



## Sabadell: Results of the Intercultural Cities Index

Date: November 2015  
A comparison between 75 cities<sup>1</sup>

### Introduction

The Intercultural Cities programme is a joint initiative between the Council of Europe and the European Commission. 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 is rich in content and detail. However, it is relatively weak as a tool to monitor and communicate progress. The new Intercultural City Index has been designed as a new benchmarking tool for the cities taking part in the pilot phase of the programme as well as future participants.

As of today 74 cities have undergone their intercultural policies analysis using the Intercultural City Index: Amadora (*Portugal*), Arezzo (*Italy*), Barcelona (*Spain*), Beja (*Portugal*), Bergen (*Norway*), Bilbao (*Spain*), Botkyrka (*Sweden*), Bucharest (*Romania*), Campi Bisenzio (*Italy*), Cartagena (*Spain*), Casalecchio di Rena (*Italy*), Castellón (*Spain*), Castelvetro (*Italy*), Coimbra (*Portugal*), Constanta (*Romania*), Copenhagen (*Denmark*), Donostia-San Sebastian<sup>2</sup> (*Spain*), Dortmund (*Germany*), Dublin (*Ireland*), Duisburg (*Germany*), Erlangen (*Germany*), Forli (*Italy*), Fucecchio (*Italy*), Fuenlabrada (*Spain*), Geneva (*Switzerland*), Genoa (*Italy*), Getxo (*Spain*), Haifa (*Israel*), Hamburg (*Germany*), Ioannina (*Greece*), Izhevsk (*Udmart Republic, Russia*), Jerez de la Frontera<sup>3</sup> (*Spain*), the London borough of Lewisham (*United Kingdom*), Limassol (*Cyprus*), Limerick (*Ireland*), Lisbon (*Portugal*), Lodi (*Italy*), Logroño (*Spain*), Lublin (*Poland*), Melitopol (*Ukraine*), Mexico City (*Mexico*), Montreal (*Canada*), Munich (*Germany*), Neuchâtel (*Switzerland*), Neukölln (*Berlin, Germany*), Offenburg (*Germany*), Olbia (*Italy*), Oslo (*Norway*), Patras (*Greece*), Pécs (*Hungary*), Pryluky (*Ukraine*), Ravenna (*Italy*), Reggio Emilia (*Italy*), Reykjavik (*Iceland*), Rijeka (*Croatia*), Rotterdam (*the Netherlands*), San Giuliano Terme (*Italy*), Sabadell (*Spain*), Sechenkivsky (*District of Kyiv, Ukraine*), Senigallia (*Italy*), Stavanger (*Norway*), Strasbourg (*France*), Subotica (*Serbia*), Tenerife (*Spain*), Tilburg (*The Netherlands*), Turin (*Italy*), Turnhout (*Belgium*), Unione dei Comuni-Savignano sul Rubicone<sup>4</sup> (*Italy*), Valletta (*Malta*), Västerås (*Sweden*) and Zurich (*Switzerland*).

Among these cities, 34 have more than 200,000 inhabitants and 41 have less than 15% of foreign-born residents.

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

<sup>2</sup> The Spanish city of Donostia-San Sebastian is hereinafter referred to as San Sebastian.

<sup>3</sup> The Spanish city of Jerez de la Frontera is hereinafter referred to as Jerez de Frontera.

<sup>4</sup> The Italian city of Unione dei Comuni-Savignano sul Rubicone is hereinafter referred to as Rubicone.

This document presents the results of the Intercultural City Index analysis for Sabadell (Spain) and provides related intercultural policy conclusions and recommendations.

### **Intercultural city definition**

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

### **Methodology**

The Intercultural City Index analysis is based on a questionnaire involving 69 questions grouped in 14 indicators with three distinct types of data. Indicators have been weighed for relative importance. For each indicator, the participating cities can reach up to 100 points (which are consolidated for the general ICC Index).

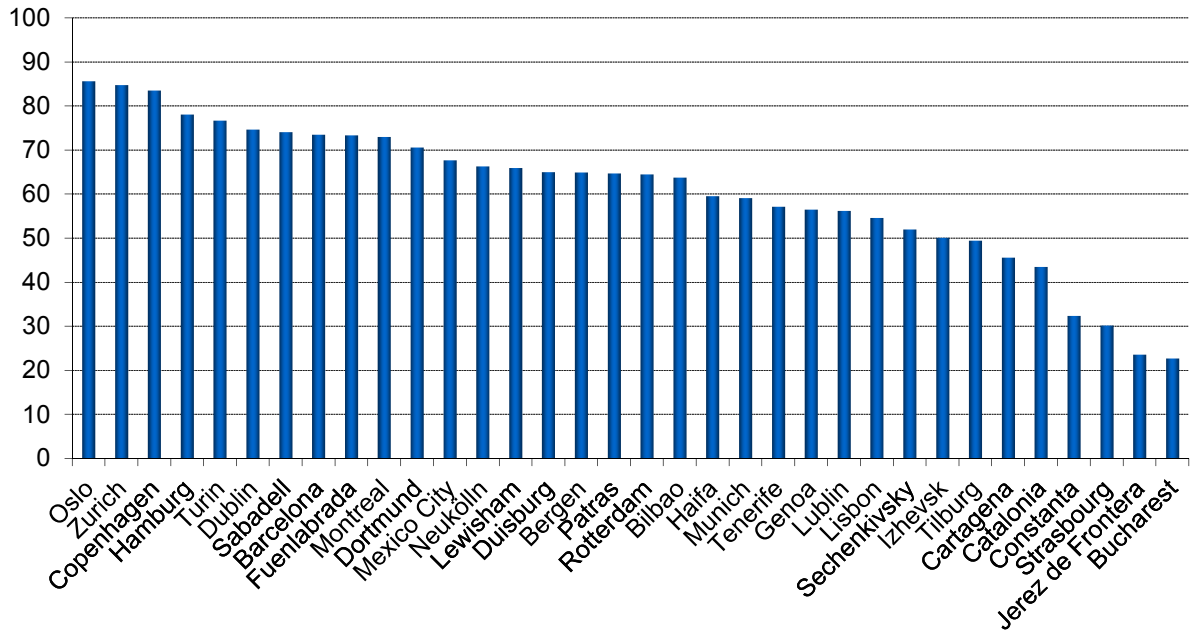
These indicators comprise: commitment; education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces; mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of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

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

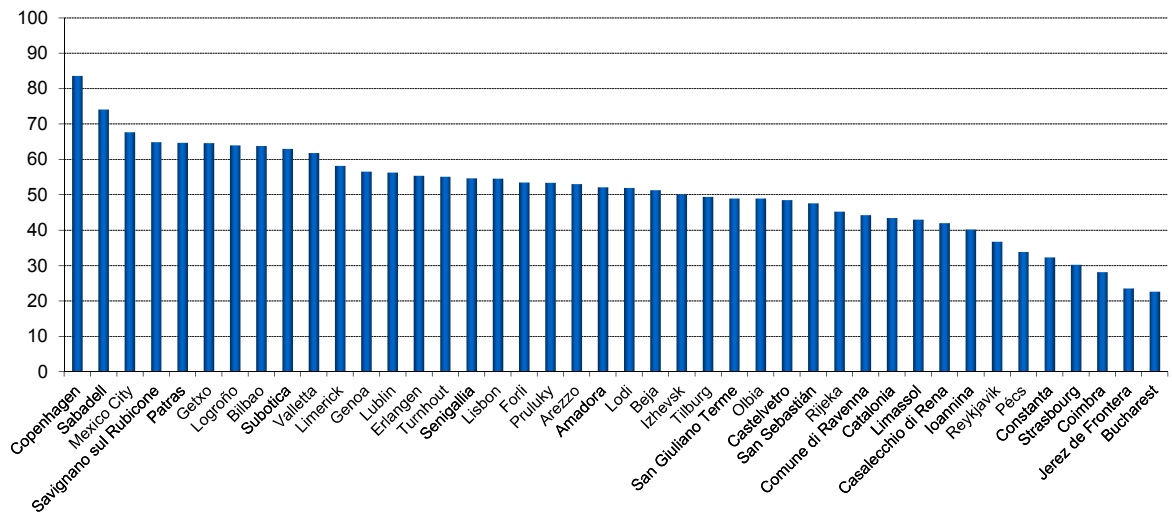
Taking into account the above-mentioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled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

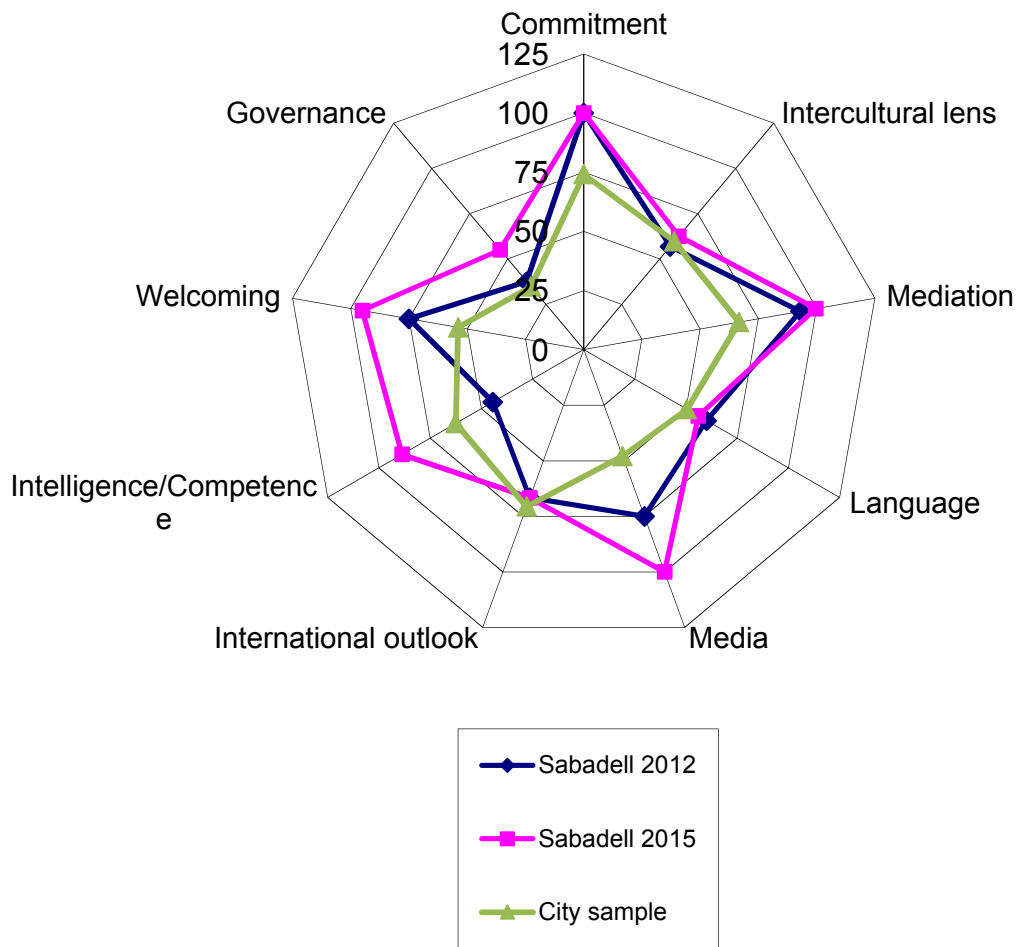
According to the overall index results, Sabadell has been positioned 11th among the 75 cities in the sample, with an aggregate intercultural city index of 74%, after the Irish capital Dublin (75%) and before Barcelona (74%). Sabadell has been ranked seventh among cities with more than 200,000 inhabitants and second among cities with less than 15 per cent of foreign-born residents.

### Intercultural City Index (ICC) - City sample (inhabitants > 200'000)



### Intercultural City Index (ICC) - City sample (non-nationals/foreign borns < 15%)





## **Sabadell – An overview**

Sabadell is an industrial city located 20 km north of Barcelona, with its population of 207.540 inhabitants is known for its textile mills factories, which gave her the name of "Catalan Manchester".

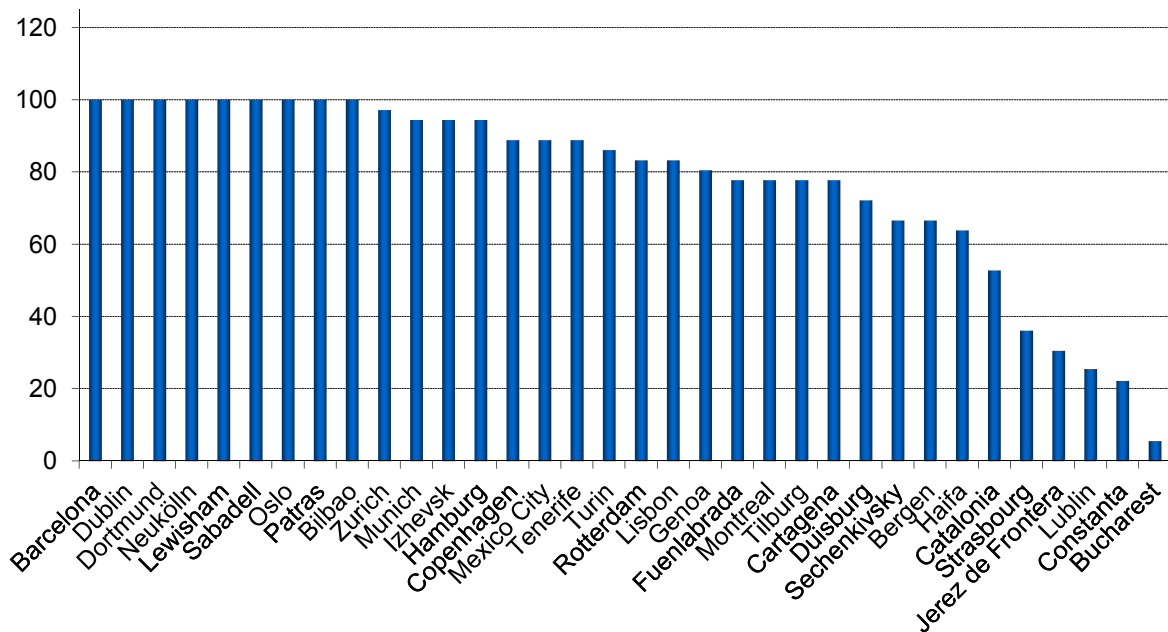
The 11.11% of total population are non-natives, of which the 3.22% are foreign born people, but naturalized.

The largest minority groups are Moroccans, Bolivian and Romanian. Moroccans constitute the 19.95% of total immigrants (2.22% of the total population); Bolivian the 12.54% of immigrants (1.39% of total population); whereas Romanians count the 7.43% of the total, nonetheless, the 0.83% of the total city inhabitants.

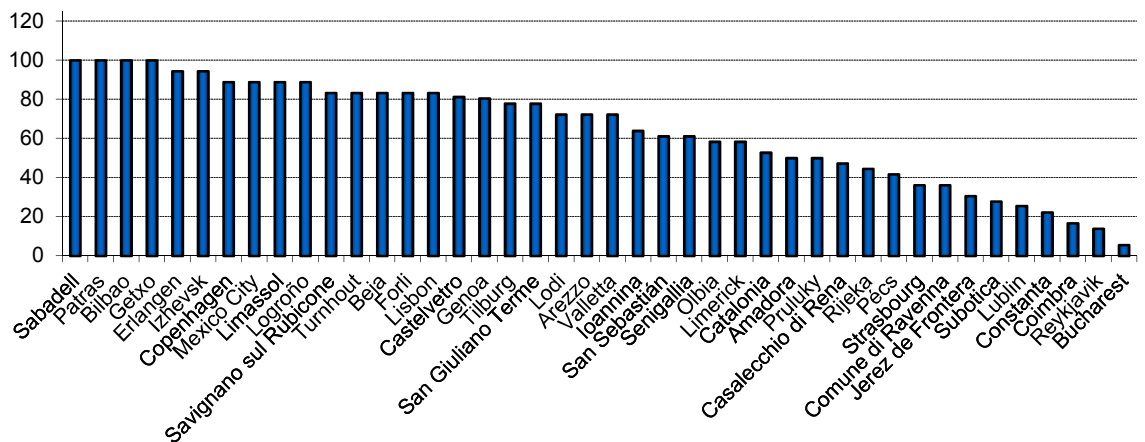
Unfortunately, there are no data available to show the percentage of second and third generation migrants.

## 1. Commitment

ICC-Index - Commitment - City sample (inhabitants > 200'000)



ICC-Index - Commitment - City sample (non-nationals/foreign borns < 15%)



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

Ever since Sabadell's entrance in the ICC programme, the city has successfully managed to maintain a very high level of commitment, which corresponds to the 100%. Considerably higher than the city sample's<sup>5</sup>, which is: 74%.

<sup>5</sup> The term "city sample" refers to the weighted average of the 56 cities included in the Index at this moment in each of the fourteen areas of intercultural governance.

Sabadell has publically stated its intention of being part of the Intercultural Cities claiming: "Sabadell libre de racismo, xenofobia y homofobia" (Sabadell free from racism, xenophobia and homophobia) the 24<sup>th</sup> of January 2014. Later, in December 2014, the city's mayor stated his intention to promote social cohesion discouraging rumours and prejudices. Moreover, the city has established a department responsible of cultural integration: the "Concejalía de Derechos Civiles y Ciudadanía".

The city has established a strategy to promote integration. This strategy aims to enhance intercultural relations through initiatives and events. Moreover, since 2014, the city has one of the most advanced diversity management on a political level. For example, one of the city's objectives is to increase intercultural competences in the institutions, promoting diversity as an enriching element for the city's life. It is commendable the idea of having an award "Reconocimiento de los Agentes Antirumores" to honour citizens that distinguish themselves for their efforts to promote integration and harmony.

It is also commendable that official speeches and communications by the city often make reference to the intercultural commitment, that an official webpage has been designed, as well as the city provides means of acknowledging local citizens who have done exceptional things to encourage interculturalism in the city. For this reason, it is recommended to continue expressing this commitment, emphasizing the importance of integration and social cohesion.

It would be of interest having further details regarding the monetary budget Sabadell allocated for the implementation of intercultural strategies. The city might wish to consider using the CBRA (Community Based Results Accountability) method for the evaluation practice. The method has been successfully implemented by the city of Lisbon for assessing the results in Mouraria Neighbourhood.

Sabadell might get inspiration from the experience of Copenhagen, which in the framework of the launch of the Diversity Charter in May 2011, had also introduced the inclusion barometer for evaluating its intercultural strategy. The barometer is based on 16 indicators set out in the inclusion policy and updated every year. All political committees make a yearly status report about the indicators they are responsible for as well as the progress of their action plan and the general inclusion efforts of the administration. These reports are gathered into a common document, which is presented to the City Council.

## **2. Education<sup>6</sup> policies through an intercultural lens**

School has a powerful influence in society and has the potential to either reinforce or challenge prejudices in a number of ways through the social environment it creates, the guidance it provides and the values it nurtures.

The analysis shows that Sabadell's education policy achievement rate (75%) is slightly higher than the city sample's rate (66%).

On one hand, in most of the local primary schools, almost all pupils are coming from different ethnic background. On the other hand, the ethnic background of teachers doesn't completely reflect the composition of the city's population.

However, Sabadell's schools are making strong efforts to involve parents from ethnic minority/migrant background in school life. For example, the city has adopted policies that aim to increase and encourage ethnic and cultural mix, discouraging the creation of segregation, i.e. ghettos.

Sabadell should act to ensure that the teachers' background reflects the composition of the general population: in Stavanger, for example, even if the permanent teaching staff in public schools does not reflect the ethnic composition of the population, the City has hired a broad team of mobile teachers with multilingual competence that provide mother-tongue tuition and dual-language subject training.

Furthermore, a sponsorship scheme administered by the National Centre for Intercultural Learning allows Stavanger to stimulate minority teachers to gain further education so as to qualify for a permanent position in Norwegian schools. The goal is to employ more multilingual teachers in the regular schools and thus have a teaching community who is ethnically more in step with the pupils. Since 2010, eight teachers have been sponsored by the scheme and three are currently on a further education pathway.

Sabadell may wish to consider the idea of encouraging parents' inclusion in intercultural school projects, following the example of Bergen (Norway). Bergen's municipality, in fact, is encouraging the collaboration between schools and parents from minority background through sports' activities.

In order to involve a larger group of students and parents the city of Sabadell may wish to consider the adoption of other non-sportive activities. For example, in Reggio Emilia, to involve people who prefer non-sport activities, they are carrying out cooking workshops.

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<sup>6</sup> The term "Education" refers to a formal process of learning in which some people consciously teach while others adopt the social role of learner (ref. [http://highered.mcgraw-hill.com/sites/0072435569/student\\_view0/glossary.html](http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html)).



### **3. Neighbourhood policies through an intercultural lens<sup>7</sup>**

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

Sabadell's neighbourhood policy indicators are slightly higher (65%) than the city sample's rate (63%). None of Sabadell's neighbours hosts residents from a minority ethnic group. This means that almost the majority of Sabadell's neighbourhoods have an 80% of autochthonous inhabitants. The neighbourhood with the highest percentage of foreign-born inhabitants is the area of "Creu de Barberà" with 14.46% foreigners.

Consequently, in none of the city areas, people from minority groups constitute the majority of residents.

It would appear that the neighbourhood of Can Puiggener is particularly active in promoting social mixing of citizens from different areas with activities and programmes. For example, the organisation of social meals, such as the "Mesa para la convivencia Can Puiggener" ("Table for coexistence in Can Puiggener"), and events to celebrate diversity: "Fiesta de la Diversidad de Can Puiggener" ("Celebration of Diversity in Can Puiggener").

Other programmes are aiming to include people from different backgrounds. These programmes comprehend the "Red Antirumores de Sabadell": a programme where all citizens can take part independently of their neighbour of provenience; and the establishment of a youth centre "Espacio Jóvenes".

In addition to these actions to promote diversity and social inclusion, the city should consider the adoption of a formal policy in order to avoid ethnic segregation, encouraging cultural mix.

The city might consider some of the actions which were taken by the city of Reggio Emilia in Italy, where the focus was put especially on injections of investment to upgrade the quality of housing and infrastructure in neighbourhood that are usually populated by minorities groups.

Sabadell may also wish to further explore other initiatives promoted by other cities of the Network. The city of Stavanger, for example, encourage people to meet and interact within the neighbourhood, thanks to the District Centres (Bydelshus), meeting places for local citizens promoting events and activities as well as good growth opportunities and a favourable neighbourhood environment.

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<sup>7</sup> By "neighbourhood" we understand a unit within a city which has a certain level of administrative autonomy (or sometimes also certain political governance structures) and is considered as a unit with regard to city planning. In larger cities districts (boroughs) have several neighbourhoods. The statistical definition of "neighbourhood" varies from one country to another. Generally, it includes groups of population between 5,000 and 20,000 people on the average.

#### **4. Public service policies through an intercultural lens**

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

The analysis shows that Sabadell's public services policy achievement rate higher (55%) than the city sample rate (43%).

The ethnic background of public employees, at all the hierarchical levels, does not reflect the composition of the city's population, and no recruitment strategy to ensure this has been deployed as non-nationals can only seek employment in limited positions of the local public administration.

Furthermore, the city does not take any action to encourage intercultural mixing and competences in private sector enterprises. However, in 2010 the city signed the "Charter para la diversidad" ("Diversity Charter"), an European initiative that promotes equality and fosters the perception of diversity as an enriching element.

On the bright side, Sabadell's services are adapted to the needs of the multicultural, multi-ethnic, and multi-faith background of its citizens. Of particular importance: funeral services and burial areas, and different meals in schools' canteens reflect the various needs of the population. Last but not least, to encourage women to take part in sport activities, Sabadell has developed particular facilities.

Sabadell may wish to ameliorate its public services by developing a recruitment plan to ensure public employees reflect the ethnic background of the city's population exploring initiatives of Copenhagen (Denmark), Amsterdam (the Netherlands) and Berlin (Germany). Thus, the Copenhagen administration offers paid internships to people with minority backgrounds, for instance, on condition that they master a certain language. Such internships may lead to permanent employment. The Amsterdam City Council advertises its vacancies through community media groups, as well as universities with a high proportion of students from minority backgrounds. In Berlin, the recruitment campaign 'Berlin braucht dich' (Berlin needs you) programmed for 2006-2012 aims at diversifying the Senate's workforce by promoting traineeship opportunities and raising awareness of migrant associations and parents. Stakeholders are also involved in making sure the progress is closely monitored. Thus, as a result of the campaign, the percentage of trainees with a migrant background increased from 6% in 2006 to 14.5% in 2008.

Similar achievements have been made in Amsterdam, where the Diversity programme (2007-2010) with targets across salary scales enabled the city administration to hire 21.5% staff with a migrant background in 2008 against 14% in 2006. In addition, Amsterdam's administration set out the objective to reflect the composition of the city among its employees, both at the political and the senior management level.

Moreover, the city may also wish to ameliorate its public service policies by encouraging intercultural mixing in the private sector labour market. We draw the city's attention to an interesting practice implemented by the London borough of Lewisham (the UK). Indeed, the Borough Council's procurement policies and contracts include an equalities statement that bidding companies need to show they meet as part of their application for funds.

## **5. Business and labour market policies through an intercultural lens**

Sabadell's business and labour market policy indicator is 0% while the city sample's rate for business and labour market policy is 41%.

The city is considerably got worse in the past three years; in fact, in 2012 it had a rate of 60%.

Sabadell has taken measures to prevent discrimination on the labour market. Two organizations in particular are working to protect employers, fostering equality and pair opportunities. These organizations are "Servicio Local de Empleo" ("local service for employment") and the "Agencia de Colocacion" ("Agency of Job Positioning").

The city may wish to foster diversity in the labour market policies, encouraging enterprises to hire employees from a diverse background.

The city may wish to follow the example of Tilburg, in the Netherlands. In Tilburg they are trying to develop specific "ethnic economies". The DOT (Diversity Undertaking Tilburg) is trying to combine young migrant entrepreneurs with Dutch experienced and skilled entrepreneurs.

Sabadell has not taken measure to encourage 'business districts/incubators' in which different cultures could more easily mix. In the German city of Hamburg, for example, most of the business incubators explicitly pursue intercultural strategies. One project in this field, supported by the European Social Fund, is the IFW-Interkulturelles Frauenwirtschaftszentrum Hamburg. Hamburg prioritises companies that implement a diversity strategy when procuring their goods and services. Providers are asked for proof of equality of opportunities, gender equality and non-discrimination within their project applications.

Finally, no project is run to encourage business from ethnic minorities to move beyond ethnic economies and enter the mainstream economy and value-added sectors.

## **6. Cultural and civil life policies through an intercultural lens**

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

Sabadell's cultural and civil life policy goal achievement rate has not changed from 2012 analysis, but it is stable at 100%. Considerably higher than the city sample's rate (78%).

Interculturalism is used as a criterion when allocating grants to associations and initiatives and the city strongly encourages cultural organisations to deal with diversity and intercultural relations in their products. Moreover, the city organises events and activities on a regular basis. The events that more successfully engage citizens from different backgrounds are the Carnival with all the dancing activities and the celebration of the Mayor of the city.

Finally, Sabadell regularly organises public debates and campaigns around the topics of diversity and living together, especially through the University. For example, the city is very engaged in the programme "C4i: communication for integration", which involves the participation of Mass Media, such as Television channels, radio stations, websites etc.

The city has also demonstrated a high level of engagement in the fight of stereotypes and rumours through the "Moción del Ayuntamiento para luchar contra los rumores" ("City Council's movement to fight rumours"); this movement supports, through press conferences, the engagement in the Intercultural Cities programme.

## **7. Public space policies through an intercultural lens**

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

The rate of achievement of Sabadell's public space policy of 2015 is of 78%, better than the 2012 rate (60%) and higher than the city sample rate (66%)

Two kinds of structures are particularly fostering cultural mix: public libraries and museums. However, the diversity of the population is taken into account in the designing and managing of new public buildings and spaces. Hopefully, in the future, more public places will foster cultural mixing.

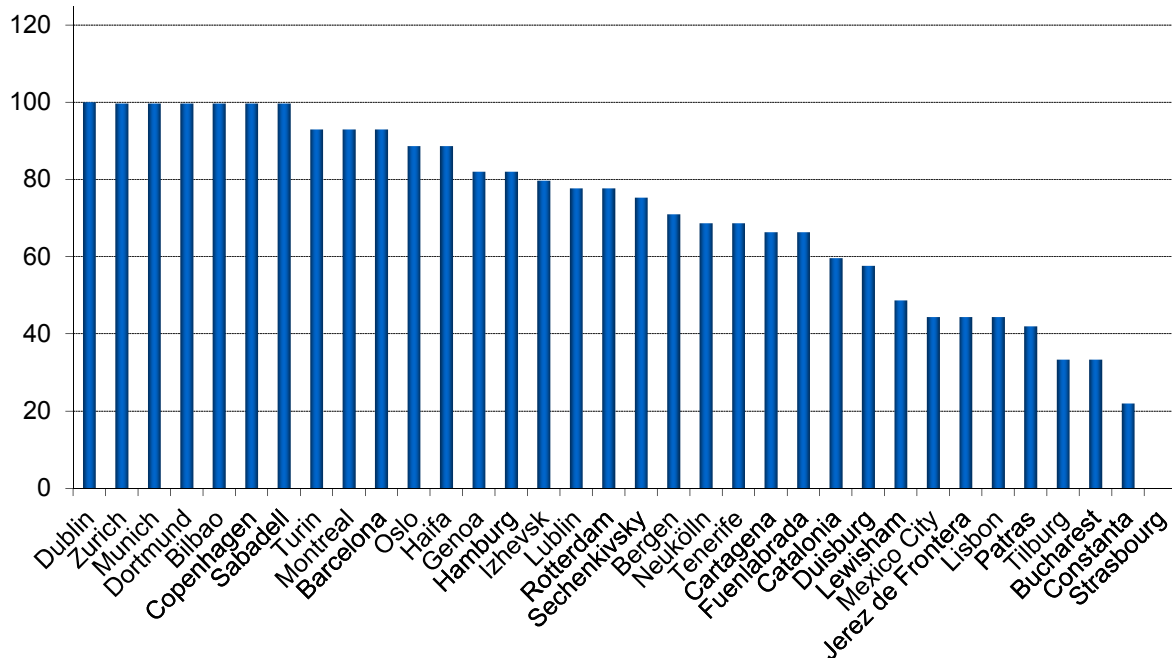
On the bright side, the city is putting a serious effort in promoting social inclusion. In fact, a specific association is devoted to this, it is called "Asociaciones de Vecinos y Inmigrantes" ("Association of Neighbourhoods and Immigrants"). Moreover, when the municipality decides to rebuild or renew an area, they plan structures that will eventually encourage intercultural gatherings.

Finally, it is extremely positive that no area in the city seem to be dominated by one ethnic group, nor is reputed as 'dangerous'.

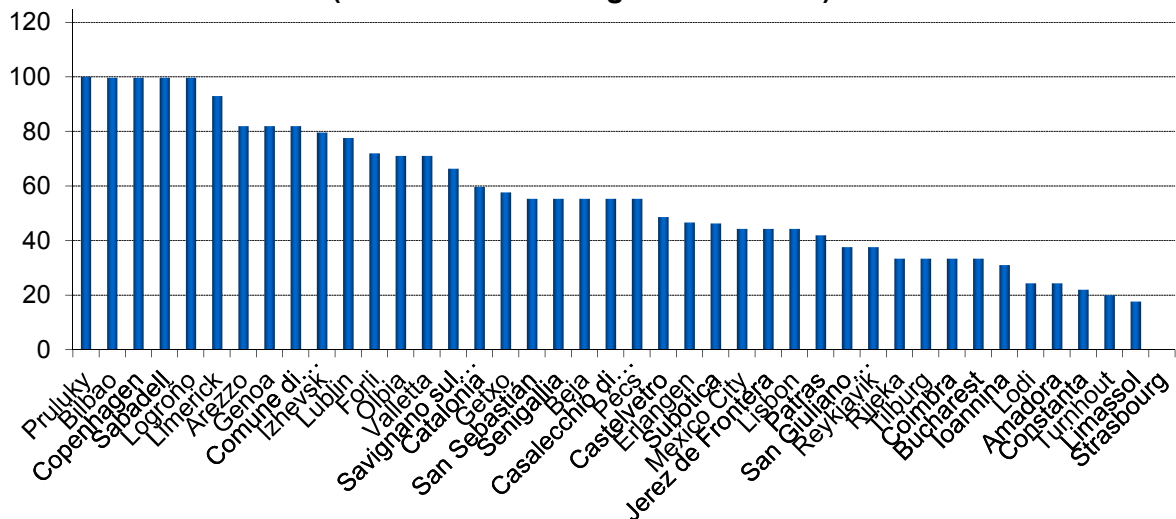
Sabadell might wish to consider an interesting initiative that has been implemented by the London borough of Lewisham. In Pepys Park young people were invited into the process of designing and making a new playground area. At Ladywell Fields, an area of abandoned meadowland was restored to public use with the involvement of a park user group and the reinstatement of a park warden and a 'Rivers and People Officer'.

## 8. Mediation and conflict resolution policies

ICC-Index - Mediation and conflict resolution - City sample  
(inhabitants > 200'000)



ICC-Index - Mediation and conflict resolution - City sample  
(non-nationals/foreign borns < 15%)



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

The analysis shows that Sabadell's mediation and conflict resolution policy achievement rate is 100%, while the city sample's rate is 67%.

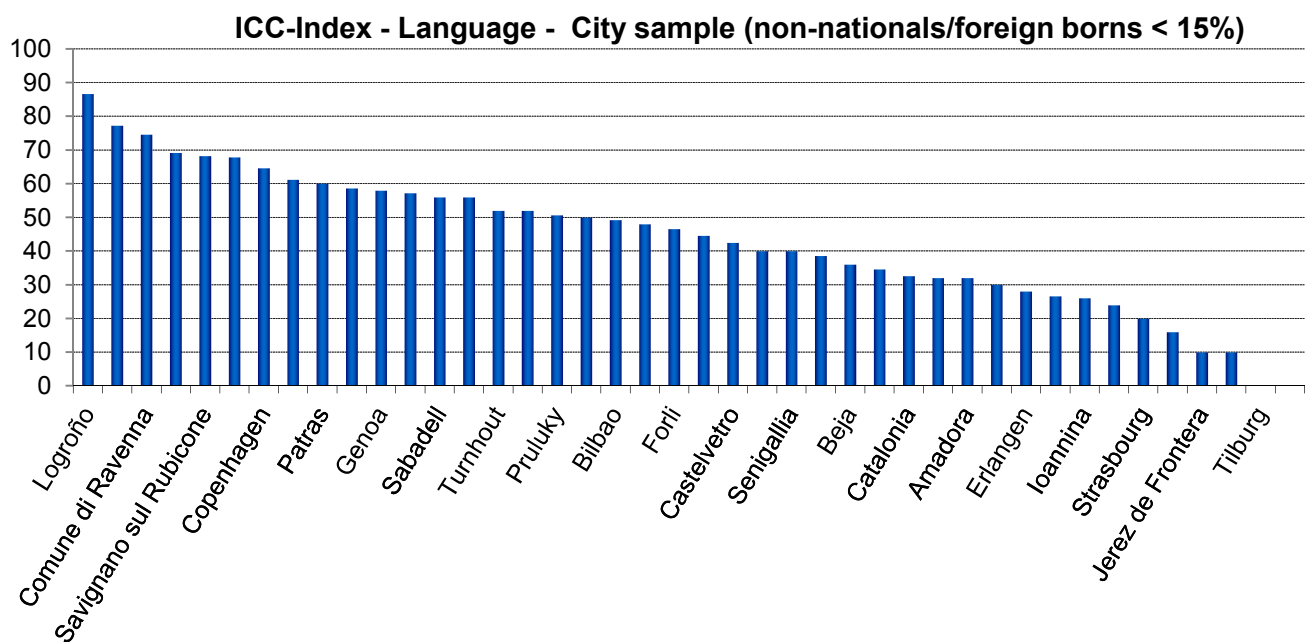
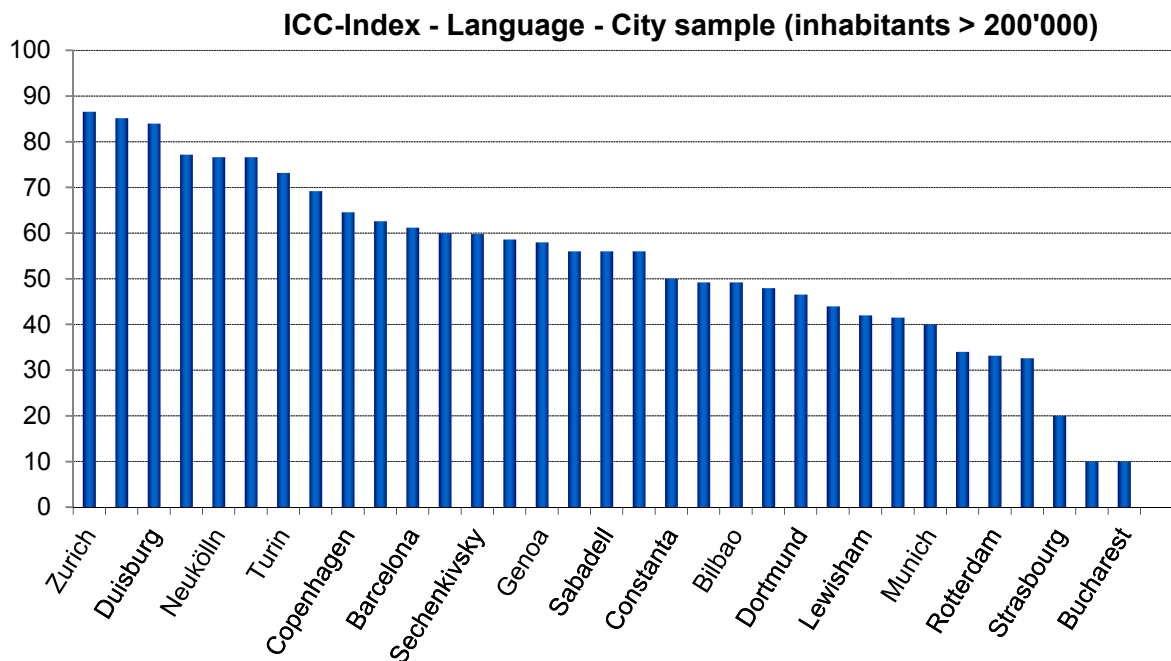
The city is in charge of two intercultural mediation services: one is more specific and focuses its attention only to intercultural issues; whereas the other offers more generic services.

There are also organizations that take care of religious relations. For example, the "Oficina de Derecho Civiles" ("Office of Civil Rights") includes religious services that coordinate the increasing diversities of beliefs, maintaining the respect of freedom of belief. The second religious organization is the "Grupo de Diálogo interreligioso" ("group of interreligious dialogue").

Although the city scored the maximum in this field, it might be of interest to follow Botkyra's example of creative solutions to counteract and prevent rumours. In fact, the Swedish city created a multicultural Centre to study rumours and stop them from spreading. Once rumours have been detected, education and activities are promoted to eliminate these prejudices.



## 9. Language<sup>8</sup>



Sabadell's language policy achievement rate is higher (56%) than the city sample's rate (50%). Although, from 2012 to 2015 the city slowly lost 4 points of percentage (in 2012 Sabadell's language policy was 60%).

<sup>8</sup> By language we understand an abstract system of word meanings and symbols for all aspects of culture. The term also includes gestures and other nonverbal communication. (ref- [http://highered.mcgraw-hill.com/sites/0072435569/student\\_view0/glossary.html](http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html))

The city is providing language classes in the official language (or languages) of vulnerable people, for example unemployed mothers. The learning of migrant/minority languages are facilitated for second generation migrants.

Sabadell positively introduced the "Dia de la lengua maternal", a special day to celebrate mother-tongues.

On the other hand, minority languages are not part of the curricular activities in schools and public institutions do not offer minority languages courses.

Sabadell might consider strengthening its pluri-lingualism policies by providing specific language training in the official language for specific groups<sup>9</sup>. The municipality also may wish to support financially local minority newspaper/journals or TV/radio programmes in minority languages.

In this field, Sabadell may wish to consider the example of the city of Hamburg, supporting financially minority journals, newspapers and TV programmes. In 2012, the Ministry of Culture of the city of Hamburg supported a 12-month TV programme for minority groups living in Hamburg called "Zwischenräume".

In Zurich (Switzerland), the municipality supports additional curriculum courses, called HSK Courses. These courses are offered by embassies, consulates as well as private organisations and they cover a range of topics including languages, history, geography, as well as minority cultures. Several of these HSK Courses are held in spare rooms in public schools, as part of the municipality support to private institutions providing language training.

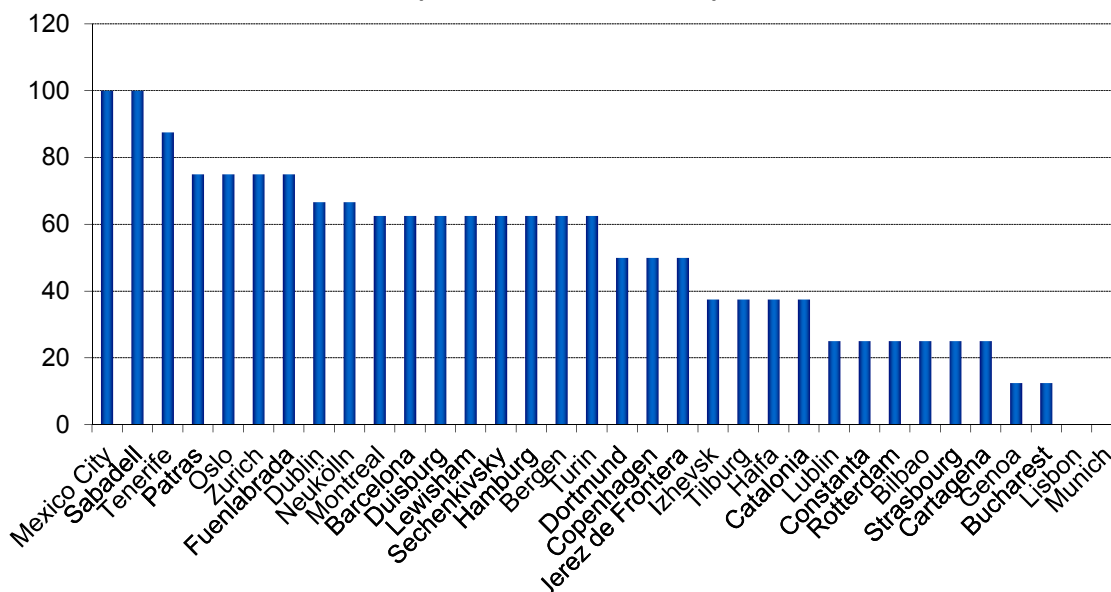
In Reggio Emilia (Italy), an initiative is put into practice by ensuring that all of the city's citizens are eligible to receive training in immigrant/minority languages. In order to help families preserve the competence of migrant children in their mother tongue language, in two schools in Reggio Emilia there are classes in the native languages of children and in parallel their parents learn Italian.

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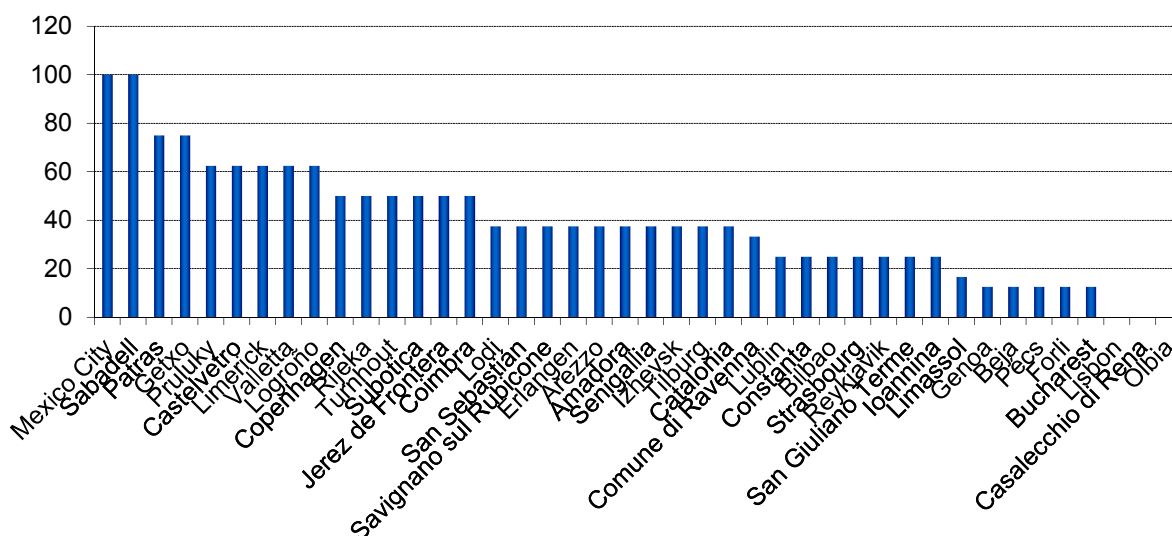
<sup>9</sup> The term makes specific reference to women with care obligations, unemployed people, people with lower educational background, etc.

## 10. Media policies

ICC-Index - Relations with the local media - City sample  
(inhabitants > 200'000)



ICC-Index - Relations with the local media -  
City sample (non-nationals/foreign borns < 15%)

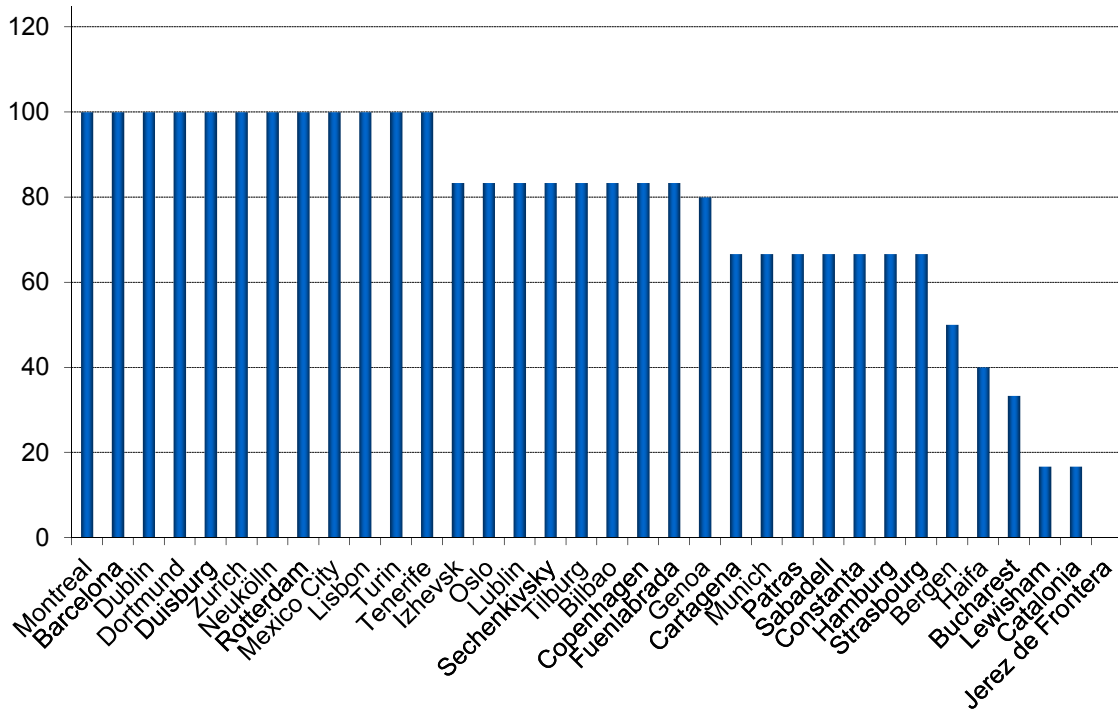


The media has a powerful influence on the attitudes to cultural relations and upon the reputations of particular minority and majority groups. Local municipalities can influence and partner with local media organisations to achieve a climate of public opinion more conducive to intercultural relations.

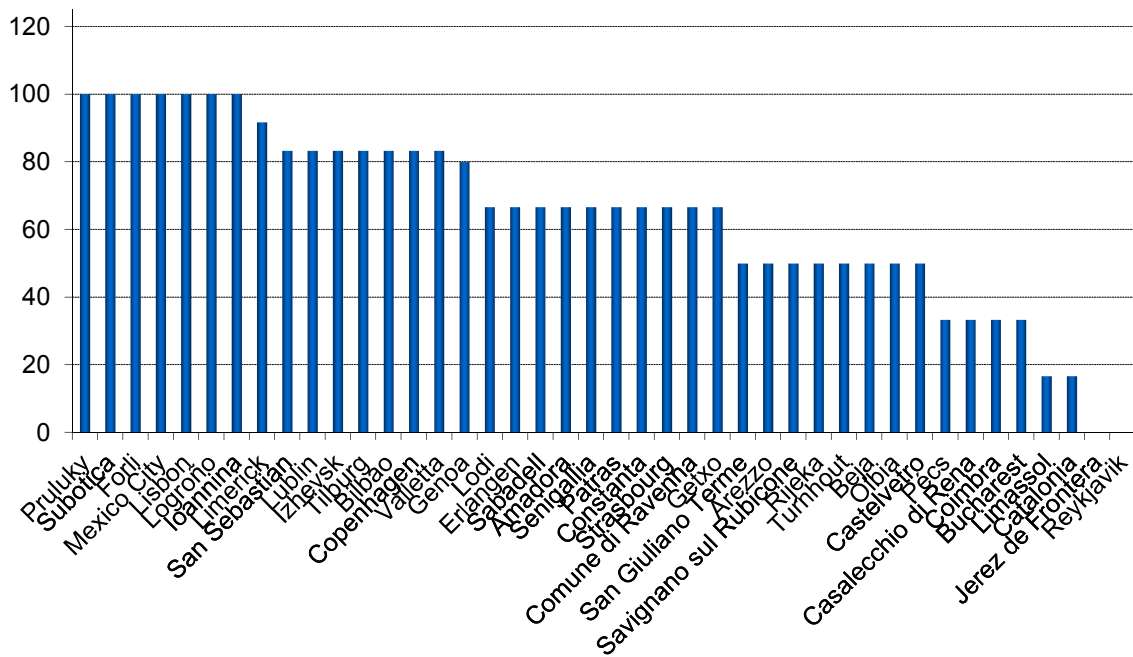
Sabadell's media policy are considerably improved since 2012 (75%) reaching the maximum (100%). Whereas the city sample's rate is the 48%.

## 11. International outlook policies

ICC-Index - An open and international outlook - City sample  
(inhabitants > 200'000)



ICC-Index - An open and international outlook - City sample  
(non-nationals/foreign borns < 15%)



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

Sabadell's score, for the open and international outlook is inferior to the sample city (71%). In fact, the city scored 67% both in 2012 and in 2015. This data denounce a lack of improvement, maybe the city should consider reinforcing their effort in this field, putting into practice an explicit policy to encourage international co-operation.

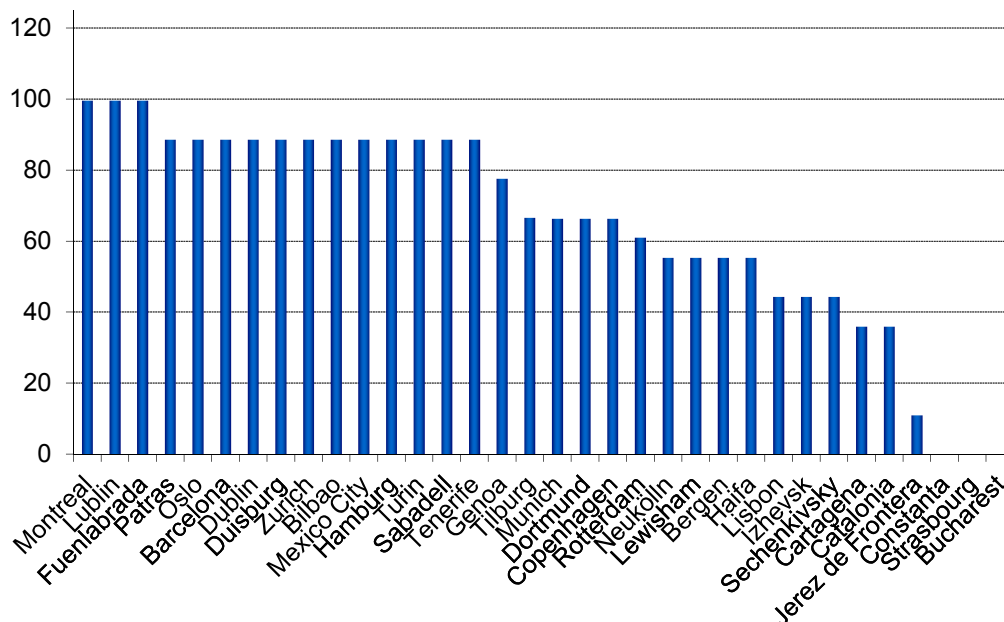
The city should consider establishing an agency responsible to supervise and encourage the city to start international businesses.

The municipality should also cooperate with local universities in order to attract foreign students, as well as in ensuring that foreign student populations take an active part in the city life.

Sabadell is also encouraging co-development projects with migrant groups' countries of origin.

## **12. Intelligence competence policies**

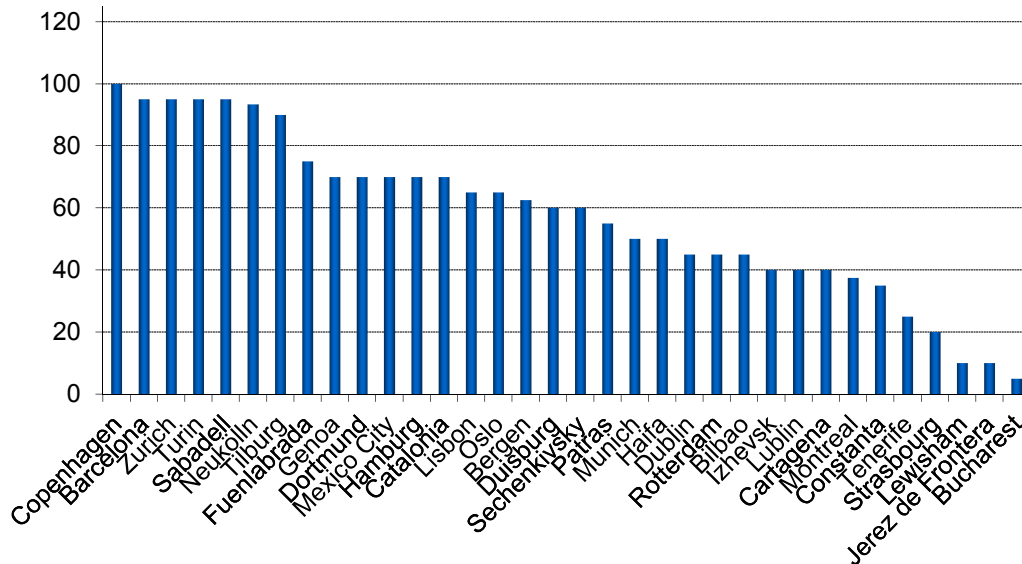
**ICC-Index - Intelligence/competence - City sample  
(inhabitants > 200'000)**



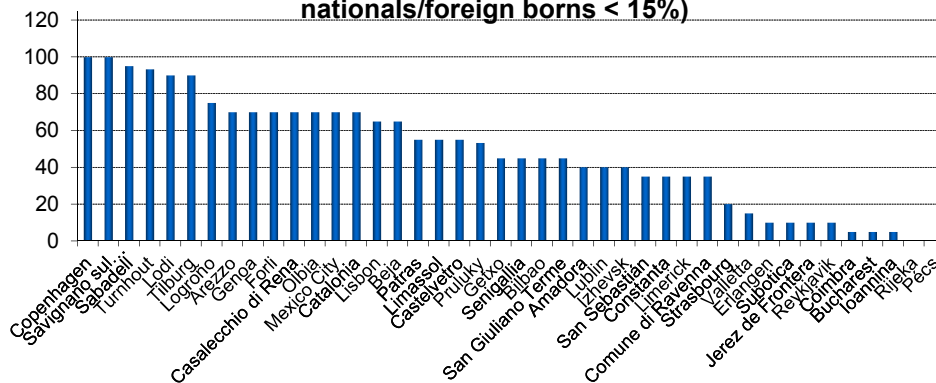


### 13. Welcoming policies

ICC-Index - Welcoming new arrivals - City sample (inhabitants > 200'000)



ICC-Index - Welcoming new arrivals - City sample (non-nationals/foreign borns < 15%)



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

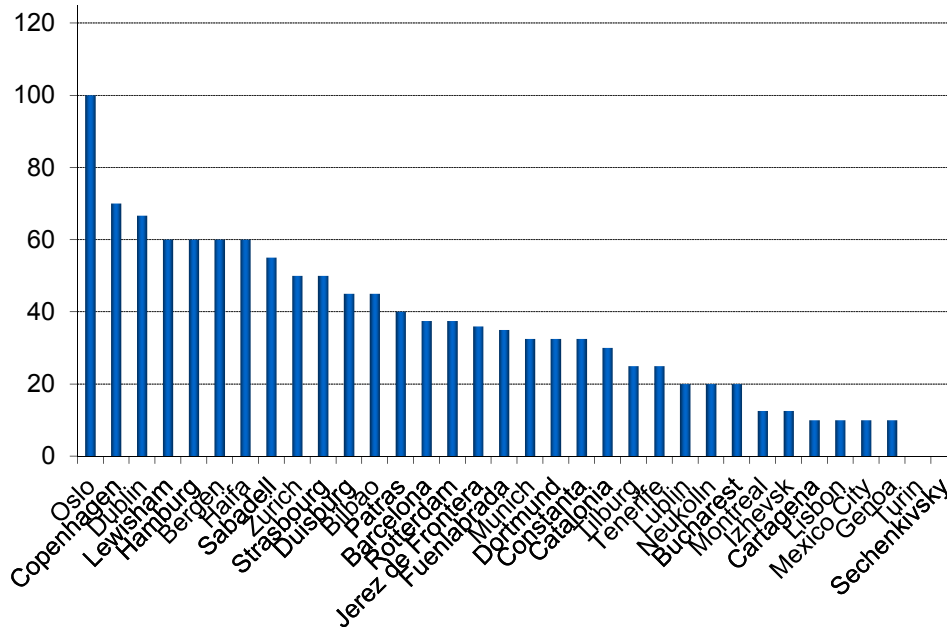
The attainment rate of Sabadell’s welcoming policy goals is higher than the city sample’s, with a 95% it goes very close to the maximum, while the city sample rate is 54%.

The city has established a comprehensive city-specific package of information for newly-arrived residents, and has created a designated agency or office to welcome them. Moreover, the city publically celebrates the arrival of new comers.

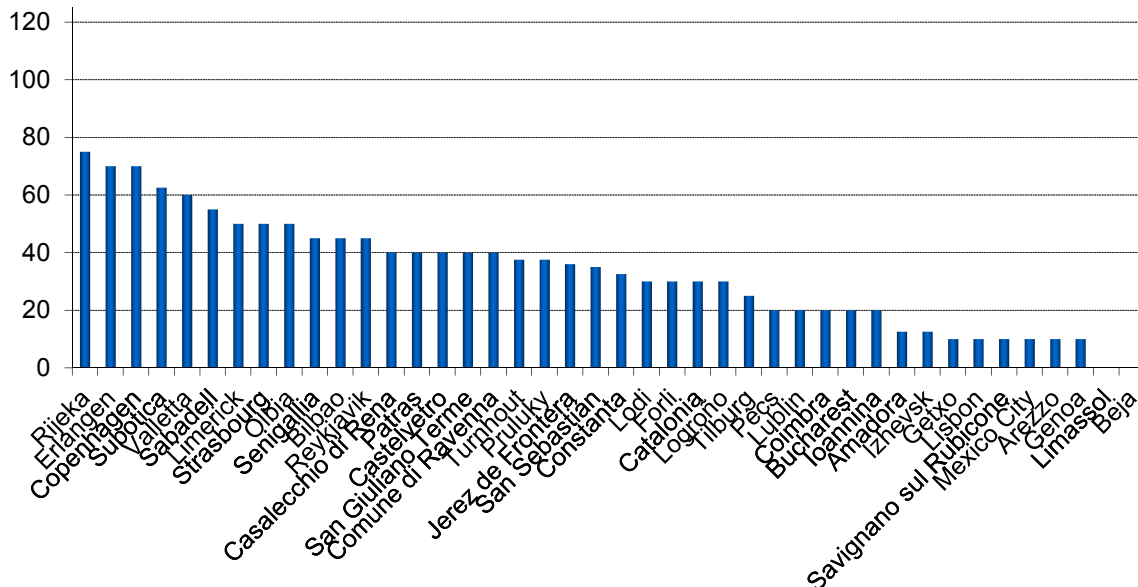
Sabadell offers various services to sustain and welcome the following categories: family members, students, refugees, and migrant workers.

## 14. Governance of diversity

ICC-Index - Governance - City sample (inhabitants > 200'000)



ICC-Index - Governance - City sample (non-nationals/foreign borns < 15%)



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

The attainment rate of Sabadell in the field of governance is of 55%, slightly higher than the city sample's: 35%.



The ethnic background of elected politicians does not reflect the composition of the city population. Newcomers are eligible to vote in local election only after having obtained the citizenship.

The city has created an advisory body involving migrants, minorities, as well as relevant public institutions, organizations and experts. The questionnaire states that initiatives have been regularly designed to encourage migrants to engage in political life. However the city might consider giving more details.

Sabadell might wish to consider the experience of Copenhagen in this sense. Copenhagen has also introduced initiatives to encourage migrants in political life such as number of activities related to promoting youth participation in the local election in the fall of 2013. The CPH International Service and CPH Volunteers invited expats living in the City to an information meeting where Danish democracy and the right to vote in local elections have been discussed. Moreover, a number of initiatives have been designed to address the challenge of political participation among minority youth groups (and youth in general), through the already mentioned youth advisory board.

From 2014, the Employment and Integration Committee has allocated funds to start a youth organisation focusing on intercultural issues and active youth participation.

Another interesting example of such an initiative has been developed by the UK-based operation Black Vote, which has set up a scheme in Liverpool. It allows young migrants to shadow established local politicians, so they better understand what the job involves, and encourages them to engage in politics.

## **15. Conclusions**

The results of the current ICC Index suggest that Sabadell's commitment is paying back, giving excellent results in terms of minority inclusion and social cohesion. However, there is always room for further improvement in the intercultural policies. The municipality could identify useful insights and examples from other cities in the field of language, governance, public service and public space.

Special attention must be paid to business and labour market, which is the weakest field in the Index with a score of 0%. International outlook can be improved as well, as it is lower than the city sample.

In view of the above, we wish to congratulate with Sabadell for the excellent results in the fields of commitment, mediation, media, welcoming, and cultural and civil life. We encourage you to strengthen the policies and initiatives you have already adopted.

## 16. Recommendations

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

- **Commitment:** Sabadell may consider the introduction of a monetary budget to keep under control and schedule incomes and outcomes.
- **Education:** Sabadell should encourage parents' involvement in schools' activities; with particular regard to families with a minority background. Moreover, the city should facilitate and promote the variety of teachers' ethnic group in order to reflect students' background and hence create a cultural balance promoting an intercultural environment.
- **Public services:** Sabadell may wish to lay down a specific recruitment strategy to ensure that the ethnic background of public employees mirrors that of the city's inhabitants, and to encourage intercultural mixing in the private sector labour market.
- **Cultural and civil life:** Sabadell may wish to ameliorate its cultural and civil life policies, for example, by encouraging cultural organisations to openly deal with diversity. However, the city demonstrated to have a good range of activities to engage people from different backgrounds. Another positive note is due to the campaigns to fight stereotypes and prejudices.
- **Public space:** Sabadell may wish to take into account the population diversity and involve citizens from different ethnic/cultural background in the design and management of new public buildings or spaces, as well as when dealing with the reconstruction of areas. It is positive that social inclusion is promoted; however, it should be promoted on a larger scale and not only in museums and libraries. Positively no areas are defined as "dangerous" and no areas are dominated by one ethnic group.
- **Language:** Sabadell may wish to ameliorate its language policies for example by introducing the learning of minority languages to the regular school curriculum.
- **Governance:** Sabadell may wish to further explore possible governance policies by introducing activities to increase the representation of migrants in the city administration and by establishing a standard for the representation of migrant minorities in mandatory bodies supervising schools and public services.

Sabadell may wish to look into further examples implemented by other Intercultural Cities as a source of learning and inspiration to guide future initiatives. Such examples are provided in the Intercultural cities database<sup>10</sup>.

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<sup>10</sup> [http://www.coe.int/t/dg4/cultureheritage/culture/Cities/guidance\\_en.asp](http://www.coe.int/t/dg4/cultureheritage/culture/Cities/guidance_en.asp)