San Giuliano Terme: Results of the Intercultural Cities Index
Date: April 2016
A comparison between 76 cities[1]

Introduction

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

As of today 76 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)*, Coimbra *(Portugal),* Constanta *(Romania)*, Copenhagen (*Denmark*), Donostia-San Sebastian[2] (*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 *(Spain)*, the London borough of Lewisham (*United Kingdom*), Limassol *(Cyprus),* Limerick *(Irland)*, Lisbon *(Portugal),* Lodi (*Italy*), Logroño (*Spain*), Lublin *(Poland),* Lyon *(France)* Melitopol *(Ukraine)*, Mexico City *(Mexico)*, Montreal *(Canada),* Munich *(Germany),* the canton of Neuchâtel *(Switzerland),* Neukölln *(Berlin, Germany)*, Novellara (*Italy*), Offenburg *(Germany),* Olbia (*Italy),* Oslo *(Norway)*, Parla (*Spain*) Patras *(Greece)*, Pécs *(Hungary)*, Pryluky (*Ukraine),* Ravenna *(Italy)*, Reggio Emilia *(Italy)*, Reykjavik *(Iceland),* Rijeka (*Croatia*), Rotterdam *(the Netherlands)*, Sabadell (*Spain*), San Giuliano Terme *(Italy)*, Santa Coloma (*Spain*), Sechenkivsky *(District of Kyiv, Ukraine)*, Senigallia (*Italy*), Stavanger *(Norwey)*, Strasbourg *(France)*, Subotica (*Serbia*), Tenerife *(Spain)*, Tilburg (*The Netherlands*), Turin (*Italy*), Turnhout (*Belgium*), Unione dei Comuni-Savignano sul Rubicone[3] (*Italy*), Unione Terre dei Castelli[4] (*Italy*) Valletta *(Malta),* Västerås *(Sweden),* Vinnitsa *(Ukraine)* and Zurich (*Switzerland*).

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

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

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

[4] Former Castelvetro di Modena.

Among these cities, 40 (including San Giuliano Terme) have less than 200,000 inhabitants and 43 (including San Giuliano Terme) have less than 15% of foreign-born residents.

This document presents the results of the Intercultural City Index analysis for San Giuliano Terme (Italy) 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 73 questions grouped in 11 indicators with three distinct types of data. Indicators have been weighed for relative importance. For each indicator, the participating cities can reach up to 100 points (which are consolidated for the general ICC Index).

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

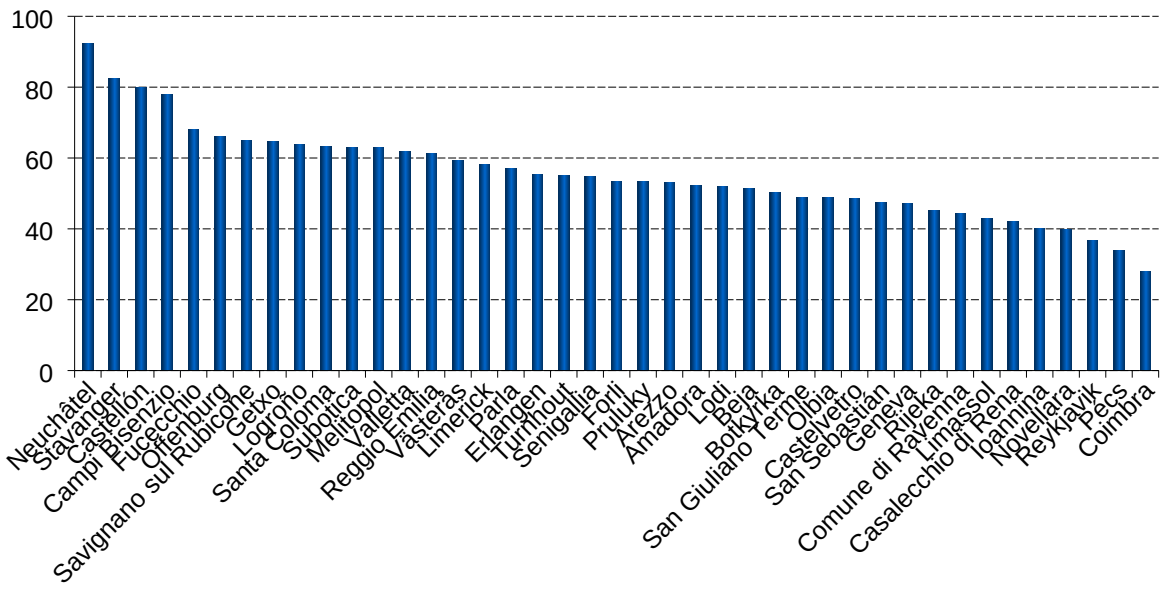
The comparison between cities is strictly indicative, given the large difference between cities in terms of historical development; type and scale of diversity, governance models and level of economic development. The comparison is based on a set of formal criteria related to the intercultural approach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

Taking into account the above-mentioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled out insofar: the size (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.

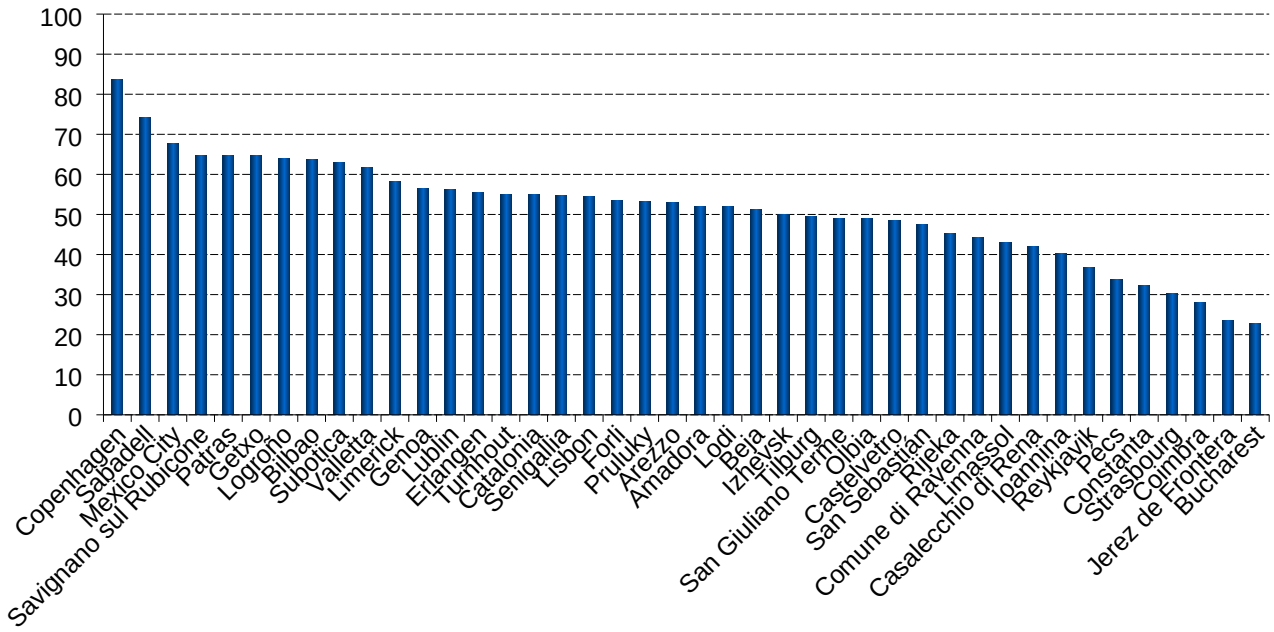
According to the overall index results, San Giuliano Terme has been positioned 45th among the 75 cities in the sample, with an aggregate intercultural city index of 54%, after Lodi (55%) and before Genoa (54%). San Giuliano Terme has been ranked 28th

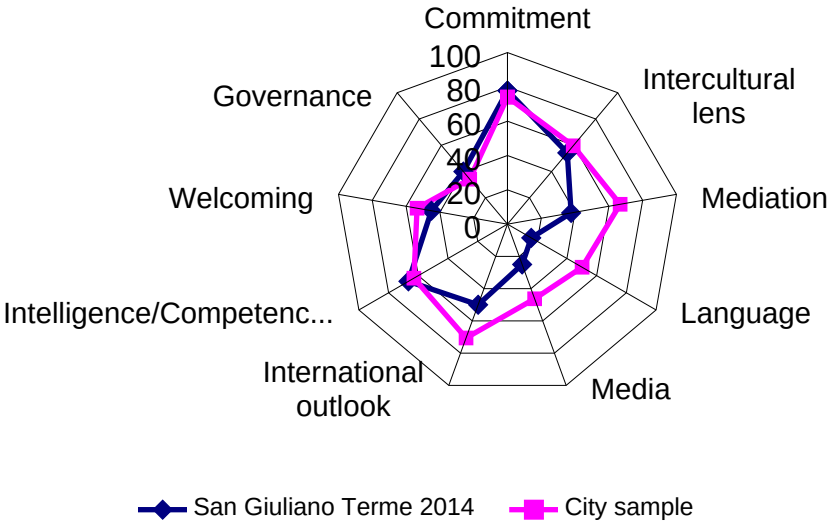
among cities with less than 200,000 inhabitants and 27th among cities with less than 15 per cent of foreign-born residents.

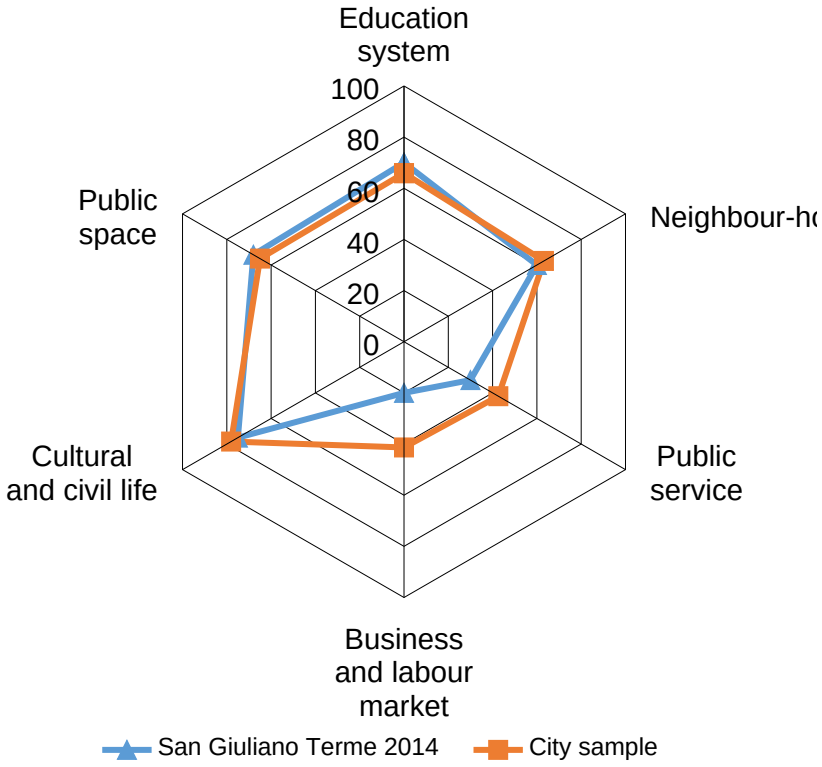
Intercultural City Index (ICC) - City sample (inhabitants < 200'000)



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




Commitment
100
80
60
40
20
0
Intercultural lens
Mediation
Language
Media
International outlook
Intelligence/Competenc...
Welcoming
Governance
San Giuliano Terme 2014
City sample


Education system
100
80
60
40
20
0
Neighbour-h
Public service
Business and labour market
Cultural and civil life
Public space
San Giuliano Terme 2014
City sample

San Giuliano Terme – An overview

San Giuliano Terme is a municipality located about 5 kilometres from Pisa and 80 km from Florence, in the Italian region of Tuscany. The city is famous for its important thermal centre, built in the 92 d.C. the architecture, composed of frescoes, vaults and marbles witness the Romanesque splendour. This thermal station gave San Giuliano the name of “Bagni di Pisa” or “Pisa’s Bath”. Today, thermal tourism is an important factor in the city life.

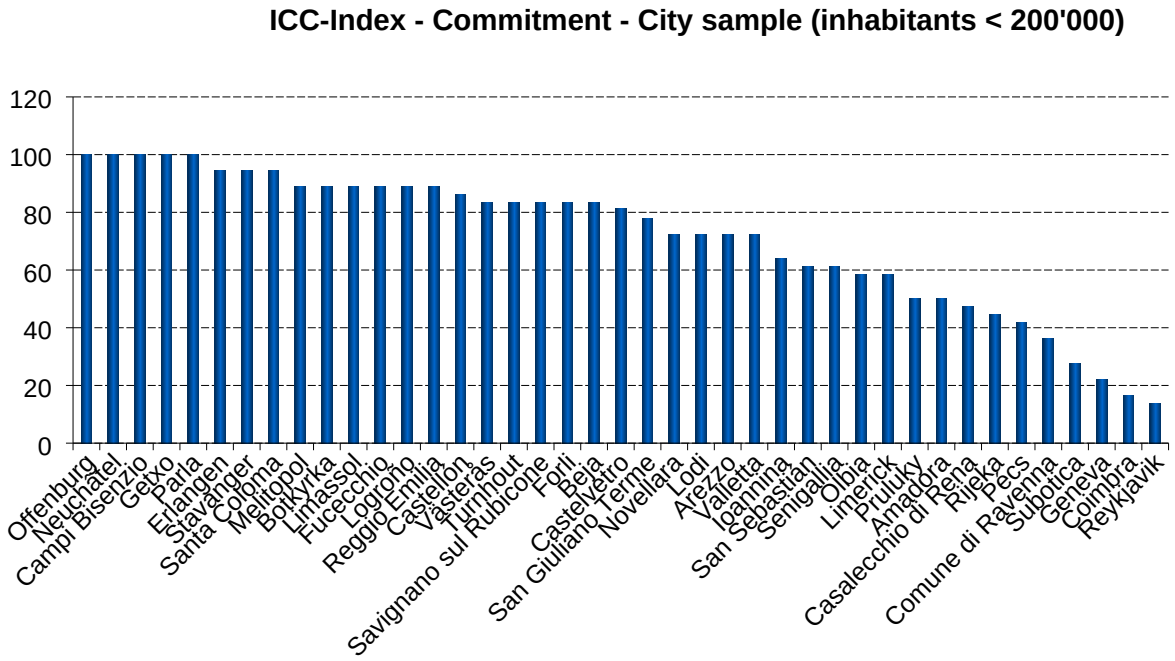
According to the questionnaire, the total population of the city counts 31,363 inhabitants. Out of the total, the 5,40% of the non-Italians come from an EU country, whereas the 0,01% are non EU. The 6,83 % of the citizens are foreign born.

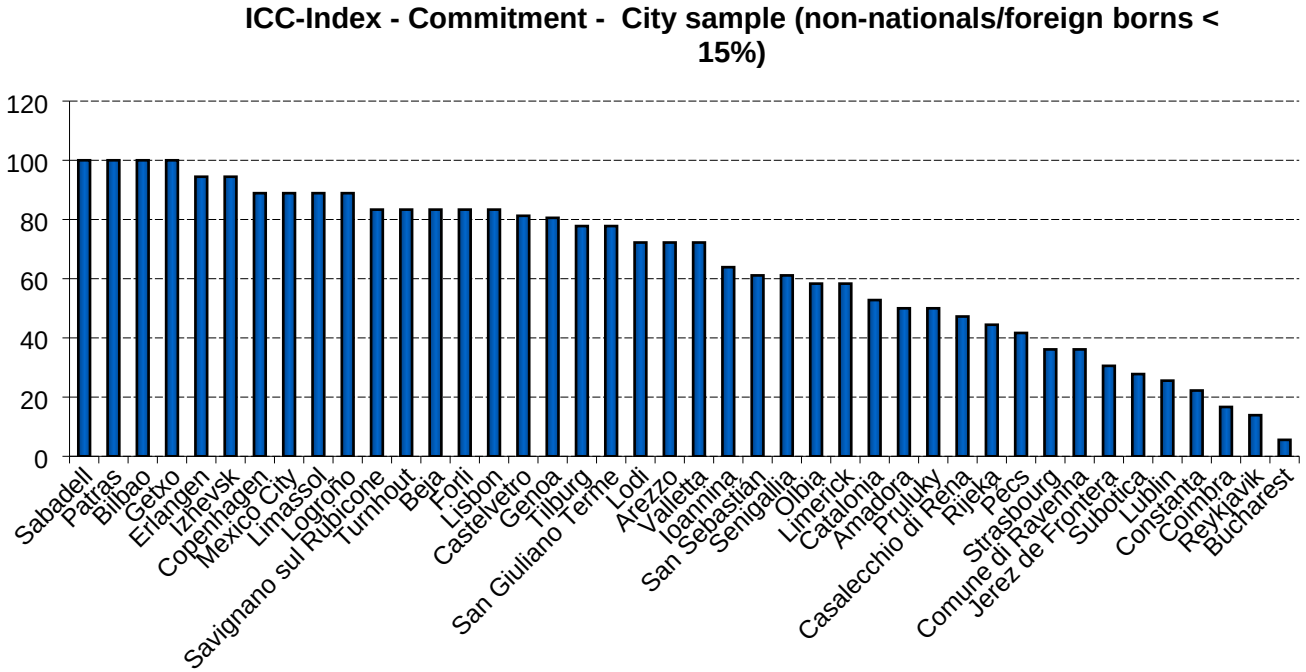
The majority ethnic group, which compose the 94.59 %, is composed of Italians. Unfortunately, the questionnaire does not specify the number of first and second generation migrants; the city might wish to provide these details in the forthcoming questionnaire.

The biggest ethnic group come from Albania and represents the 1,49%, out of which 238 are women and 233 are men. Other minorities are: the 1% of Romanians (317 women and 120 men) and the 0,33% of Moroccans (104 women and 63 men).

Unfortunately, in the municipality there isn’t a specific division or department responsible of integration and/or interculturalism. Perhaps the city might want to consider establishing one.

1. Commitment





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

Positively, San Giuliano Terme's rate in the area of Commitment is higher than the city sample. In fact, San Giuliano scored 78%, whereas the city sample scored the 74%.

The city has formally and publically stated its participation in the Intercultural Cities network. In addition, the municipality has adopted an integration strategy that takes into account intercultural elements.

Interestingly, the municipality has regulated the phenomenon of migration via a legal document, which is composed of 8 articles, the most important points are:

- Women and men are equal, insomuch both *genders have the same rights*.
- Foreign born people have *equal rights and equal treatment* in front of the law: everybody has total access to municipal public services. Minorities and migrants are strongly encouraged to take part in the local public life.
- The municipality, through regulations and activities, aims to foster *integration* and social cohesion.
- Any form of *discrimination* (i.e. xenophobia, racism) will be forbidden; *intercultural dialogue* and cultural identity will be encouraged.

The city has successfully adopted an intercultural strategy involving migrants' participation in the decision making process. The Migration Council, established in the 2011, is composed of 20 individuals, all of them foreign born. In 2013 the migration council carried out several activities: for instance, they organized several conferences promoting Migrant Women's Health; they translated the Italian constitution in several minority languages and the municipality organized a festival to celebrate the fact that 100 foreign born children were extraordinarily receiving the Italian nationality. The council, moreover, was taking a serious effort to enhance families' involvement in the city life.

The municipality of San Giuliano Terme has allocated a budget for the implementation of intercultural strategies; for instance, the city could look up to Genoa, where the budget will be used to establish a network of helpdesks for the welcoming of migrants. This service would aim to facilitate migrants' integration in the city.

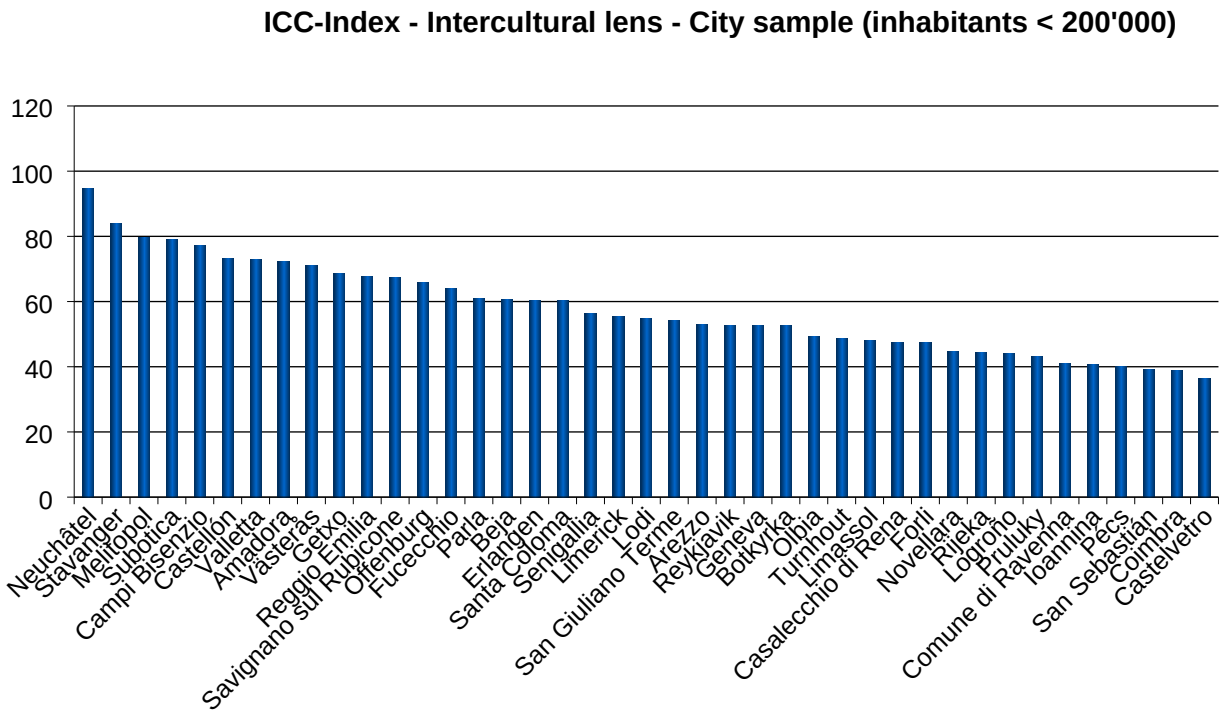
Positively, public personalities make constant and clear reference to the intercultural commitment during public meetings and assemblies. However, the city should consider establishing a website to display news on intercultural initiatives and activities. For example, in the website the Migration Council could post articles regarding their activities, the meetings' calendar, could promote projects and new programmes. moreover, the council could write articles about how to coexist in peace and harmony, citizens' fundamental rights and duties, etc.

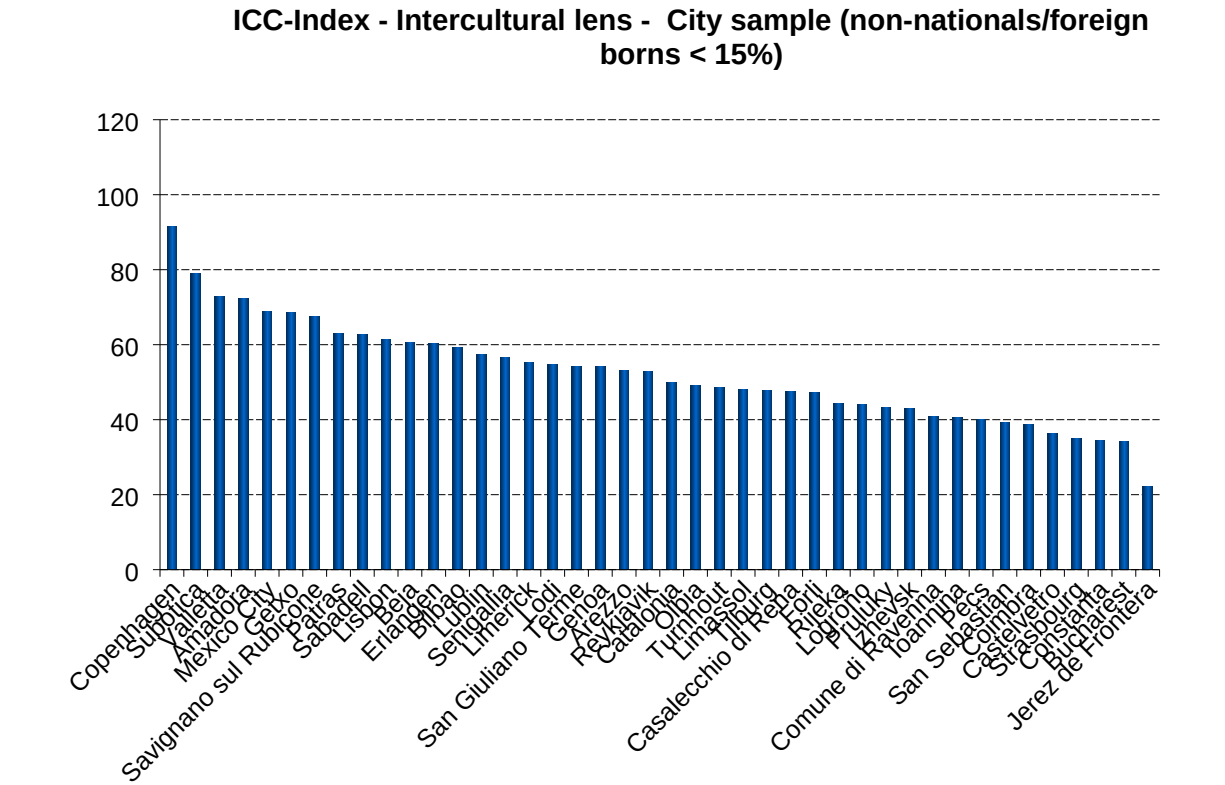
Despite the lack of a website, the city disposes of a dedicated department in charge of supervising the intercultural strategies, called "Social, integration and equal rights department".

To consolidate the field of commitment, the city of San Giuliano might wish to follow the example of Novellara. The Italian city tries to enhance a feeling of inclusion among its citizens sending letters and leaflets, for example newcomers usually receive a welcome letter. Leaflets with practical instructions are offered, for example about public libraries, public bicycles. Another interesting activity the city of San Giuliano

could follow is the establishment of a special ceremony to honour citizens who have done exceptional things to encourage interculturalism in the local community. This ceremony encourages and emphasizes the importance of social inclusion. For example, in Genoa, the Institute of Research MEDI, specialized in migration and interculturality, organizes an award called "*Premio Mondi Migranti*" (Migrating Worlds' Award). This prize is awarded to personalities who have had a positive impact on issues related to migration, globalization and intercultural relations. Another example comes from the city of Getxo. In this Basque city, it has been organized the award "*Cultura y Valores*" (culture and values) to celebrate the promotion of shared values; whereas in the city of Parla there is a specific programme to enhance intercultural coexistence. The "*Programa comunitario de promocion de la convivencia intercultural de la estrategia Parla ciudad intercultural*" organises courses to make short-movies aiming to raise awareness on cultural differences. Every year the most creative and innovative work wins a prize.

2. Education[5] policies through an intercultural lens





[5] 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).

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 San Giuliano Terme's education policy achievement rate for 2014 is the 70%, slightly higher than the city sample's rate of 66%.

Positively, not all the students from primary schools belong to the same ethnic background. On the other hand, teacher's ethnic backgrounds never mirror pupils'. In addition, only very few schools are putting an effort in order to increase parents' participation in the education system. However, schools are carrying out several intercultural programmes and projects to encourage harmony.

For example, the TEA3 is a twinning programme between 4 schools in Tuscany, Liguria and Corsica. The programme consists in a theatre representation and the main theme is the Mediterranean Sea: a metaphor on interculturality. Perhaps the city might wish to give more details about this interesting project. For instance, do children meet each other? How do they exchange ideas and impressions?

Schools should aim to foster social cohesion gathering together parents of primary schools' pupils, while bridging the gaps between teachers and families. On this purpose, the city could look up to the city of Genoa, where the members of the community organize several activities, such as Christmas markets, music classes, sportive activities, etc. moreover, the city of Genoa has established the Cineforum *Don Milani.* Here, they organize several activities to foster intercultural dialogue and social cohesion. Every meeting includes a discussion on a specific topic, the discussion is usually followed by the vision of a video and/or a movie. The session can also include some analysis or critics on the topic discussed. The city might wish to consider following Bergen's initiative. Bergen's municipality, in fact, is encouraging the collaboration between schools and parents from minority background through sports' activities.

Positively, the municipality has adopted policies to increase and encourage ethnic and cultural mix, discouraging the creation of segregation, i.e. ghettoes. In order to avoid "segregation" and to enhance social cohesion, the city could consider following Novellara's example. Novellara's project called "Punto d'ascolto" (listening point) welcomes foreign parents, where they can meet and talk to psychologists and cultural mediators who will help the family to understand the Italian education system. This service supports and helps families in the integration process. Lastly, the city could offer cooking workshops, sportive activities, language classes, or even theatre and drama workshops. When organizing activities, it is important to keep in mind the variety of initiatives offered. In fact, in order to engage a wide public, it is important to satisfy everybody's needs and interests.

3. Neighbourhood policies through an intercultural lens[6]

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.

San Giuliano Terme's neighbourhood policy indicators in 2014 were the 60%, slightly lower than the cities average of 63%.

In the municipality there are no areas where foreigners represent more than the 80% of the total inhabitants. Equally, there are no areas where a minority ethnic group constitutes the majority of residents.

The city does not promote activities to mix citizens from different areas because it would appear that there is no need. Even if at the moment the population is equally distributed in the city, the situation might change. It would be a good idea if the municipality could start organizing activities to increment the diversity of residents in the neighbourhoods. To avoid ethnic concentration and to encourage social cohesion, San Giuliano Terme could follow Getxo’s example. Getxo’s established a specific project to encourage native women to meet immigrant women. In fact, it is believed that these meetings would break down prejudices and stereotypes and would give an opportunity to exchange experiences and histories. SENDI, is another projects carried out in Getxo. This project organizes games during the afternoon, a pure chance for parents and children to play and have fun in Basque. This project is developed in a leisure park called "Parkean Olgetan" and it has the support of various schools and associations. It is free and no require any inscription.

The city hasn’t embraced policies to encourage people from different ethnic backgrounds to meet and interact within the neighbourhood. For instance, in order to promote dialogue and harmony in disadvantage areas the city helped through cultural mediation. On this purpose, the city could organize activities to give its citizens a chance to meet. Some projects the city can sponsor: sportive activities, art and craft, excursions and promenades either in the city centre or in the countryside, maybe with some historical explanations, special festivals to celebrate public figures, cooking workshops, etc.

The city could take inspiration from the city of Parla, where the “Equipo de Mediación Vecinal” (team of local mediation) is responsible for the organization of events and meetings. Moreover, the “Equipo” offers a safe and welcoming place where all the citizens can talk and share their problems and/or concerns while getting to know each other creating connections. In addition, the team enhances the link between new/developing areas (such as Barrio de Parla Este) with more “aged” districts. Moreover, Parla has a specific policy to enhance cultural diversity among its inhabitants in areas and neighbourhoods. For example, The Departments of Urbanism and Housing have a policy to increase resident’s diversity in neighborhoods, and hence avoiding ethnic concentration. In fact, through the revitalization of downtown areas, urban projects developed to manage multiculturalism, avoiding the ageing of

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

population in certain neighborhoods, as it happened in some parts of the old city center.

Alternatively, the city could also take inspiration by Sabadell. In fact, Sabadell's neighbourhood of Can Puiggener promotes social mixing of citizens from different areas with activities and programmes, such as, the organization of the social meal: "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").

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 San Giuliano Terme’s public service in 2014 corresponds to the 30%, lower than the city sample’s rate of 43%.

The ethnic background of public employees, at all the hierarchical levels, does not reflect the composition of the city's population. In addition, the city does not foresee a recruitment strategy to ensure and/or facilitate non-national employment, neither takes action to encourage intercultural mixing in the private sector labour market.

On the bright side, non-natives can have a contract as staff members in the public administration. In fact, following the approval of the 2013 EU Law, non-EU people, with a regular working permit, can apply for public service vacancies.

Positively, the city of San Giuliano offers two kinds of public services that successfully suit the diverse ethnic/cultural background of all citizens. Firstly, schools’ canteens have different meals to mirror the alimentary needs of the pupils. Secondly, facilities shaped their time schedules to suit the needs of women with specific needs. It is important that also *sportive facilities* will follow this example, insomuch it would appear that sport is particularly important in a community insomuch it promotes social inclusion and enhance social participation. Perhaps, the city could monitor citizens' needs, maybe through questionnaires or surveys to test customers' satisfaction.

The city could improve in the field of Public Service, introducing multi-faith cemetery, funeral services and burial areas adjusted to the needs of a multi-religious community.

The municipality, might also wish to follow Neuchâtel’s cultural activities, composed mainly by social events, to overcome cultural barriers, hence foster integration. The Swiss city, in fact, since the 2006, promotes diversity in public areas and the positive image of a plural society through exchanges, cultural or sports encounters, round tables, shows and concerts: NEUCHÀTOI 2013 is a programme of instructive and varied intercultural events, targeted at the entire population of Neuchâtel to encourage fruitful discussions and debate on its heterogeneity while identifying shared values and the feeling of belonging. The main aim of all these events is to improve mutual knowledge and understanding among Swiss people and people from migrant backgrounds and to instil confidence in the whole population so that they can live together while respecting pluralism in a multicultural society that seeks to foster inter-community integration.

5. Business and labour market policies through an intercultural lens

San Giuliano Terme's rate of achievement in this area is at the 20%. It is a negative result if compared to the city sample's rate of 41%.

In San Giuliano there is not a business umbrella organisation that promotes diversity and non-discrimination in the employment. However, the city has adopted an official document against discrimination in the workplace.

The city should seriously take action to encourage businesses from minority ethnic/cultural economies, enhancing immigrants' participation in the local economy, and raises awareness of the important economic and social contribution of foreign-born entrepreneurs in the municipality.

For example, citizens could support the development of a platform for local collaboration in order to support migrant's entrepreneur and try to facilitate the access to public and private tenders for immigrants owning a company or business. Equally the municipality should develop quality management standards and other tools for local governments to assist them in the implementation of economic policies, in coherence with the principles of equality, integration and diversity management.

At the same time, the city has not established a "business districts/incubators" in which different cultures could more easily mix. The incubator would be an important element in the city centre insomuch it would give the possibility to entrepreneurs to develop their skills and to open their own activities. In addition, it would represent a chance for migrants to keep doing what they can do and what they learnt in their homeland. This *mixing of skills and abilities* would represent an extremely enriching element. To foster the benefit impact of multiculturalism, San Giuliano Terme could look up at Hamburg. In fact, in Hamburg 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.

Several other Intercultural Cities are putting an effort to include migrants and minorities in the market. Parla, for example, encourages the integration of Chinese businesses into the local market through training and counselling. Positively, the city on April 29th, celebrates this connection with the Chinese market. Moreover, through campaigns and web pages –sometimes even in English – the city informs its citizens about which procedures must be carried to implement a business. Another example comes from Oslo. Oslo is carrying out a project that aims to involve migrants in Norwegian business. Oslo has in fact set a Centre for Multicultural Value Creation and it is offering first and second-generation immigrants the possibility to start their businesses providing advisory services, coaching and trainings. In Bergen, another Intercultural Norwegian city, several policies are encouraging international cooperation by supporting local universities to attract foreign students. International students are then invited to take actively part in the city life.

In order to ameliorate public services, the city should develop 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.

To sum up, the city should start getting to know, perhaps carrying out some researches, the situation of immigrants' entrepreneurship. Then, polices should be adapted to the needs of immigrants' economic integration. These policies will aim to foster dialogue and participation of all stakeholders, as well as societies in general, in the plan of strategies and economic policies. The final result will be a more effective public administration, able to respond to the specific needs of its entrepreneurial and diverse citizens.

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

San Giuliano Terme's cultural and civil life policy goal achievement rate in 2014 was the 75%, three points lower than the City's sample (78%).

Even though interculturalism is not used as a criterion when allocating grants to associations, the city regularly organises art/cultural events where inhabitants from different neighbourhoods can meet and get to know each other.

For example, every 2 June, children born in San Giuliano Terme from foreign born parents receive an honorary Italian citizenship. The city could combine this event with other activities; for instance, it could organize a festival to celebrate culture diversity and promote social cohesion. Activities organized with the aim to reinforce the cultural and civil life of the city are a pure chance to promote mutual dialogue among cultures and to integrate minorities within the host community.

The city encourages cultural activities to foster diversity; a clear example is the Migration Council. Moreover, public debates and/or campaigns on the topic of diversity are regularly organized. To increase the rate in this field, the city could organize a set of various activities. However, it is important to stress the fact that the activities chosen cover a wide range of interests; for instance, combined to spots the city might want to choose some activity that does not require physical movements, arts and craft or cooking, to say a couple.

In Spain, Getxo organizes a *Street Culture Day* to promote social cohesion and encourage immigrants' integration through sportive activities; combined to this, the *International Folk Festival,* where music promotes interaction between people from different cultural backgrounds, celebrating cultural diversity with folk music.

San Giuliano Terme could also look up at Bergen's Kaleidoscope (Fargespill): an art project where young Norwegians and newly arrived migrants meet and create music together. Similarly, the FIKS Bergen initiative promotes cooperation between different sports clubs to include people from migrant background in their activities, and they organise an intercultural day to introduce people to their activities.

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 the city's public space policy in 2014 was of 68%, slightly higher than the City sample's rate of 65%.

The public spaces involved in the process of interculturality appear to be: public libraries and playgrounds. The city might wish to encourage interculturality also in museums, parks and in squares.

The city does not take action to take into account ethnic/cultural backgrounds of citizens in the design and management of new public buildings or spaces. Instead, when the city authorities decide to reconstruct an area, they propose different forms and places of consultation to reach out to people with different ethnic/cultural backgrounds, such as the Migration Council and the citizens' assembly.

None of the city's area is dominated by one ethnic group, in which other people feel not welcomed. Equally positive, no areas are considered dangerous or unsafe.

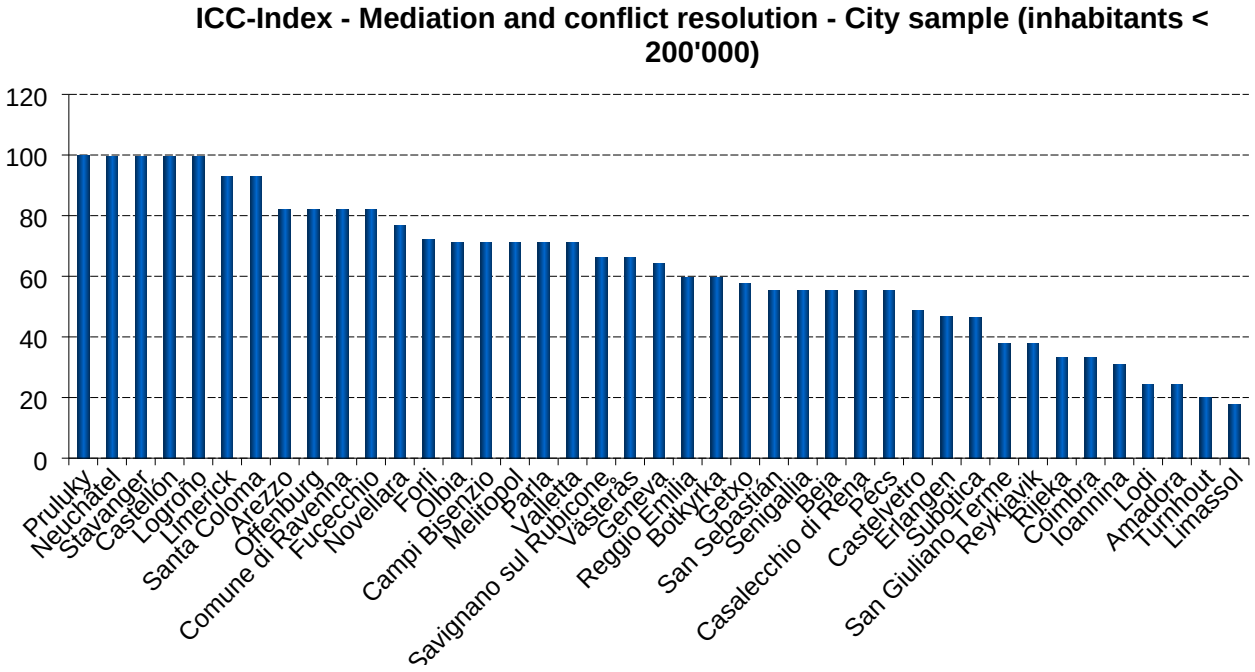
The city of San Giuliano Terme could increment its cultural activities looking up to the following Intercultural Cities' programmes:

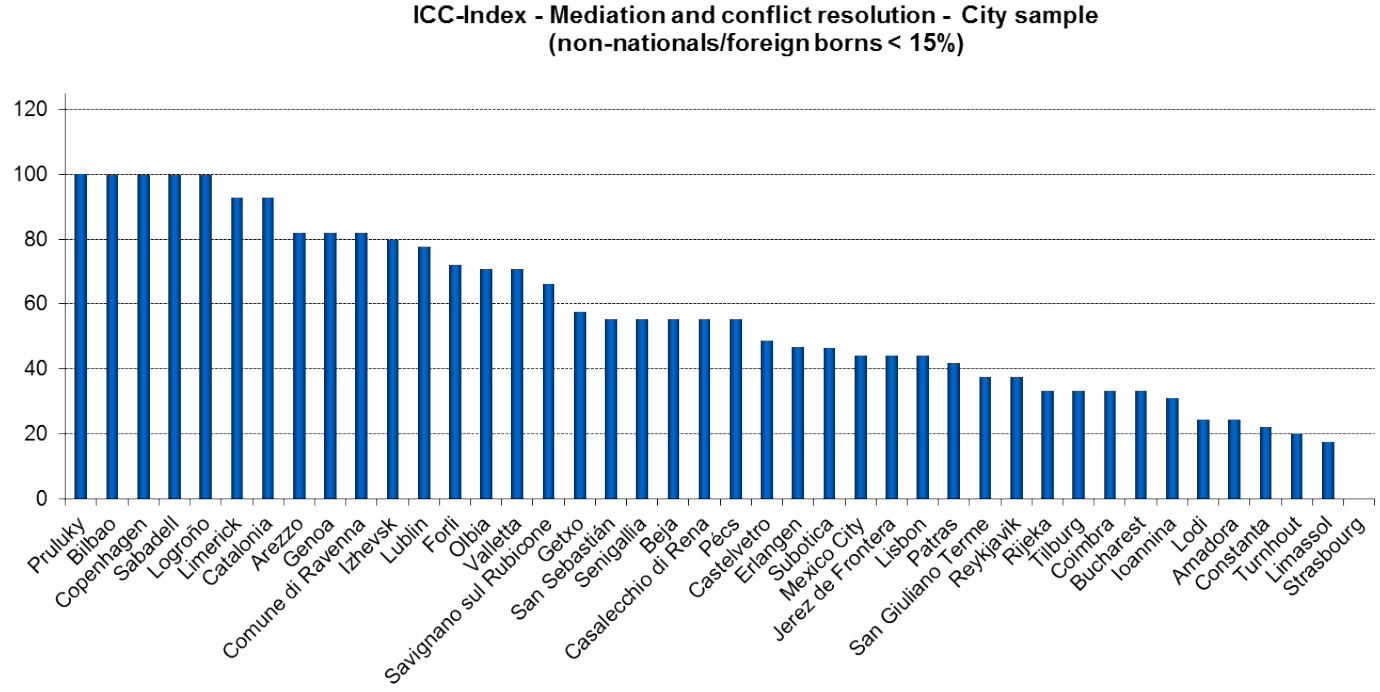
In Genoa it is organized the festival "Mediterraneo Antirazzista "(Mediterranean against racism). This festival lasts about 3 days and promotes equality and respect. During these days the festival hosts: tournaments of football and volleyball, concerts, entertainment for children, photographic exhibitions etc. together with this festival, the Uisp (Italian sport organization) organizes a soccer tournament called Cartellino rosso al razzismo! *Red Card to Racism!* This tournament gathers together 24 teams, players are encouraged to play in a climate of friendship and harmony.

Getxo organises an intercultural march because it would appear that a trekking excursion helps people from different backgrounds to get to know each other. Another interesting practice the city of Getxo has adopted is the establishment of a Summer Camp for children: a pure chance for Getxo's children to meet their foreign-born peers. This project promotes the values of interculturality, diversity is here perceived as an enriching element.

To increase interculturality and social mix in public spaces, San Giuliano could follow Reggio Emilia's project. Reggio Emilia, for example, offers to its inhabitants an open space mini-theatre in the Pauline Park – an innovative park area designed to encourage intercultural contacts through educational trails and games for adults and children and intercultural encounters. Whereas in Spain, Barcelona is incorporating into public spaces elements that contribute to generating spontaneous interaction between users: play areas in children's' parks, specific offers for young people, bicycle or walking paths.

8. Mediation and conflict resolution policies





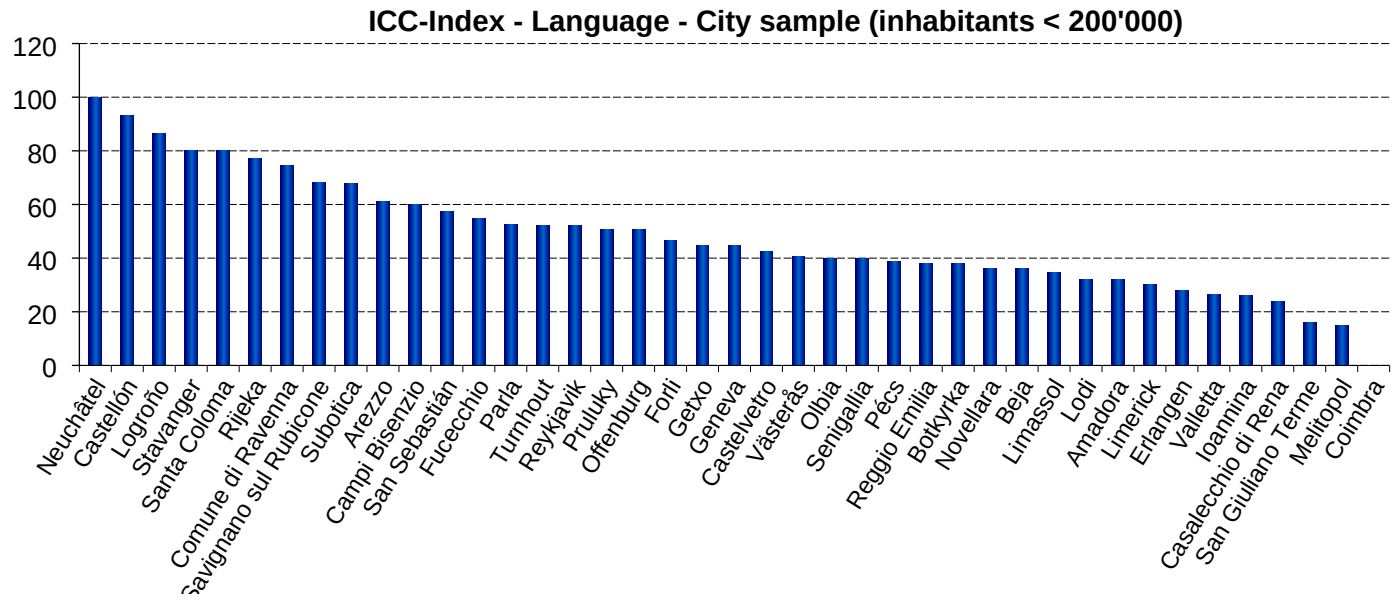
The optimal intercultural city sees the opportunity for innovation and greater cohesion emerging from the very process of conflict mediation and resolution.

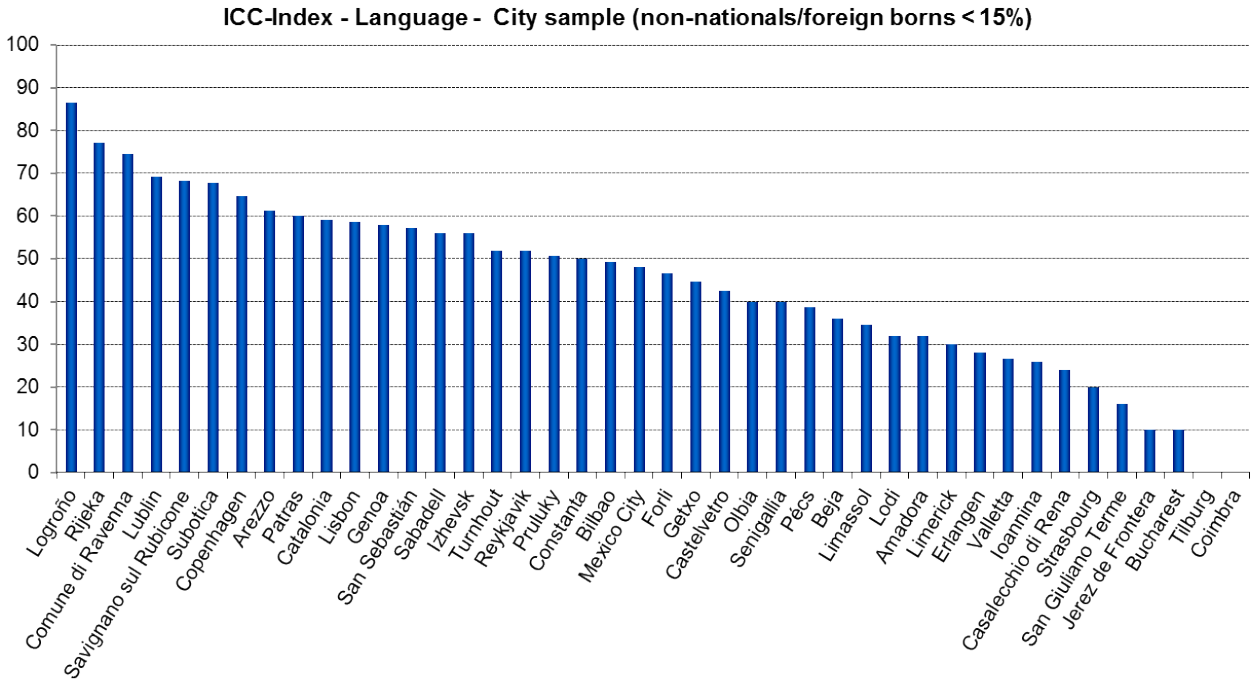
The analysis shows that San Giuliano Terme's mediation and conflict resolution policy achievement is 38%; lower than the city sample's rate of 67%.

The city offers two services for mediation of intercultural communication. The first is a mediation service with intercultural competencies which is run by autonomous humanitarian association. The second kind of assistance is a general municipal mediation service, which includes specialised staff. Despite the good mediation services, the city does not have an organization that deals exclusively with inter-religious relations.

San Giuliano Terme might wish to consider following Reggio Emilia's example to mediate and to prevent/solve conflicts. The intercultural centre "Mondinsieme" welcomes a great variety of ethnic and language backgrounds and offers support and assistance. For example, the Mondinsieme has great expertise in training mediation workers and supplies staff for schools and hospitals. Reggio Emilia has established an Intercultural centre with trained mediators with a variety of ethnic and language backgrounds who intervene whenever they feel a problem might arise – for instance if kids in some schools tend to cluster too much on ethnic basis.

9. Language[7]





San Giuliano Terme's language policy achievement rate is lower than the city sample's rate (50%), it has in fact scored 16%.

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

The city is very active in organizing language classes, both Italian and foreign languages. Vulnerable people, such as unemployed or elderlies, can receive a language formation in their own language. Special assistance is offered to women, in fact they receive transportation and child care during the class.

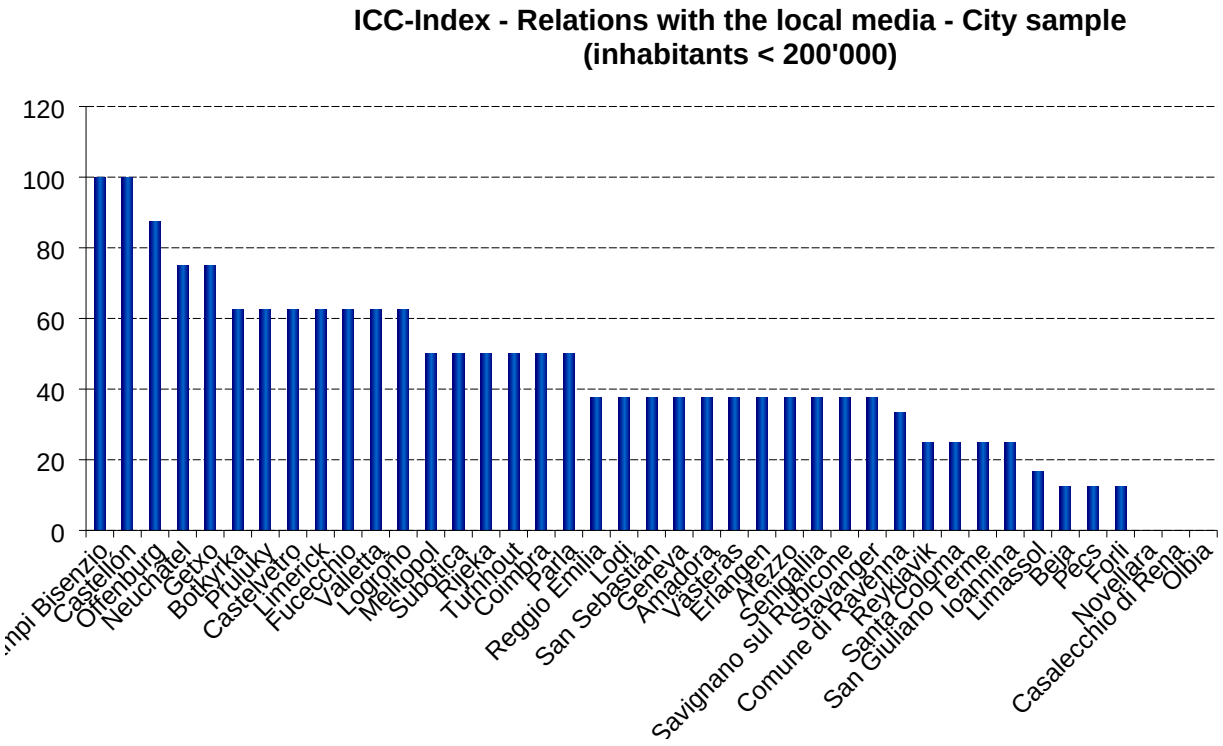
From the questionnaire, it would appear that the city does not encourage the development of minority language on a local level. To support them, the city should finance a local radio podcast, channels in a minority language might be offered, as well as newspapers.

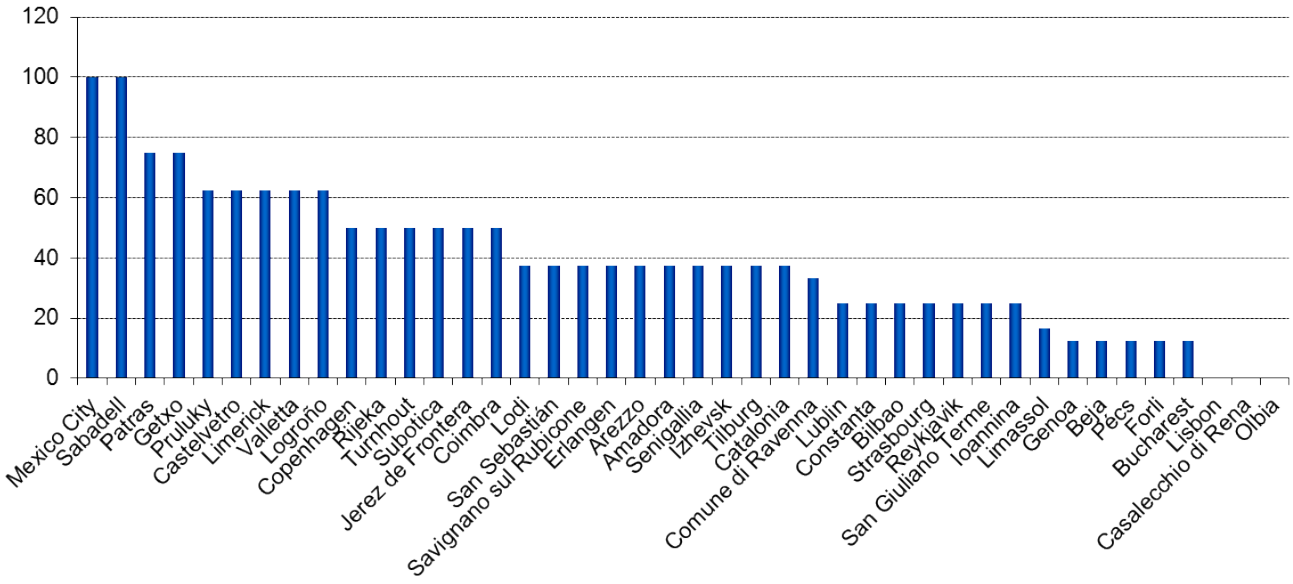
More importantly, the city does not put any effort to give a positive image of migrants and/or their minority language. On this purpose, libraries could attempt to organize public readings and literary events; including foreign texts in their programme. To include a wider public, the municipality might want to offer movies, shows, theatre representations in a foreign language; small books or brochures could be translated in other languages to raise awareness of their importance and their richness.

Tenerife, for example, supports projects that aim to give a positive image of the minority language. The "Salon del Libro Africano" (African book Salon) aims to discover African culture. Similarly, other cultural activities are led. For example, the "Festival del Cine Polaco" offers a unique opportunity to discover Polish culture through movies and documentaries. In addition, the municipality might wish to consider the introduction of a mother-tongue day, a day to celebrate minority languages. In Sabadell, for example, citizens celebrate the "*Dia de la lengua maternal*", a special day to celebrate mother-tongues.

Another interesting programme comes from a Swiss Intercultural city, Zurich. Here, 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.

10. Media policies





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

The city's media policy is 25%, considerably lower than the city sample's rate of 46%.

The city does not promote a positive image of immigrants and/or minorities in the media. In addition, the city does not provide support for advocacy and/or media training to mentor journalists with minority background. Equally, the city does not monitor how media describe minorities; on the contrary, the city should control and check what kind of information are released, in order to prevent any form of racism.

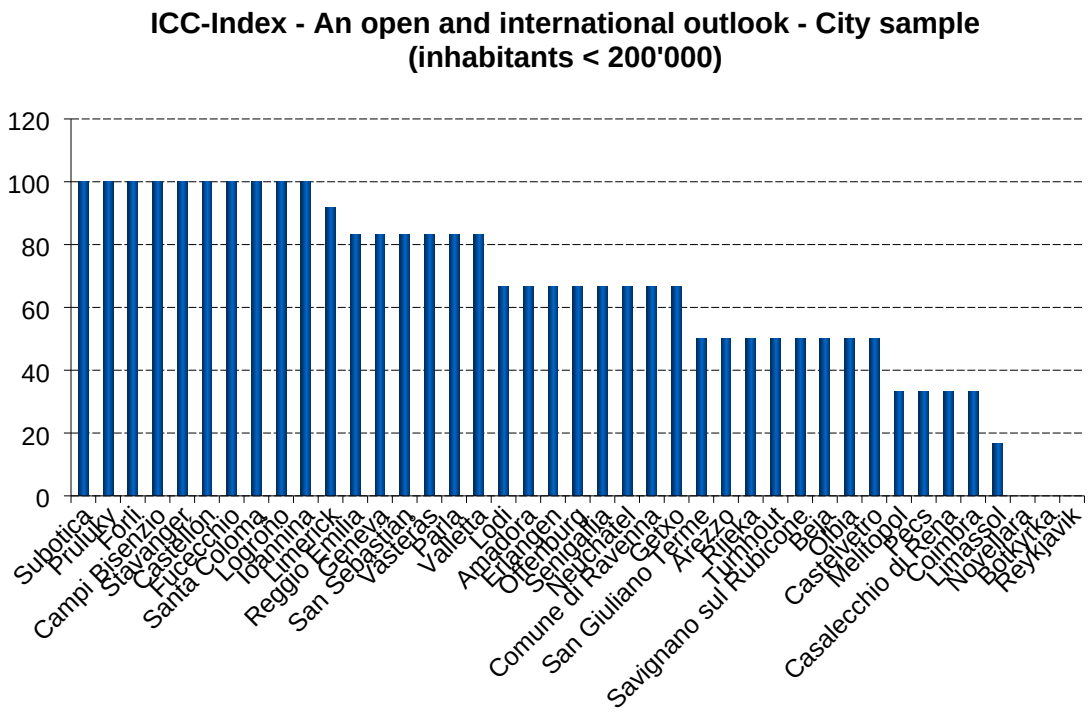
The city of San Giuliano could look up to Genova, there, in fact, on a weekly basis the main local newspaper (Il Secolo XIX), publish a page in Spanish dedicated to the South American community. Plus, the radio channel Radio 19, has a specific daily programme in Spanish for the Latino community. This could be a start, consequently, the city might wish to take one more step expanding the languages, trying to include a wider range or public, bringing together more than one ethnic group.

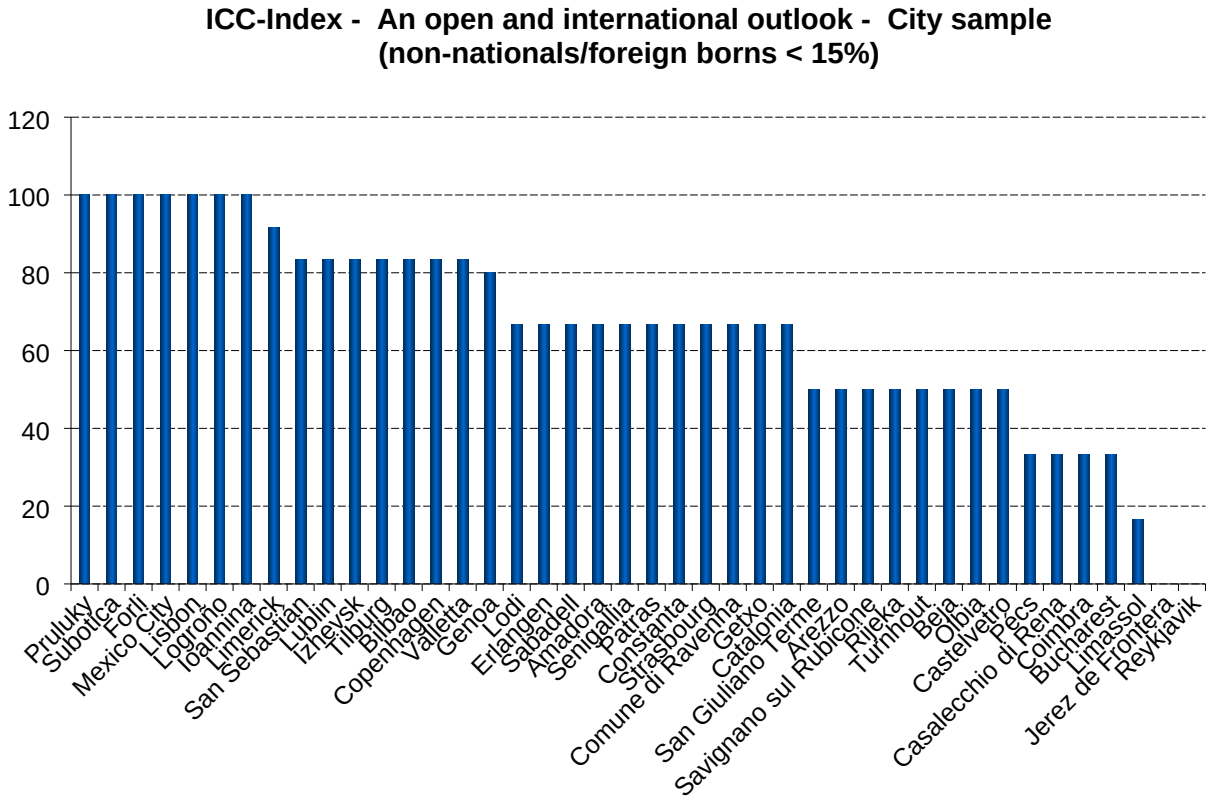
In order for the media to pass a positive image of migrants and minorities, the city might want to organise an *anti-rumour campaign*, to raise awareness and to foster dialogue and mutual understanding. A newspaper column in a minority language, a radio podcast, or another media campaign would be a good way to stress the importance of harmony among citizens and highlight the importance of cultural diversity. The message that should pass across is to perceive diversity as an enriching element, a key factor of wealth and economic development.

The city could follow Bergen's example of promoting a positive image of migrants and minorities in the media. The Norwegian city monitors the way in which minorities are portrayed in the local media. In addition, four or five times a year, the city publishes a newspaper with information about activities in the city that is distributed to all households in the city.

In Barcelona, since 2010, the city is carrying out the BCN Anti-Rumour campaign to combat negative and unfounded rumours that have an adverse effect on living in diversity, based on working in conjunction with different social actors and organizations. A part of this campaign has been substantial press coverage. Another good example comes from Oslo, where there has been established an internet service, called "Cultural diversity in the media" informing on concerts, exhibitions and festivals organized by artists with minority backgrounds. This pro-diversity coverage of the cultural scene is reflected in the local media (newspapers, radio, local TV). Among journalists and editors, and media researches, there is a growing awareness about the role of the media in promoting cohesion and presenting news in a responsible and intercultural way. This has resulted in a stronger focus on the recruitment of journalists with ethnic minority background. The municipality runs its own publication – "Oslo Now" – which is distributed freely to every household in the city. The Office of diversity and integration runs an internet based newsletter – the "OXLO bulletin". The municipality sponsors an event called "Top 10", which each year celebrates and profiles the ten most successful immigrants in Norway, in business and work, academia and media, culture and civic life.

11. International outlook policies





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

The city's score for the open and international outlook is the 50%, lower than the city sample's rate of 71%.

The city has adopted a specific economic policy which fosters international cooperation towards an economic sustainability and there are agencies responsible to supervise and encourage the city to start international businesses.

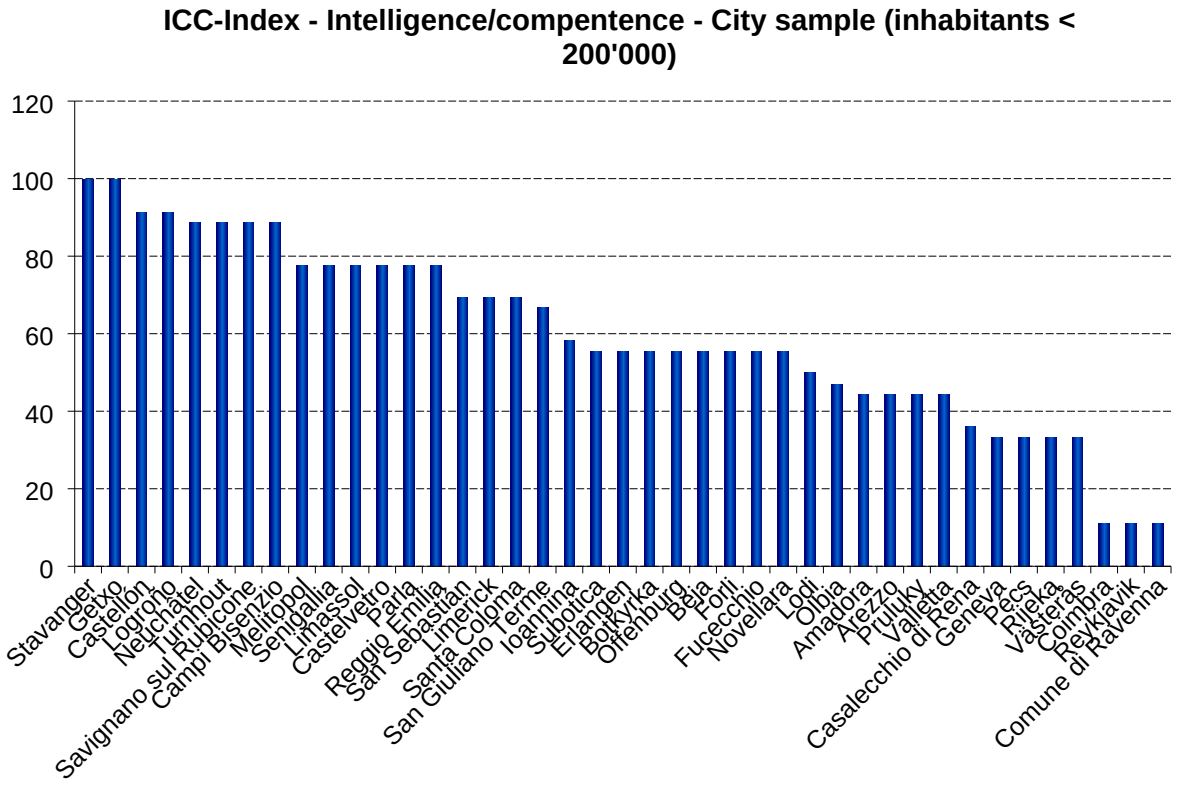
On the other hand, there are no specific financial provisions, the municipality does not encourage universities to attract foreign students, neither adopt strategies to encourage foreign students to take part in the city life and to stay after the end of the study. Perhaps, the city might wish to give more details regarding students and universities in the next questionnaire.

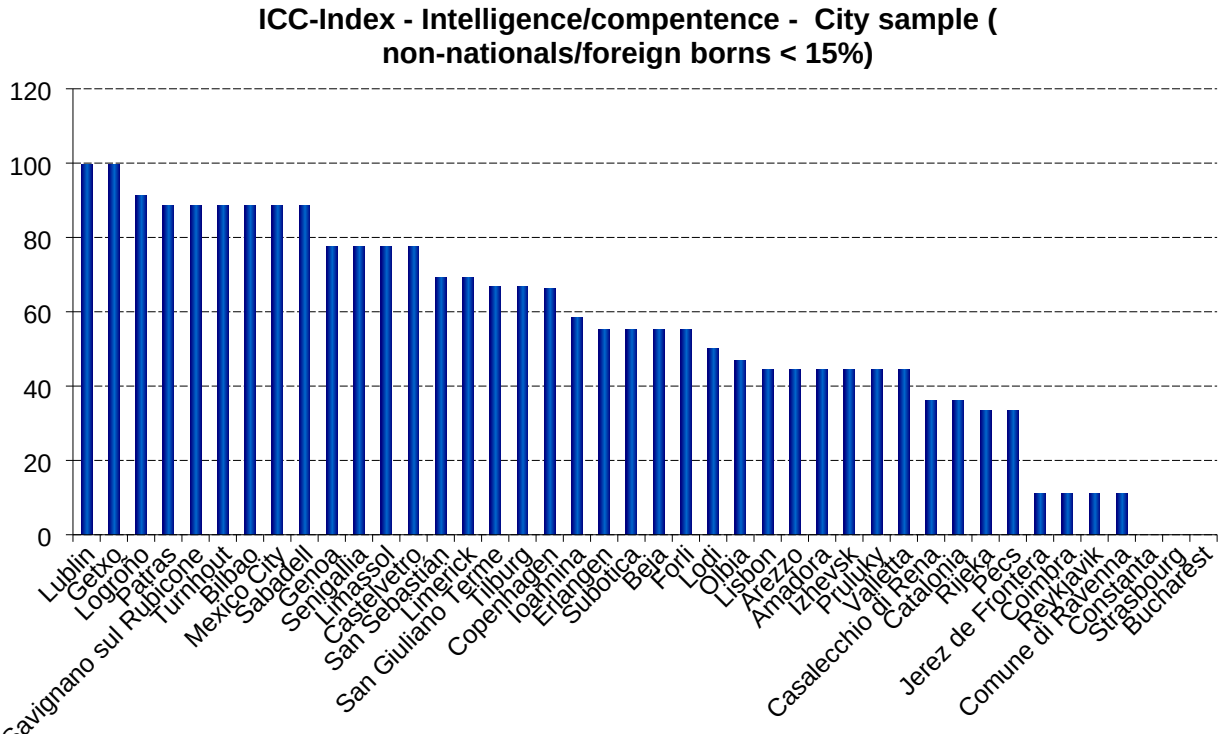
Positively, the city has set projects and/or policies to enhance economic relations (i.e. co-development) between San Giuliano Terme and the countries of origin of its migrant groups. Perhaps the city could consider giving more details in the next questionnaire.

In order to achieve a more open and international outlook, the city could support the creation of social networks to encourage the integration of new residents into the city and also make it possible to establish economic bridges with their home countries. For instance, Barcelona creates instruments and meeting points that will facilitate contact and cooperation between the city's traditional economic framework and new economic poles linked to the transnational networks that the new residents have brought.

The city might wish to take into consideration Bergen's international plan which includes several policies to encourage intercultural cooperation. The Norwegian municipality allocated a budget and a specific department which has an international agency for internationalization.

12. Intelligence competence policies





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

The attainment rate of San Giuliano Terme's intelligence competence policy in 2014 is of the 67%, a few points higher than the cities average of 63%.

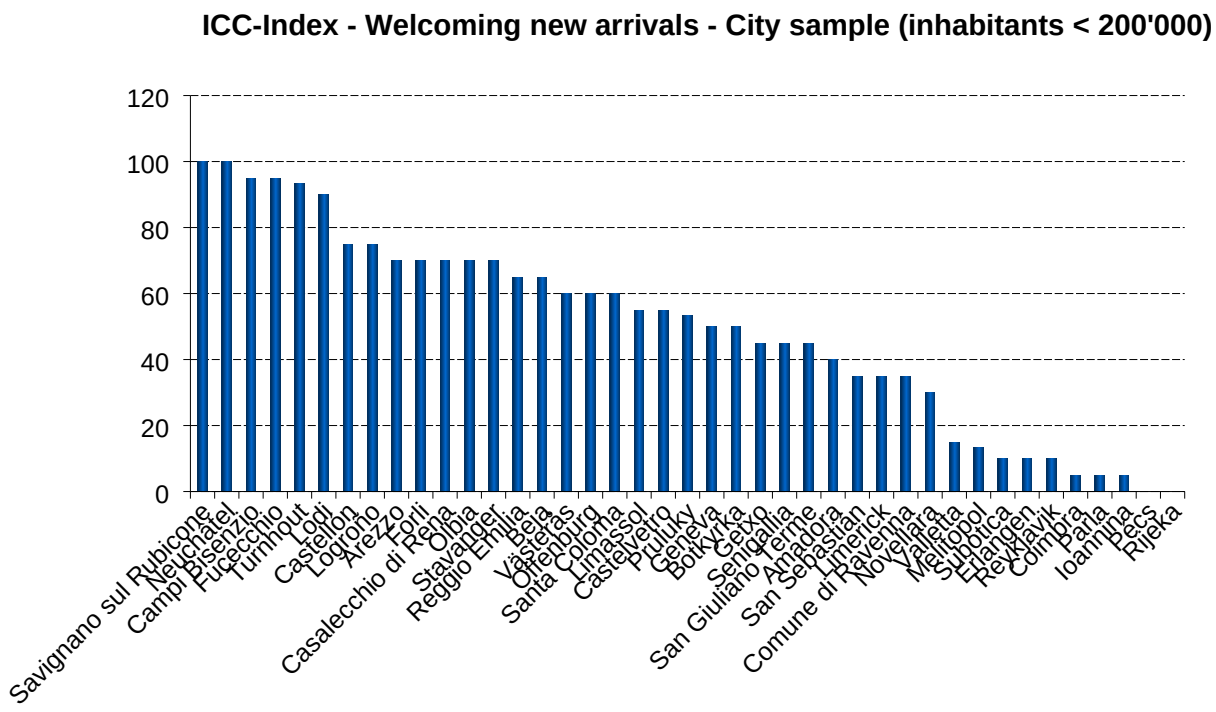
According to the answers provided in the questionnaire, San Giuliano spreads information about city government/councils process of policy formulation and carries out surveys including questions about the perception of migrants/minorities

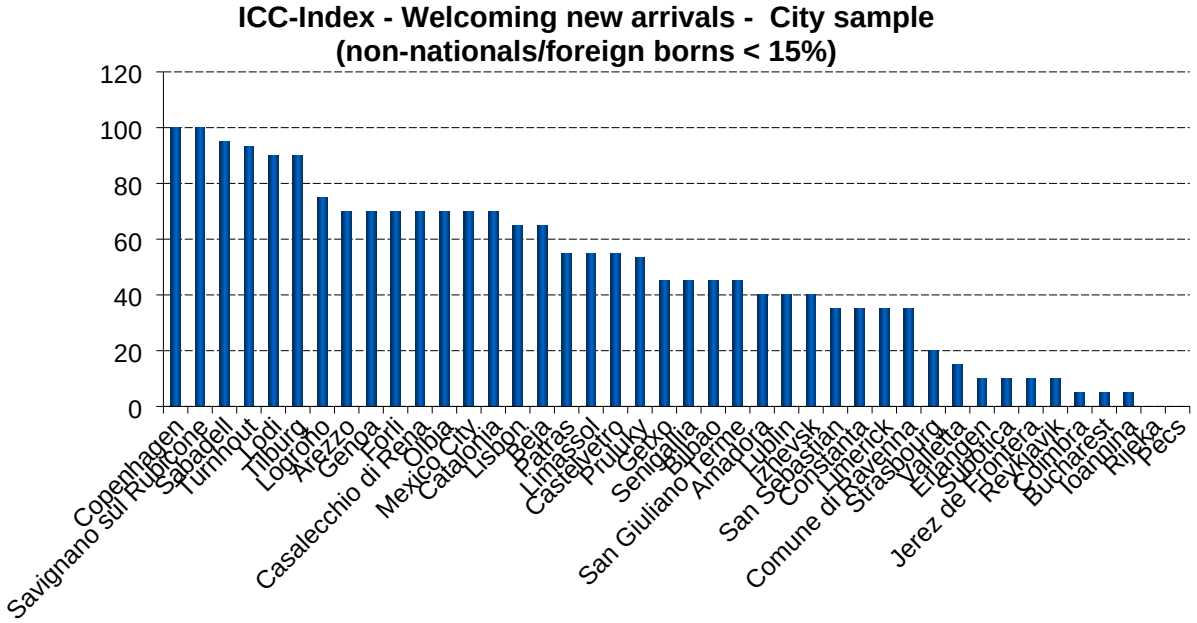
The city did not answer the question whether or not intercultural competences of its officials and staff are promoted. For instance, the city could organise seminars or training courses to spread informations and raise awareness about intercultural issues.

Regarding the phenomenon of migration, the city could look up at Getxo where it has been realized an *Observatory* called IKUSPEGI to monitor the migration phenomenon and to control the perception people have on the foreign population.

Alternatively, the municipality could also follow Constanta (Romania) that has put into practice a number of policy initiatives to encourage international cooperation. In particular, it has set up an agency responsible for monitoring and developing the city's openness to international connections. It has initiated projects and policies to encourage economic co-development with countries of origin of its migrant groups.

13. Welcoming policies





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.

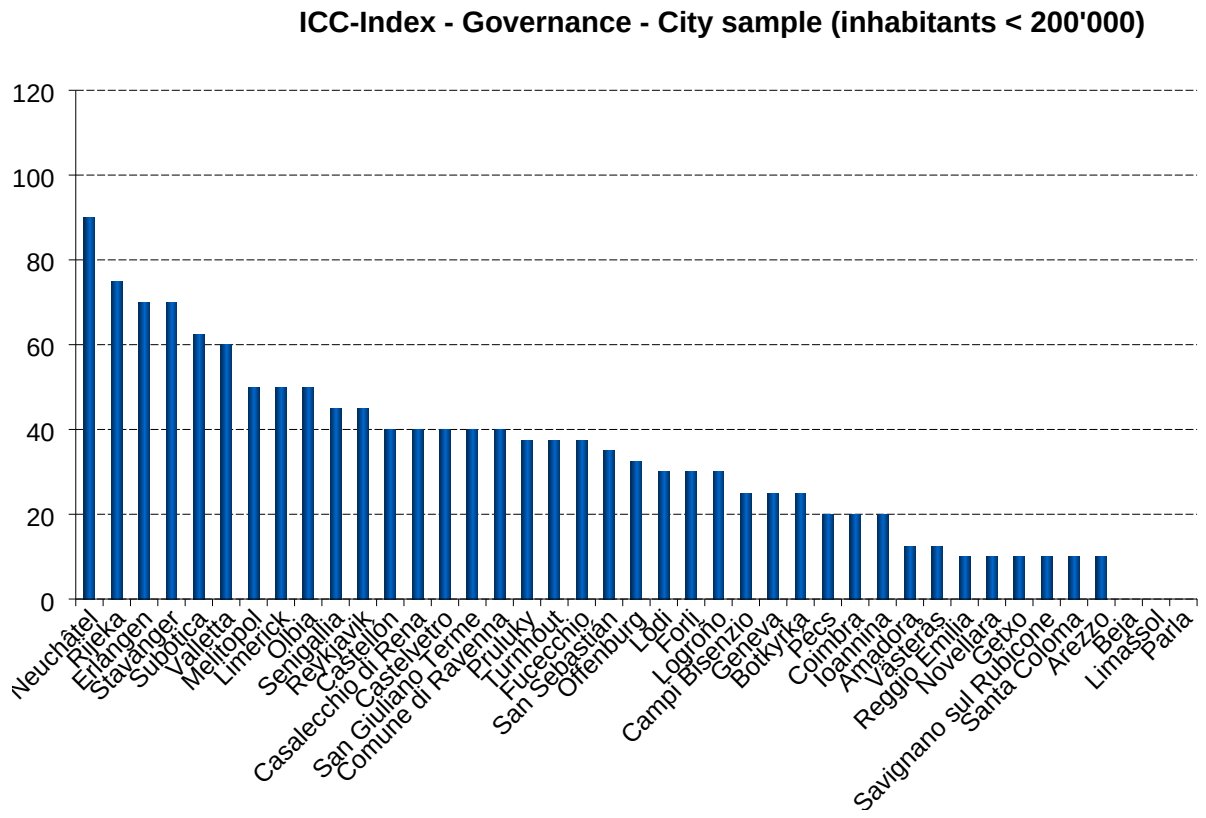
The attainment rate of San Giuliano Terme welcoming policy is the 45%. This result is good compared to the 54% of the City's sample.

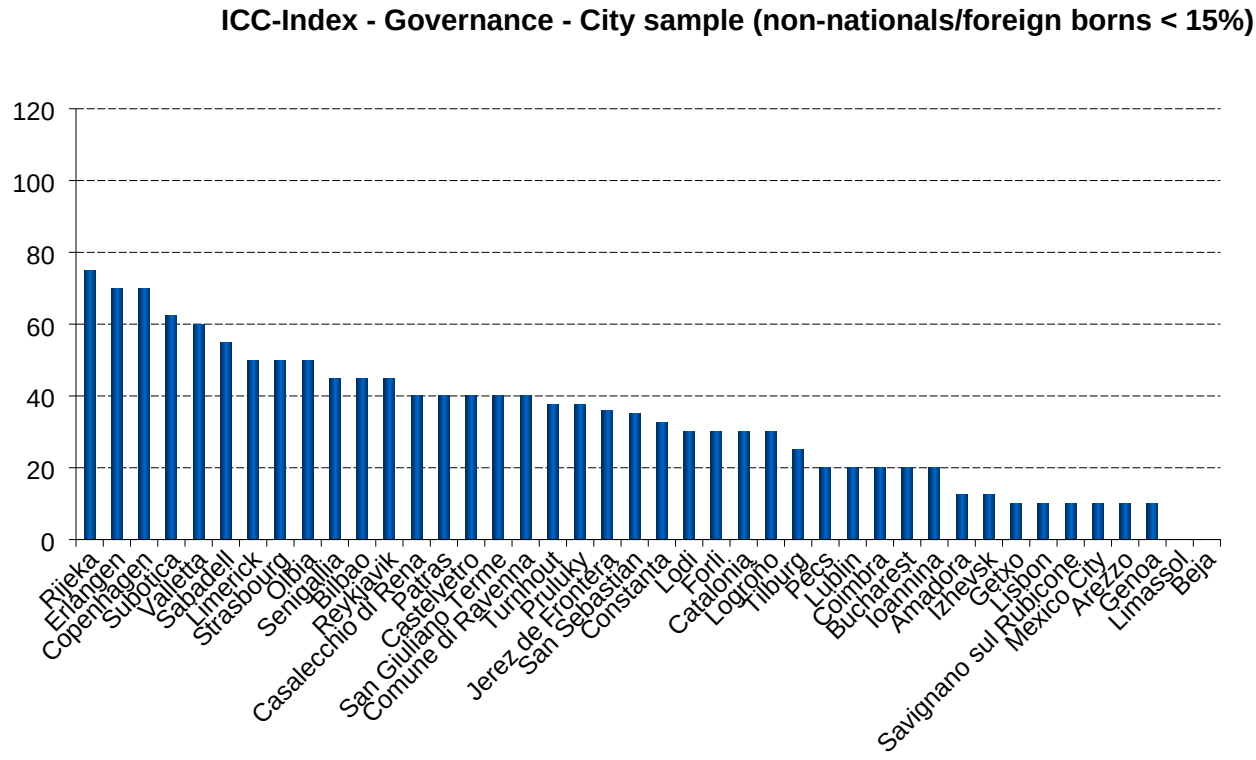
Even though the city has successfully established an office to welcome migrants and newcomers to the city, it does not offer a written guide. The city should consider the idea of printing a multilingual comprehensive city-specific package of information, for newly-arrived residents. This package would not only welcome new comers, but also would help them throughout the integration phase.

On the bright side, the city focusses its welcoming services (i.e. information points, welcoming offices) to show hospitality to the following categories: students, refugees, migrant workers, women and families. The city has demonstrated to put particular attention to foster migrants' integration in the society. However, the city might wish to provide more details and information about what kind of activities the welcoming services are carrying out.

The city could consider establishing a special public ceremony to greet newly arrived residents in the presence of officials. On this purpose, the city could take example from Sabadell, where the city publically celebrates the arrival of new comers and it offers various services to sustain and welcome the following categories: family members, students, refugees, and migrant workers.

14. Governance of diversity





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 San Giuliano Terme in the field of governance is of 40%, lower than the city sample's of 34%.

Newcomers can vote once they have obtained the citizenship and, politicians' ethnic background does not reflect the composition of the city population. Positively, the city has established an advisory body that represents migrants and minorities. Moreover, the city regularly promotes initiatives to encourage and involve migrants to enter in the political life.

In order to enhance the field of Governance, the city could give new-comers instructions on the elections, like brochures or leaflets. In fact, more often than not, migrants and newly arrived are not totally confident with the host country's political system. Alternatively, the city could look up to Bergen's implementation of public policies whose aim is to take advantage of diversity. These governance policies are illustrated in a comprehensive action plan for integration, *Diversity brings Possibilities (Mangfold gir muligheter). Moreover, it has been established an* Introduction Centre for refugees combined with courses for municipal employees in intercultural relations, and specialized work qualification and Norwegian language courses. Furthermore, the city has an independent council to represent all ethnic minorities at regional level (the city of Bergen means the 60% of the Hordaland county population), the Kontaktutvalget mellom innvandrere og styresmakter i Hordaland (Contact committee between immigrants and authorities in the Hordaland County). Regularly, Bergen city council promotes initiatives to encourage migrants/minorities to engage in political life. Before every election there is a campaign to encourage people from migrant background to participate. The city works with migrant communities to inform them about their rights and the election. There are also debates with leading politicians on topics chosen by migrant organisations.

Another interesting example comes from Berlin-Neukölln, the project is called: "Young, Colourful, Successful" and it aims to redesign the city centre taking *into account the intercultural diversity.* Neukölln has the chance to be the first place in Germany to redesign a city centre in a way that acknowledges cultural diversity. The City Council of Berlin Neukölln was awarded by the German Federal Government the title "Place of Diversity" and with this sends a message against right-wing extremism and for diversity and tolerance. The place-name sign "Neukölln – Place of Diversity" is set up visibly on the square in front of the underground station "Britz-Süd".

The city does not monitor the activities to prevent discrimination or rumours and there isn't a specific service apt to support discrimination's victims. The municipality never organizes initiatives to discourage negative feelings and/or negative perception towards newly-arrived. Probably San Giuliano could launch a campaign to encourage non-discrimination behaviour, discouraging racism and negative attitudes.

For instance, San Giuliano could follow Patras' project entitled "Combating Discrimination in the Field of Entrepreneurship: Women and young Roma and Muslim immigrants" which is financed by "PROGRESS-Support to national activities aiming at combating discrimination and promoting equality" (JUST/2012/PROG/AG/AD) EU

programme. Raising awareness, disseminating information and promoting the debate about the key challenges and policy issues in relation to anti-discrimination for Roma and Muslim immigrants as far as entrepreneurship is concerned, are the main objectives of the project. Mainstreaming of policies through the involvement of social partners, NGOs and relative stakeholders is also a challenge. The project is coordinated by the “National Centre for Social Research (EKKE)” and the area of Patras has been identified as a core-place at a national level, equal to the area of Athens. “Patras Municipal Enterprise for Planning & Development - ADEP SA” is the local partner organization.

Alternatively, Limerick’s anti-rumour project encourages integration and inclusion in schools: each third-level institution has incorporated the Anti-Rumours project into an aspect of their courses and used the project as an assignment for part of a course. To name one, the Anti-Rumours approach has been included in the Development Education module run by Mary Immaculate College as part of the teacher training programme. The module encourages participants to take part in an external event and lists the Anti-Rumour workshops. Anti-rumour workshops have resulted in the development of an Anti-Rumours Education pack which can be used in Second-level schools throughout Ireland. Lastly, third-level students engaged in the Anti-Rumours campaign have started planning an Anti-Rumours Flash Mob / Performance in Limerick City centre.

15. Conclusions

San Giuliano Terme's attainment rates are generally lower than the city sample's. The Index has shown that there is room for further improvements.

It is appreciable that the city scored a rate higher than the city sample in the following fields: commitment, intelligence, governance, education, and public space.

The weakest fields where the city's municipality must strengthen its policies are: business and labour market, language and media.

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

16. Recommendations

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

- Neighbourhood: Positively, there are no areas in which a minority ethnic group constitutes the majority of its residents. In order to promote activities to mix citizens from different areas, the city could look up to Loures, Portugal, where 2000 artists, local residents, 25 NGOs and 43 private companies have worked hard to renew a disadvantaged area. Local artists and young people have painted on 33 buildings in the neighbourhood, transforming it in a Public Art Gallery. The aim of this 3 days' intervention, known as "O Bairro I o Mundo" (the neighborhood and the world), was to change the image of the "stigmatized" neighbourhood which used to be considered as dangerous, destroy prejudices against its residents from diverse backgrounds and increase self-esteem, interaction and the sense of belonging to the neighbourhood.

- Business and labour market: The city should seriously take action to encourage businesses from minority ethnic/cultural economies, enhancing immigrants' participation in the local economy, and raises awareness of the important economic and social contribution of foreign-born entrepreneurs in the municipality. On this purpose, San Giuliano Terme could look up to Bergen. In fact, the city of Bergen owns the organisation Business Region Bergen together with 22 other municipalities in the region and the county council. This organisation works to strengthen and develop trade and industry in the Bergen region, especially within the region's most important industries: Oil, gas, marine activities, maritime industry and tourism. Their goal is to contribute to sustainable and knowledge based growth, diversity and high level of employment in the region. They offer assistance to people who want to establish business in Bergen. At the same time, the City Council is working for the establishment of a service centre for work migrants in cooperation with regional state agencies (SUA). Regional politicians, trade unions, business organisations and the relevant regional state agencies are all united in the demand that a centre should be opened in Bergen. The city has promised funding towards such a centre in Bergen. There is also an appropriate office space available for the office in the regional tax office. The City hopes the new national government in Norway will open a centre in Bergen as soon as possible.

- Mediation: To improve the field of mediation, the municipality could look up at Parla's idea of celebrating the World Day for Cultural Diversity for Dialogue and Development (according to the UN, the 21st of May), when the Mayor visits these places of worship and hold joint meeting. This is a perfect occasion to get to know each other, to bridge faith with politics and to attract the interest of participants.

- Language: the city does not encourage the development of minority language on a local level, equally, the city is not active in transmitting a positive image of migrants and the minority languages. For this reason, the city could organize public readings and literary events; including foreign texts in their programme. To include a wider public, the municipality might want to offer movies, shows,

theatre representations in a foreign language; small books or brochures could be translated in other languages to raise awareness of their importance and their richness.

- Media: the city should: promote a positive image of immigrants and/or minorities in the media, provide support for advocacy and/or media training to mentor journalists with minority background and should monitor how media describe minorities. This form of promotions and control aims to check what kind of information are released, in order to prevent any form of racism.

San Giuliano Terme 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[8].

[8] http://www.coe.int/en/web/interculturalcities/