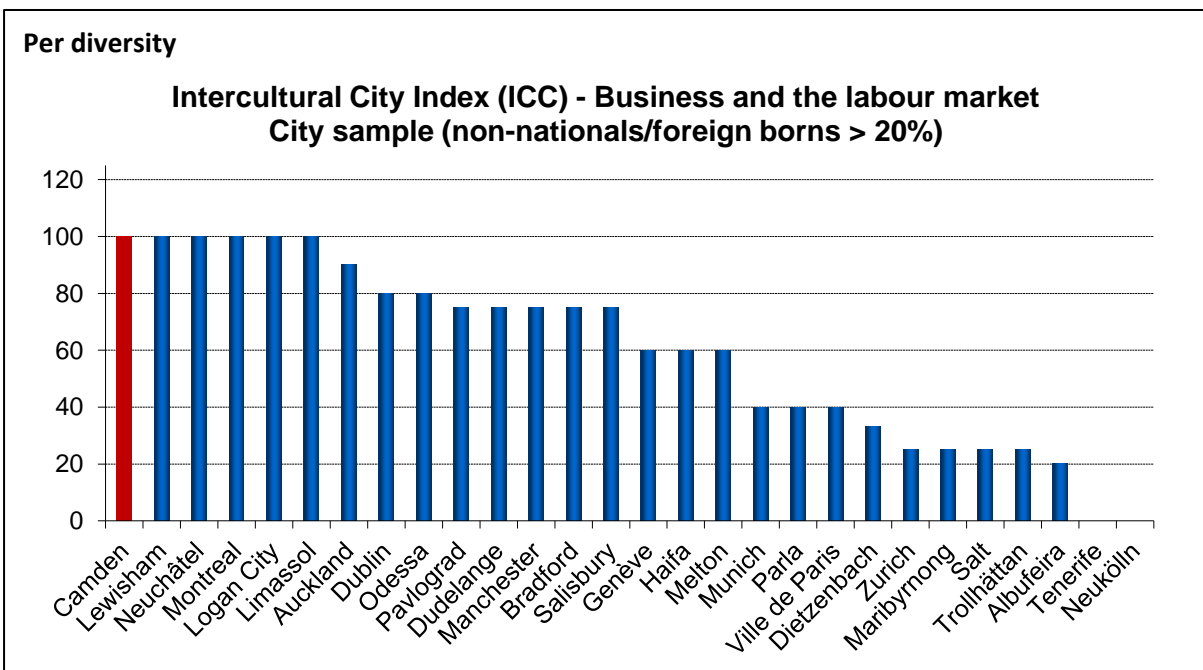
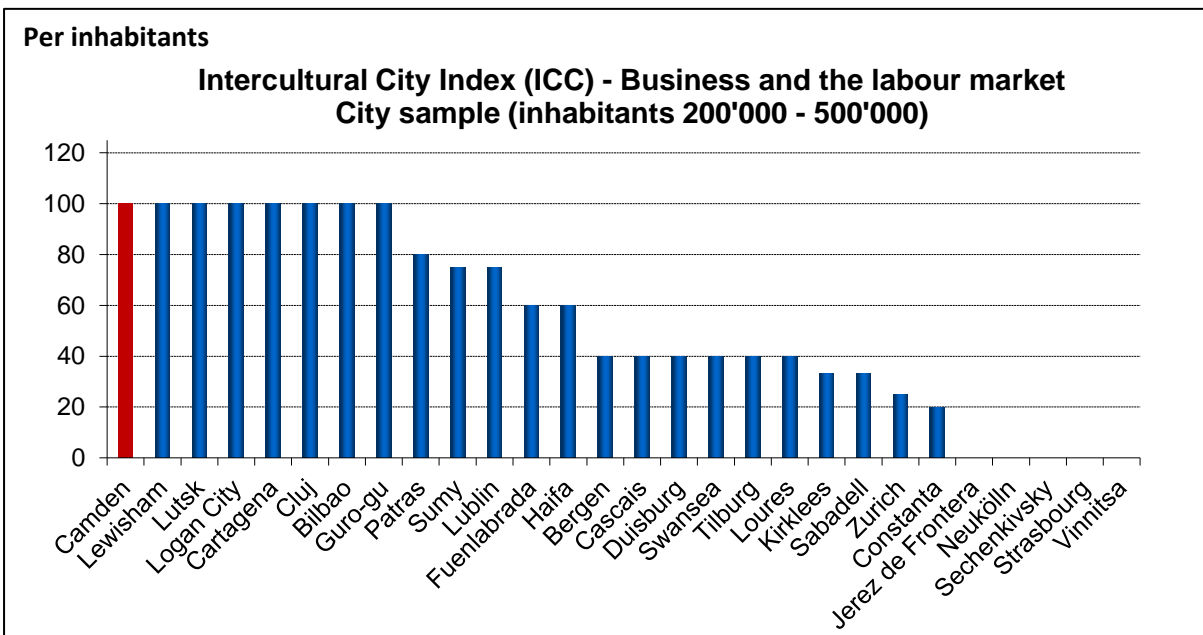
## **BUSINESS AND THE LABOUR MARKET**

*Access to the public sector labour markets is often restricted by national or regional legislation. When this is the case, the private sector may provide an easier route for people with migrant or diverse backgrounds to engage in economic activity. As a result, private companies and activities tend to offer much more diverse working environments than the public sector. Research has also proved that it is cultural diversity in private companies, and not homogeneity, which fosters creativity and innovation. By constantly highlighting the diversity advantage in business, and partnering with their chambers of commerce and entrepreneurs, cities can influence how diversity is perceived in the private sector in such diverse sectors as shops, clubs, restaurants, industry, technical services and science.*

Camden achieved a rate of 100%, which is considerably higher than the city sample's achievement rate of 51%.<sup>12</sup> This is the result of Camden's efforts to promote diversity and non-discrimination in the labour market and in its procurement processes and to foster migrant/minority entrepreneurship.

---

<sup>12</sup> Camden's rate of achievement in the extended Intercultural Cities Index is 100%.



Camden is involved with many local, regional and national organisations promoting diversity and non-discrimination in the labour market, including:

- [Stonewall](#), a charity that works with institutions to create inclusive and accepting cultures for LGBTQ+ people. Camden had entered the Equality Index to benchmark itself and help identify opportunities and areas where inclusive practices can be developed.
- [Timewise](#), a social consultancy aiming to create a fairer workplace for all. Camden is a timewise employer.
- [Camden Disability Action](#) with which the Council partnered to coproduce new solutions for the disadvantages experienced by Disabled people and those with long-term health conditions in the labour market.

Camden takes action to encourage businesses from ethnic minorities to move beyond the ethnic economy and enter the mainstream economy and higher value-added sectors. Good Work Camden has partnered with the [Rebel Business School](#), an alternative to traditional business start-up support which aims to work in specific communities to teach people how to start a business without borrowing money and without a formal business plan. Camden

Council also works closely with [Impact Hub Kings Cross](#), which is set up to focus on social inclusion, primarily by grant-funded programmes. These programmes are designed to inspire, encourage and enable members of under-served communities to embark on their own entrepreneurial journey and contribute to the social economy. Impact Hub provides a co-working space, inspiring events, programmes, meeting and event space, an online platform and business support.

In addition, Camden encourages 'business districts/incubators' to involve an adequate percentage of entrepreneurs with migrant/minority backgrounds and offers activities which encourage them and mainstream entrepreneurs to engage and develop new products/services together. The [LIFT programme](#), delivered in partnership with three other Councils, is helping to tackle underrepresentation in the creative, tech and science sectors, including an entrepreneurship incubator, supporting early-stage tech and digitally enabled businesses led by underrepresented communities and negatively affected by Covid-19. There are also a number of accelerators and incubators locally, offering entrepreneurs opportunities to grow their business and increase their chances of attracting top firms to invest: [Camden Collective](#); [Digital Catapult](#); [British Library IP Centre](#) and [London Bioscience Innovation Centre](#).

In decisions relating to the procurement of goods and services, Camden Council favours companies with an intercultural inclusion/diversity strategy. Its procurement team has included a number of inclusion and diversity related questions and social value requests into its tenders, and continually improves, monitors and amends them accordingly. Camden is also updating its social value framework that addresses key themes such as access to jobs for local residents, training opportunities for local people particularly in deprived groups, diversity in the supply chain and the use of local SMEs. In addition to this, stronger questions around equality and diversity were included and the supply chain is asked to support Camden's Inclusive Values. Camden Council is also looking into contractual spend outside of Camden to see how to influence greater spend within Camden.

### Suggestions

To achieve the diversity advantage, societies need to ensure not only equal rights but also **equal opportunities for all**, including in the economic sphere. Several cities in the network have pioneering approaches to promoting access to the labour market for migrants and minority groups as well as helping their cities to prosper. The ICC programme developed several tools, such as the [Rating Diversity in Business tool](#). Other ICC programme resources on business and employment are available [here](#).

Camden already offers a series of good practice examples when it comes to business and labour market. For further action, the two examples below might be of interest when it comes to **teaching private sector actors about intercultural recruitment, diversity management and inclusive work environments**. Kirklees (UK) set up the [Diversity = Inclusion group](#) which involves public and private sector employers and large companies and SMEs. It provides space for employers to network, gathers and analyses data on diversity in the local labour market, shares and promotes good practice, and supports business leaders in championing diversity. Likewise, the [OXLO Business Charter](#) in Oslo (Norway) is a forum and network for collaboration of the city and the business community, in which migrants are understood as a valuable resource for business opportunities and economic growth.

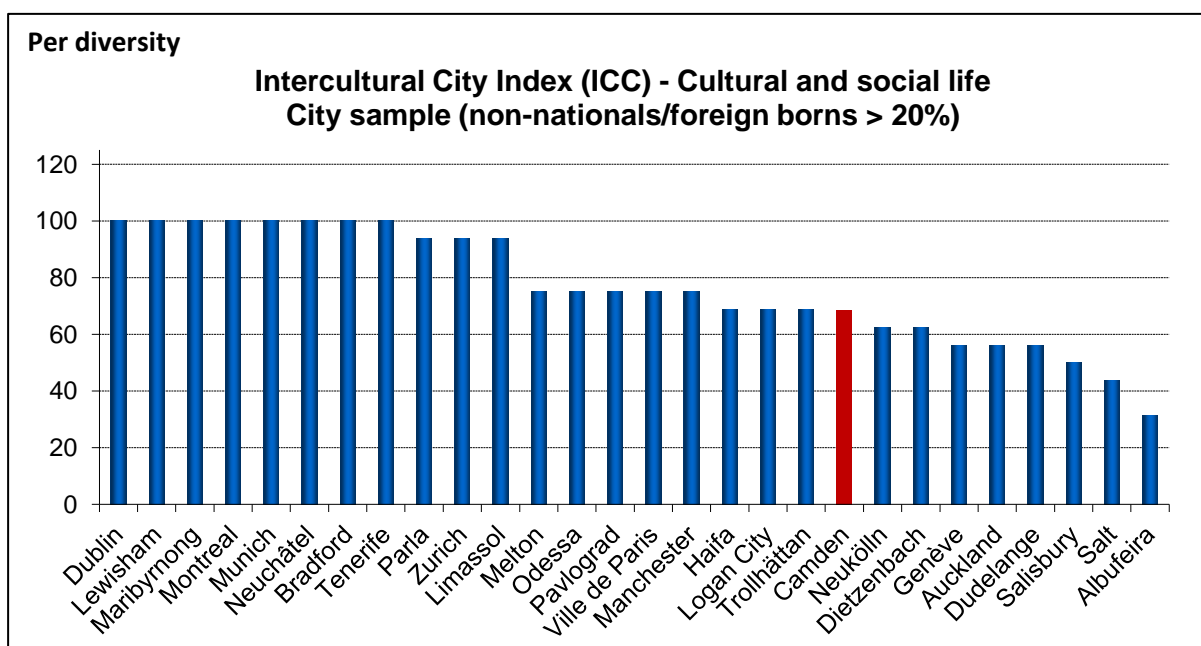
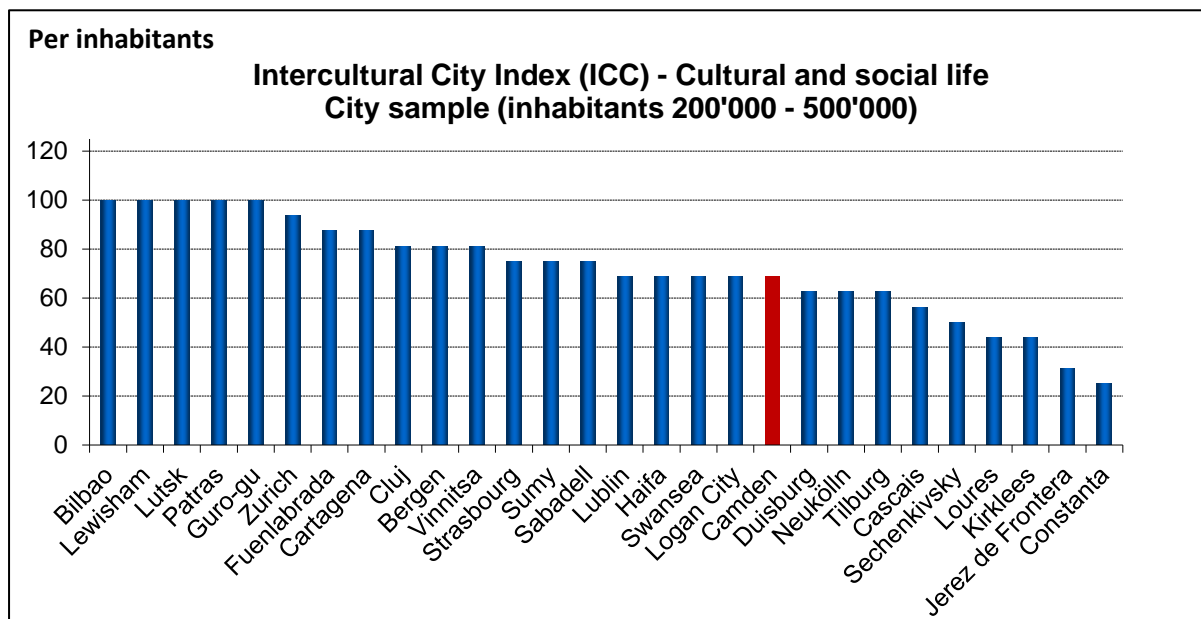
Lastly, a series of initiatives improving employment and skills of its residents are implemented in [Leeds](#). For instance, an **adult learning programme** targeting residents with low-level skills and qualifications, or the Leeds Anchors Network which aim, among other, is to set up [a workforce diversity dashboard](#) providing a better understanding of gaps in representation in the workforce and areas where recruitment policies can be improved.

## **CULTURAL AND SOCIAL LIFE**

*Whereas people living in a city may have different migrant/minority or other backgrounds, they very often share the same interests and satisfaction when engaging in leisure activities, especially in the fields of arts, culture and sports. Such activities are sometimes structured along ethnic lines. That is quite understandable when they aim to preserve folklore traditions or the language and history of countries of origin. What is problematic is when cross-cultural leisure activities are organised along ethnic lines, for example when a football team only accepts players from one ethnic group. The intercultural city can encourage cultural openness through its own activities and by introducing intercultural criteria when allocating resources to artistic, cultural and sports organisations.*

Camden achieved a rate of 69%, which is slightly lower than the city sample's achievement rate of 73%. Camden promotes and supports activities and initiatives that encourage interaction and community cohesion, but does not

use interculturalism as a criterion per se when allocating funds and only occasionally organises public debates or campaigns relating to cultural diversity.



Camden Council does not use interculturalism as a distinct criterion when allocating funds to associations and initiatives. Nonetheless, its approach supports this ethos. In 2019, funding was allocated to projects that encourage community cohesion and bringing people together with [Camden's "Communities Together" Fund](#). The funding decision was made by a panel of nine Camden residents, who were recruited and trained in grant-funding by Camden Giving. These panellists included a member of the Camden Faith Leaders Forum, a school governor, a Syrian refugee, a carer and a local youth worker. Community Partnership funding is currently focusing on building capacity and resilience within Camden's diverse community sector.

Events and activities in the fields of arts, culture and sport that aim to encourage people from different ethnic/cultural backgrounds to interact are organised regularly. Camden's cultural framework is about the role the whole council, its partners, residents and communities have to play in the cultural life of Camden. Culture is at the centre of the council's work. It aims to deliver inspiring arts projects on Camden's estates and neighbourhoods that are co-created, engage with the most disadvantaged residents, celebrate and showcase the unique personality of its communities, help to build community resilience and address issues such as social cohesion and hate crime.

As demonstrated by the above-mentioned summer cultural programme “Camden Together”, Camden actively promotes arts, sports and cultural events/opportunities throughout its communities, with special focus on groups that may be disadvantaged. For example, Camden is home to a vibrant, diverse and innovative cultural sector including some of London’s most creative organisations and home to a range of high profile, world class institutions, culturally specific organisations (London Irish Centre, JW3, Surma Centre) and a broad place based cultural offer. Camden regularly promotes distinctive programmes to reflect the diversity of communities, including but not limited to Black History Season (October to December), LGBT month (February), Annual Holocaust Memorial Day events, and funds over 55 Community festivals celebrating a wide range of faith and community-based celebrations including Jewish, Islamic, Hindu and Irish cultural events.

In Camden, cultural organisations are encouraged to deal with diversity and intercultural relations in their productions. There is a diverse range of cultural organisations covering a wide range of art-forms and cultural activities, ranging from large national institutions to Arts Council England non-profit organisations, to smaller community organisations. “Cultural Camden”, Camden Council’s cultural partnership, draws this together and by collaborative endeavour (Camden Alive, Open & Outdoor Season 2021) promotes diversity and interculturalism to encourage cohesive neighbourhoods.

Public debates or campaigns on the subject of cultural diversity and living together are organised occasionally. The “[We Make Camden](#)” campaign is run by the Council with the aim to unite the borough and celebrate its diversity by sharing the stories of its citizens. These stories will hopefully build a picture of the experiences that have helped to shape the borough and, in turn, give all of Camden’s citizens a voice. In particular, the campaign wishes to:

- Encourage citizens to feel connected to their communities and to Camden.
- Develop Camden’s sense of place through its people.
- Inspire others outside of Camden to follow their lead.
- Show that Camden is a welcoming borough.

The branding concept has been rolled out to support a wide range of initiatives, including “We Make Camden Proud” for LGBTQIA+ and the “Women Make Camden”.

### Recommendations

Camden already offers a variety of activities in the fields of arts, culture and sport. Based on the existing initiatives and the vitality of its cultural sector, it could **draw an “intercultural map”** which would not only promote the events, but also the different areas of the borough and their businesses. For instance, Melitopol (Ukraine) has included intercultural tourism and hospitality as one of its priority areas and has designed an “[Intercultural Map](#)” to showcase different ethnic restaurants in the city that specialise in cuisines such as Georgian, Karaim, Tatar, Hungarian, Jewish and German. A short video was also prepared about each ethnicity featuring costumes, music and traditions. The action raised awareness of Melitopol residents and its visitors about the intercultural history of Melitopol and boosted the number of customers for the participating ethnic cuisine restaurants. This action also relied on the close collaboration of local SMEs, local University historians and students and the Melitopol City Hall.

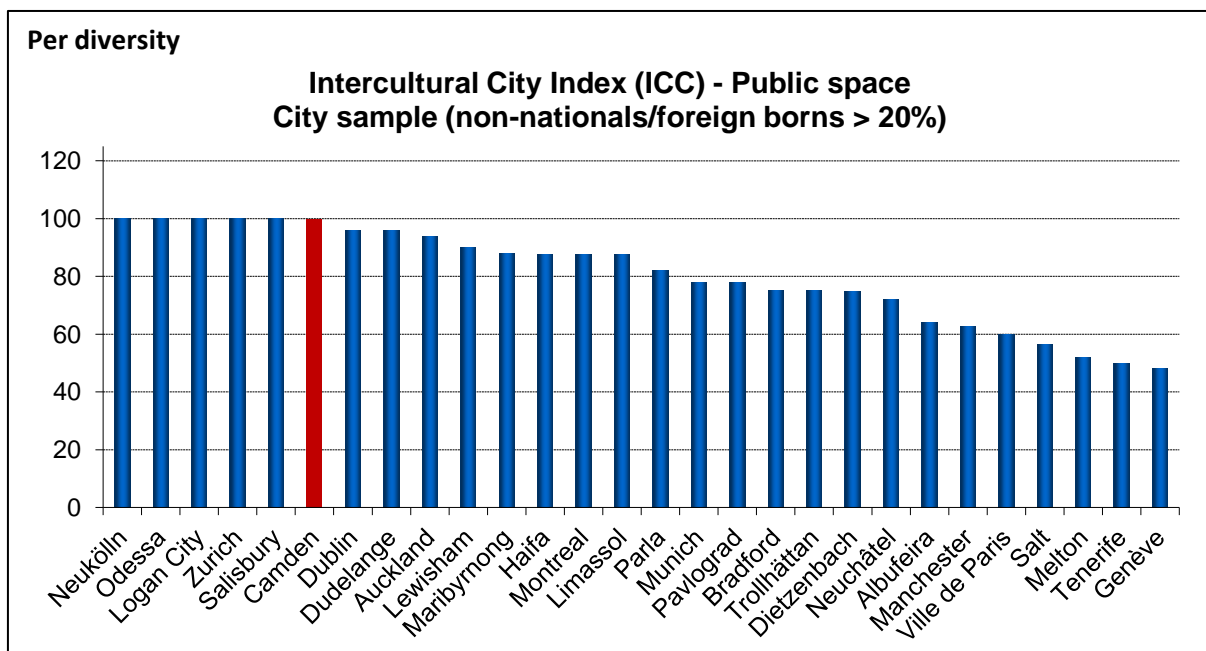
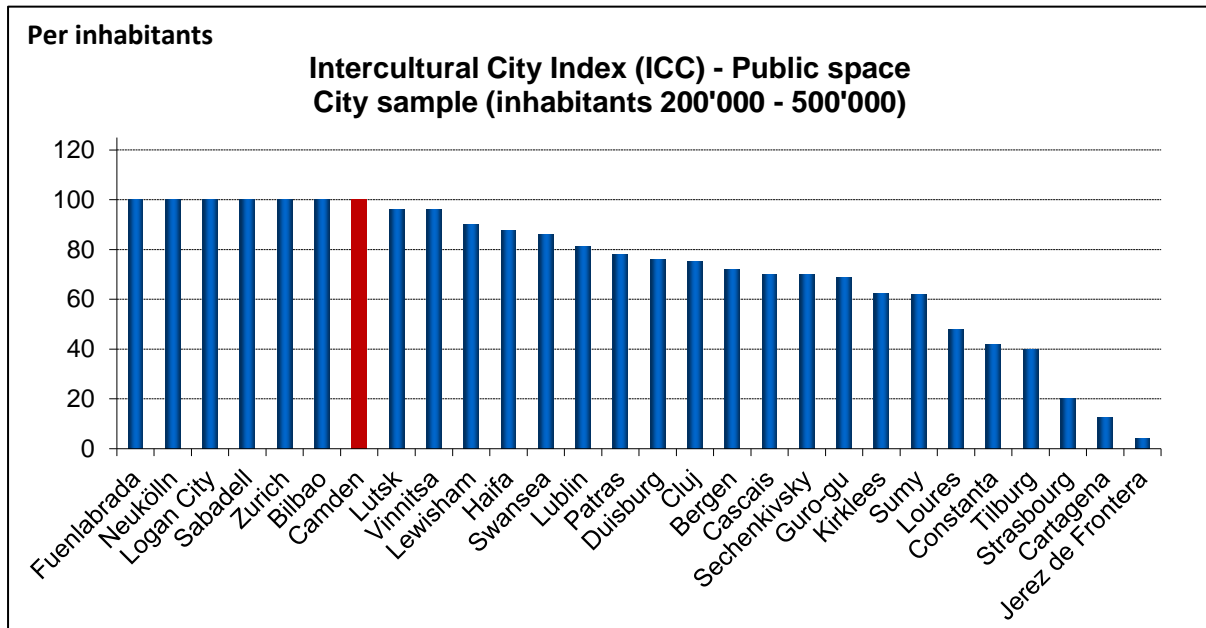
In the same vein, the [Diversitours](#) project implemented by Valencia and Bilbao (Spain) is promoting sustainable and inclusive tourism by safeguarding citizens well-being during touristic routes, promoting unknown areas and neighbourhoods, providing opportunities for employment of migrants and promoting intercultural interaction. The Diversitours **educational and community-led guided walks** contribute to the generation of new narratives for the targeted neighbourhoods, to empowering the local community through co-creation and implementation, while also dismantling negative perception and stereotypes about the territory and its residents.

Camden could consider further encouraging existing cultural institutions and actors in the borough to diversify their programming and make links to diverse communities, for example by effectively **introducing an intercultural criterion for the allocation of grants and funding** (as in [Sabadell](#)) and setting up an intercultural centre (as in [Botkyrka](#), Sweden).

## PUBLIC SPACE

Public spaces (streets, squares, parks, etc.) and facilities (public buildings, day centres, schools, health centres, etc.) are places which most citizens are obliged to use. They offer the possibility of meeting people of different nationalities, origins, languages, religions/beliefs, sexual orientations and age groups. For encounters between diverse people to actually occur, such spaces and facilities should be designed and animated in a way that all residents feel comfortable when using them. Conversely badly-managed spaces can become places of suspicion and fear of the “other”. When this is the case, the intercultural city actively engages with all the people concerned, firstly to understand the local context from their perspective, and secondly to identify solutions largely support by them.

Camden achieved a rate of 100%, which is considerably higher than the city sample’s achievement rate of 68%.<sup>13</sup> The borough offers and designs public spaces that encourage meaningful intercultural mixing and interaction and takes into account the needs of its diverse population.



<sup>13</sup> Camden’s rate of achievement in the extended Intercultural Cities Index is 100%.



Camden takes action to encourage meaningful intercultural mixing and interaction in public spaces such as public libraries, museums and parks among others.

Library spaces were transformed into community hubs, creating 'living room' spaces which encourage different sections of the community to come together through shared activities. For instance, knitting clubs support people of all backgrounds to knit, share tips and support those for whom English is not a first language to interpret patterns. Libraries offer children's books in many community languages to encourage a love for books and reading. Camden also runs toy box, story time and rhyme time events to bring children from many diverse communities together.

Camden also partners with local museums and community organisations to celebrate the diversity of its community, for instance on the occasion of the 50th anniversary of the Independence of Bangladesh.<sup>14</sup>

Camden is working with its neighbouring authority, Islington, on a joint project called [Parks for Health](#). This major project seeks to change the passive focus of parks into active health assets for the local community – supporting physical, mental and social wellbeing. The project has a number of priority groups that are based on those with poor health outcomes and those disproportionately impacted by Covid-19. A key objective is ensuring all communities gain the benefit of parks. The Council is also looking to work with GoParks London on a broader campaign of involvement in parks.

Efforts were also undertaken to look at inclusion in the public realm, including a review of statues and memorials, focusing on interpretive information and story context. The community-led move on from the colonial naming of one of Camden's estates to Park View House has received [significant media coverage](#).

Camden always takes into account the diversity of the population in the design, renovation and management of new public buildings or spaces. All new buildings and the majority of new spaces require planning permission and will therefore need to meet the policies and requirements set out in the [Camden Local Plan \(2017\)](#). The Plan was produced from a comprehensive evidence base of information about the borough and changes that are taking place in and around it as well as the views of residents through two rounds of consultation. The strategy and policies set out in the final document are therefore designed to reflect the needs and desires of Camden's diverse communities. The Plan is supported by a suite of planning guidance that provides additional guidance in relation to: access for all; community uses; design; health and wellbeing and public open space amongst others.

The Council is also a developer through its community investment programme (CIP) and while all CIP projects require planning permission in accordance with the Camden Local Plan, it also leads these projects and carries out considerable engagement with communities to ensure each project responds to community needs. New and refurbished parks and public spaces are usually designed and delivered by Camden with the engagement of local communities as a key part of the process.

When it decides to reconstruct an area, the Camden council uses different methods and places for consultation to ensure the meaningful involvement of people with different migrant/minority backgrounds. Camden is producing area specific planning guidance documents to use alongside planning applications, that reflect the needs of the communities most affected. Engagement with communities has been a key part of the production of each guidance document, maximising the number of people who participate to be demographically representative of the area. While [digital methods \(We Are Camden\)](#) are increasingly used to reach as many people as possible, under-represented parts of the community will also be targeted using a variety of different techniques, such as using the Camden Council Community Research Team. After each consultation, a report is published alongside the guidance document that it has informed.

Camden Council also works with developers and encourages them, as part of their pre-application engagement, to try and ensure that they are talking and listening to all the community. The council incites people to demonstrate how they have connected with young people and those from different ethnic backgrounds through the Statement of Community Involvement which needs to be submitted with their application. Use of citizen assemblies and citizen scientists are examples of how this has been done – this is the approach that has been taken on redeveloping Euston.

Lastly, the borough reports that there are no spaces or areas that are dominated by one ethnic group (majority or minority) and where other people feel unwelcome or unsafe. For this reason, there is no policy to tackle this issue. There is however a mention of an initiative targeting Camden's youth and aiming to make the borough a place where every young person can feel safe and succeed. Indeed, the Safer Camden Network worked with the Somali

---

<sup>14</sup> More information at : [British Library - Bangladeshi 50 year celebration of Independence](#).

community across Camden to develop action plans on education, youth safety and mental health, setting up a community-led mentoring scheme for Somali young people who are at risk of disengaging from school. Activities that build trust between young people, local communities and police, and other public bodies were namely identified (including in partnership with the police). They include regular community workshops with the police, supporting parent champions to be ‘bridges’ between services and the community, ride-a-longs with the police for the community, and improving representation in forums e.g. Safer Neighbourhood Panels, police working with the Somali Youth Development Resource Centre to increase contact with young people that attend.<sup>15</sup>

### Suggestions

In addition to the actions already taken, Camden could also look into the “[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.

Another idea could be to **renovate or turn already existing public spaces into major intercultural assets** with a little imagination and the involvement of arts and cultural practitioners, and this at a low cost. For example, a multi-ethnic market can help refresh an anonymous or insecure public space, as in [Rotterdam](#) (Netherlands).

“[Muraliza](#)”, a Mural Art Festival taking place every year in Cascais (Portugal) uses **arts as a means to overcome cultural and ethnic differences and bring people together**. During the festival, attendees meet with artists and talk about their masterpieces. In fact, Muraliza maintains the desire to renew the status of Cascais as the cradle of all street artistic expressions in Portugal. The event attracts many tourists every year that also have the opportunity to take part in guided visits to achieve a deep understanding of the pieces. The event involves all facets of Portuguese culture and it witnesses its transformation and evolution: the painting murals of great and medium size are always inspired by the innumerable and unique characteristics of the region and, concretely, in the peculiarities of this social district built in the 60's.

ICC programme resources on housing, public spaces and urban planning are available [here](#).

## **MEDIATION AND CONFLICT RESOLUTION**

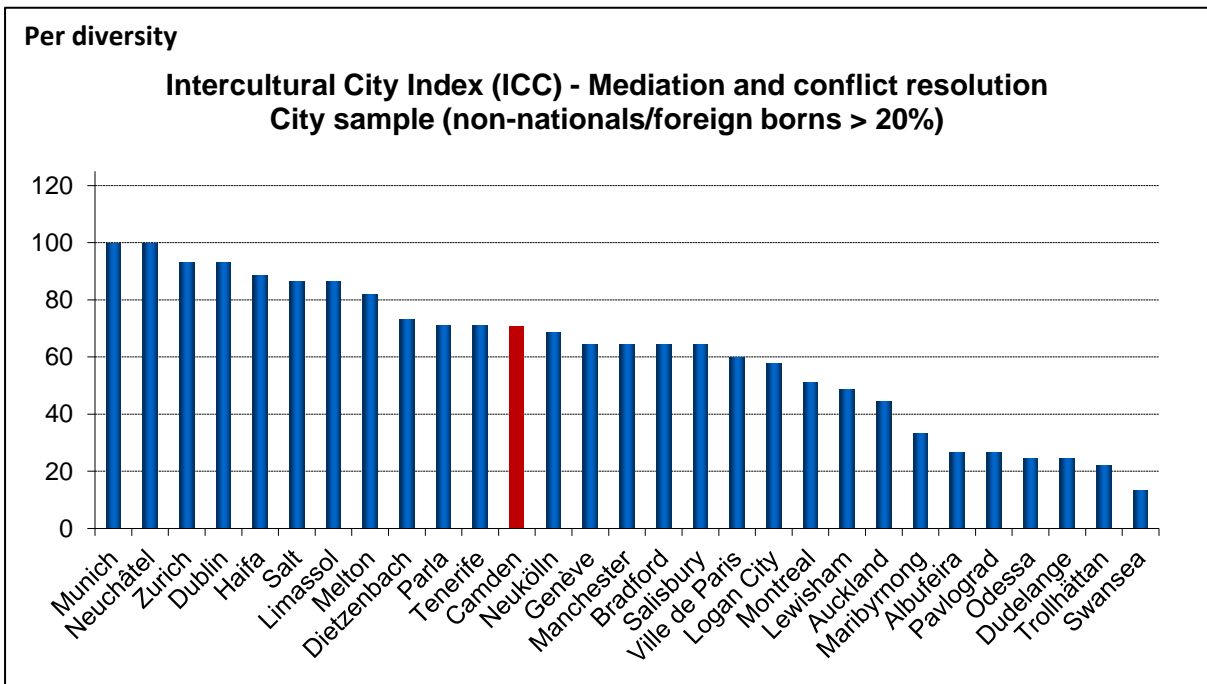
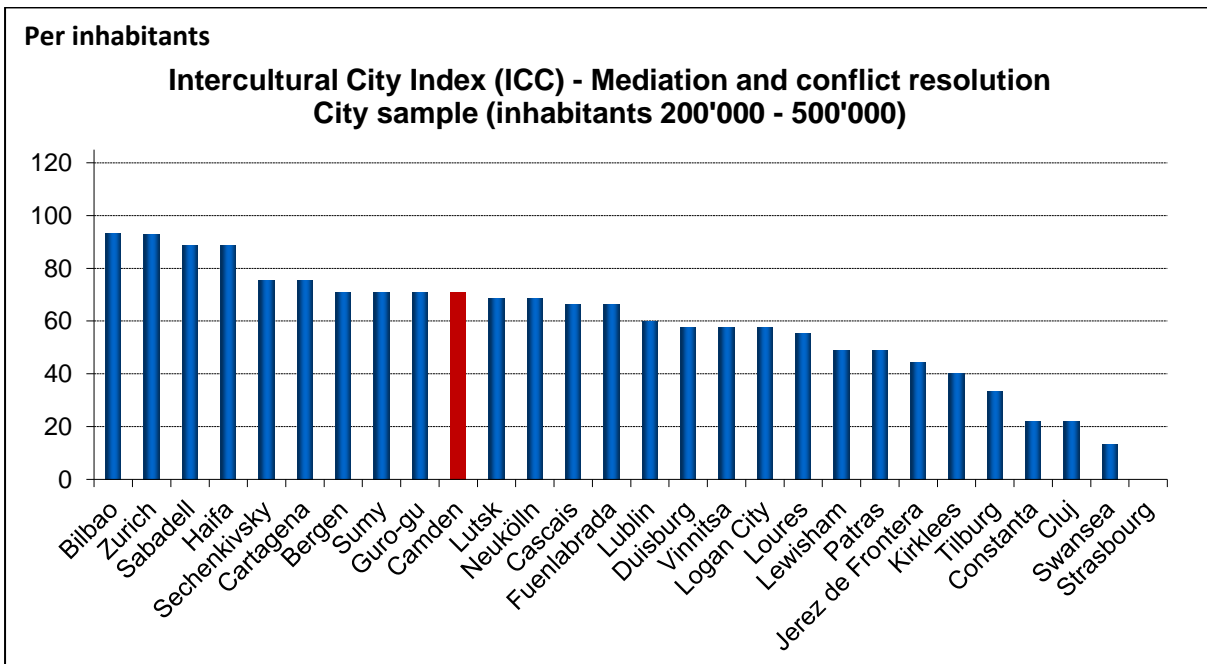
---

*In diverse societies there is always the potential for misunderstanding and conflict over values, behaviour or resources. In cities, where people with different cultural backgrounds and socio-economic statuses live together in close proximity, such tensions are natural and indeed part of everyday life. Instead of denying, ignoring, or repressing conflict, the intercultural city seeks to anticipate, identify, address and resolve issues to the satisfaction of all protagonists without compromising the principles of human rights, democracy and the rule of law. The intercultural city views conflict as a normal feature of free, dynamic and communicative communities and sees the very process of conflict mediation and resolution as an opportunity for innovation and sustainable social cohesion.*

Camden achieved a rate of 71%, which is higher than the city sample’s achievement rate of 59%. Camden has services dedicated to mediation in general and to inter-faith religion, however intercultural mediation services as such are essentially provided in the neighbourhoods and on the streets and could be further expanded to other contexts.

---

<sup>15</sup> More information at : [Youth Safety Action Plan 2018-2020 \(plus Areas of Focus 2021\)](#)



With regards to mediation of intercultural communication and/or conflict, Camden has a generalist municipal mediation service which also deals with cultural conflicts.

Intercultural mediation is provided in the neighbourhoods, on the streets, actively seeking to meet residents and discuss problems. The Family Group Conference (FGC) offers a strength-based way of working that aspires to recognise and utilise the strengths of all people, at the intersections of lived and learned experience e.g. inclusive of race, ethnicity, language, religion, class, poverty, sexuality. The independent coordinators and advocates originate from multiple cultural and ethnic backgrounds including Bangladeshi, Black British, White Irish, White Scottish, Ghanaian, Somali, Syrian. Indeed, matching the coordinators cultural background and language to that of the family can provide a common ground; it can provide a better understanding of a culture, its perspective and the impact of these on the FGC arrangements as well as having an impact on the family creating a plan for their children. A close match enables the coordinator to involve the family in as many aspects of the organisation as

possible, including the choice of the language for the meeting, the venue, the food, the date – giving a sense of ownership.<sup>16</sup>

Also, as part of Camden's anti-social behaviour support service, [Contact Victim Support](#) provides help for disputes between neighbours. The borough also has a restorative justice project as part of its Children's Services' Early Help offer.

With regards to inter-religious relations, Camden has a municipal service devoted to inter-religious relations only. The council supports Camden's Faith Leaders' Forum which aims to bring together different religious groups to celebrate the place of faith communities. The Forum:

- identifies areas of common interest in civic life where faith communities may work together to the benefit of the wider community.
- improves communication between faith communities, the Council and other public and voluntary and community sector organisations.
- provides a forum for interfaith dialogue, sharing knowledge, resources and good practice, and for developing a shared understanding on important public issues affecting local communities.

Lastly, the council also convenes the Cohesion Impact Group (CIG) which supports the borough in the aftermath of an emergency incident and advises the Council on situations that potentially could have a negative impact on cohesion, e.g. a rise in hate crime or a terrorist incident. The group consists of faith leaders who can reach out to their strong network and can be called upon in emergencies or heightened tensions.

### Suggestions

Overall, it is recommended, where possible, to create a mediation service dedicated to intercultural issues and providing mediation in various contexts in specialised institutions such as hospitals, police, youth clubs, mediation centres, retirement homes, etc. or for general purposes in the city administration. The intercultural cities below offer interesting examples which Camden could look at with view to complementing the work carried out already with specific initiatives.

In order to collect data for a comprehensive policy development in the area of promoting interculturality and preventing conflicts, a triannual survey of locals on their intercultural acceptance is conducted in the Republic of Korea. To ensure even more precise information analysis, [Ansan \(Republic of Korea\)](#) plans to conduct its own intercultural acceptance survey once a year.

Many cities also work with other professionals and NGOs who specialize in this area. For example, Berlin-Neukölln (Germany) supports the organisation "LebensWelt" ("Living Environment") in its project "[Frauen im interkulturellen Dialog](#)" ("Women in intercultural dialogue"), offering a space for mothers from different backgrounds (including refugees and asylum-seekers) to come together and share their experiences, worries and questions. The aim is to build a network between mothers, whatever their background and to promote knowledge about democratic values, women's rights and options to participate in political and civil life. Ideally, these mothers will pass these values on to their children. Next to discussion and conversation, the women learn and connect through various activities, such as role-play, "healthy cooking" classes or by exploring their area together. Another type of mediation is developed by LebensWelt through its [intercultural mediation project at the Rixdorfer Primary School](#), a facility attended by 19 different nationalities and by many children with families that do not speak German or English. The intercultural mediators work with parents and teachers to solve specific conflicts or problems, such as learning difficulties or other problems that teachers and pupils have with one another. Moreover, the mediators familiarise parents and children from minority/migrant background with the German school system and offer advice on upbringing and how to support their children's education. Parents are thereby encouraged to take part in their children's school life and to see that their children's education is the task of both school and parent. There are also good mediation practices in [Bergen](#) and [Oslo](#) (Norway), which Camden may find interesting.

ICC programme resources on intercultural competence and mediation are available [here](#).

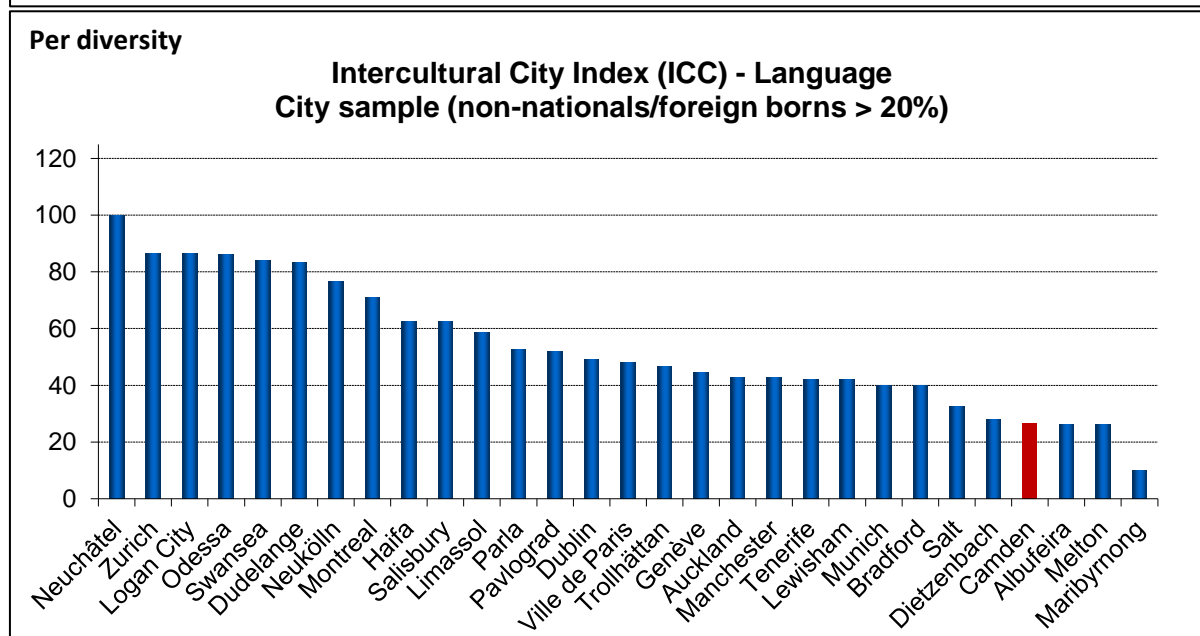
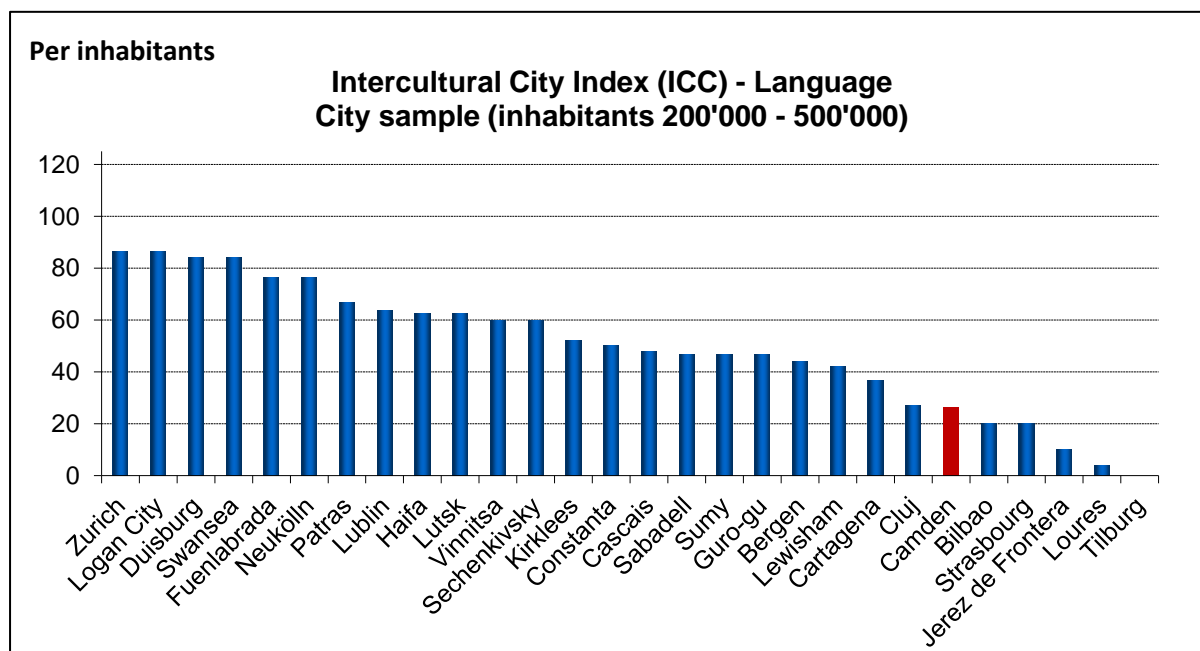
---

<sup>16</sup> For more information, please see the [Family Group Conference Progress Report 2018-2021 document](#)

## LANGUAGE

The provision of courses and other facilities for people with migrant backgrounds to learn the receiving country's language(s) is important to ensure social and economic integration. It does however need to be supplemented with activities which highlight the value of other languages, and enable people with migrant origins not only to preserve and transmit their languages to their children and other members of the community, but also to take pride in them as a heritage enriching the local community. An intercultural city promotes multilingualism as a resource for education, business, tourism, cultural life, etc. It underlines the value of all languages present in the city, for instance by giving opportunities to diverse language speakers to express themselves in their mother tongue in public and at cultural events and by promoting all events that offer opportunities for linguistic exchanges and mixing.

Camden achieved a rate of 27%, which is lower than the city sample's achievement rate of 46%. This shows that there is room for improvement, in particular when it comes to providing services in the field of language competences and to raising awareness on the value of all languages present in the borough.



Camden Council does not provide services in the field of language competences. It does however offer support to raise awareness on migrant/minority languages. It namely provides guidance and information on specific issues in a variety of community languages such as Covid-19 related info, as well as offers access to British Sign Language

for key services for residents. In addition, Councillors have made videos targeting Somali and Bengali communities and we the Council has promoted these on Twitter. It has also promoted videos in Somali and Gujarati made by local organisations and community leaders, across the Council's social media channels and coronavirus webpages.

Lastly, it supports projects that seek to give a positive image of migrant/minority languages. In 2018, the Council has launched the #WeMakeCamden campaign with an allocation of over 70K to the Communities Together Fund for small grants to be distributed by the participatory grant giving body, Camden Giving to community and faith groups to celebrate diversity of culture in the borough and develop events or projects promoting inclusion. This project was replicated with over £80,000 Social Action Fund during 2019-2020 and is going to continue in 2021-2022 again through Camden Giving lead. The Council funds a number of equality organisations tackling barriers around language and disabilities through a number of services made accessible in minority languages and easy read.

### Recommendations

There are many ways through which Camden could raise **awareness on the different languages** represented in the borough and **promote multilingualism**. For instance, in celebration of International Mother Language Day (21 February), a press release could be issued, and a series of events could be organised, as Manchester (UK) does well, being the lead city for International Mother Language Day for the international UNESCO network. [Ansan](#) is also a good example, the city provides, among others, a variety of foreign language courses (in addition to Korean language classes provided by the city and by civil society organisations), issues a quarterly newsletter in eight languages and runs two multi-cultural libraries.

Public libraries in Camden are already seeking to promote intercultural mixing and interaction, and maybe their **potential in terms of providing language training and multilingualism** could further be explored. In [Montreal](#), city libraries are involved in language training, under a project called "Liaison agents" in co-operation with community organisations, schools (reception classes, French for adults) and the health sector, various mediation activities are conducted in order to help non-native speaker newcomers or people with migration backgrounds to learn French. At the same time, the libraries are currently working on a research project on multilingual albums that should enable children to learn French more easily while boosting their skills in their mother tongues. In [Sherbrooke](#) as well, public libraries also play a central role in language learning and in promoting diverse cultures and languages, including among very young children through their "story hours".

Lastly, Camden could also consider **offering support to local minority initiatives**, such as written press or radio. Alternatively, the local radio could include some programmes led by migrant/minority neighbours who express themselves in their mother language. The example of [Limassol](#) could be interesting in this regard.

ICC programme resources on multilingualism are available [here](#).

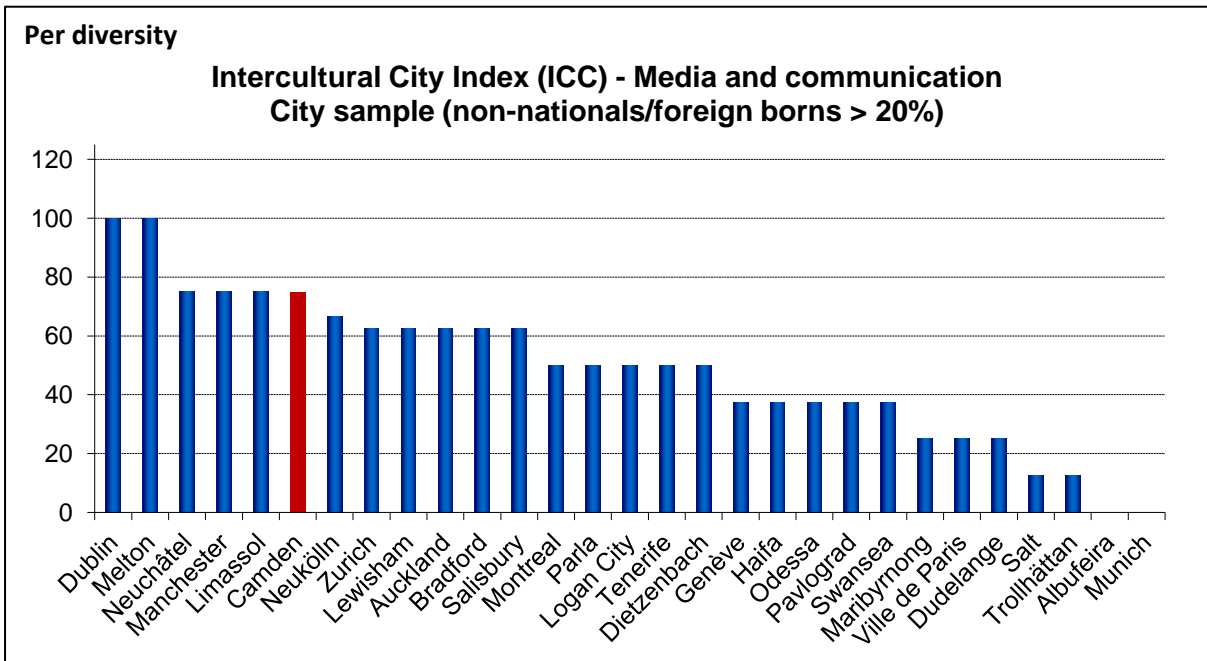
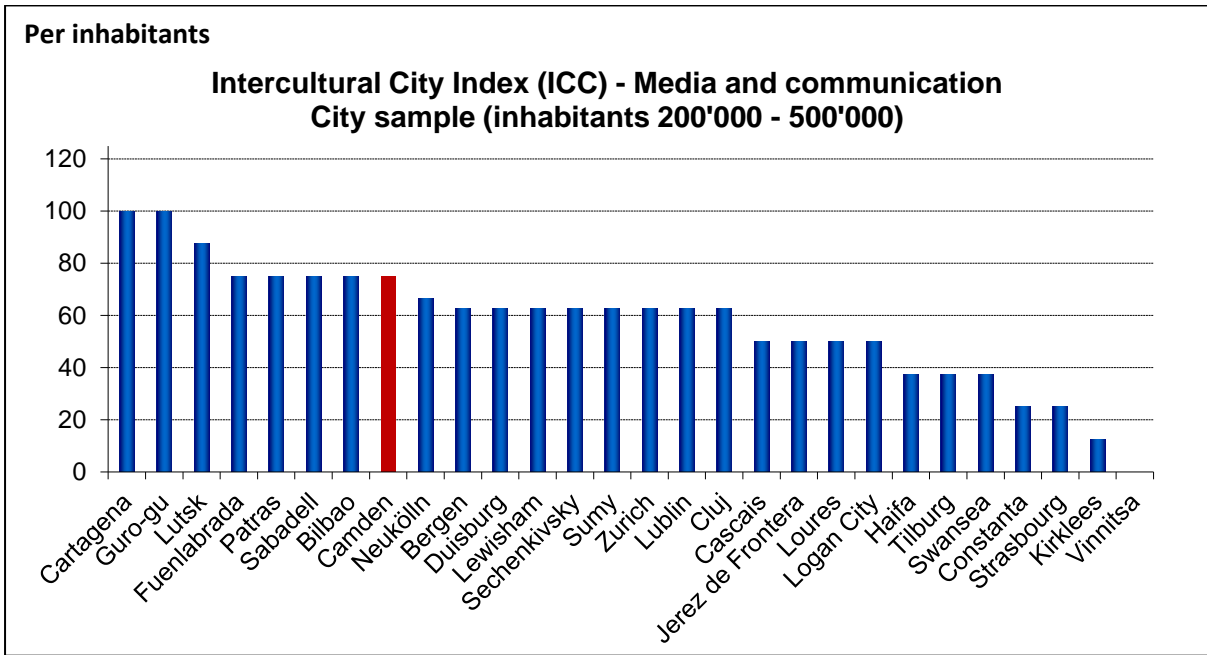
## **MEDIA AND COMMUNICATION**

*Traditional and social media have a very powerful influence on attitudes towards cultural diversity and other diversities. Much of the information people access is generated by international newsgroups, national media, or by private persons in the case of social media. Nevertheless, there is still much the city authorities can do to achieve a climate of public opinion more conducive to positive intercultural relations. In its communication, an intercultural city constantly highlights the positive contribution of people with migrant/minority backgrounds to the social, cultural and economic development of the city. More importantly, the city partners with local media agencies so that they purvey a similar message and cover events occurring in the city in an objective and unbiased way.*

Camden achieved a rate of 75%, which is considerably higher than the city sample's achievement rate of 47%.<sup>17</sup> Camden's communication strategy gives visibility to people of all backgrounds and diversity is presented as an advantage regularly and in various types of communication. Further efforts could be envisaged to support journalists with migrant/minority backgrounds for instance.

---

<sup>17</sup> Camden's rate of achievement in the extended Intercultural Cities Index is 83%.



Camden Council has a communication strategy to improve the visibility and image of people with migrant/minority backgrounds in the local media and the communication department is instructed to highlight diversity as an advantage regularly and in various types of communication. One of Camden's defining features is its diversity and the Council's central mission is to ensure 'no-one gets left behind' and this implies that it focuses on communication projects that give visibility to people of all backgrounds. The Council also actively seeks to promote Black, Asian and Minority Ethnic leaders, by supporting its cabinet councillors, Youth members of parliament and community leaders by using them as spokespeople for key issues facing the borough.

It does however not provide support for advocacy/media training/mentorship/setting up of online media start-ups for journalists with migrant/minority backgrounds.

With regard to media monitoring, the Council itself monitors the way in which traditional local and/or national media, as well as social media, portray people with migrant/minority backgrounds. When local media portray people with migrant/minority backgrounds through negative stereotypes, the Council engages with them directly. For example, it has discussed instances of perceived unfair treatment of Black, Asian and Minority ethnic councillors with local media and sought and achieved remedy for this.

## Suggestions

Camden already has some good practices in working with the local media. As the Council undertakes monitoring, it could consider training for the media where it notices a need on a particular theme or approach.

The [media and social media intercultural literacy](#) initiative in Ansan includes a multicultural newspaper subscription project which aims to provide non-nationals with a range of information and inform them about the city's policies. The multicultural newspaper is published twice a month, with a circulation of 20,000 copies. The city invests 30,024,000 KRW (approximately 23,400 euros) annually in this project. The Ansan City media department also works with broadcasting companies in the Republic of Korea to publicise international cuisines, intercultural education, intercultural streets, and the Ansan City non-nationals policy. In 2019, seven episodes were filmed and aired. As part of its non-nationals' employment support initiatives, Ansan City also runs a course for Information Technology Qualification (ITQ) test-takers. As part of the vocational capacity building education, the city runs classes to teach residents how to use YouTube, social networks, and blogs.

In addition, support could be provided (mentoring, capacity-building or resources) to media projects launched and led by organisations or neighbours with a socio-cultural diverse background. For instance, the Bilbao City Council (Spain) provides support to different projects promoted by journalists with a migrant background through grants. This is for example the case of the TV channel from the ["Emigrados sin Fronteras"](#) association and the Candela Radio.

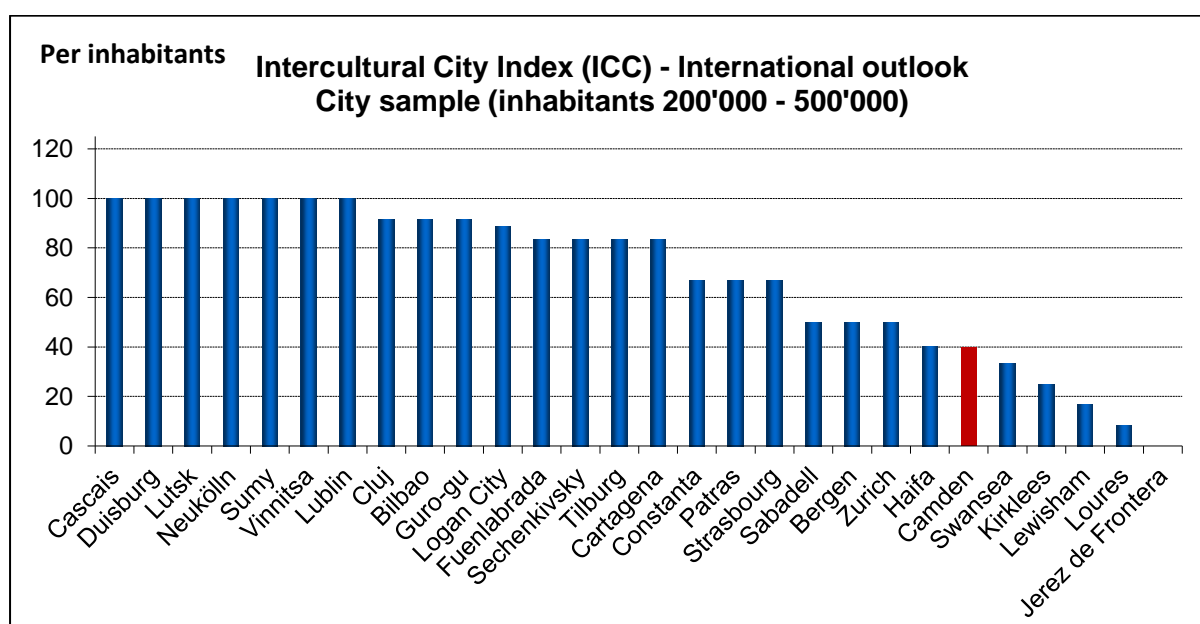
Lastly, the ["Maison des journalistes"](#) (Foreign Journalists' House) is an initiative implemented in Paris (France) and which supports refugee journalists. The organisation helps them through all the stages of their asylum process and gives them the means to continue to produce written and audio-visual information materials freely on the Internet via [a dedicated webpage](#).

ICC programme resources on communication and public awareness are available [here](#).

## INTERNATIONAL OUTLOOK

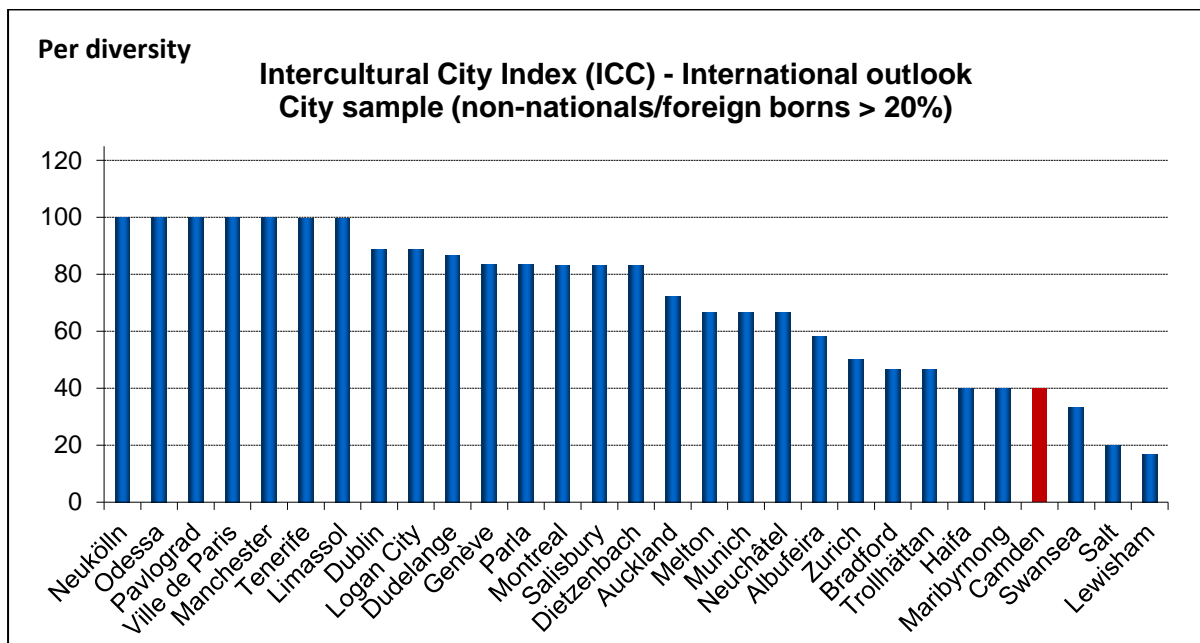
*Although cities have little or no competence in foreign policy, they can actively seek to make connections in other countries to develop business relations, exchange knowledge and know-how, encourage tourism, or simply acknowledge the ties the city may have elsewhere. An intercultural city actively encourages interactions with the outside world and in particular with the cities, regions or countries of origin of its inhabitants.*

Camden achieved a rate of 40%, which is considerably lower than the city sample's achievement rate of 70%.<sup>18</sup> The borough takes actions to develop international connections and reaches out to foreign students. However, a more systematic and strategic approach to international engagement could be developed.



<sup>18</sup> Camden's rate of achievement in the extended Intercultural Cities Index is also 40%.





Camden does not have an explicit and sustainable policy to encourage international cooperation in economic, scientific, cultural or other areas. Nonetheless, a number of policies in the borough are international looking. For example:

- The Camden Council's Cultural Framework sets out the vision of Camden as a connected and international borough: framing and pioneering the borough and its residents as an open door to the world, "looking outwards and welcoming in", promoting international creative connectivity, looking to Europe, and globally to places that resonate with Camden's migrant communities. Culture will be outward looking, bringing the world to Camden and encouraging the world to share its culture with Camden's communities. Camden will play its part in the cultural life of London, of the UK, of Europe and beyond. Camden residents will have the opportunity to share and celebrate their culture and cultural traditions with local and visiting audiences alike.
- The Knowledge Quarter brings together over 100 of Camden's cultural, research, scientific, business and academic institutions (large and small) under one umbrella. [The Knowledge Quarter](#) strategy aims to increase the area's profile through advocacy and stakeholder engagement, both nationally and internationally.

Camden also takes specific actions to develop international connections:

- In 2018, the Mayor of Camden signed a friendship agreement with Kagoshima, Japan. In the meeting with Satoshi Mitazono, Governor of Kagoshima Prefecture, and members of the Kagoshima Assembly, both Camden and Kagoshima pledged to encourage greater understanding and cooperation particularly through education.
- Camden has also taken part in a number of teacher study visits to exchange good teaching practice with other European countries. Around 120 members of staff have participated in these visits over the two years prior to the Covid-19 pandemic, looking at a number of areas, such as wellbeing, special educational needs and holistic education in Spain, Sweden, Finland, Italy and Iceland. This project is being extended.

In the area of education, Camden reaches out to foreign students or other youth groups arriving through exchange programmes. Good relationships and work in partnership to provide opportunities for collaborative work have been developed with a number of academic institutions that host foreign students, such as University College London (UCL). Camden schools participate in the ERASMUS programme (for example [Swiss Cottage School](#)) and as part of the relationship established with Kagoshima, Japan, Camden hosted visiting students ([an account of the visit is available here](#)).

With regards to business, Camden does not yet seek to develop business relations with countries/cities of origin of its diaspora groups.

## Recommendations

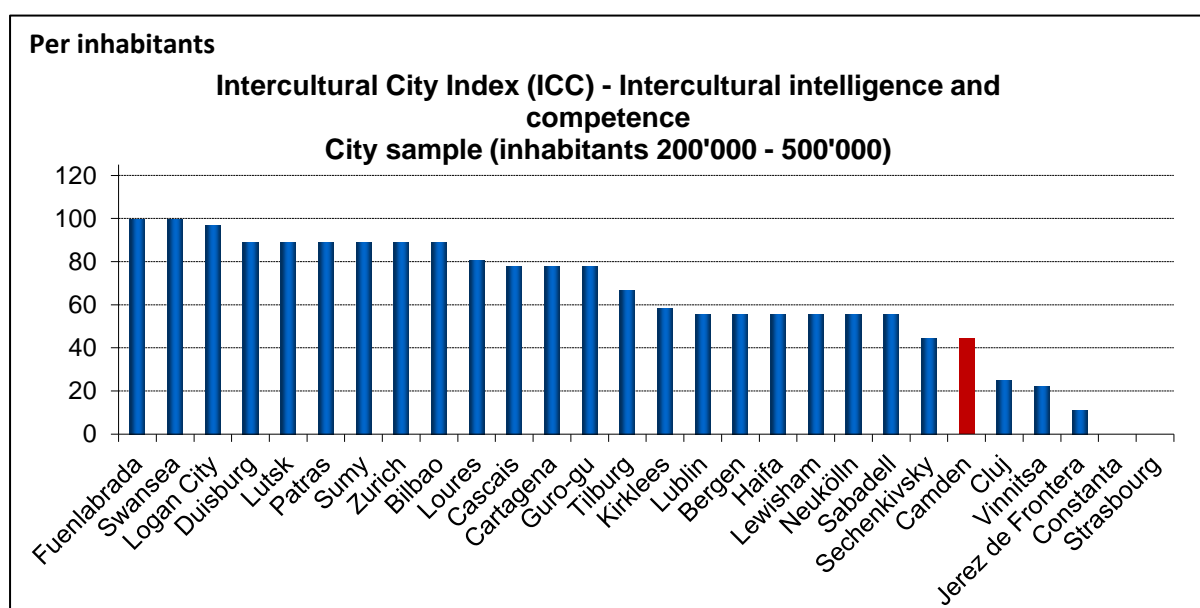
Cities are increasingly becoming aware of the need to develop “foreign affairs” and most commonly use city twinning, artistic exchanges, and development co-operation to this end. Some cities are trying to **foster business relations with countries of origin of their diaspora groups, seeking investment or joint ventures**, but few have an (inter)cultural international policy agenda where both parties contribute as equals to support integration, social cohesion, and respect for diversity. [Reggio Emilia \(Italy\)](#) has made a significant step in this respect. Through the Intercultural centre Mondinsieme, it has signed an agreement with the Moroccan Ministry in charge of relations with the diaspora. The agreement underpins Reggio’s holistic intercultural policy and seeks to “promote socio-cultural mixing and openness towards the “other”.

When it comes to **developing explicit policies in this area**, the examples of Leeds (UK) and Montreal might be inspiring. [Leeds](#) has a policy to encourage international cooperation in economic, scientific, cultural, or other areas. The policy further has a specific financial provision, and the city actively takes action to further the international relations. An International Relations Team was set up to work alongside the visitor economy (Tourism) and inward investment (Economic Attractiveness) teams within the Economic Development Unit. The team also promotes the active involvement of the city council, the universities, and other partners in international networks. The city also runs the [International Relationships Blog](#). [Montreal](#) also has a long-term policy for encouraging international co-operation. It is set out in a document called [Strategic framework for the international relations of the city of Montreal: urban diplomacy working for the Montreal community and the world](#). The strategy supports several activities aimed both at promoting Montreal abroad and at conducting real municipal diplomacy at the international level in sectors such as living together and inclusion, economic development, the climate, migration, human rights and democratic metropolitan governance.

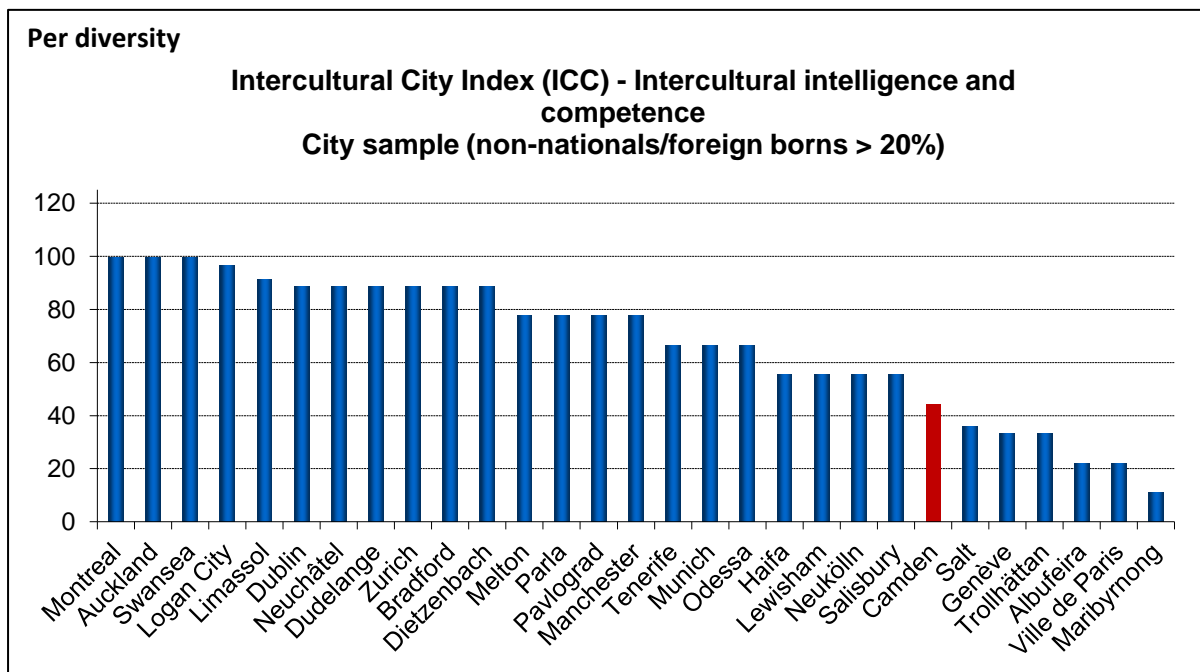
## INTERCULTURAL INTELLIGENCE AND COMPETENCE

*Nobody can be an expert in all the languages and cultures that coexist in contemporary cities. Yet, in an intercultural city, officials have an intercultural “mind-set” which enables them to detect cultural differences and modulate their responses accordingly. Intercultural intelligence and competence require a specific know-how when dealing with unfamiliar situations and not an in-depth and often elusive knowledge of all cultures. Such sensitivity and self-confidence is not commonly-seen. It is a technical skill which can be acquired through training and practice. In an intercultural city, the authorities view such skills as equally important and essential to the good functioning of the city as the other professional and technical skills usually expected from public employees.*

Camden achieved a rate of 44%, which is lower than the city sample’s achievement rate of 62%.<sup>19</sup> This reflects that complementary initiatives could be taken to further enhance intercultural intelligence and competence in Camden. The data and information already collected by the Council could feed into the development of such initiatives.



<sup>19</sup> Camden’s rate of achievement in the extended Intercultural Cities Index is 58%.



Statistical and qualitative information about diversity and intercultural relations is mainstreamed to inform the Council's process of policy formulation. Equality Impact Assessments (EIAs) are Camden's long-established way of working out the effect that its policies, practices or activities might have on different groups before any decisions or actions are taken. These assessments are informed by regular data analysis and Camden's Equality Profile<sup>20</sup>. EIAs contribute to improving services, but also to helping Camden Council to ensure that it meets its responsibilities under the Equality Act and the Public Sector Equality Duty.

Camden did not, directly or through an external body, carry out surveys including questions about the public perception of migrants/minorities. Focus was rather put on listening to people's lived experience for the Race Equality Action Plan and on the disproportionate impact of Covid-19 on Black, Asian and Minority Ethnic communities.

However, surveys on the feeling of security/safety with respect to people with migrant/minority backgrounds were carried out. The Council has a community lead response to supporting communities and conversations with a diverse range of residents about their experiences of safety, e.g. a good example is the current [Safety in Gospel Oak](#) survey which engages with Camden's Somali community to try out new, community led, approaches to keeping people safe.

Camden promotes the intercultural competence of its officials and staff, in administration and public services, namely through training courses. All staff have to complete mandatory online training, which includes a module focused on Unconscious Bias, within a few weeks of joining the department. The module explains what this is, how it manifests and how to recognise and challenge your own unconscious biases, particularly around ethnicity, gender, disability, sexual orientation and gender identity.

An anti-racism mandatory training for all staff was also recently developed and it will include a specific section for managers also. The aim of this training is for all staff to understand racism in all its forms, be able to recognise it, and to be able to and feel confident to challenge it. The Council acknowledges how important it is to get this right and involved its Black Workers Group in the procurement and interview of providers.

Within the last year, tailored sessions were provided to the Council's Senior Leadership Group on anti-racism and LGBT allyship.

### Recommendations

Staff training for intercultural competence enables the administration and public services to reflect intercultural principles in their work. Further to the training already provided on anti-racism, unconscious biases and LGBT

<sup>20</sup> See latest Camden Equality Profile (September 2021): <https://opendata.camden.gov.uk/download/3nud-hvn5/application%2Fpdf>

allyship, Camden could consider providing an ongoing comprehensive programme of intercultural training for all officials and staff members as it would enhance the general awareness of intercultural principles and contribute to put these into practice, alongside the strengthening intercultural skills in management and planning positions. The experiences of [Ansan](#), [Reykjavik](#) (Iceland) or [Montreal](#) could be of interest in this regard.

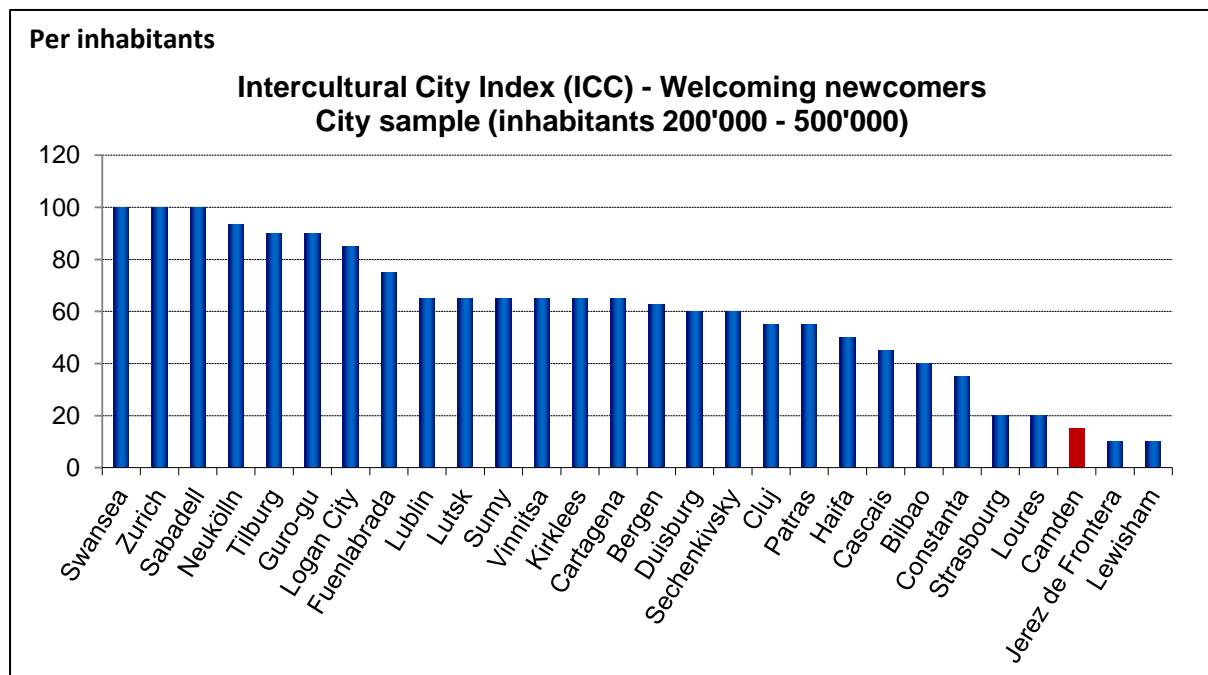
Camden might also consider carrying out surveys including questions on the public perception of people with migrant/minority backgrounds. Ideas for future actions can be drawn from [Auckland's "The Quality of Life project"](#) through which cities follow up on the citizens perceptions of diversity in the cities, among other topics. For instance, in the 2020 survey, 64% of respondents across eight cities considered that New Zealand becoming more culturally diverse makes their city/local area a better place to live.

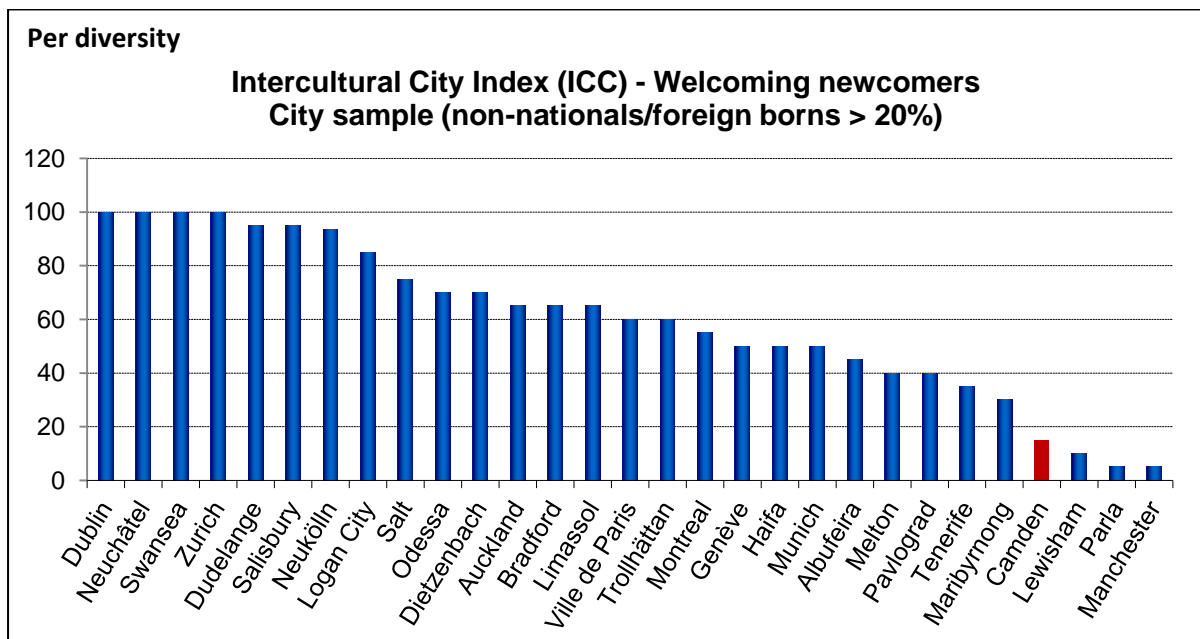
ICC programme resources on intercultural competence are also available [here](#).

## WELCOMING NEWCOMERS

*People arriving in a city for an extended stay, whatever their circumstances (expats, migrant workers, spouses, refugees, unaccompanied minors, retired persons, etc.), are likely find themselves disorientated. The less familiar they are with the new environment, the more support they will need to feel comfortable and confident enough to start building a new social and professional network. The way in which the city coordinates and effectively delivers various support measures strongly conditions their capacity to integrate or, conversely, their tendency to remain confined to a cultural "ghetto". This also depends to a great degree on whether the rest of the city's population is open to the idea of welcoming newcomers in their capacity as residents and citizens or, on the contrary, is accustomed to viewing newcomers as outsiders who pose a potential threat. Again, it is the message the authorities convey on diversity, in communication or through concrete actions, that determines to a certain degree attitudes towards newcomers.*

Camden achieved a rate of 15%, which is considerably lower than the city sample's achievement rate of 58%. Camden does not yet have an agency, structure or defined procedures to welcome all newcomers in the borough.





There is no designated agency, unit, person, or procedure to welcome newcomers in Camden. A general comprehensive Camden-specific package of information and support for newcomers is not yet available.

Camden is currently welcoming a number of Afghan evacuees for support from the Council, such as housing, health care, food and education ( see [Asylum Seekers and Refugees - Camden Council](#)). The support team works with Pashto and Dari interpreters.

Different services and agencies provide welcome support for particular groups of newcomers, including unaccompanied minors, refugees and asylum-seekers and migrant workers. For instance, Camden Council commissions offer additional therapeutic support for emotional difficulties and trauma experienced by unaccompanied asylum-seeking children. This is provided through group discussion and support run by the Tavistock & Portman NHS Foundation Trust.

[The Hearing Voices project](#) by Mind in Camden has supported refugees, asylum seekers and migrants who hear voices, see visions and experience distressing beliefs, with a focus on people who are detained in Immigration Removal Centres, and young refugees, asylum seekers and migrants.

Support to access employment, including support for the Roma community, is provided as part of Camden's [Homelessness and Rough Sleeping Strategy](#).

The Connection at St-Marin-In-The-Fields works with people who are rough sleeping to move away from, and stay off, the streets of London and provided a [guide for homeless migrants](#).

No public ceremonies are organised to greet all people arriving to live in the borough regardless of origin or nationality.

### Recommendations

All newcomers in Camden, whatever their circumstances, could benefit from specific services and actions to make them feel welcome and facilitate their familiarisation with their new environment and their overall integration.

A **dedicated service for newcomers** is a good practice. For instance, [Zürich](#) (Switzerland) has a specialised agency to welcome newcomers with a dedicated strategy and a complete set of information tools available in 14 languages, as well as specific assistance. Each year, six welcoming events for newcomers are organised. They take place at the City Hall and include multilingual information sessions on the life in Zürich, a multilingual city tour and an aperitif. Finally, the information tools are differentiated on several levels, distinguishing between those aimed at the newly arrived population and those targeting specific language groups. For many years, these tools have included various services such as a welcome desk, welcome events, a database of German courses and multilingual internet portals.

In the same vein, Sherbrooke has developed **comprehensive support for newcomers**, in particular through the [Canadian newcomer support service \(SANC\)](#) and [continuous efforts to improve migrant reception and integration](#).

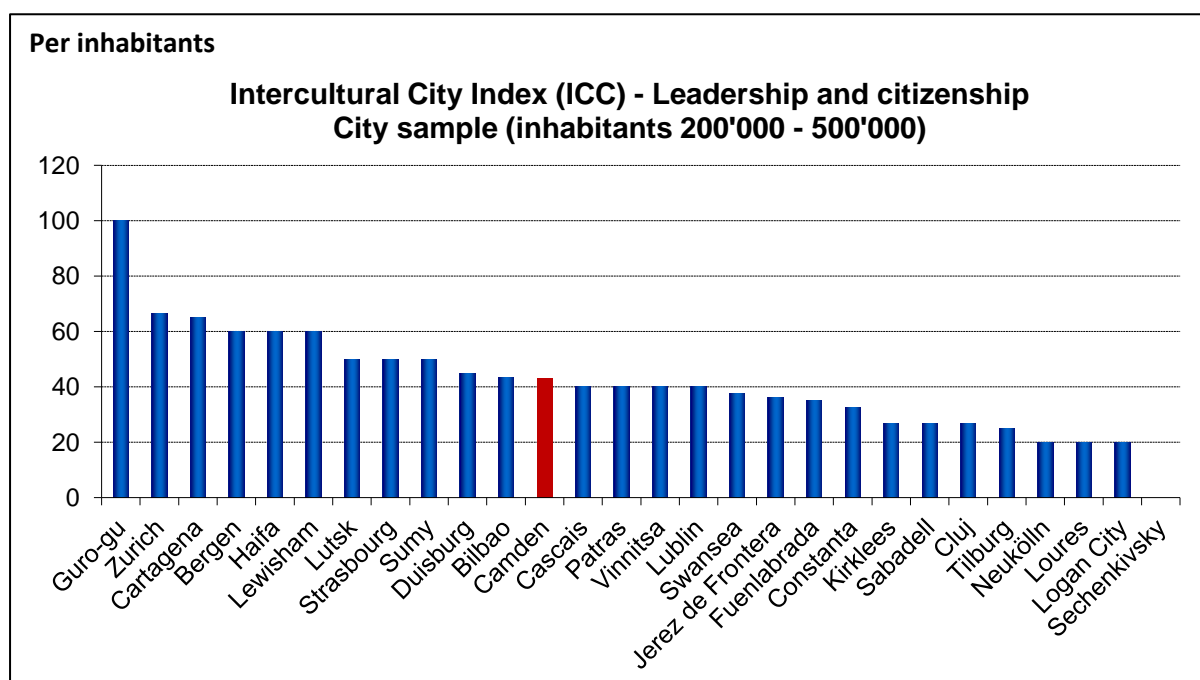
The [Copenhagen](#) (Denmark) **Host Programme** facilitates encounters between newly arrived migrants and Copenhageners who wish to volunteer as hosts. It is implemented in cooperation with the Danish Refugee Council, which engages in various social activities with new arrivals, and the Foreningen Nydansker, which assists them with integration in education and the labour market.

ICC programme resources on refugees and welcoming policies are also available [here](#).

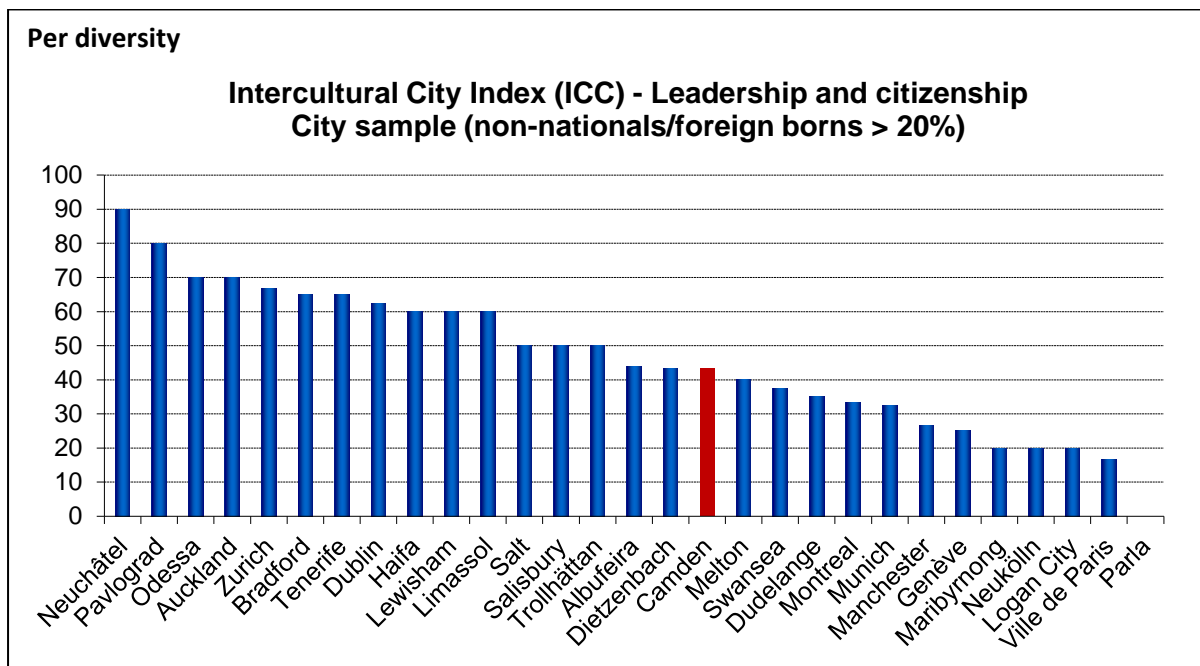
## LEADERSHIP AND CITIZENSHIP

*The most powerful and far-reaching action a city can take to be more intercultural is to open up democratic representation and decision-making to all residents of the city irrespective of their origin, nationality or residence status. Formal political rights at the local level are determined nationally or at the regional level in some federal states. Nonetheless, there is much that a city council can do to influence the way in which diverse groups interact and co-operate around the allocation of power and resources. An intercultural city strives to include all residents in the policy-making process and ensures thereby that public services are provided according to their diverse needs and not according to their cultural or political proximity to public decision-makers.*

Camden achieved a rate of 43, which is slightly higher than the city sample's achievement rate of 37.<sup>21</sup> Only British, Commonwealth and EU citizens can stand as candidates or vote in local elections, but Camden regularly carries out initiatives to encourage people with migrant/minority backgrounds to engage in political life.



<sup>21</sup> Camden's rate of achievement in the extended Intercultural Cities Index is 55%.



Currently only British, Commonwealth and European Union citizens who are registered to vote on the electoral Register can vote or stand as Candidates in local elections.

There are elected members of Camden council who are foreign-born or dual nationals. Indeed, to be a councillor in England, you need to be British or a citizen of the Commonwealth or European Union. The Council does not formally record nationality of Council members as it is not required on the nomination paper, but it is aware of at least one councillor who is an EU citizen.

There is no independent consultative body through which people with migrant/minority backgrounds can voice their concerns and advise the Council on diversity and integration matters. However, there are other means through which they can. Camden Council services work in a range of ways that enable people with migrant/minority backgrounds to voice their concerns, examples are:

- Communication via Tenant Participation Officers who work closely with tenants within Camden's housing estates.
- Specific community focused projects such as the "Safer Communities" work with Somali residents, wellbeing work linked to neighbourhoods affected by the HS2/Euston development and neighbourhood assemblies.
- Community Partners that support and work in partnership with local organisations and communities representing migrant voices, such as :
  - Camden Somali Cultural Centre.
  - Kosmos Centre (Camden Cypriot Women's Organisation).
  - Bengali Workers Association.
  - Hopscotch Asian Women's Centre.
  - Somali Youth Development and Resource Centre.
  - British Somali Community.

The standard for the representation of people with migrant/minority backgrounds in mandatory boards supervising schools and/or public services is regulated regionally/nationally. The [Equality Framework for Local Government](#) helps local councils to meet their obligations under the Equality Act 2010 including the Public Sector Equality Duties (PSED), in particular, under the 'A diverse and engaged workforce' theme within the framework.

Camden Council regularly takes initiatives to encourage people with migrant/minority backgrounds to engage in political life. An example is the Youth Activism project which aims to drive local activism amongst young people that will disrupt a system that has been built on unequal foundations. An action-oriented group made up of young Camden residents (aged 16-25) from diverse backgrounds and service representatives was set up and is co-

chaired by a young person and an elected Council member. The aim is to work together with local organisations to deliver an action plan tackling the disproportionate impact of policing and education on Black people and others from diverse backgrounds. The Council is investing in young people to lead change with a focus on providing social justice activism skills, through accredited training opportunities (such as campaigning skills). Young people will decide how they want to tackle these disproportionalities whether it is at a local, regional or national level, through lobbying the government to developing policy statements. The aim is to build a model that is sustainable for all and to further build the capacity of young people.

### Suggestions

Camden already shows some good practices in the area of leadership and citizenship. Foreign nationals from Britain, the Commonwealth and the EU can vote and stand in local elections. Nonetheless, there is a diversity of residents from other countries that do not have these rights. In this context and in order to improve further the representation of diversity, it could be fruitful to explore the possibility of **creating a consultative body through which individuals of migrant and minority backgrounds can voice their concerns** to facilitate the borough's inclusive governance. In this framework, the city of Ballarat (Australia) launched its [Multicultural Ambassadors' Program \(MAP\)](#) developed to provide leadership within the migrant community, encouraging minorities to participate in the city's political life. [Ansan](#) also provides examples in this area. It has among other initiatives set up a non-national's Council which advises many different support projects and advocates on behalf of non-nationals. It is currently composed of 19 members representing China, Uzbekistan, the Philippines, Vietnam, Sri Lanka, Thailand, Mongolia, Nigeria, Pakistan, and Cambodia. In addition, there is also a non-nationals Monitoring Group which is not a compulsory committee to supervise public services, but its roles include: to understand developments and trends among non-nationals, collect their voices, survey the city's administration for non-nationals, and make recommendations for improvement. Currently it consists of 33 people representing Mongolia, China, Vietnam, Indonesia, Sri Lanka, Uzbekistan, Russia, Cambodia, Thailand, Japan, and Nepal.

Camden may also wish to **raise awareness among people who are already entitled to the rights to vote and stand in elections**. This could be done through personal letters and/or communication campaigns. [Barcelona](#) and Salt (Spain) organised the campaign 'La meva Ciutat, el meu vot' ('My city, my vote') to inform people on their rights to vote in local elections and how to register in the census. The campaign included videos with people from different nationalities, information sessions and infographics (see [here](#)). The result was an increase of 53% of people registered for the 2019 municipal elections.

ICC programme resources on political and public participation are also available [here](#).

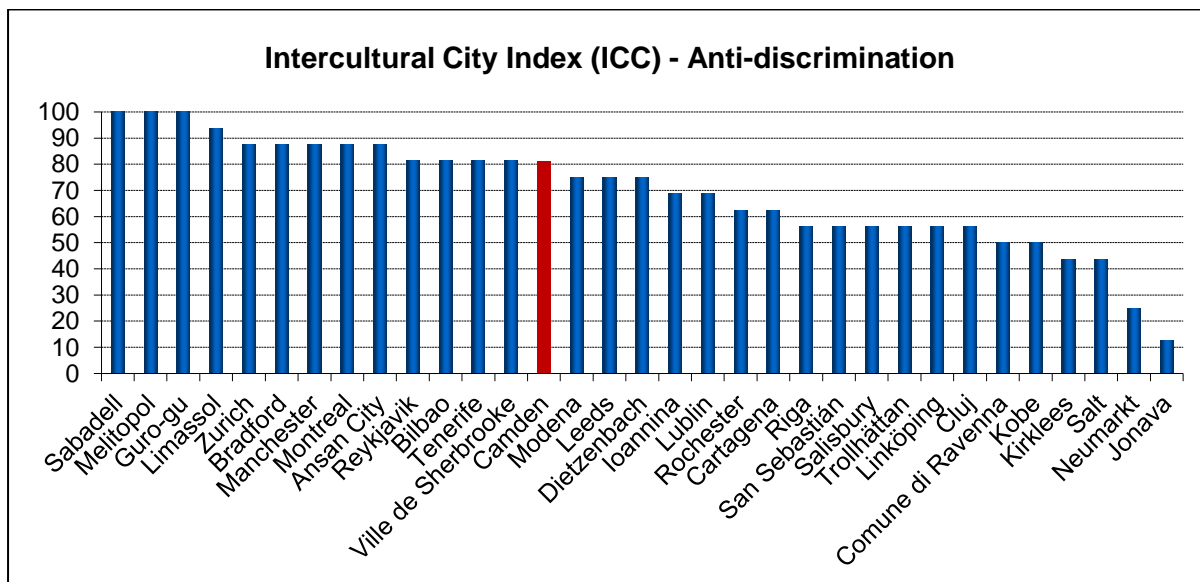
### **ANTI-DISCRIMINATION**

---

*Racism, xenophobia, homophobia, intolerance against certain religious groups, gender discrimination, prejudice and ethnocentrism, are all conducive to discriminatory attitudes and practices. They often subsist in people's minds despite laws proscribing discrimination against persons or groups of persons on grounds of race, colour, language, religion, nationality, national/ethnic origin or sexual orientation. An intercultural city assures every effort is made to ensure non-discrimination in all of its policies, programmes and activities. The city works in partnership with civil society organisations and other institutions that combat discrimination and offer support and reparation to victims. It also communicates widely on the risks discrimination presents for social cohesion, quality of life and the local economy.*

Indicators on anti-discrimination have been included in the Intercultural Cities Index in 2019. The data collected so far is not yet relevant for statistical purposes. So far, 33 cities have replied to this new Intercultural Cities Index chapter. Camden's rate of achievement in the field of anti-discrimination is 81%. This reflects Camden's efforts to ensure non-discrimination in its policies and decisions, the availability of support for victims and greater awareness on discrimination.





Camden systematically carries out reviews of all its policies and decisions to identify mechanisms that may discriminate residents with migrant/minority backgrounds. All Council policies and decisions require an Equality Impact Assessment (EIA). EIAs are Camden’s long-established way of working out the effect that its policies, practices or activities might have on different groups before any decisions or actions are taken. These assessments are informed by regular data analysis and Camden’s Equality Profile.<sup>22</sup> EIAs contribute to improving services, but also help Camden Council ensure that it meets its responsibilities under the Equality Act and the Public Sector Equality Duty.

A binding document proscribing discrimination against persons or groups of persons on grounds of race, colour, language, religion, nationality, national/ethnic origin or sexual orientation is available at the national level and is applicable for Camden’s administration and services. Indeed, all public bodies in Great Britain have a duty under section 149 of the [Equality Act 2010](#) to have ‘due regard’ to the need to:

- Eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it. This involves having due regard, in particular, to the need to tackle prejudice and promote understanding.

Under this framework, the relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

An example of how Camden demonstrates this is its [Zero Tolerance of Racial Abuse statement](#). In response to concerns raised by staff, Camden Council’s adult social care service has articulated a zero-tolerance approach to racism and any form of prejudicial behaviour - and developed a Memorandum of Understanding as a way of putting that approach that into practice.

There is a dedicated service in Camden that advises and supports victims of discrimination. The Council has been working with national charity Stop Hate UK to introduce a new 24-hour helpline dedicated to supporting residents affected by hate crime. The [Stop Hate Helpline](#) was launched on 1st February 2021.

On a national level, the [Equality and Human Rights Commission](#) promotes and upholds equality and human rights ideals and laws across England, Scotland and Wales. This includes providing advice and guidance to individuals and organisation.

In addition, the Council directs people to multiple services that are active in Camden: [Tell MAMA](#) (against anti-Muslim hatred); [Mosaic LGBT+](#) (supporting young LGBTQ+); Centred (supporting LGBTQ+ people); [Opening](#)

<sup>22</sup> See latest Camden Equality Profile (September 2021): <https://opendata.camden.gov.uk/download/3nud-hvn5/application%2Fpdf>

[Doors](#) (supporting people with learning difficulties); [Stonewall](#) (supporting LGBTQ+ people). It also recognises Trade Unions as an employer who do a lot of work in this space.

Camden provides financial and other support to civil society organisations that advise and support victims of discrimination. Camden Council's Community Partnership team manages several funds and contracts to support the Voluntary and Community Sector (VCS). In particular, the Strategic Partner Fund supports 26 VCS organisations to respond to community need by providing long-term core funding, just over £2m a year. This includes specific organisations that provide advice and support, such as [Hopscotch Asian Women's Centre](#) and [Somali Youth Development and Resource Centre](#), as well as more cross-cutting legal support against discrimination from [Citizens Advice Bureau](#), [Mary Ward Legal Centre](#) and [The Camden Community Law Centre](#).

The extent and the character of discrimination in Camden is regularly monitored/researched. In the past, data was not routinely sought from partners such as Victim Support in order to understand how many people received support from them and why. Camden aims to focus future resources on tackling hate crime where the evidence points. Stop Hate UK will be providing quarterly hot spot mapping revealing locations of their calls to the helpline across the borough. This will help determine the geographical areas in need of resource.

Camden sometimes runs anti-discrimination campaigns or raises awareness on discrimination in other ways. As part of a Hate Crime Forum with partners, Camden launched a campaign in October 2021 for National Hate Crime Awareness Week (10-17 October). This included a range of digital and print assets to raise awareness of recognising and reporting hate crimes, and the importance of a safe, strong and equal borough.

Camden Council published a report looking into the disproportionate impacts of Covid-19 on Black, Asian and Minority Ethnic communities to make sure they are protected from the immediate and long-term impacts of the pandemic. The [Building Equal Foundations](#) report presents our findings and sets out a plan of action to tackle racial inequalities in Camden.

There is no anti-rumours strategy or anti-rumours activities that are implemented following the official Council of Europe methodology.

Lastly, Camden Council participates with a number of organisations that address the issue of discrimination, such as the [Equalities and Human Rights Commission](#), [Greater London Authority](#) and [London Councils](#) (Camden's Leader of the Council, Georgia Gould is currently the Chair).

### Suggestions

A strong human-rights commitment is a sound basis for intercultural integration, as it is dependent on a climate in which all individuals are treated with equal human dignity. An anti-discrimination regime is also important because it engenders a 'diversity advantage' by ensuring all individuals are able to develop their talents fully, without barriers being placed in their way. This is evident, for example, in the intercultural strategy of [Botkyrka](#).

Next to specific support services for victims of discrimination, Camden could 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](#), an educational programme aimed at individuals with a higher risk of far-right extremism, implemented in Swansea (UK). In the framework of three-day courses, participants were encouraged to discuss and reflect on diversity issues and their own attitudes and views, engaging in open dialogue as well as experiential learning. The Think Project employed a non-criminalising approach, listening to their concerns and exploring the experience and information underlying their negative attitudes. After the course, participants were 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.

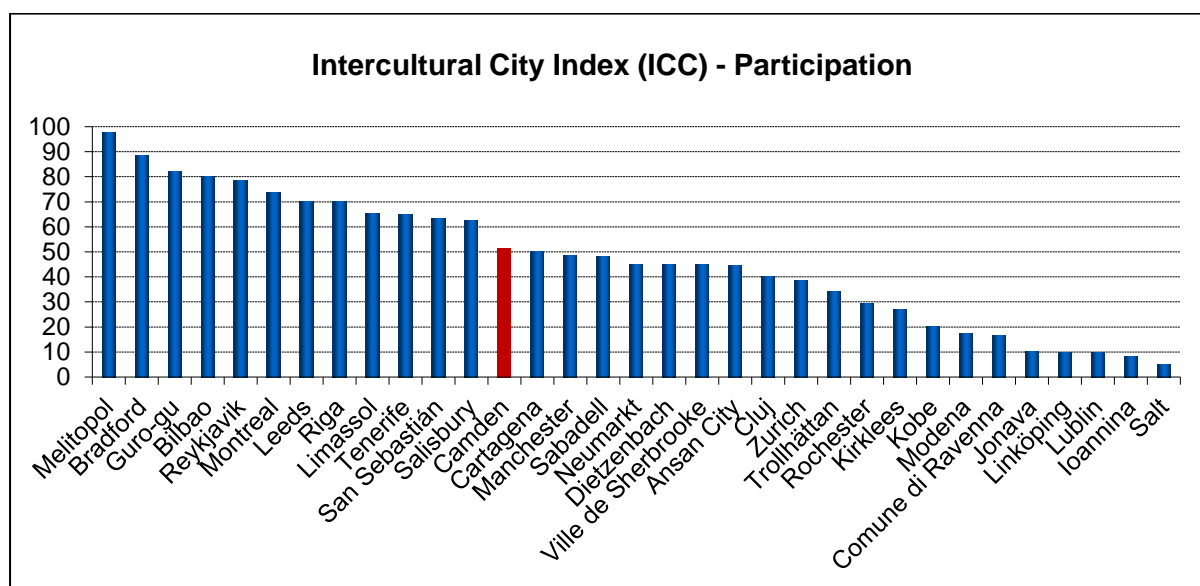
In addition, alongside existing anti-discrimination campaigns and awareness-raising, Camden might consider **developing an anti-rumours strategy** as a way to further its anti-discrimination work. A good practice that can serve as inspiration can be observed in Bilbao where the anti-rumours strategy was carried out through work in [schools](#) and on the [web](#) and through a [creative writing initiative](#) with a focus on the anti-rumours strategy.

ICC programme resources on systemic discrimination are also available [here](#) and resources on anti-rumours are available [here](#).

## PARTICIPATION

*Inclusion, power-sharing and participation are the golden keys of intercultural policymaking. A range of studies have demonstrated that inclusive integration policies produce better outcomes in terms of social cohesion, trust in the administration, safety, quality of services, welfare, good governance and economic growth. People with different backgrounds and experiences can bring innovative solutions to common challenges, as well as anticipate problems that might arise. Conversely, when people encounter barriers to participation, or otherwise choose intentionally not to participate, they may, passively, withdraw from social and public life or choose, actively, to live outside prevailing social customs and law. An intercultural city actively seeks the participation of all residents in the various decision-making processes that affect life in the city. By doing so, it increases support, and thereby the sustainability of local policies, while at the same significantly reducing the economic costs of social exclusion and instability.*

Indicators on participation have been included in the Intercultural Cities Index in 2019. The data collected so far is not yet relevant for statistical purposes. So far, 33 cities have replied to this new Intercultural Cities Index chapter. Camden's rate of achievement in the field of participation is 52%. Camden already offers several mechanisms for its residents to participate in decision-making, and new ones are being explored. In particular, consultations with residents including people with migrant/minority backgrounds will feed into the development of the cohesion and equality strategy and action plan.



As part of the development of a cohesion and equality strategy and action plan, Camden will consult with residents including people with migrant/minority backgrounds.

Participatory mechanisms, other than voting rights or a consultative body, were introduced in Camden to enable all residents, irrespective of their migrant/minority backgrounds, to participate equally in the decision-making process. These mechanisms include public participation networks, participatory budgeting and intercultural dialogue platforms/round tables.

In line with the ambitions for Camden in 2025, citizens were put at the heart of all the Council's work. There is a dedicated participation team which is experimenting with different approaches to participation. Furthermore, a team of community researchers who are local residents with strong local networks, trained and employed by the Council to carry out research and engagement. This includes developing a participation toolkit, developing an evaluation framework for participation in collaboration with UCL, developing a Wellbeing Index for Camden, Safer Camden round tables and exploring participatory budgeting. Lastly, Tenant Participation Officers work on involvement with residents on Camden estates.

Camden has been at the forefront of developing Neighbourhood and Citizen's assemblies. A recent example is the [Gospel Oak and Haverstock Neighbourhood Assembly](#). It is a group of 30 people from across the Gospel Oak and

Haverstock area who are all interested in the future of their neighbourhood. They have been randomly selected using a method called sortation and are representative of the area in terms of age, gender, ethnicity, and housing tenure. They bring with them a unique set of experiences based on the lives they've lived.

Camden Council is working in partnership with a local community organisation to design and deliver a participatory approach to budgeting. The aim is for residents of a Camden estate to control a rolling revenue budget, taking decisions about how the money is spent on their estate, using a participatory budgeting approach. This will be a co-produced piece of work, ensuring that those with marginalised voices are represented in the work. The practical engagement with residents of the estate around budgets and existing services is planned to start in Spring 2022.

Equality characteristics of users of Camden services and participants in projects are regularly monitored, but no aggregated analysis is available. The online platform [We Are Camden](#) can be used to monitor participation levels.

Actions are taken to ensure that residents with migrant/minority backgrounds are fairly represented in public service organisation and on school boards. The [Equality Framework for Local Government](#) helps local councils to meet their obligations under the Equality Act 2010 including the Public Sector Equality Duties (PSED), in particular, under the 'A diverse and engaged workforce' theme within the framework. In addition, the Council is working on increasing the representation of minority residents in school governor recruitment. The Council carries out annual and ongoing monitoring of the make-up of boards, reported to schools, and surveys the experience of ethnic minority governors ongoing, due to report in autumn 2021. This will inform further measures including community outreach and diversity and inclusion training for chairs of boards.

Mechanisms are put in place to make sure that gender equality is respected in organisations that participate in the decision-making process on matters related to the inclusion of Camden residents with migrant/minority backgrounds. On a yearly basis Camden Council celebrate International Women's Day, bringing together women across the borough to talk and bring about gender equality and galvanise tackling barriers that women face. This includes local organisations and workshops with providers to ensure they hold the same values.

Camden also has a Women's Forum that is co-chaired independently but supported by the Council to explore a number of issues that women face in the borough. So far, they have run two inquiries that delve into evidence and issues that women face and make recommendations as to how the Council can address gaps in improving gender equality. So far this has looked into Women's Economic Participation and Domestic Violence and abuse which is known to be a gendered issue.

Through the above initiatives, work has been established with partners and voluntary sector organisations to tackle these issues and intersections with race and poverty when it comes to gender have been explored.

### Suggestions

As part of the development of a cohesion and equality strategy and action plan, Camden plans on consulting residents including people with migrant/minority backgrounds. Indeed, in this context participatory and consultative mechanisms are crucial to ensuring comprehensiveness, inclusiveness and appropriation of the policies developed. Bradford sets a good example in this regard as the city has developed its Intercultural Strategy ([Together for Stronger Communities 2018-2023](#)) and the corresponding action plan after **extensive consultation with citizens**. The consultation was both quantitative and qualitative and involved the use of the following methods: board tables for feedback and prioritization; focus groups; open-ended/open composition commissions to explore broader views on integration; online surveys (conducted in the community); vox pops; and recorded one-to-one interviews.

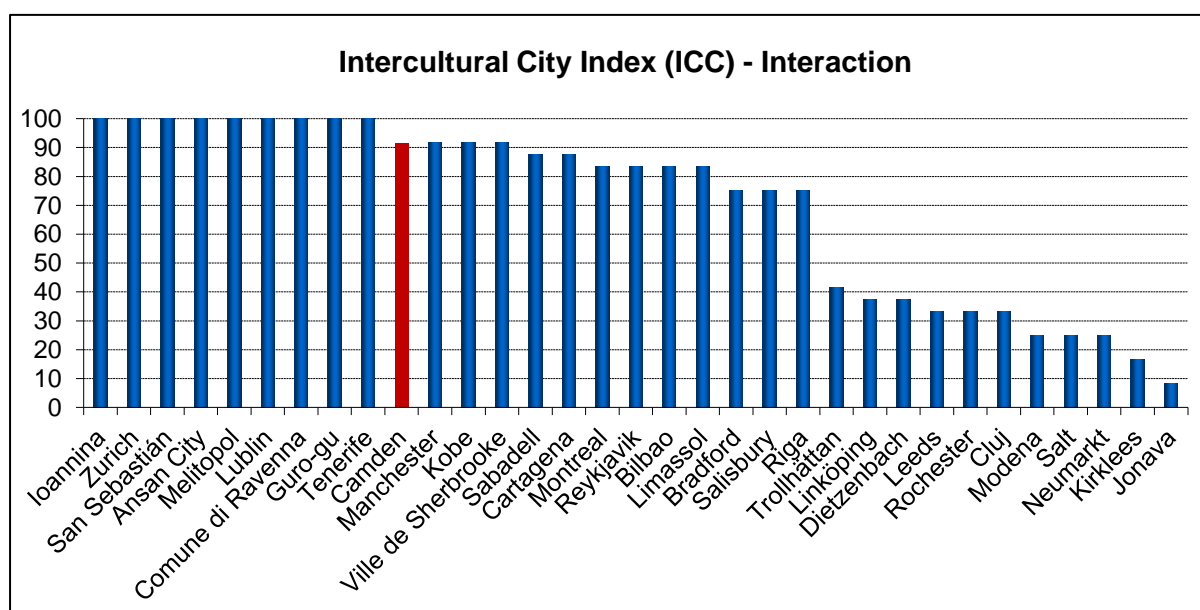
In addition, **comprehensive monitoring of the participation of residents with migrant/minority backgrounds in the decision-making processes** is key to design better strategies to overcome barriers to participation. While acknowledging the difficulties in doing so, an approach could be to start by conducting minor research in particular areas. Valencia (Spain) did so by carrying out a diagnosis on the participation of migrants in the city's associations (neighbourhood, social, cultural, youth, families, sports, etc.), from which an intervention strategy with specific actions was drawn up. The diagnosis was conducted in two specific neighbourhoods in view to extrapolate the results to the whole city. The study included: a map of the civil society association in the neighbourhoods, including both public resources and the citizens' organisations present in the areas and identifying the main social groups or movements linked to them; a participated diagnosis on the intensity and quality of social and citizen participation of the population of migrant origin; a guide of proposals for action to facilitate and promote their participation.

ICC programme resources on political and public participation are also available [here](#).

## INTERACTION

*Interaction between people of all kinds is what gives the intercultural city its distinctive value. Identity is not 'given' in a passive sense, but something which is 'enacted' and defined through interaction. In spite of protective laws, prejudice and discrimination can thrive where there is segregation or a lack of contact and dialogue between people. There is ample evidence to prove that, under certain conditions, the more contact people with different backgrounds and lifestyles have with each other, the less likely they are to think and behave in prejudicial ways. Therefore, an intercultural city develops, in partnership with other organisations, a range of policies and actions to encourage more mixing and interaction between diverse groups.*

Indicators on interaction have been included in the Intercultural Cities Index in 2019. The data collected so far is not yet relevant for statistical purposes. So far, 33 cities have replied to this new Intercultural Cities Index chapter. Camden's rate of achievement in the field of interaction is 92%. Camden has developed partnerships with civil society and grassroots organisations promoting inclusion and cohesion in order to support its diverse residents and ensures that its teachers are trained on intercultural communication and pedagogy.



Camden Council's Community Partnership team holds a list including funded and known organisations and groups in the community and voluntary sector, most of which are actively promoting inclusion and cohesion. In the context of the current pandemic and following the [Building Equal Foundations report](#) which outlines the council enquiry into the disproportionate impact of Covid-19 on Black, Asian and Minority Ethnic (BAME)<sup>23</sup> communities, an expanded list is being drawn currently through engagement of groups who have been marginalised in the pandemic. These lists are not available to the public. However, the [CINDEX](#), a local community information database, is available on Camden Council website. It is not consistently updated but is publicly available and holds a wider host of groups including faith groups. These are listed on the Council's Directory page.

Camden collaborates with civil society and grassroots organisations that are active in the various fields concerned by intercultural inclusion, through regular meetings but also information sharing on intercultural inclusion goals. Indeed, like a lot of London boroughs, it relies on partnership organisations to deliver a significant portion of its support/outreach for different communities and groups. Camden Council's Community Partnership team holds regular meetings with community and voluntary sector organisations as well as faith leaders, with the quarterly Faith Leaders Forum. The Council also sends out regular communications, funding and capacity building opportunities and important policy updates through our fortnightly VCS bulletin. Infrastructure organisations like [Voluntary Action Camden](#) and [Volunteer Centre Camden](#) who survey the needs of the sector and provide adequate support, especially to smaller groups, also benefit from financial support.

<sup>23</sup> Reference terms specifically used in the UK context.

Teachers in elementary/primary schools receive training in intercultural communication and pedagogy. For example, the Camden Music Service arranged a session for school music teachers and instrumental tutors on decolonising the curriculum, followed by a series of conversations. Camden is looking at diversifying the instrumental offer in schools and the activities offered out of school, to encompass more genres and ways of music-making, and also trying to think of ways to diversify recruitment, so that the profile of the instrumental tutors reflects more the composition of the borough.

### Suggestions

As Camden is already reflecting on music and interculturalism, it could be inspired by the example of Bergen (Norway) where **interaction between diverse groups is enhanced through making music together**. [Fargespill](#) (Kaleidoscope) focuses on what happens when differences meet through traditional music and dance: Ethiopian shoulder dance meets Norwegian “gangar”. Mogadishu meets Kollywood, “fallturillturalltura” meets “habibi habibi”. Children-rhymes from all over the world unite in one grand polyphonic mantra. The result is an intimate, musical meeting with young peoples’ stories about who they are and where they come from, told through music and dance from their respective cultures. The experience is elevated by professional musicians, choreographers, instructors, sound- and light designers and set designers.

Another inspiring initiative can be found in Spain. The City of Donostia-San Sebastian promotes **participation and interaction through the renovation of public spaces**. An example of this action is [Tabakalera](#) which is a former tobacco factory that was converted into a contemporary culture centre where everybody feels welcome and can explore different ways to express themselves. Located in the Egia district, the building is an impressive space (13,277m<sup>2</sup>) that organises, since 2007, a wide sort of activities (exhibitions, short film screenings, etc.).











Camden could also be interested in **introducing anti-rumours training or activities**. Diversity-related prejudices and rumours can hamper positive interaction and lay the foundations of discriminatory and racist attitudes. Tackling rumours and prejudices could then be a way to further encourage mixing and interaction between diverse groups. An example of such activities could be Botkyrka’s [anti-rumours cafes](#) which presented opportunities for participants to discuss and explore rumours and prejudices, as a way to undermine them. Another good example can be found in [Patras](#) (Greece) where new teachers are trained on the intercultural and anti-rumours approach with the aim of implementing the practices once entering the work life.

ICC programme resources on anti-rumours are also available [here](#) and resources on intercultural competence and mediation are available [here](#).

## OVERALL CONCLUSIONS

According to the overall index results, Camden has an aggregate Intercultural City index of 65% (out of a possible 100%). To synthesise the assessment provided throughout the report, the table below lists the strengths (what Camden does) and the weaknesses (what Camden does not yet do).

<p><b>COMMITMENT</b></p>	<p>✓</p> <p>✗</p>	<p>The Camden Council endorsed a commitment to becoming an Intercultural City and official communications make clear reference to its intercultural commitment.</p> <p>Camden is developing an equality strategy from an intercultural perspective during 2021/2022 which will include an intercultural action plan and an evaluation system.</p> <p>Funding of projects and activities that promote intercultural connection is mainstreamed in existing budgets.</p> <p>Camden has adopted a process of policy consultation and co-design including people of all ethnic or cultural backgrounds.</p> <p>Camden acknowledges/honours local residents/organisations that have done exceptional things to encourage interculturalism in the local community.</p> <p>As the intercultural strategy and action plan are currently being developed, there is no dedicated budget and official webpage yet. There is also no dedicated body or a cross-departmental co-ordination structure responsible for implementing the strategy, however Camden is considering it.</p>
<p><b>EDUCATION</b></p>	<p>✓</p> <p>✗</p>	<p>There are no segregation issues in schools.</p> <p>Schools often carry out intercultural projects and most of them make strong efforts to involve parents with migrant/minority backgrounds in school life.</p> <p>The ethnic/cultural background of teachers in schools only sometimes reflects the composition of the borough's population.</p>
<p><b>NEIGHBOURHOODS</b></p>	<p>✓</p> <p>✗</p>	<p>Most districts/neighbourhoods are culturally/ethnically diverse and there are no issues of ethnic concentration.</p> <p>Camden encourages actions where residents of one neighbourhood meet and interact with residents with different migrant/minority backgrounds from other neighbourhoods.</p> <p>Camden has a policy to encourage residents with migrant/minority backgrounds to meet and interact with other people living in the same neighbourhood.</p> <p>Camden does not report of any monitoring being carried out regarding the profile of participants in borough and neighbourhood events. This would allow to find out if all generations, cultures and genders are equally involved or if some groups are excluded or underrepresented.</p>
<p><b>PUBLIC SERVICES</b></p>	<p>✓</p> <p>✗</p>	<p>Camden has a recruitment plan to ensure an adequate rate of diversity within its workforce, in particular it aims to increase representation of people with migrant/minority backgrounds at the higher hierarchical levels.</p> <p>Camden takes action to encourage diverse workforce, intercultural mixing and competence in private sector enterprises.</p> <p>Camden takes into consideration the migrant/minority backgrounds of all residents when providing funeral/burial services and school meals and also provides women-only sections or times in sport facilities.</p> <p>The migrant/minority background of public employees reflects the composition of Camden's population only at the lower levels.</p>
<p><b>BUSINESS AND THE LABOUR MARKET</b></p>	<p>✓</p>	<p>Camden is active in local, regional and national business umbrella organisations which have among their objectives the promotion of diversity and non-discrimination in the labour market.</p>

		<p>Camden takes action to encourage businesses from ethnic minorities to move beyond the ethnic economy and enter the mainstream economy and higher value-added sectors.</p> <p>Camden has also taken action to encourage 'business districts/incubators' to involve an adequate percentage of entrepreneurs with migrant/minority backgrounds and offer activities which encourage them and mainstream entrepreneurs to engage and develop new products/services together.</p> <p>In decisions relating to the procurement of goods and services, the Council favours companies with an intercultural inclusion/diversity strategy.</p> <p> Further capacity-building initiatives aiming at enhancing private sector actors' knowledge about intercultural recruitment, diversity management and inclusive work environments could be envisaged.</p>
<b>CULTURAL AND SOCIAL LIFE</b>	<p></p> <p>Camden organises events and activities in the fields of arts, culture and sport that aim to encourage people from different ethnic/cultural backgrounds to interact. Public debates or campaigns on the subject of cultural diversity and living together are also occasionally organised.</p> <p>Camden encourages cultural organisations to deal with diversity and intercultural relations in their productions.</p> <p></p>	<p>Interculturalism is not a distinct criterion for the allocation of Camden funding.</p>
<b>PUBLIC SPACE</b>	<p></p> <p>Camden takes action to encourage meaningful intercultural mixing and interaction in public spaces such as libraries, museums, parks and has looked at inclusion in the public realm through a review of statues and memorials.</p> <p>Camden takes into account the diversity of the population in the design, renovation and management of new public buildings or spaces. When deciding to reconstruct an area, it uses different methods and places for consultation to ensure the meaningful involvement of people with different migrant/minority backgrounds.</p> <p>There are no spaces or areas that are dominated by one ethnic group (majority or minority) and where other people feel unwelcome or unsafe.</p> <p></p>	<p>Camden does not report taking action to encourage meaningful intercultural mixing and interaction in playgrounds or squares.</p>
<b>MEDIATION AND CONFLICT RESOLUTION</b>	<p></p> <p>There is a generalist municipal mediation service which also deals with cultural conflicts and there is another municipal service devoted to inter-religious relations only.</p> <p>Intercultural mediation is provided in the neighbourhoods, on the streets, actively seeking to meet residents and discuss problems.</p> <p></p>	<p>Intercultural mediation is not provided in specialised institutions such as hospitals, police, youth clubs, mediation centres, retirement homes, etc. or in the administration for general purposes.</p>
<b>LANGUAGE</b>	<p></p> <p>Camden provides support for raising awareness on migrant/minority languages, for example by providing/promoting guidance and information in British Sign Language, Somali and Gujarati.</p> <p>Camden supports projects that seek to give a positive image of migrant/minority languages.</p> <p></p>	<p>Camden does not provide services in the field of language competences (neither for the official languages nor for migrant/minority languages).</p>
<b>MEDIA AND COMMUNICATION</b>	<p></p>	<p>Camden has a communication strategy to improve the visibility and image of people with migrant/minority backgrounds in the local media and its communication (PR)</p>



		<p>department is instructed to highlight diversity as an advantage regularly and in various types of communication.</p> <p>Camden monitors how migrants/minorities are portrayed in traditional local/national media and social media and engages with the local media when they portray them through negative stereotypes.</p>
		<p>Camden does not provide support for advocacy/media training/mentorship/setting up of online media start-ups for journalists with migrant/minority backgrounds.</p>
<b>INTERNATIONAL OUTLOOK</b>		<p>While there is no explicit policy for international cooperation, a number of policies in the borough are international looking and actions are taken to develop international connections and to reach out to foreign students or other youth groups arriving through exchange programmes.</p>
		<p>There is no explicit and sustainable policy to encourage international cooperation in economic, scientific, cultural, or other areas.</p> <p>Camden does not seek to develop business relations with countries/cities of origin of its diaspora groups.</p>
<b>INTERCULTURAL INTELLIGENCE AND COMPETENCE</b>		<p>Statistical and qualitative information about diversity and intercultural relations is mainstreamed to inform the Council's process of policy formulation.</p> <p>Camden promotes the intercultural competence of its officials and staff in administration and public services through training courses.</p>
		<p>Camden does not, directly or through an external body, carry out surveys including questions about the public perception of migrants/minorities.</p>
<b>WELCOMING NEWCOMERS</b>		<p>Specific support is provided to unaccompanied minors, migrant workers as well as refugees and asylum-seekers.</p>
		<p>Camden does not have a designated agency/unit/person/procedure, nor a comprehensive welcome package, to welcome all newcomers and there are no public ceremonies to greet them.</p>
<b>LEADERSHIP AND CITIZENSHIP</b>		<p>Some elected members of Camden Council are foreign-born or dual nationals (British, Commonwealth or EU citizens).</p> <p>Migrants/minorities can voice their concerns through tenant participation officers, specific community focused projects or local organisations and communities representing migrant voices. Camden regularly takes initiatives to encourage them to engage in political life.</p>
		<p>Only British, Commonwealth and EU citizens who are registered to vote on the electoral register can stand as candidates or vote in a local election.</p> <p>There is no independent consultative body through which people with migrant/minority backgrounds can voice their concerns and advise the municipal council on diversity and integration matters.</p>
<b>ANTI-DISCRIMINATION</b>		<p>Camden carries out a systematic review of all municipal rules and regulations to identify mechanisms that may discriminate residents with migrant/minority backgrounds.</p> <p>There is a binding document proscribing discrimination against persons or groups of persons on grounds of race, colour, language, religion, nationality, national/ethnic origin or sexual orientation in the local administration and services.</p> <p>There are several dedicated services that advise, and support victims of discrimination and Camden provides support to civil society organisations taking up such duties.</p>

	✗	<p>Camden regularly monitors/researches the extent and the character of discrimination in the borough.</p> <p>Camden Council participates with a number of organisations that address the issue of discrimination.</p> <p>Camden only sometimes runs anti-discrimination campaigns or raises awareness on discrimination. It does not have an anti-rumours strategy nor implements anti-rumours activities following the official Council of Europe methodology.</p>
PARTICIPATION	<p>✓</p> <p>✗</p>	<p>Camden will consult with residents including people with migrant/minority backgrounds as part of the development of a cohesion and equality strategy and action plan.</p> <p>Participatory mechanisms, such as public participation networks, participatory budgeting and intercultural dialogue platforms/round tables, were introduced.</p> <p>Camden monitors the participation of residents with migrant/minority backgrounds in the decision-making process, but there is no aggregated analysis.</p> <p>Camden takes action to ensure that residents with migrant/minority backgrounds are fairly represented in public service organisations and school boards.</p> <p>Mechanisms were introduced to make sure that gender equality is respected in organisations that participate in the decision-making process on matters related to the inclusion of residents with migrant/minority backgrounds.</p> <p>No action is taken to ensure that residents with migrant/minority backgrounds are fairly represented in trade union boards, work councils or other organisations.</p>
INTERACTION	<p>✓</p> <p>✗</p>	<p>Camden has a list of all civil society and grassroots organisations that are active in the various fields concerned by intercultural inclusion. It is permanently updated and includes all stakeholder irrespective of their formal status but is not available to the public.</p> <p>Camden collaborates with these organisations by regularly holding meetings, sending out communications and providing information on funding and capacity building opportunities and on important policy updates.</p> <p>Teachers in elementary/primary schools receive training in intercultural communication and pedagogy.</p> <p>There is no mention of anti-rumours training or activities aiming at tackling diversity-related prejudices and rumours which can hamper positive interaction and lay the foundations of discriminatory and racist attitudes.</p>

In view of the above, we wish to congratulate Camden for the efforts taken towards intercultural inclusion and integration. Camden achieved high rates in many areas assessed by this first Intercultural Cities Index of the borough, such as education, neighbourhoods, business and the labour market, public space and interaction, and lower rates in some other areas such as intercultural intelligence and competence, welcoming newcomers and language. It is always possible to improve and draw inspiration from peers and this is applicable for all areas and no matter the level of achievement assessed via the Index. We are confident that if Camden follows our guidelines and other Intercultural Cities' practices, the results will rapidly be visible and tangible.

## RECOMMENDATIONS AND SUGGESTIONS

---

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

**Commitment:** The development of the equality strategy from an intercultural perspective will substantiate Camden's commitment towards interculturalism and inclusiveness. It is recommended that the strategy and corresponding action plan are developed based on policy-making processes and consultation mechanisms fostering the participation of all its residents, as well as include an evaluation and updating process. For their implementation, it is advised that Camden sets up a dedicated body or a responsible cross-departmental co-ordination structure.

**Education:** In this area, Camden may consider fostering cooperation between schools to reinforce further inter-ethnic linking of pupils and schools, by encouraging schools to implement more initiatives to enhance ethnolinguistic diversity, and to foster integration and intercultural skills, including in partnership with Camden Council and other bodies and institutions in the borough.

**Neighbourhoods:** Camden may want to look into monitoring participation in borough and neighbourhood events to find out if all generations, cultures and genders are equally involved or if some groups are excluded or underrepresented, and if necessary, to address this issue through targeted projects or actions.

**Public services:** We recommend that Camden takes initiatives, for example targeted measures and programmes with a specific focus on under-represented groups, to further increase diversity and achieve a workforce which truthfully reflects the composition of the borough's population at all levels. Camden could also review specific services (health for example) through a cultural inclusive lens, considering whether these are appropriate for all regardless of their ethnic/cultural background.

**Business and the labour market:** Camden could look into offering more capacity-building opportunities to enhance private sector actors' knowledge about intercultural recruitment, diversity management and inclusive work environments. Additionally, employment and skills of its residents could also be improved through adult learning programmes or tools to better understand existing gaps in representation in the workforce and identify areas where recruitment policies can be improved.

**Cultural and social life:** As a way to promote sustainable and inclusive tourism, Camden could introduce educational and community-led guided walks or draw an "intercultural map" which would not only promote cultural and social events, but also the different areas of the borough and their businesses (for example ethnic cuisine restaurants). To further encourage cultural actors to diversify their programming and make links to diverse communities, Camden could introduce an intercultural criterion for the allocation of grants and funding and set up an intercultural centre

**Public space:** Camden might wish to look into the community policing to help law enforcement effectively address the challenges that diversity may pose to the achievement of peaceful coexistence. Another idea for Camden could be to renovate or turn already existing public spaces into major intercultural assets with the involvement of arts and cultural practitioners.

**Mediation and conflict resolution:** It is recommended, where possible, to create a mediation service dedicated to intercultural issues and providing mediation in various contexts in specialised institutions (hospitals, police, youth clubs, mediation centres, retirement homes, etc.) or for general purposes in the local administration. Camden could complement the work carried out already with specific initiatives, such as data collection of public perceptions to feed into policy development in the area of promoting interculturality and preventing conflicts, or work with specialised professionals and NGOs through projects targeting women or schools, for example.

**Language:** Camden may consider enhancing awareness of the different languages represented in the borough and promoting multilingualism. This could be done through official communication (press releases, newsletters, etc.), events, language courses offer (official and minority languages) and support for local minority initiatives in written press or radio. In this process, the potential of multi-cultural libraries could further be explored.

**Media and communication:** As the Council monitors how the media portray people with migrant/minority background, it could consider offering training where it notices a need on a particular theme or approach. Support (mentoring, capacity-building or resources) could also be provided to media projects launched and led by organisations or neighbours with a socio-cultural diverse background, to journalists with migrant/minority background, and to initiatives promoting media and social media intercultural literacy (for example multicultural newspapers, broadcasting companies with an intercultural programming, etc.).

**International outlook:** It is recommended that Camden develops business relations with countries of origin of their diaspora groups and a policy (including a specific financial provision) to encourage international cooperation in economic, scientific, cultural, or other areas, both of which could support integration, social cohesion and respect for diversity.

**Intercultural intelligence and competence:** Complementing the training already provided, Camden may wish to provide an ongoing comprehensive programme of intercultural training for all officials and staff members as it would enhance the general awareness of intercultural principles and contribute to put these into practice, as well as strengthen intercultural skills in management and planning positions. Camden might also consider carrying out surveys including questions on the public perception of people with migrant/minority backgrounds.

**Welcoming newcomers:** It is recommended Camden offers specific welcoming services to all newcomers in order to facilitate their familiarisation with their new environment and their overall integration. To that end, Camden might consider setting up a dedicated structure/agency for newcomers which could among others have a specific strategy, offer information, tools and support in various languages and organise welcome events.

**Leadership and citizenship:** In order to improve further the representation of diversity, it could be fruitful for Camden to explore the possibility of creating a consultative body through which individuals of migrant and minority backgrounds can voice their concerns to facilitate the borough's inclusive governance. Camden may also wish to raise awareness among the foreign nationals who are entitled to the rights to vote and stand in elections.

**Anti-discrimination:** Camden could envisage engaging 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 with the objective to eventually foster a more positive thinking about diversity and societal change among them. Camden might also consider developing an anti-rumours strategy as a way to broaden its anti-discrimination work.

**Participation:** In the context of the development of Camden's cohesion and equality strategy and action plan, participatory and consultative mechanisms will be crucial to ensuring comprehensiveness, inclusiveness and appropriation of the policies developed. Furthermore, Camden may wish to carry out a comprehensive monitoring of the participation of residents with migrant/minority backgrounds in the decision-making processes overall, in order to design efficient strategies to overcome barriers to participation.

**Interaction:** Camden could reflect on further encouraging mixing and interaction between diverse groups through music, dance and the renovation of public spaces for example. Introducing anti-rumours training or activities in the borough might also be pertinent, as diversity-related prejudices and rumours can hamper positive interaction and lay the foundations of discriminatory and racist attitudes.

Camden 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 [database](#).

Diversity has become a key feature of societies today and is particularly tangible in urban centres. While people of diverse national, ethnic, linguistic and faith backgrounds have immensely contributed to post-war prosperity, inequalities related to origin, culture and skin colour persist, and anxiety about pluralism, identity and shared values is often politically instrumentalised. The challenge of fostering equity and cohesion in culturally diverse societies has become more acute. Cities are uniquely placed to imagine and test responses to this challenge.

The Council of Europe and its partner cities have developed and validated an intercultural approach to integration and inclusion which enables cities to reap the benefits and minimise the risks related to human mobility and cultural diversity. A decade after the start of this work, there is growing evidence that diversity, when recognised and managed as a resource, produces positive outcomes in terms of creativity, wellbeing and economic development.

The Intercultural Cities (ICC) Programme invites cities in Europe and beyond to explore and apply policies that harness diversity for personal and societal development.

The Council of Europe is the continent's leading human rights organisation. It comprises 47 member states, including all members of the European Union. All Council of Europe member states have signed up to the European Convention on Human Rights, a treaty designed to protect human rights, democracy and the rule of law. The European Court of Human Rights oversees the implementation of the Convention in the member states.

