

RESULTS OF THE INTERCULTURAL CITIES INDEX



AUCKLAND

JULY 2018



Intercultural cities
Building the future on diversity

www.coe.int/interculturalcities



RESULTS OF THE INTERCULTURAL CITIES INDEX



A comparison between 93 cities¹

Introduction

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

As of today 94 cities have undergone their intercultural policies analysis using the Intercultural City Index: Albufeira (*Portugal*), Amadora (*Portugal*), Arezzo (*Italy*), Auckland (*New Zealand*), Ballarat (*Australia*), Barcelona (*Spain*), Beja (*Portugal*), Bergen (*Norway*), Bilbao (*Spain*), Botkyrka (*Sweden*), Braga (*Portugal*), Bucharest (*Romania*), Campi Bisenzio (*Italy*), Cartagena (*Spain*), Casalecchio di Reno (*Italy*), Cascais (*Portugal*), Castellón (*Spain*), Castelvetro (*Italy*), Catalonia (*Spain*), Coimbra (*Portugal*), Comune di Ravenna (*Italy*), Constanta (*Romania*), Copenhagen (*Denmark*), Donostia-San Sebastian ² (*Spain*), Dortmund (*Germany*), Dublin (*Ireland*), Duisburg (*Germany*), Erlangen (*Germany*), Forlì (*Italy*), Fucecchio (*Italy*), Fuenlabrada (*Spain*), Geneva (*Switzerland*), Genoa (*Italy*), Getxo (*Spain*), Haifa (*Israel*), Hamamatsu (*Japan*), Hamburg (*Germany*), Ioannina (*Greece*), Izhevsk (*Russian Federation*), Klaksvík (*Faroe Islands*), Jerez de la Frontera (*Spain*), the London borough of Lewisham (*United Kingdom*), Limassol (*Cyprus*), Limerick (*Ireland*), Lisbon (*Portugal*), Lodi (*Italy*), Logroño (*Spain*), Lublin (*Poland*), Lutsk (*Ukraine*), Maribyrnong (*Australia*), Melitopol (*Ukraine*), Melton (*Australia*), Mexico City (*Mexico*),

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.

Montreal (*Canada*), Munich (*Germany*), the canton of Neuchâtel (*Switzerland*), Neukölln (*Berlin, Germany*), Novellara (*Italy*), Odessa (*Ukraine*), Offenburg (*Germany*), Olbia (*Italy*), Oslo (*Norway*), the district of Osmangazi in the province of Bursa (*Turkey*), Paris (*France*), Parla (*Spain*), Patras (*Greece*), Pavlograd (*Ukraine*), Pécs (*Hungary*), Pryluky (*Ukraine*), Reggio Emilia (*Italy*), Reykjavik (*Iceland*), Rijeka (*Croatia*), Rotterdam (*the Netherlands*), Sabadell (*Spain*), San Giuliano Terme (*Italy*), Santa Coloma (*Spain*), Santa Maria da Feira (*Portugal*), Unione dei Comuni-Savignano sul Rubicone³ (*Italy*), Sechenkivsky (*District of Kyiv, Ukraine*), Senigallia (*Italy*), Stavanger (*Norway*), Strasbourg (*France*), Subotica (*Serbia*), Sumy (*Ukraine*), Swansea (*United Kingdom*), Tenerife (*Spain*), Tilburg (*The Netherlands*), Turin (*Italy*), Turnhout (*Belgium*), Unione Terre dei Castelli⁴ (*Italy*), Valletta (*Malta*), Västerås (*Sweden*), , Vinnitsa (*Ukraine*), Viseu (*Portugal*) and Zurich (*Switzerland*).

Among these cities, 22 (including Auckland) have more than 500,000 inhabitants and 20 (including Auckland) have more than 20% of foreign-born residents.

This document presents the results of the Intercultural City Index analysis for **Auckland (NEW ZEALAND)** in 2018 and provides related intercultural policy conclusions and recommendations.

Intercultural city definition

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

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

⁴ Former Castelvetro di Modena.

METHODOLOGY



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

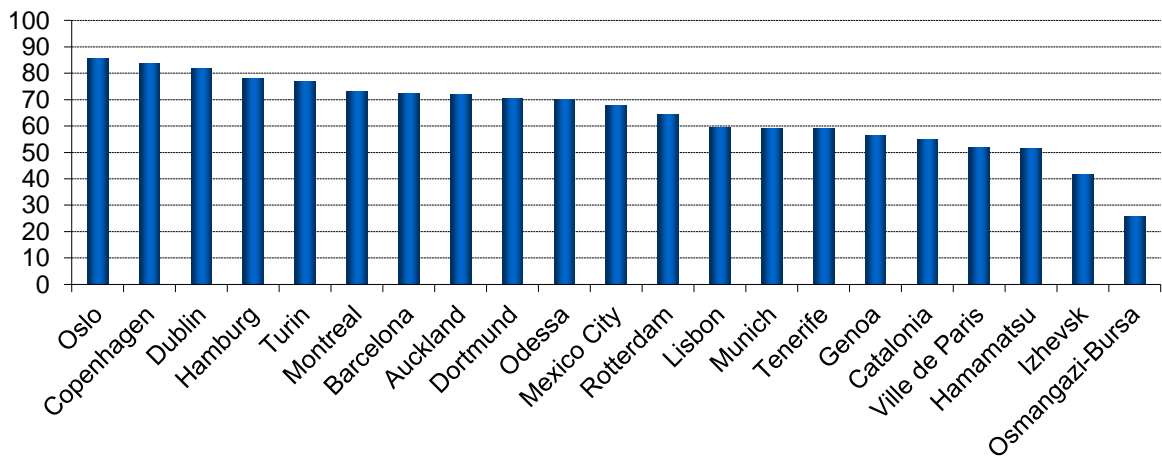
These indicators comprise: commitment; education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces; mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of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

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

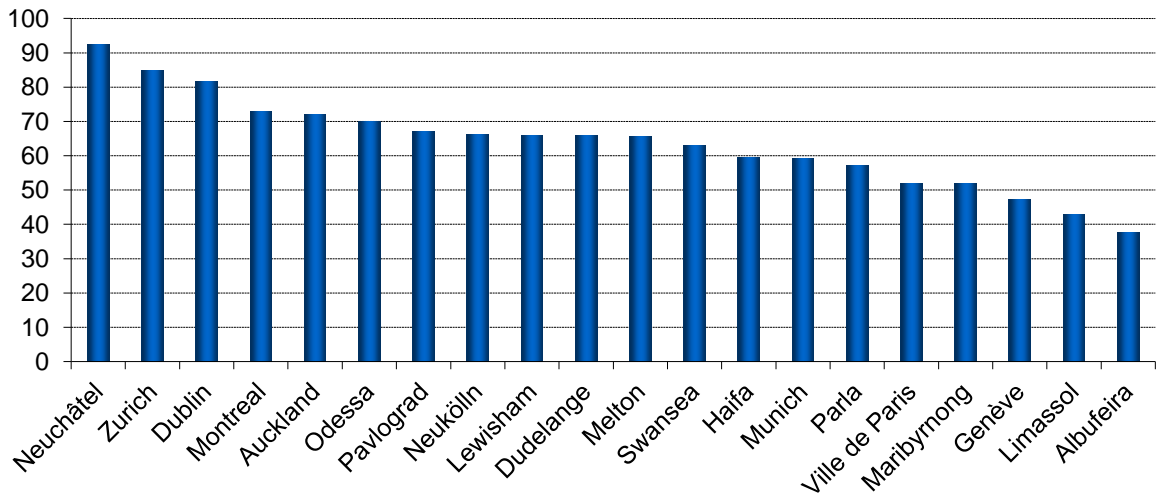
Taking into account the above-mentioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled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

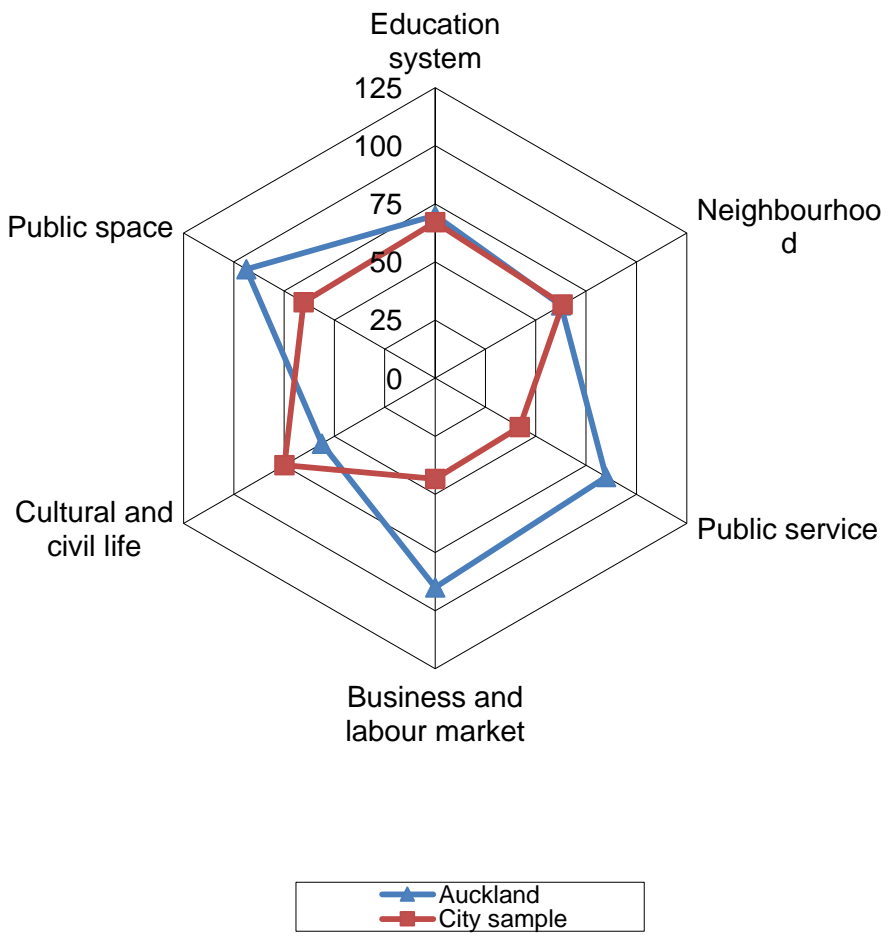
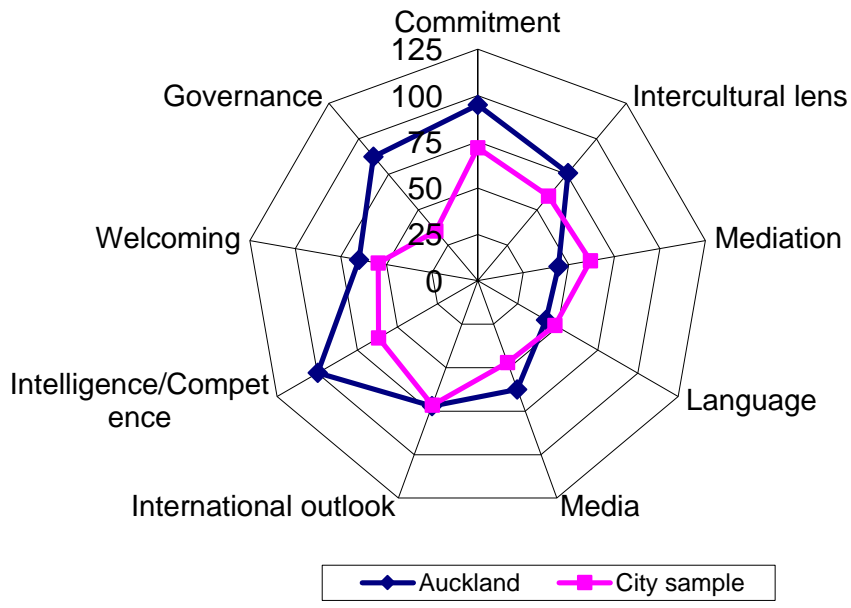
According to the overall index results, AUCKLAND has been positioned **14th** among the 94 cities in the sample, with an aggregate intercultural city index of **74%**. The city has been ranked **8th** among the 22 cities with more than 500,000 inhabitants and **5th** among the 20 cities with more than 20% of foreign-born residents.

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



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





AUCKLAND – An overview

Auckland is New Zealand's largest city and its main transport hub. Located in the North Island of New Zealand the city is based around two harbours.

The history of the city in a nutshell

Both New Zealand as a country and Auckland as a major city have a unique bicultural status. Auckland was first settled by the Maori people in around 1350 on the volcanic peaks of the area then known as Tamaki Makau Rau. European settlers arrived, purchased the land and began to colonise it. In 1840, the Treaty of Waitangi was signed and Auckland was named the capital city of New Zealand. Te Tiriti o Waitangi (Te Tiriti), the agreement made between the British Crown and Māori chiefs in 1840, is crucial to understanding the country and its laws and institutions. It protects the special place of Maori as the indigenous people of Aotearoa/ New Zealand and provides the basis for all people to belong in Aotearoa/ New Zealand and build relationships with each other. In 1865, the capital was moved to Wellington but by 1900 Auckland was New Zealand's largest city, growing rapidly throughout the twentieth century. In recent times, it has come to dominate New Zealand commercially. However, there have been problems with infrastructure, notably electricity and power supply.

Demography

Auckland's current population is around 1.6 million and more than one third of Aotearoa/New Zealand's population lives there. This proportion is predicted to increase to 39 per cent by 2043, when the population could reach 2.4 million. Auckland is considered to be a super-diverse city and is home to people from over 200 different ethnicities, with almost four out of ten residents born overseas. The scale of ethnic diversity is significant and is projected to further increase as Auckland continues to grow rapidly. In 20 years it is estimated that the combined Asian, Pasifika and Māori population will make up the largest share of Auckland's residents, with nearly a third of people identifying as Asian by 2038.

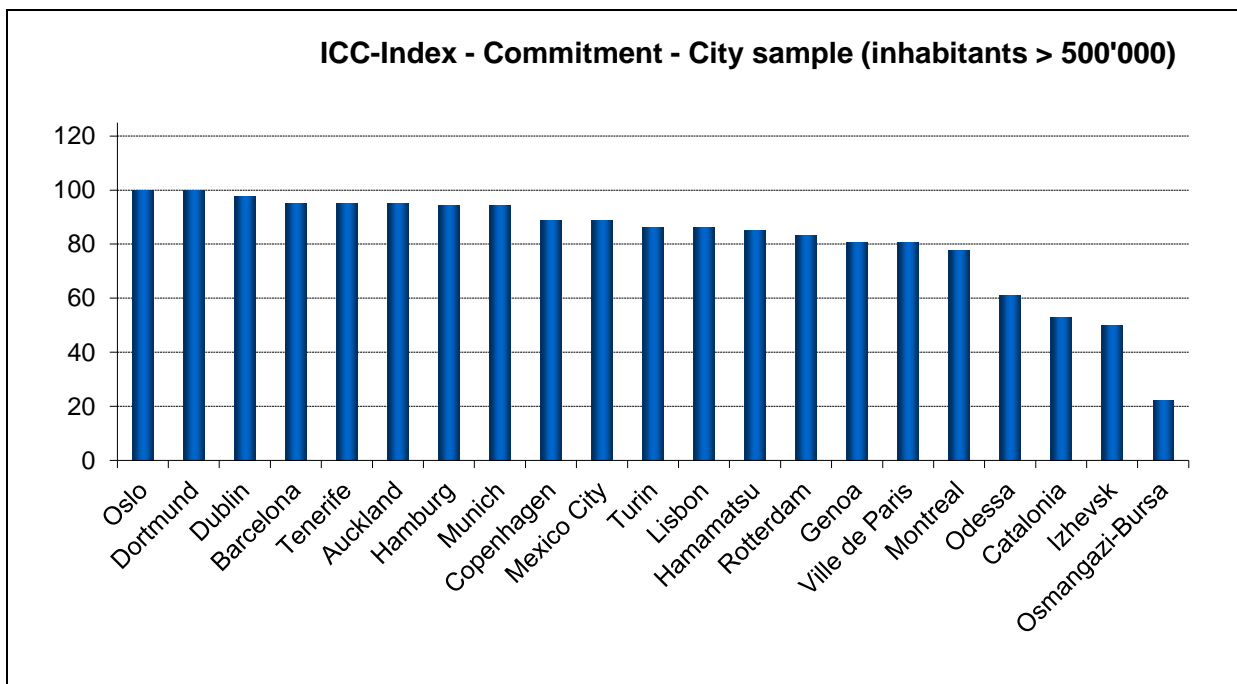
Aotearoa/ New Zealand's diverse population reflects waves of settlement over many centuries. Traditional 'source countries' have been European countries (such as Britain, Ireland, Greece, Poland, Croatia, Holland and France), Pacific nations, and China and India. After reform to immigration policy in 1986, migration flows became more diverse with an increase in migrants from countries such as Korea, South Africa and Taiwan, significant increases in migrants from China and India as well as smaller flows from several Middle Eastern and African countries. As of 2013 New Zealand European (59%), Maori (11%), Pacific Peoples (15%) and Asians (23%) were all ethnic groups making up more than 5% of the population.

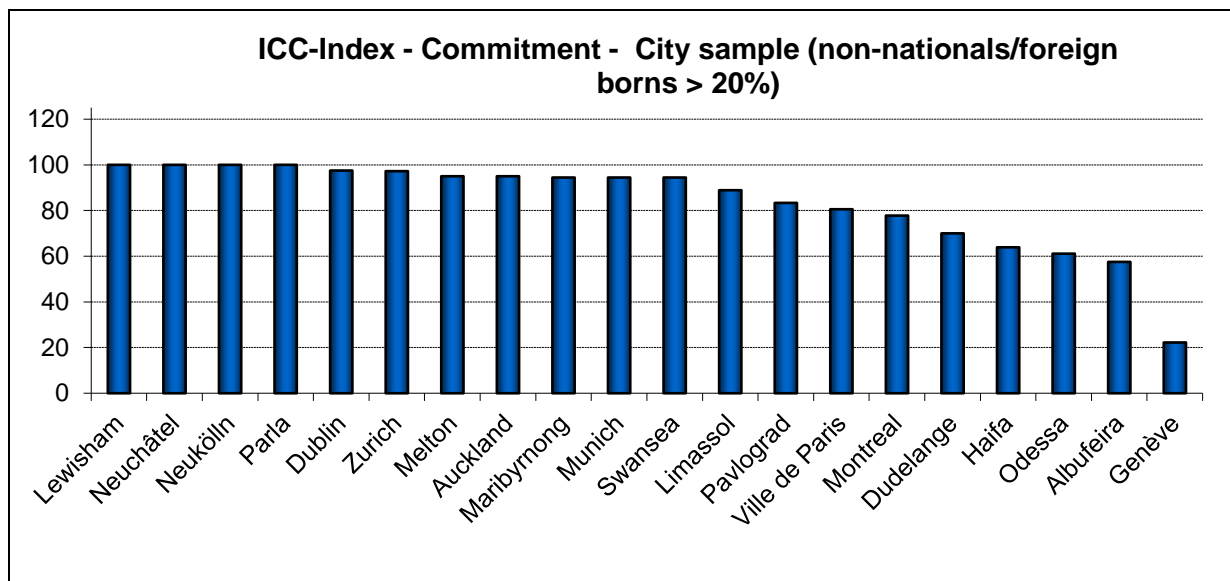
In the year to March 2017 the [Auckland region](#) had the third highest GDP per capita at \$61,924 NZD. The national average was \$57,002 NZD.

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.





Auckland's index rating in the field of **commitment** in 2018 corresponds to the **95%**, considerably higher than the city sample result of 72%.

The city has **clearly committed to the principles** of the Intercultural Cities network. Auckland Council's Inclusive Auckland (diversity and inclusion) Framework draws on and aligns with the intercultural cities principles and approach. The Diversity and Inclusion team lead an organisation wide change programme to improve diversity and inclusion outcomes for Aucklanders and for the council. Auckland Council is currently consulting on the draft Auckland Plan, a 30 year strategy for Auckland. The plan has a strong public commitment to an inclusive Auckland with a focus on belonging and participation. The Inclusive Auckland Framework and the draft [Auckland Plan](#) are aligned in recognising Auckland's diversity across ethnicity, nationality, culture, religion, lived experience, socio-economic status, gender, sexuality, disability age, as well as rural, island or urban location. The [Auckland Plan 2050](#) states that the city aims to 'foster an inclusive Auckland where everyone belongs', recognising, valuing and celebrating Aucklanders' differences as a strength. It recognises the city's commitment to Te Tiriti o Waitangi / the Treaty of Waitangi as New Zealand's bicultural foundation for a multi-cultural Auckland' and embraces the place of whānau, hapū and iwi, as the indigenous people. It seeks to achieve this by 'encouraging all Aucklanders to engage and interact positively with Māori and Māori culture, values and ways of doing things to help build inter-cultural understanding'. The draft Auckland Plan provides guidance for many other council plans, strategies and initiatives to deliver on these high level commitments. These include the ten year long-term plan and the twenty-one local board plans, as well as regional strategies covering a wide range of activities to ensure the strategy is translated into practice.

Other plans such as the '[I am Auckland: the Children and Young People's Strategic Plan](#)' and the [Thriving Communities Action Plan](#), recognise and celebrate Auckland's diversity. The Children's plan includes goals to ensure everyone has 'a fair go' and to make Auckland every child's playground through, for example, encouraging and supporting a range of community and cultural events that reflect the diversity of cultures in Auckland and support people to

retain and cultivate their languages and other forms of cultural expression. 6,000 children and young people took part in drawing up the Children's plan showing that Auckland appreciates the importance of including all citizens at the strategic level.

The city regularly reports to its Governing Body, local boards, executive leadership team and the community on progress with agreed actions in strategies and plans.

A **budget** is allocated to implement agreed work programmes.

Auckland Council's political and senior leaders are active in speaking up about their commitment to diversity and inclusion for Aucklanders. For example:

- The Mayor of Auckland and other elected members regularly attend and speak at important cultural festivals such as Matariki, Pasifika, Diwali; International Cultural Festival. The Mayor spoke at the launch of the Superdiverse women's network in 2017 as well as the international women's day event this year.
- The Chief Executive (CE) is a member of Champions for Change, a network of CEs and Chairs of Boards of private and public sector organisations committed to leading change around diversity and inclusion.

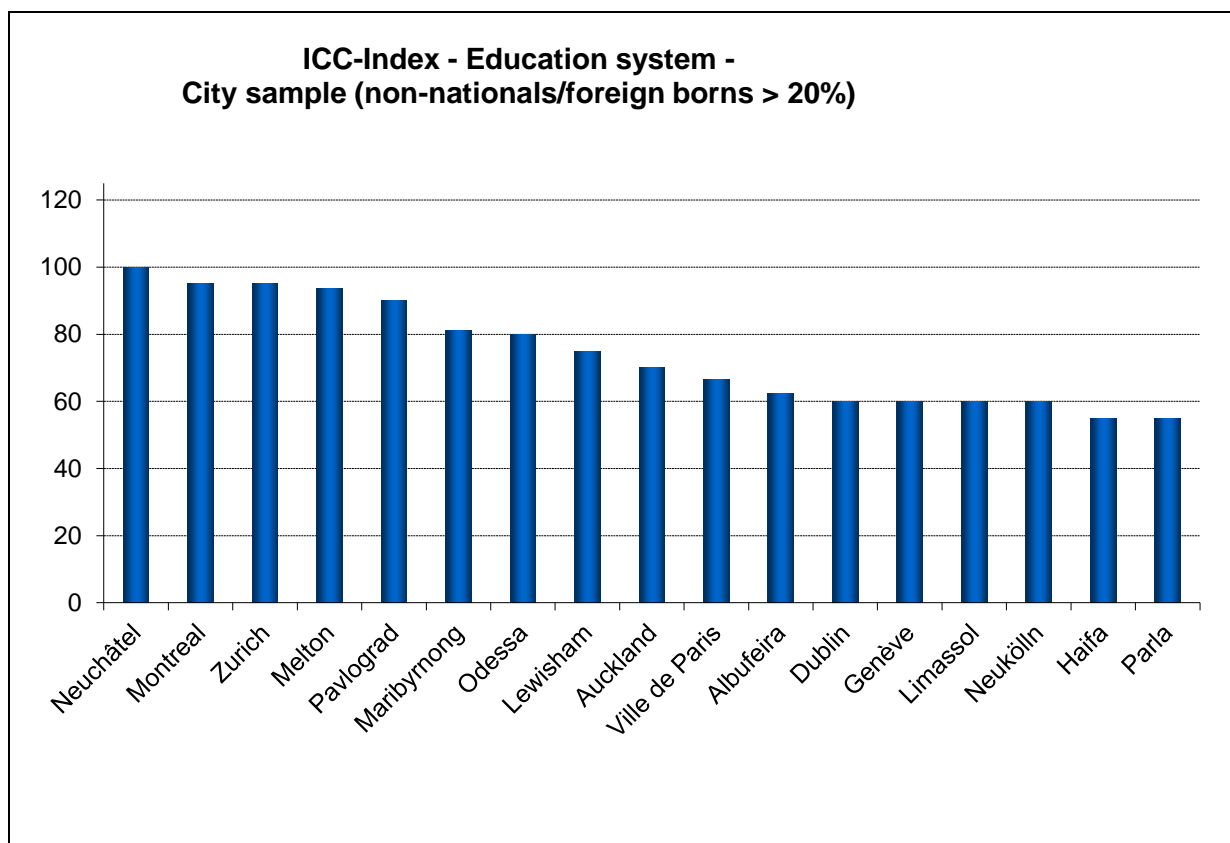
All significant internal events promoted by the council are opened and closed with karakia to acknowledge and respect our Treaty partners: the mana whenua of Auckland. Council staff is encouraged to learn basic te reo⁵ and to understand and respect important cultural protocols for Māori. These small steps are part of the council's commitment to embed Māori responsiveness into all work.

Auckland council's website and intranet highlight their commitment and relevant plans and tools. Auckland Council's research department has a website entitled Knowledge Auckland which houses a wide range of research papers, statistics and other information about Auckland's diversity.

Suggestions:

The city is a source of good practice itself but might wish consider the experience of other cities which have set in place a civic award to acknowledge local citizens who had done exceptional things to encourage interculturalism in the local community.

⁵ an Eastern Polynesian language spoken by the Māori people



Auckland’s **education** policy indicators in 2018 are **70%**, just higher than the City Sample rate of 67%.

As background, there are only two tiers of government in New Zealand – local and central - and schools are administered by central government. Auckland Council is therefore not responsible for some of the services that the Index refers to for education. However there are several positive examples of programmes provided at national and local level.

The **largest five groups enrolled at schools** in Auckland are: New Zealand European (32%), NZ Māori (17%), Samoan (9%), Indian (7%), Chinese (7%). [Data](#) is publicly available for teachers by ethnicity only for New Zealand as a whole. Nationally over 70% of teachers are of European origin but there is also strong representation from Maori, Pacific and Asian ethnic groups. For the Index, examples were provided of two Auckland schools which have positive practice in this area with the Education Review Office (ERO) reports noting the ethnicity of teachers reflects that of the school community.

Although **most** schools have children of different ethnic backgrounds learning together, **many schools have a majority of children from one or two ethnic backgrounds**. Often there can be a majority of either European or Asian pupils or a majority of pupils from a Maori and Pacific background at a school.

Schools make strong efforts to involve parents from cultural minority backgrounds in school life and there are many positive examples of this in Auckland. For instance:

- At One Tree Hill College, parents and whānau (extended family) are involved through a Māori Advisory Group to ensure their aspirations are included for future thinking for school leadership and the board of trustees.
- In Roscommon School, parents actively contribute to the school's curriculum and frequently visit classrooms to support their children's learning.
- At Yendarra School, students of Pacific heritage make up eighty-two percent of the school roll and community engagement is a feature of the school. Immediate and extended family are made welcome, regularly consulted and are involved in their children's learning which has improved as a result. Schools carry out many intercultural projects, particularly in providing learning spaces and support for Maori history, culture and language and history and culture of some of the Pacific groups.

The central government is responsible for the New Zealand Curriculum principles and cultural diversity and inclusion are two of the eight principles in the Curriculum that provide a foundation for schools' decision making. Schools are encouraged to consider whether their inclusive practices include valuing the cultural diversity of all individual students and there are [online tools](#), examples, and resources available for schools and teachers to use. Resources include review methods and how to use ICT and digital media. Working closely with parents and the wider family and communities seems to have been key.

As Auckland does not have responsibility for education or schools there is no council policy around furthering intercultural understanding within schools. However, there is a range of related activities happening locally, such as engagement and collaboration with schools being encouraged within the local board work programmes. Programmes, such as the Youth Connection's driver licensing programme in the Maungakiekie-Tamaki and Papakura Local Boards, support Māori, Pasifika peoples and new migrants to obtain drivers' license; in doing so reducing the barriers to future employment. In addition, every three years in the lead up to the local government elections, the council runs a popular **'kids voting'** programme in schools, encouraging children to engage in and learn about **democracy in actions**.

Many schools have individual programmes: Whangaparaoa College, for example, provides internal professional development for teachers on local Maori language, history and culturally responsive pedagogy with Maori culture celebrated through two carved posts at the front of school depicting local Maori history and stories.

There are other local non-council programmes that offer teacher support, such as Mandarin language and cultural learning through the Confucius Institute at Auckland University.

Suggestions:

Given the diversity of cultural background of the kids in Auckland, the city might wish to take example from the experience of the Folk School in [Vienna](#) which has pioneered an intercultural pedagogy based on multilingualism. As their pupils mastered 28 different mother tongues, the school decided to explore the possibilities this language diversity give. They organised language ateliers where

children could learn to appreciate their own language as well as the others, and understand that there are no superior and inferior languages. Each kid can chose 5 different languages per year and have a 6 week introduction. Over three years they experience 18 languages and cultures. In three years the children develop their own language portfolio and a strong awareness of the value of diversity and the equal importance of languages. The school was fortunate to have teachers with different mother tongues who also spoke additional languages, and used this talent pool.

Furthermore, teachers' role should be to cultivate students' intercultural competence enabling them to engage in everyday intercultural interactions free of stereotypes or prejudice or diversity-related rumours. In doing so teachers have to design learning experiences which foster reciprocal communication and collaborative intercultural action. Some useful examples on this come from different cities like Limerick, Sabadell, Cartagena, Jerez de la Frontera that have developed and run successful Anti-rumour strategies in schools. A number of education packs have also been made available following these actions.

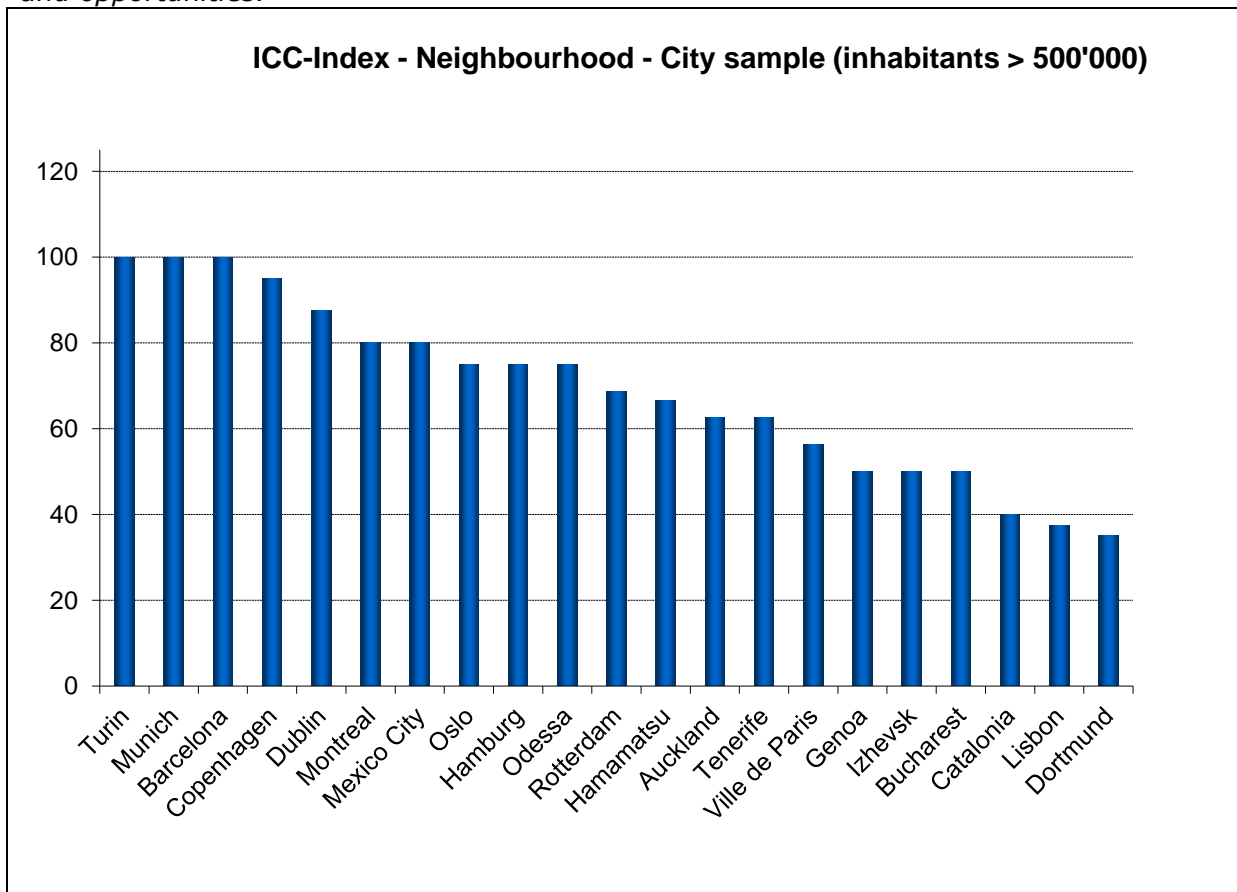
Finally, given Auckland's strength in involving young people and in culture and art, the city may find other examples inspiring including festivals such as Fargespill (Kaleidoscope) from Norway. Fargespill focuses on what happens when differences meet through traditional music and dance: Ethiopian shoulder dance meets Norwegian "gangar". Mogadishu meets Kollywood, "fallturillturalltura" meets "habibi habibi". The fusion of musical heritage and dance shows how obvious it is that people are alike, and how enriching it is that we are different. The result is an intimate, musical meeting with young peoples' stories about who they are and where they come from, told through music and dance from their respective cultures. The experience is elevated by professional musicians, choreographers, instructors, sound- and light designers and set designers.

NEIGHBOURHOOD

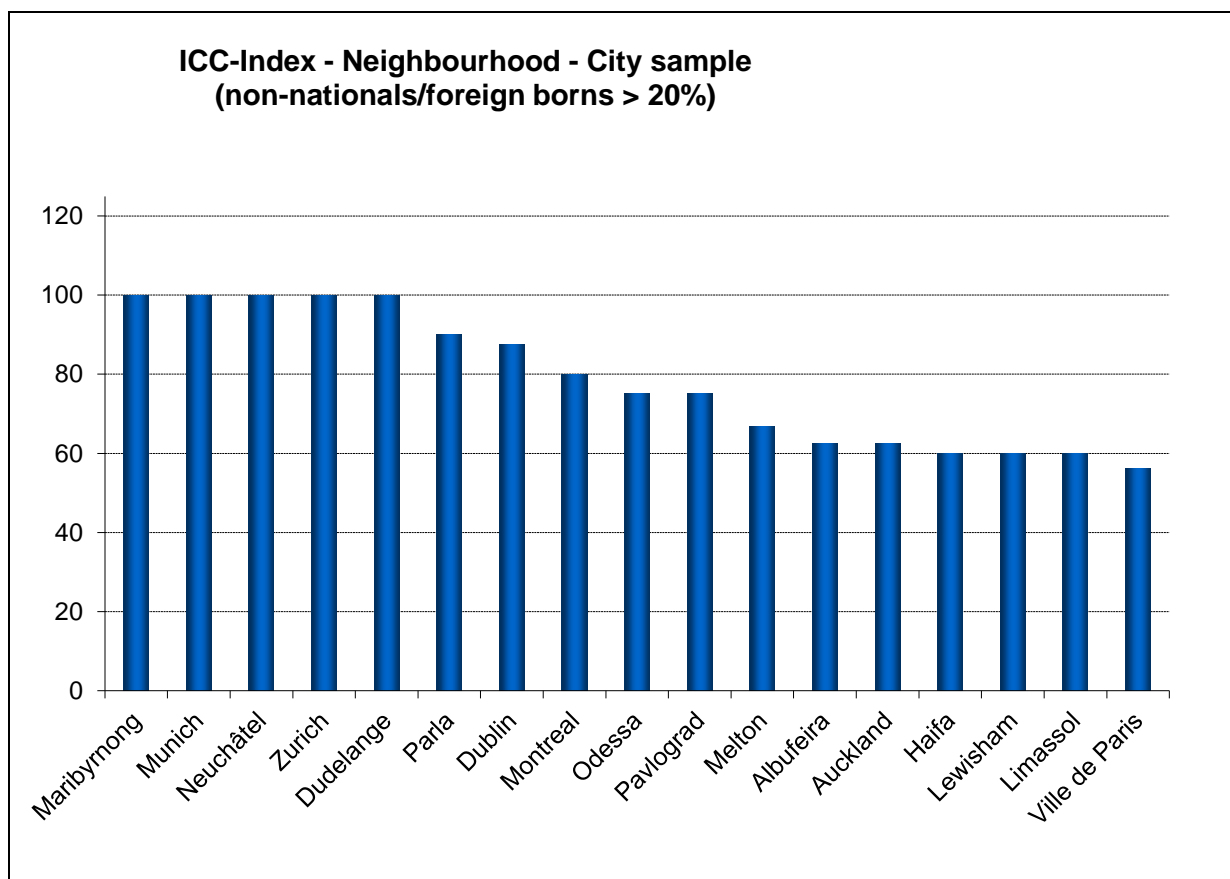
through intercultural lens



An intercultural city does not require a "perfect statistical mix" of people and recognises the value of geographical proximity and bonding between people of the same ethnic background. However, it also recognises that spatial ethnic segregation creates risks of exclusion and can act as a barrier to an inward and outward free flow of people, ideas and opportunities.⁷



⁷ 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.



The analysis of the questionnaire shows that Auckland’s neighbourhood policy achievement rate was **63%** in 2018, which corresponds exactly to the city sample’s rate of 63%.

Using broader categories of ethnicity as a measure (European, Maori, Pacifica, Asian, other), 38% of suburbs has a large majority of residents⁸ of the same cultural background. In 21% of suburbs people from minority groups constitute the majority of residents.

No formal policy is set in place to increase the ethnic/cultural mixing of neighbourhoods. On the other hand the **city is very active in promoting ways that different communities can mix**. Auckland is very conscious of inclusion and that people within a geographic community will move between locations/areas to meet their differing needs. They also take into account that a person can identify as belonging to a number of different communities and that this is changing with the rise of digital communities.

Auckland’s Thriving Communities Action Plan and work programmes emphasise social inclusion and connection of ethnically diverse communities and facilitate resident and community-led development. Other relevant policies and plans which support community connectivity include:

- The Community Facilities Network Plan, which develops fit for purpose, integrated and connected community facilities and highlights the need for

⁸ 80% or more of the population

these facilities to be universally accessible, and flexible enough to accommodate changing community needs;

- The Community Grants Policy also provides funding for local community groups to supports cross-cultural events and activities;
- Toi Whitiki - Auckland's Arts and Culture Strategy -supports more opportunities for diverse communities to access and participate in arts and culture e.g. through 'pop-up' events in public spaces, creating opportunities for cultural exchange, and piloting arts brokers to facilitate local access and participation;
- The Auckland Sport and Recreation Strategic Action Plan recognises the important role that sports can play in encouraging place making, strengthening communities and social cohesion. Recreation and sport connect people within communities and have the ability to help develop social networks across the city through shared events and volunteering opportunities;
- The Events Policy has a clear aim to 'bring people together to share memorable, inspiring and educational experiences, and to build social cohesion';
- The Parks and Open Spaces Strategic Action Plan sees 'connecting our communities' as one of its priorities for the next 10 years, to ensure that our network of parks and open spaces are inclusive and accessible, for all Aucklanders to enjoy.

Suggestions:

Auckland may be interested in the "Vinnytsia MultiCulture Space" (MCSVi) initiative, whereby the city of Vinnitsia, Ukraine, is trying to build a platform to bring neighbourhoods and communities together as well as promote culture and improve the local economy. Through the MultiCulture Space they hope to enhance synergies between representatives of different cultures, and to introduce space and the conditions for creating a common creative / artistic economy based on their interaction.

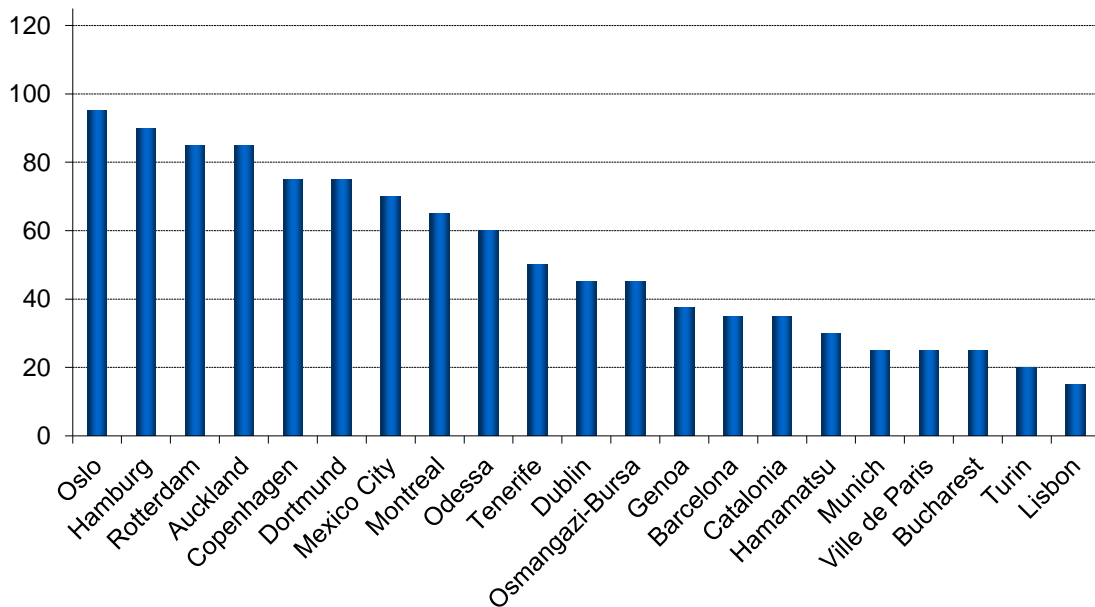
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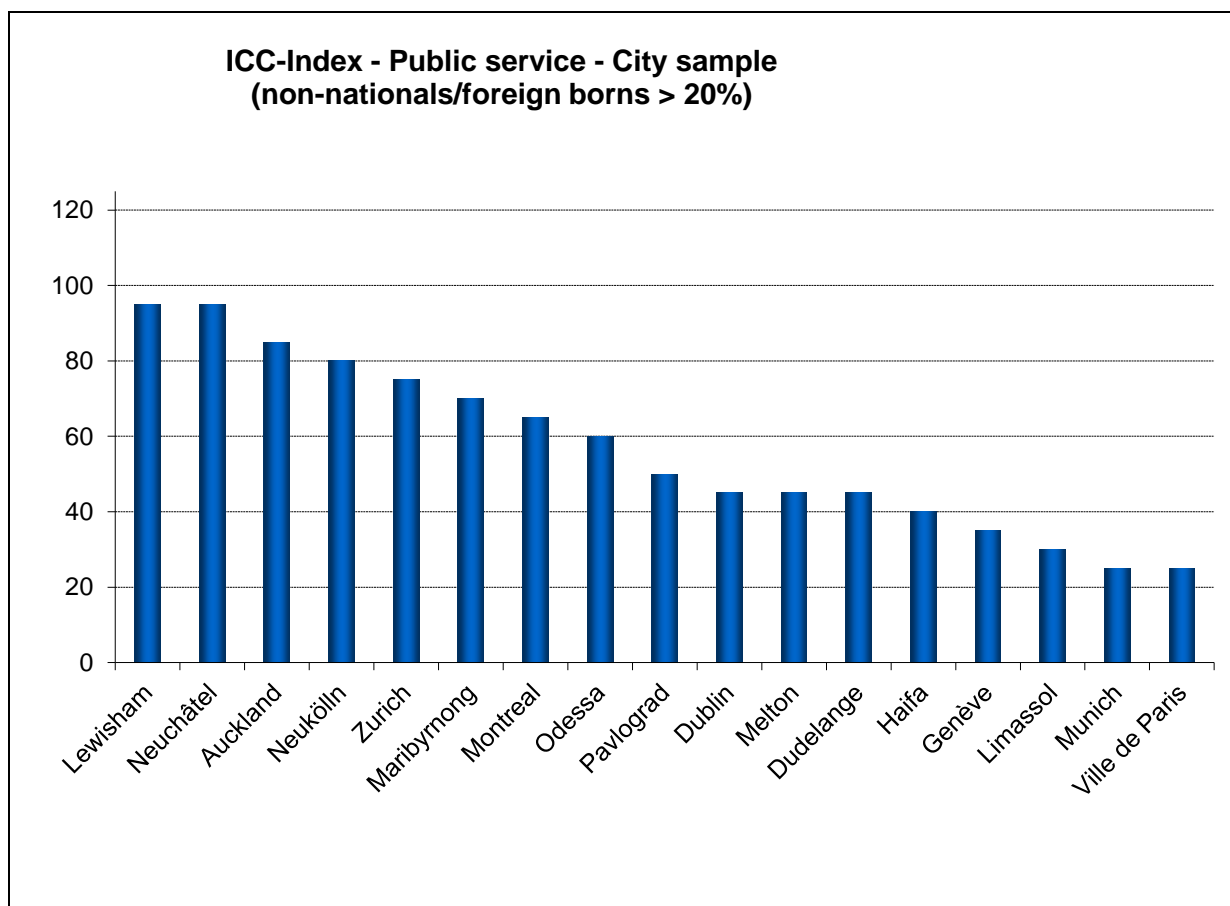
through intercultural lens



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.

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





Auckland’s rating in the policy index in the field of **public service** stands at **85%** in 2018, considerably higher than the city sample of 42%.

At the overall organisational level, **Auckland’s staff composition reflects the ethnic mix of the city with minor variations.** However, **the city has identified significant gaps at the executive and senior leadership level.** The **Inclusive Auckland Framework** includes a goal to have a diverse and inclusive leadership team and strong leadership talent pipeline and this is a focus area one of the Action Plan; Our People Our Culture that includes building the diversity leadership pipeline and providing all people leaders inclusive leadership and unconscious bias training. Auckland has also implemented a new approach to capture demographic information for staff to better measure and underpin internal change actions. There are plans to review the current attraction, recruitment and talent management processes with a diversity and inclusion lens and implement policy and process changes for increased workforce diversity and for fostering an inclusive, safe workforce culture where everyone can contribute and thrive. Through the MAHI Strategy (Māori employment strategy) Auckland has committed to growing and developing a talented and thriving Māori workforce and to strengthening this voice at all levels of the organisation.

The city takes action to encourage intercultural interaction and competence in private sector enterprises too. The Inclusive Auckland Framework sets out some specific leadership actions to foster social inclusion in Auckland. These include:

leading the conversation about diversity and inclusion in Auckland; seeking opportunities to work with central government on social cohesion goals; leveraging social procurement process to improve equity and inclusion; and improving engagement between business owners and their diverse communities.

Some positive examples highlighted for the index include:

- promoting membership of the **Champions for Change** network (a group of Chief Executives and Chairs from the public and private sector who are committed to raising the value of diversity and inclusiveness throughout the wider business community)
- the city provides a range of services to connect people, businesses, skills and employment including the Business Improvement District (BID) programme to support economic growth in local town centres, main streets and business districts. The city is working towards increasing the participation of ethnically diverse business owners on BID governance boards via an induction and training programme for business owners, aiming to increase the ethnic governance participation rate from the current 7% to 25% in 2019.
- The **Southern Initiative's He Waka Eke Noa**; New Zealand's first supplier diversity model to put the transformative power of Māori, Pasifika and community led businesses front and centre
- Auckland has strengthened the council-controlled organisation board appointment policy regarding the importance of diversity on boards, building strong relationships with the government population agencies to ensure a strong pipeline of applicants.

The city also supports the WISE collective project that **supports refugee background women** to develop the necessary knowledge, skills, confidence and resources to start-up or contribute to activities for generating income for their families. More than 800 women have engaged with the WISE Collective Project since its inception, and from 18 different countries.

Auckland tries hard to provide or advocate for services appropriate to the cultural background of all the area's residents. At a strategic level:

- the **Auckland Sport and Recreation Strategic Action Plan** acknowledges that diverse communities may have different needs and interests when it comes to sports and recreation. One of its priority areas is to offer a range of sporting opportunities to increase participation and ensure that Auckland's diverse communities are more active, for example three aquatic centres offer weekly women's only swimming sessions responding to community needs, particularly amongst Muslim women.
- One of the principles set out in the Thriving Communities Action Plan is 'Inclusion and Diversity'. This means that the city will take proactive steps to ensure all Aucklanders, particularly those most in need, benefit from activities. It also means being flexible and responding creatively to the diverse needs and aspirations of different communities across Auckland
- Auckland is undertaking a number of local studies to understand new needs in the community. This will enable us to integrate diversity outcomes into future park development programmes.

Auckland supports a range of **burial and cremation** practices at 30 operational cemeteries. Designated areas are provided including:

- Muslim burials, at four cemeteries across the region;
- an urupa or waahi tapu Māori burial area;
- Orthodox and Progressive Jewish burial areas;
- A Hebrew area including the Belt Olam Prayer House and the Holocaust Stone at the foot of which are buried ashes from the Auschwitz Concentration Camp;
- Returned Services personnel areas are available for body and ash burials at fifteen cemeteries across the region;
- Decorated areas that accommodate the preferences of Pasifika communities;
- A Lord Harish Chandra Kovil or temple is available for traditional prayer services prior to a burial or cremation;
- Both public and private mausoleum sites are available to meet the needs of Croatian and Dalmatian communities.

Suggestions:

Auckland has many good practices to share in this field with other intercultural cities. As the city is reviewing recruitment and employment practices, it could share experience with cities like Bergen. In fact, like Auckland, Bergen was concerned to learn the findings of a survey which revealed that the ethnic background of public employees only reflected the composition of the city's population at the lower echelons. In 2013, the City Council passed an action plan called The Future Workplace which aimed to tackle this issue, paying special attention to the role of the municipality of Bergen as employer for minorities. Non-nationals are now encouraged to seek employment in the local public administration, and the city encourages intercultural mixing and competences in private sector enterprises. Different initiatives are promoted in this field, such economic support to the project 'Global Future', led by the Confederation of Norwegian Enterprises, and co-partnership in the annual International Career Fair with the Bergen Chamber of Commerce and Industry.

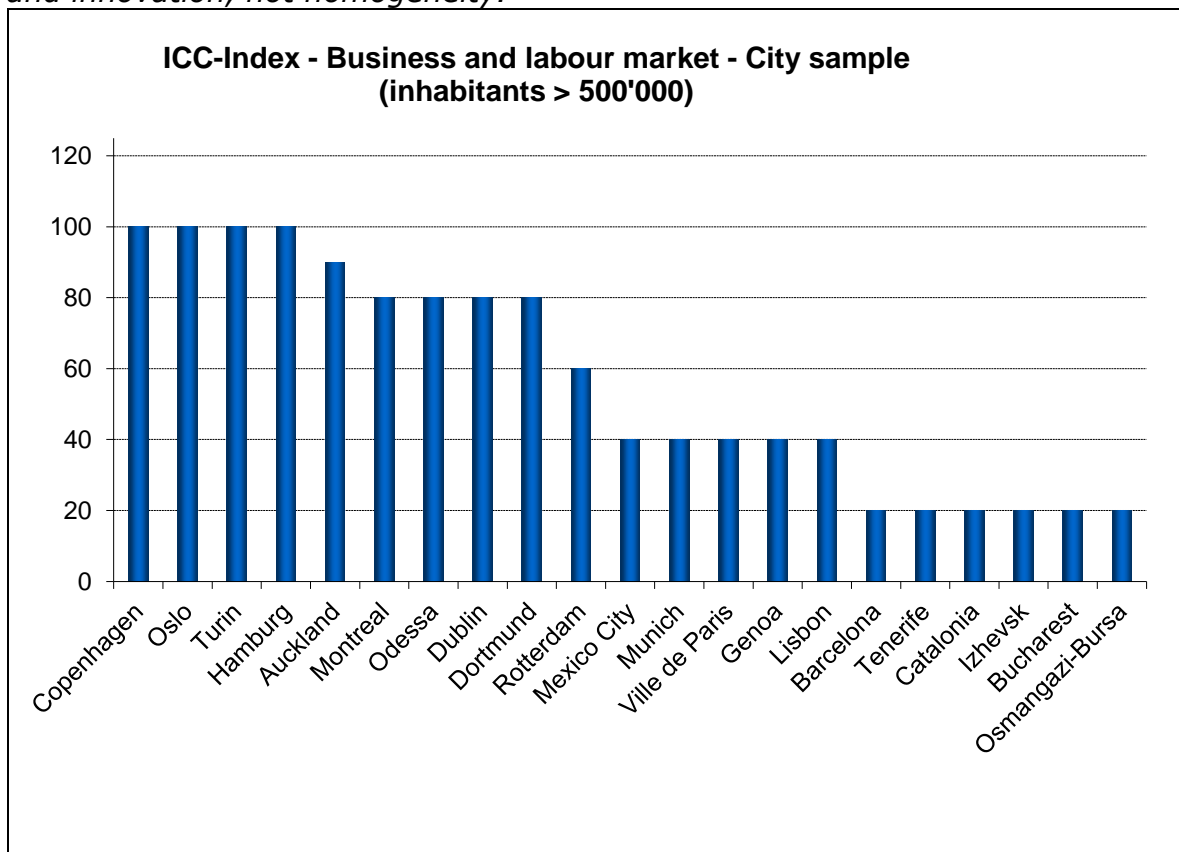
The city of Stavanger has also designed a recruitment plan aiming specifically to increase the migrant/minority representation at the higher hierarchical levels: the external publishing on Inkludi.no (a Norwegian recruitment services with main focus on jobseekers from minorities) is mandatory for consultant and managerial positions. Furthermore, if there are qualified applicants with a minority background, minimum one must be summoned to interview.

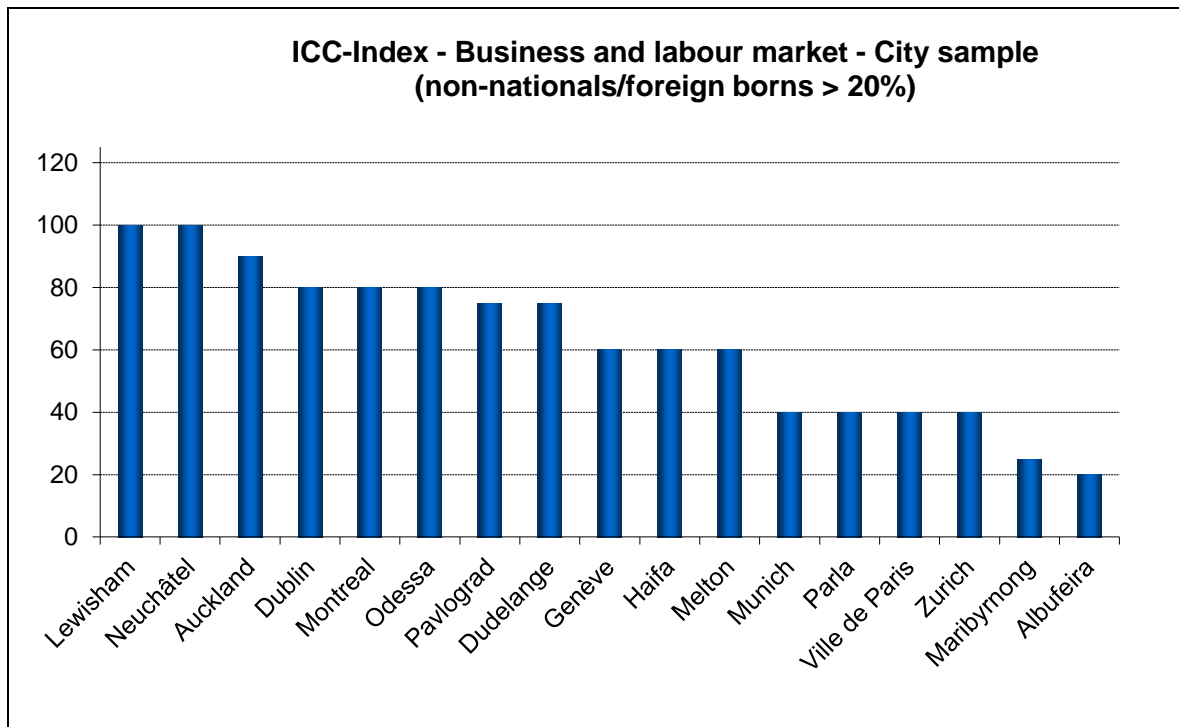
BUSINESS & LABOUR

through intercultural lens



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





In the 2018 policy index on **business and the labour market**, Auckland has a rating of **90%** far exceeding the city sample of 43%.

In the year to March 2017, the [Auckland region](#) had the third highest GDP per capita at \$61,924 NZD. The national average was \$57,002 NZD.

The city monitors and is aware of earning differences in the population. In 2016 29% of Aucklanders aged 15yrs and over earned over \$50,000. However, this proportion varies widely by ethnicity; the proportions earning over \$50,000 by broader ethnicity groups were: European (37%), Māori (22%), Asian (18%), Pacific peoples (13%).

The median income for Māori in 2013 (\$24,500) was lower than the median income for Aucklanders as a whole (\$29,600), and \$12,000 less than the median income among the European ethnic group. Despite this lower median income, Māori had the second highest proportion of adults earning \$50,000, compared to other ethnic groups. Pacific people are over-represented among the unemployed, lower-skilled workers and low income earners. In 2013, the personal incomes of Pacific peoples in Auckland were generally lower than for the rest of Auckland (\$18,900 median personal income compared with \$29,600 for Auckland).

Unemployment rates also vary by ethnicity. In March 2018, the overall unemployment rate in Auckland was 4.4% with the following rates by ethnicity: Māori (8.9%), Pacific peoples (7.9%), Asian (4.6%), European (3.3%).

At the strategic level, the New Zealand Human Rights Commission supports the UN Guiding Principles on Business and Human Rights and has developed Guiding Principles for NZ businesses. Auckland Council is a member of Champions for Change, a network taking leadership to communicate the business value of

diversity to businesses in NZ and bring a diverse range of people into senior leadership roles and taking advantage of their wider skills and knowledge.

Auckland Tourism, Events and Economic Development ([ATEED](#)) is a council controlled organisation and it:

- offers support to new arrivals via links to service providers specialising in training and supporting businesses and people, including the "Starting Off Right" programme and Local Area Business Advisors;
- has developed a programme to support ethnic and migrant-owned businesses in some town centres;
- it is working with Auckland Regional Migrant Services, which is reviewing all services to migrants with a view to improve visibility and connectivity between agencies.

The council has '**Our Charter**' which sets out the expectations for staff conduct and behaviour. Our Charter has six key principles including "we look after the people we serve". This means the council:

- It enables people to trust and have confidence in the council group;
- It strives to deliver an excellent level of service to all Aucklanders - our citizens, communities, customers, colleagues and elected members;
- It has inclusive decision-making and is respectful of the individual needs of diverse Aucklanders.

The council has identified key elements of looking after the people they serve and that include understanding Aucklanders, their diverse needs and the services the city provides to them and including Aucklanders in decision-making. In addition, ATEED has created a range of programmes and facilities that can support entrepreneurs from all cultural backgrounds, such as:

- GridAKL is part of Auckland City's Wynyard Quarter Innovation Precinct. The GridAKL ethos is one of inclusivity and prosperity for all of Auckland. GridAKL looks to bring together Place, Community and Services with a mission of growing innovative businesses, creating jobs and entrepreneurial talent to enrich the wider innovation community for Auckland's economic future. GridAKL also has a memorandum with Fukuoka (Japan) to encourage co-operation in the start-ups
- AR/VR Garage is a Research and Development space for companies looking to create, develop and prototype augmented reality and virtual reality applications, technologies and services, and
- The FoodBowl - Te Ipu Kai is Auckland's state-of-the-art facility for food and beverage producers to test and develop new products
- emerging food entrepreneurs in west Auckland can now apply for The Kitchen Project, a local initiative that offers affordable kitchen space for product development as well as a mentoring programme. This is inspired by a project in San Francisco where this has been life-changing, particularly for local migrant women
- DIGMYIDEA Māori Innovation Challenge - for Māori entrepreneurs with a digital idea that could go global
- Young Enterprise Scheme (YES) is an experiential programme where students set up and run a real business. Each YES company creates their

own product or service and brings this to market. This programme is characterised by high ethnic diversity, reflecting the secondary school population.

The Southern Initiative (TSI) has a strong focus on shared prosperity and social entrepreneurship. To support this, the TSI team have led and created innovative social procurement programmes in south Auckland and are hosting a Social Procurement conference – Creating Shared Prosperity Through Public Procurement – in June 2018 to share this practice with the NZ public sector.

Auckland Council also has a Sustainable Procurement Framework designed to support consideration of social, cultural, economic and environmental outcomes when procuring on behalf of Auckland Council. This ensures they are mindful of outcomes such as local employment and leads to procurement approaches that support small local community driven solutions.

Suggestions:

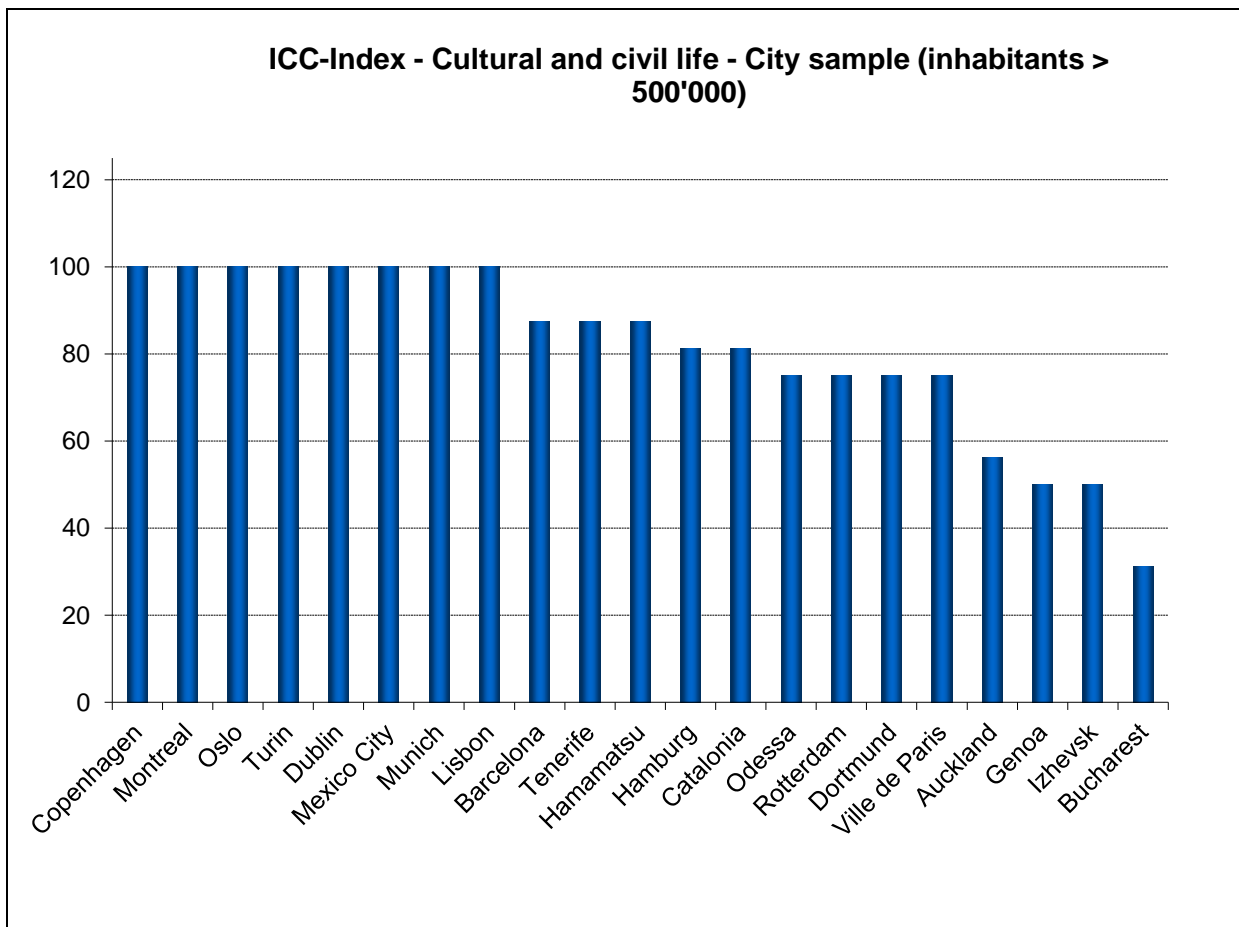
Oslo is a vibrant city that works hard with businesses to support the intercultural approach and the benefits this brings to the economy. The *OXLO Business Charter* was launched at the Oslo 2013 Global Mobility Forum, by Hallstein Bjercke, Vice Mayor for Cultural Affairs and Business Development and could be interesting for Auckland. The Charter creates a forum and a network for collaboration between the city and the business community, and migrants, helping them to be more visible as a resource for business and economic growth. The charter and the seminars of the popular OXLO Breakfast Club are open to participation from business, universities and colleges, civil society and the public sector. Companies and others that join the charter get access to knowledge about intercultural recruitment, diversity management, welcome services and inclusive work environment.

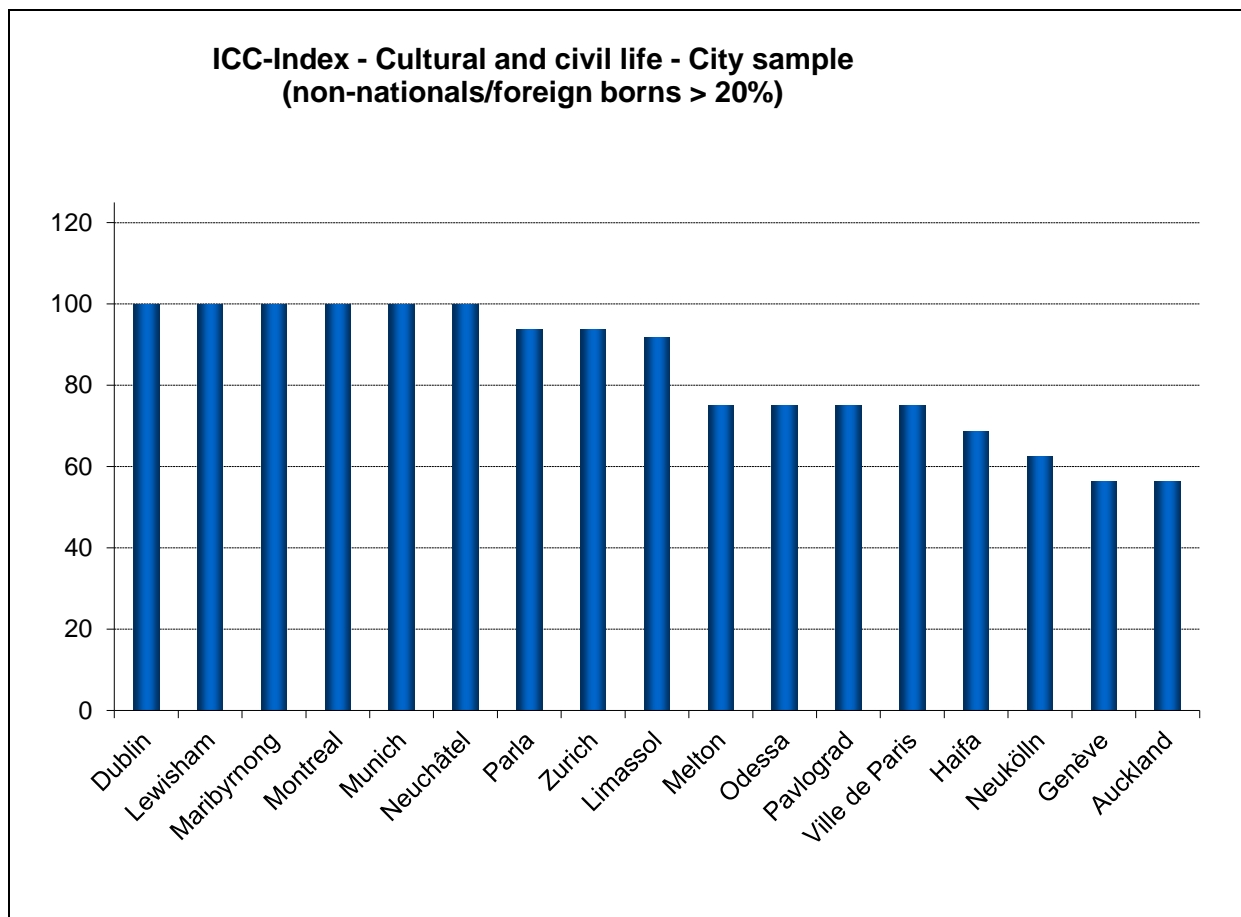
CULTURE & CIVIL LIFE

through intercultural lens



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





In the 2018 index, Auckland’s rating for **Cultural and Civil Life** came in at **56%** somewhat **lower than the city sample of 75%**, although there are several positive aspects of the city’s work in this area that can be highlighted.

When awarding community grants to associations and their initiatives the council considers two particular ‘ways of working’ including whether the initiative will support the community-led development and work with communities to develop leadership, skills, and capacity and whether it will promote inclusion, reducing discrimination and remove barriers to opportunity and participation, particularly for disadvantaged groups. At the same time, **the city doesn’t use interculturalism as a criterion when allocating grants.**

A Cultural Initiatives Fund is available to Māori organisations in Auckland for marae development and papakinga (Māori housing). Māori organisations can apply to the council for funding, with approximately \$1 million available per annum for distribution.

Some of the council's local boards fund volunteer awards to recognise the contribution of local residents to social cohesion in their communities. Many award recipients will be engaging in activities which support and foster relationships between diverse Aucklanders.

In addition, the city **supports and organises several events and activities** in the arts, culture, and sport that encourage intercultural interaction such as:

- Waitangi Day festivals, Matariki Festival, Tāmaki Herenga Waka Festival, Te Wiki o Te Reo Māori (Māori Language Week);
- Pacific Arts Programme; the Pasifika festival and support for various Pacific language weeks;
- The Lantern Festival, Lunar New Year, Diwali festival and the Satellites programme of Asian focussed arts and culture;
- The International Cultural Festival;
- arts facilities that specialise in traditional and contemporary cultural art forms and support Māori and/or Pasifika arts and cultural expression of other cultures in the city.

The Community Grants Policy also supports local community identity through arts, culture and youth programmes and local events as well as ensuring it values all of Auckland's diverse communities and welcomes grant applications from people of all ages, identities, abilities, cultures and ethnicities.

The city has recognised that organising or supporting public debates or campaigns on the subject of intercultural interaction in Aotearoa/New Zealand, the Asia-Pacific region and the world at large is important. It is part of the third focus area in the Inclusive Auckland Framework; 'Strategic leadership for an inclusive Auckland'. In 2018 Auckland helped to fund the Pathways, Circuits and Crossroads Conference hosted by Massey University and funded an international expert on interculturalism to speak at the conference. The council hosts regular public events called Auckland Conversations and plans to focus a future one on diversity and inclusion. The Diversity and Inclusion team and executive leadership team sponsors have spoken at a range of internal and external events, and the council is a member of the Champions for Change programme.

Suggestions:

Auckland might find inspiration in the following good practices:

The intercultural city of Barcelona has established Civic Centres which have become a landmark for promoting culture and creativity in the neighbourhoods of the city. The annual calendar is full of activities encouraging cohesion and harmony among the residents. For example: arts expositions, "cine-knitting" evenings where attendees will comfortably watch a movie while knitting; handcraft expositions and workshops, and much more is offered.

To further enhance social integration, Albufeira annually organizes the AlBuhera Festival: a street party that also hosts the handicraft fair 'Mostra de Artesanato', where visitors can find objects representing the culture and the traditions of this very diverse Portuguese region.

The Intercultural Museum of Oslo was founded to reflect the intercultural reality of the city. Its ethos of respecting diversity and casting an equal gaze was embodied from its inception in its representation– with a majority of people of minority background on its management board. The museum is conceived as a space of dialogue involving a range of people as wide and diverse as possible. For this reasons it works on issues like mental health, discrimination against LGBTi people, intergenerational relations and other universal and shared aspects

of culture - such as rites of passage - to make connections across ethnic differences. It also arranges tours in the most diverse part of the city and tells stories about historic and contemporary immigrant communities and mutual influences between different population groups. Another important aspect is offering accessible training on the cultural heritage job market for young people and support artists with a minority background to enter established networks.

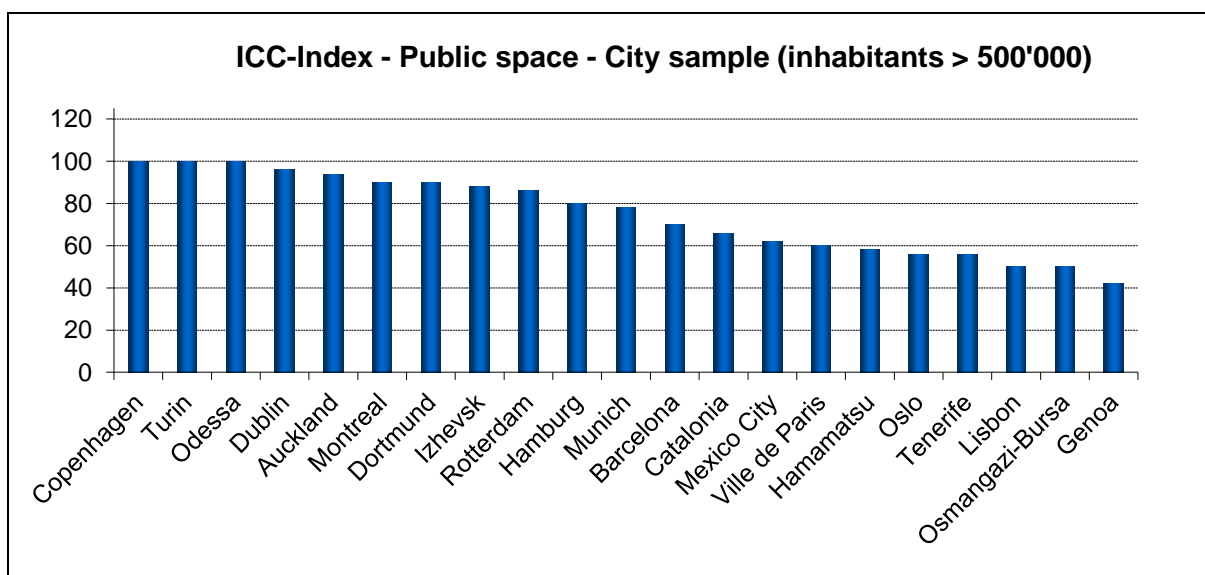
Finally the Melton municipality is a good example of how interculturalism is used as a criterion when allocating grants to associations. The Council's Grants Program, in fact, provides funding to community individuals, groups and organisations to support them to lead projects and initiatives that provide a community benefit. To access funding, applications are mostly submitted jointly by members of different communities working together on the project.

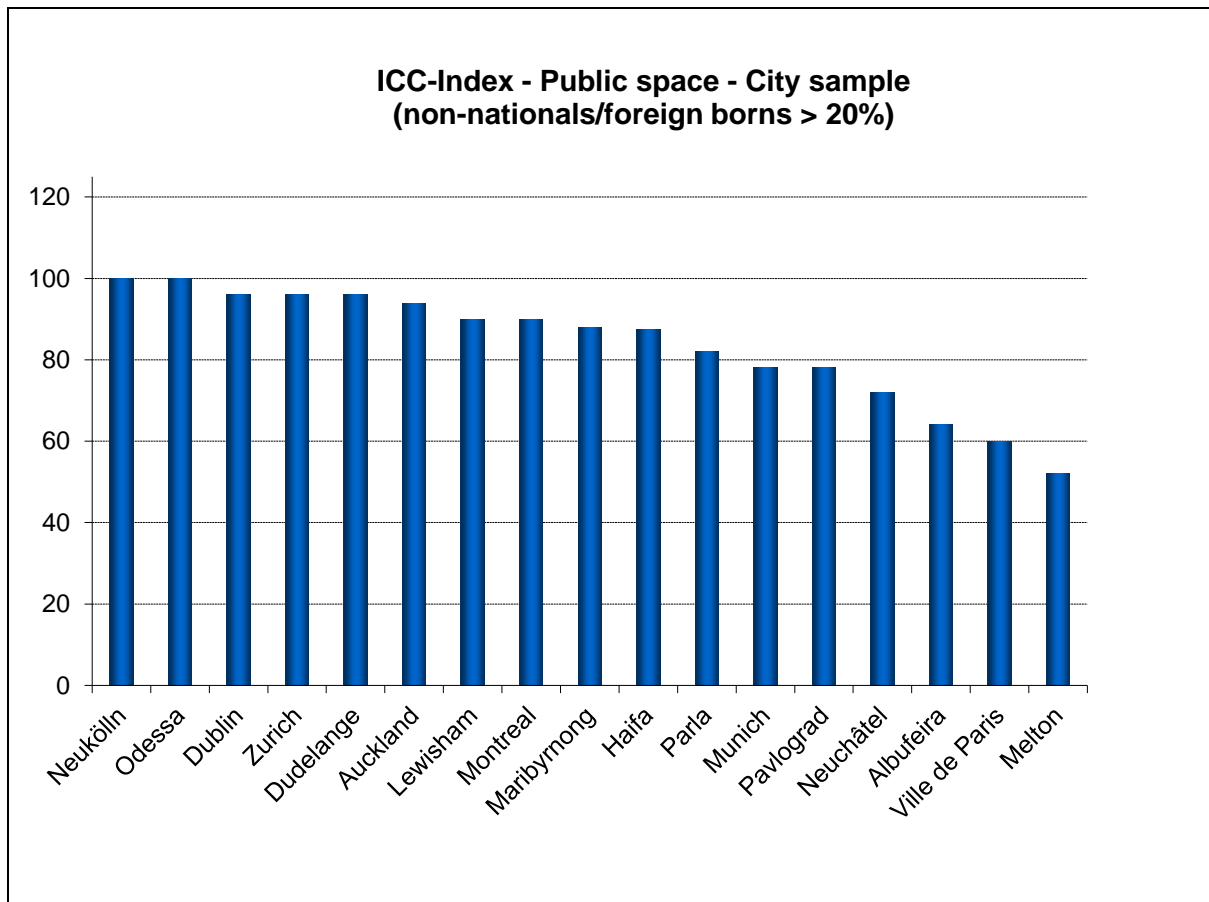
PUBLIC SPACE

through intercultural lens



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





The Auckland rating for **public space** in 2018 was **94%** considerably higher than the 65% for the city sample.

Auckland Council takes population diversity and intercultural interaction into account in the design and management of new public buildings or spaces.

- The **Auckland Plan** provides for "*accessible services and social infrastructure that are responsive in meeting people's evolving needs*". It recognises that local and Auckland-wide facilities such as museums and art galleries, libraries, community centres, sports fields and playgrounds, and public places all play their part in helping people learn, socialise and connect with each other. It also refers to the need to address "barriers that prevent people from accessing services and facilities, such as affordability or social and cultural barriers" and the involvement of local people and groups in planning and development to ensure services and facilities are responsive to local needs.
- Universal Design and Goals of Universal Design are promoted through the **Auckland Design Manual**. One of the goals of universal design is "Cultural appropriateness - Respecting and reinforcing cultural values and the social and environmental context of a design project".
- Māori Design and the Te Aranga Principles are also promoted through the Auckland Design Manual. One of the principles is "Ahi Ka - Iwi/ hapū have a living and enduring presence and are secure and valued within their role"

The **Auckland Plan 2050** notes that belonging/inclusion can *'be influenced by how well, and how easily, people can see themselves reflected in civic and community life, in positions of leadership, decision-making and in public spaces'* (Foster an inclusive Auckland where everyone belongs). The Plan also recognises that public places *'help create our identity and define a sense of place by reflecting local communities and local history'* (Provide sufficient public places and spaces that are inclusive, accessible and contribute to urban living).

The **Community Facilities Network Plan** also emphasises that community spaces are accessible to all.

When proposing a change, Auckland Council partners with appropriate community organisations to undertake engagement and regularly adopts a range of different engagement methods tailored to the relevant communities. For example, during 2017, they engaged the communities of South Auckland in an 'integrated area plan' to prepare for future development in the area. Engagement methods included:

- gathering feedback at local community events, shopping malls, train stations and other hubs
- utilising an 'All Our Ideas' web platform (championed by a local youth council)
- running public workshop sessions (world-cafe style).

A key objective of this engagement strategy was to challenge the norm of how to do community engagement and create effective ways to reach out to different ethnicities, age groups and communities in the area that typically do not engage or participate in a council-lead planning process. It was important to design the consultation and engagement process to ensure that the views of Māori, Pacifica, other emerging ethnicities and young people were incorporated to help shape the long-term vision and future of these areas. The goal was for the people engaged in the plan to reflect the demographic profile of the area. The council received over 5000 pieces of feedback from the community including more than a third from those of Māori ethnicity and half from those age below 34 years old, which closely matches the ethnic and age profile of the area.

In all major developments and projects, the council will also engage with Māori, with mana whenua having a particular role in natural resource management as defined in legislation. Resource consent applicants are expected to consult with iwi authorities when developments affect mana whenua values.

The Auckland Plan 2050 promotes 'fostering engagement of all Aucklanders with te reo Māori as a means of accessing and understanding Māori culture' (Belonging and participation focus area 4 - Recognise Te Tiriti o Waitangi / the Treaty of Waitangi as New Zealand's bicultural foundation for a multi-cultural Auckland); and 'providing opportunities for communities to express and celebrate their language and culture and share it with all Aucklanders' (Belonging and participation focus area focus area 5 - recognise, value and celebrate Aucklanders' differences as a strength). The draft Plan also notes that 'successful settlement involves empowering people to participate in the social, economic and political life of Auckland'. This includes 'supporting organisations

that provide settlement services and programmes that assist with migrant settlement'.

Suggestions:

As Auckland has scored so highly on public space indicators it could be useful to learn about practices in Barcelona, a city that also places enormous importance upon public space as the place where a diverse but harmonious community can be built.

This means that place-making professionals (such as architects, planners, transport managers, constructors etc.) within the city council must develop their competence in diversity management and take part in each of the interdepartmental committees at the Council to strengthen the mainstream application of all urban and social policies.

Examples of how this translates into action on the ground include Inter-group roundtables that could involve representatives from urban planning and, for example the Committee for public spaces, Committees for coexistence, or the Inter-group committee for immigration

The integration of the neighbourhood scale is also incorporated into the practice of urban development to reconstruct dialogue, consensus and the involvement of citizens.

Examples of how this translates into action on the ground include:

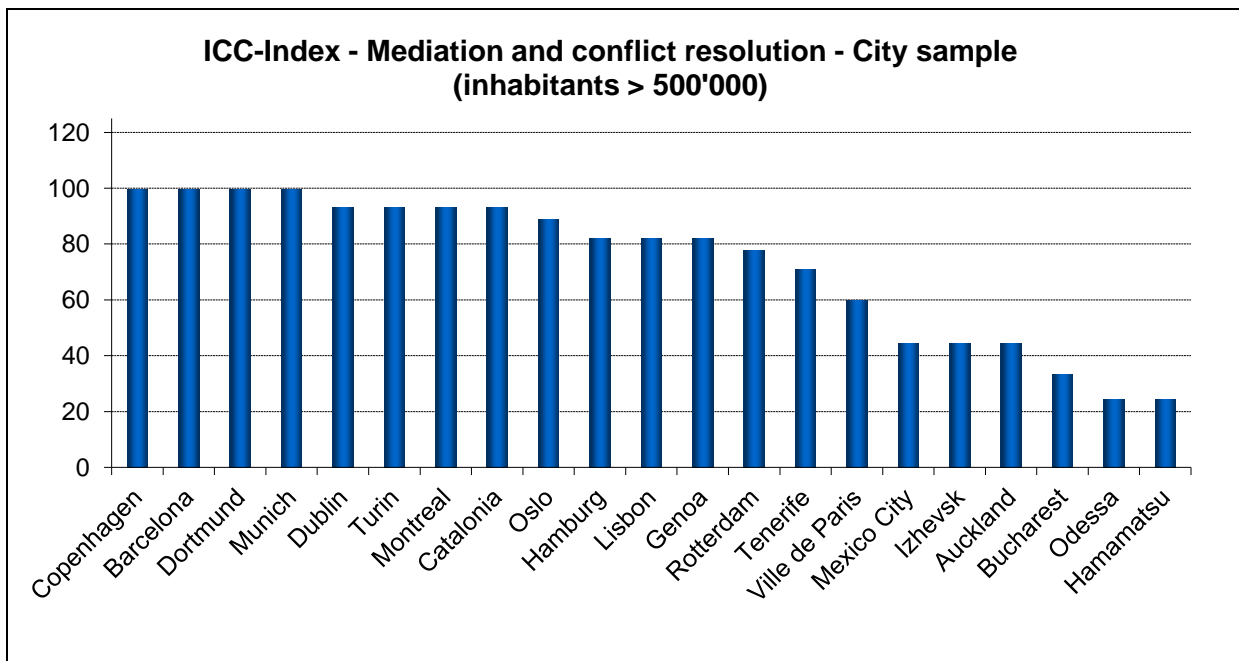
- Valuing “personalised” activities, observing the realities and special characteristics of the neighbourhood, within the framework of a comprehensive city strategy. This can be based on a “common project”, from a fairly global idea, with various expressions to suit each context.
- Going deeper into the practice of participative processes, e.g. introducing new approaches and adapting them so as to ensure there is a faithful representation of the local sociocultural diversity in the target setting, such as in Auckland.
- A renewed definition of the public space - spaces for relations – as an integral part of the idea of a city and as a space for meeting and generation of citizenship.

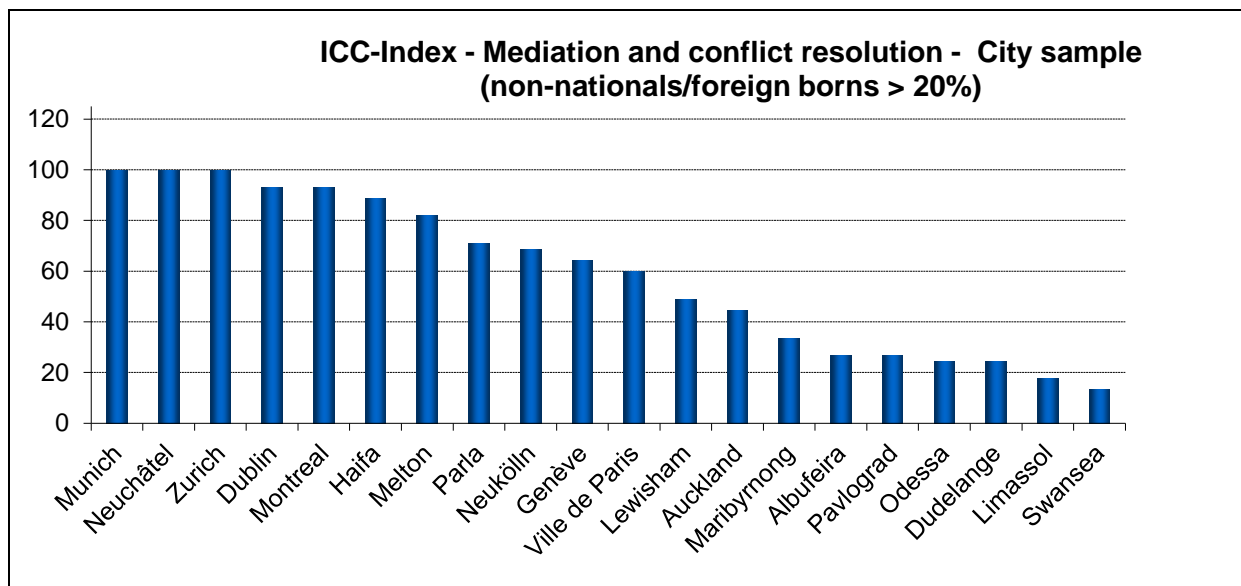
Another interesting example of how to use public spaces to foster interaction and break down the barriers between communities comes from the Swedish city of Botkyrka, where anti-rumours cafés have been set up in libraries as a public platform to discuss and explore rumours and prejudices. Four anti-rumour cafés were set up and each one focused on a particular rumour. The initial theme was “Criminality” (the most prominent theme of rumours in Botkyrka), followed by “incompatibility of the Swedish and immigrant cultures”, “Unequal distribution of public resources” and “Swedish culture is under threat”. The main goal of each café was to encourage people to talk about rumours that they usually feel uncomfortable discussing.

MEDIATION and conflict resolution



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





Auckland’s rating for **mediation** in 2018 was **44%**, somewhat **lower than the City Sample rating of 62%**.

Auckland Council **does not** provide **mediation services** for intercultural communication or when there is intercultural conflict. This type of service is provided by the New Zealand Human Rights Commission.

The city has **policies for mediation** in the workplace. One of the six foundation principles in ‘Our Charter’ is: ‘We make this a great place to work’. This means the council:

- Values a positive, inclusive culture and works together towards common goals
- Acts in a way that builds trust and values individual contributions
- Does not tolerate discrimination, bias, bullying or unfair treatment of individuals or groups
- Is comfortable with everyone being themselves at work.

The Council has a '**Respect at Work Policy**' which supports this principle in Our Charter. The Respect at Work Policy reiterates that the Council does not tolerate discrimination or bias, bullying or unfair treatment and there is a resolution process for issues identified by council staff.

The city has **not** set up **mediation services in the neighbourhoods, on the streets, actively seeking to meet residents and discuss problem.**

Suggestions:

To get ideas of how other cities work in the field of mediation, Auckland could follow some examples:

The Italian Intercultural City Reggio Emilia has set a centre to **mediate and to prevent and solve conflicts**. The intercultural centre “Mondinsieme” welcomes

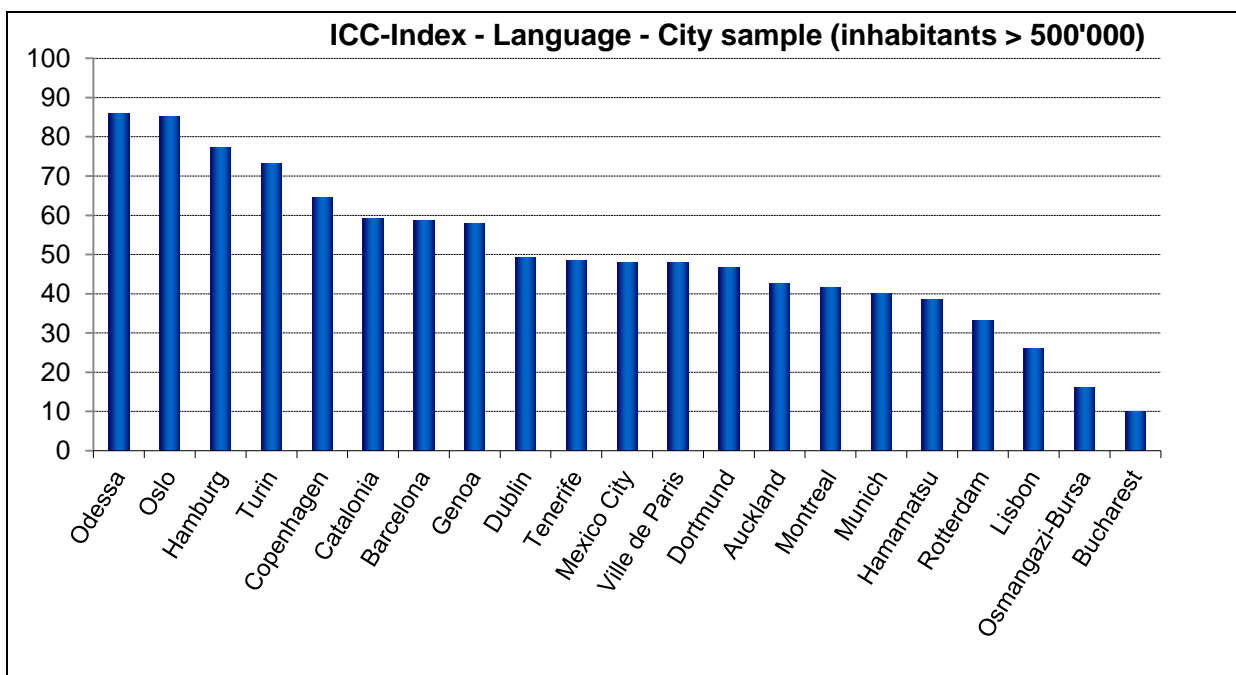
a great variety of ethnic and language backgrounds and offers support and assistance. For example, the Mondinsieme has great expertise in training mediation workers and supplies staff for schools and hospitals. Reggio Emilia has established an Intercultural centre with trained mediators with a variety 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.

In Patras (Greece), the European project SONETOR is the first international systematic effort to design services that meet the professional needs of intercultural mediators. A seminar, called "*Contribution of intercultural mediators in the social inclusion of migrants*" was held in Patras with great success, both in terms of audience numbers and the level of presentations and debate. During the workshop, scientists, representatives of migrant associations and specialized services managers discussed the facts of education and employment of intercultural mediators, focusing on the experiences recorded in Patras and other Greek cities, from efforts to integrate immigrants into local communities. Moreover, the on-line Training Platform for Intercultural Mediators was presented alongside which combines social networking applications and training methodologies so that it helps intercultural mediators during their work through specialized educational content and services. Of particular interest, several workshops focused on the figure of cultural mediator, telling stories of incidents and problems they may face when communicating with migrants in the fields of education, health, housing and legal support.

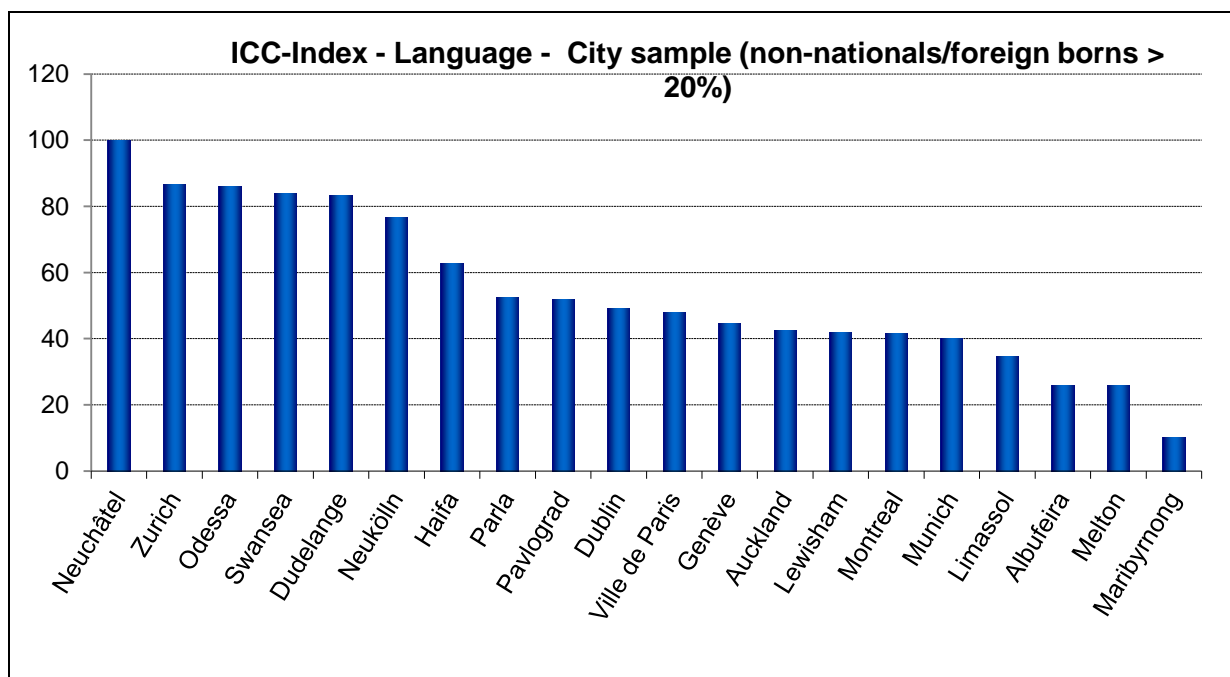
LANGUAGE



The learning of the language⁹ of the host country by migrants is key issue for integration. However, there are other considerations in an intercultural approach to language. For example, in cities where there are one or more national minorities (or indeed where there is indeed no clear majority group) there is significance in the extent to which there is mutual learning across language divides. Even in cities where recent migrations or trade connections have brought entirely new languages into the city, there is significance in the extent to which the majority are prepared to adopt these languages.



⁹ 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://higher.ed.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html)



Auckland’s rating for **language** in the 2018 index was **43%**, just **slightly lower than the city sample of 48%**.

Staff are supported to learn and use *te reo* Māori which is one of the three official languages of New Zealand (the other two are English and New Zealand sign language). **Te reo and Tikanga (Māori customs and protocol) support is available to elected members and council staff.**

The council’s Māori Language Policy sets principles for how council will contribute to the celebration, protection, revitalisation and the integration of Māori language throughout its functions and activities. The Māori Language Implementation Plan 2016-2019 sets goals and targets for council staff and elected members around pronouncing Māori place names correctly, greeting patrons in te reo and translating and broadcasting official council meetings on Māori television. Te reo is also used in the city’s media collateral.

Libraries and other community venues help to celebrate the different Pacific language weeks, which are run nationally and funded by central government; and offer other language learning opportunities. For example, Libraries provide classes on searching the internet in Mandarin.

For those who are **newly-arrived or harder to reach** then libraries provide a range of resources and programmes, such as the WISE Women’s Programme which has a language element.

Language in schools is not the responsibility of Auckland council but is dealt with at the national level. However, several positive examples from schools are highlighted in the report including Whangaparaoa College where the appointment of a te reo Māori teacher who also provides internal professional development for teachers about te reo and tikanga Māori, local Māori history and culturally responsive pedagogy. Te reo Māori is offered for students from Years 7 to 11, with plans to expand.

The council utilises different media channels for different audiences and also translate into the relevant languages. It measures the ethnic diversity of participants in community engagement and partners with community organisations through the **Engagement Performance Framework**. Auckland has successfully increased engagement with audiences for whom English is not their first language over the past year:

- during consultation on 2017 annual plan, Long-term Plan and Auckland Plan 2050 there has been a significant increase in submissions in Mandarin as a result of the partnership with the Chinese New Settlers Trust and were able to reply in Mandarin to these submitters
- 44% of the total feedback on 2017 annual plan was from diverse ethnic communities, including Māori, Pasifika and Asian, up from 18% the year before
- overall in 2017 there was 133% growth in Māori community engagement participation, 600% growth in Pasifika participation and 340% growth in Asian participation.

The Council also:

- has a partnership with a Māori community station for delivery of Māori community engagement via online, radio and TV channels
- uses Pacific languages in marketing, advertising, publicity and social media for Pacific arts programmes and te reo Māori is used in marketing, advertising, publicity and social media for Māori arts programmes.
- In line with the council Events Policy, it supports a range of cultural days (e.g. Japan Day, Pasifika, Diwali) and events, where language, song, food, music and dance play a key role to promote and portray diverse cultures in a positive way. Examples include:
 - celebrating various Pacific language weeks (internally and externally)
 - Matariki Festival and Waitangi ki Manukau - use of te reo Māori
 - Satellites programme - use of five Asian languages.

Suggestions:

For bilingual families, the Parisian Association Dualala (from one language to another) could be of interest. It accompanies bilingual families and professionals involved in multilingual environment taking under consideration the transmission of languages and cultures of origin. Dualala considers bilingualism as an asset for any child, regardless the language spoken. The association is composed of linguists and specialists in intercultural communication and it is supported by the Ministry of Culture and Communication and the Ashoka network. In addition, the association regularly organizes conferences in favour of multilingualism.

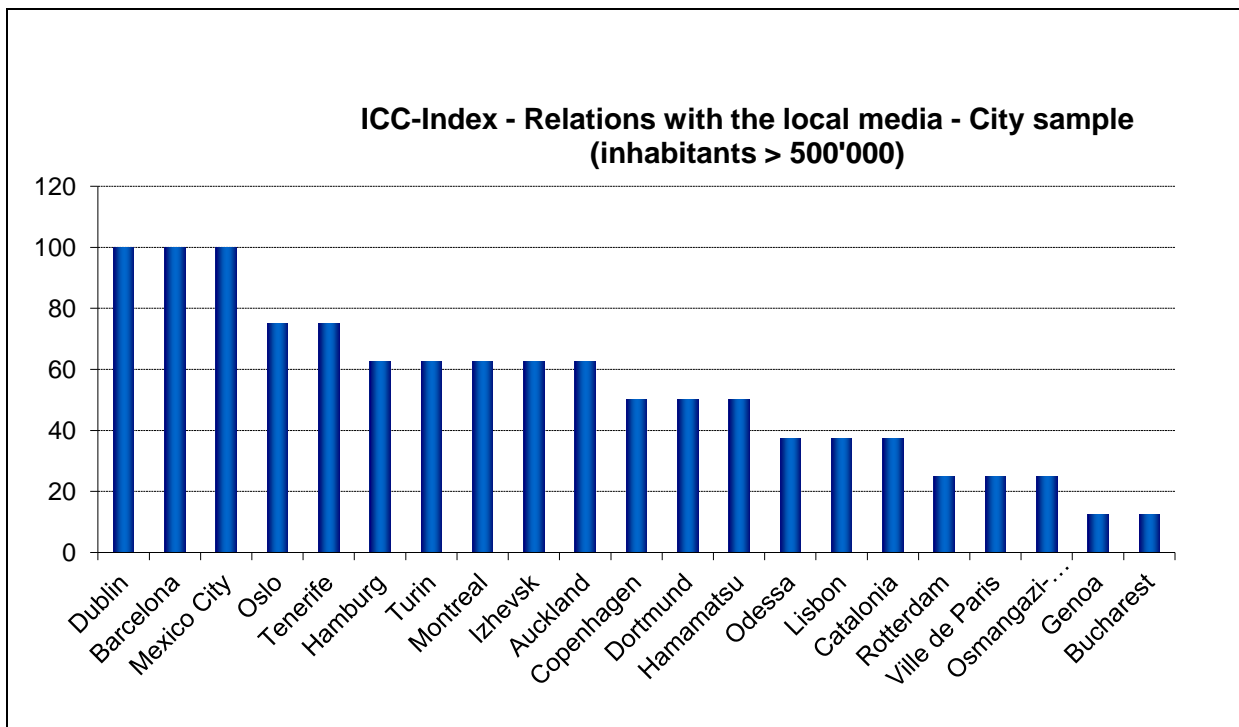
The Intercultural Island of Tenerife organizes the "Salon del Libro Africano" (African book Salon) whose aim is to discover African culture alongside other cultural activities. For example, the "Festival del Cine Polaco" offers a unique opportunity to discover Polish culture through movies and documentaries.

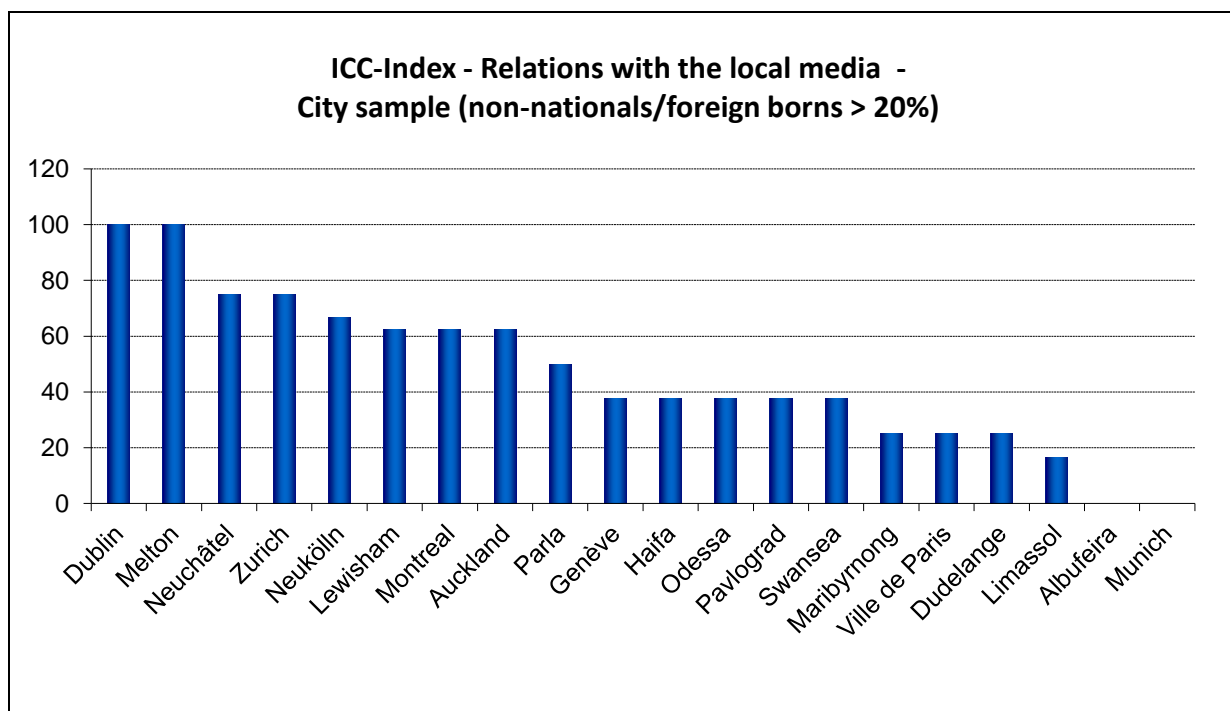
In 2017, the Melton City Council, working in partnership with Wurundjeri Land Council, delivered a Woiwurrung Aboriginal Language workshop to the wider community

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.





In relations with the **media**, Auckland scored **63%** in the 2018 index, considerably **higher than the 47% City Sample**.

Auckland has several strategies in place to **improve the visibility of minorities** in the media. The *'Together We're Auckland'* communications guide helps the council show a sense of togetherness, involvement, collaboration, diversity, a positive outcome and community spirit, while ensuring clarity of communications messages. Communications aim to ensure that every Aucklander feels included in what is happening at Auckland Council and that they feel part of the city they live in. There are also guidelines to ensure true representation of the city's diverse communities through photography.

The framework *'Translating for a diverse Auckland'* has been endorsed by the Department of Internal Affairs (central government agency). The framework provides information on the most spoken languages (within different local board areas and across the whole regional) to assist staff with decisions about translating key communications material. It also provides guidance on media channels and suppliers with good reach into ethnically diverse Auckland communities.

The **'Our Auckland'** on-line channel **positively highlights diversity in its stories**. The city also utilises demographic and other key information from a variety of sources to guide communications support to the 21 local boards. Targeted communications are provided to relevant communities through channels including social media, news media, community publications, newsletters, e-bulletins and other stakeholder communications.

Council staff are active members, and some have leadership roles, in various national and international marketing and communications industry organisations e.g. the Public Relations Institute of New Zealand and New Zealand Marketing

Association which provides mentoring programmes and advocates for diversity and capability building among its young and old members of all ethnicities.

There are also council wide intern and graduate programmes which have high take up from an ethnically diverse range of young Aucklanders. Some interns/ graduates spend some of their placement in the council's Communications and Engagement Department.

Although the council **does not monitor the way in which the media portrays minorities** it does proactively target ethnic media channels based on consultation, engagement and campaign needs and frequently respond to requests for information from ethnic media outlets.

Suggestions:

To improve in the field of media, Auckland might wish to consider these good practices:

Auckland may wish to further explore possible media policies, for instance, by monitoring the way in which minorities are portrayed in the local media. The city may be interested by an initiative launched by the city of Stavanger. This municipality is monitoring every incident where migrants occur in an article or otherwise.

"Tomar Claro" is an Intercultural Prize for Local Journalists organised in Cascais whose objective is to promote news/articles on the following themes: interculturality and identity, sense of belonging to the community, migratory pathways, social integration and education for intercultural citizenship.

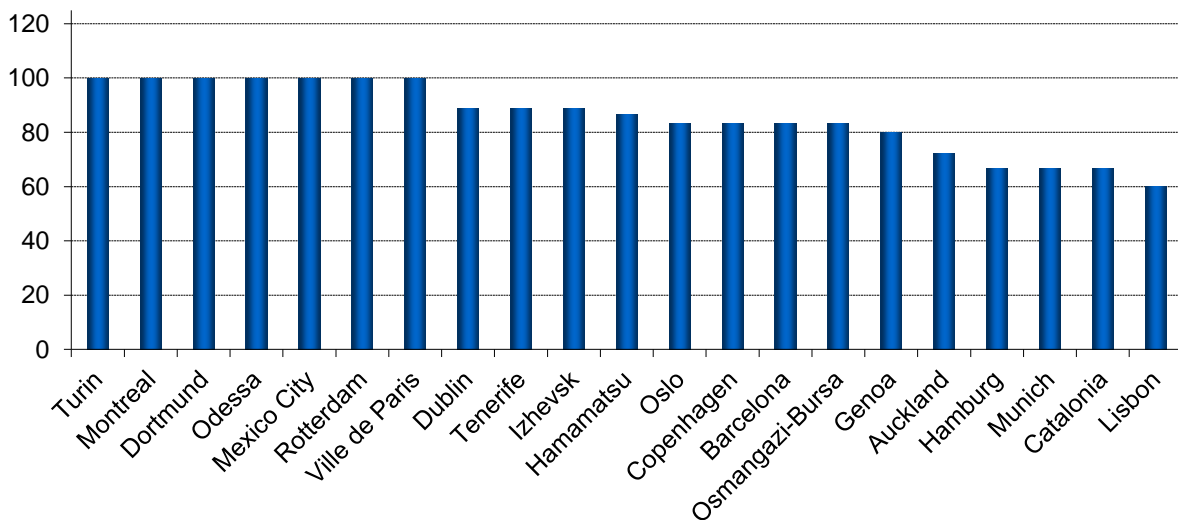
The Parisian association: the Maison des journalistes étrangers (House for foreign journalists) is an association that welcomes foreign journalists persecuted in their home country in defense and promotion of the freedom of expression.

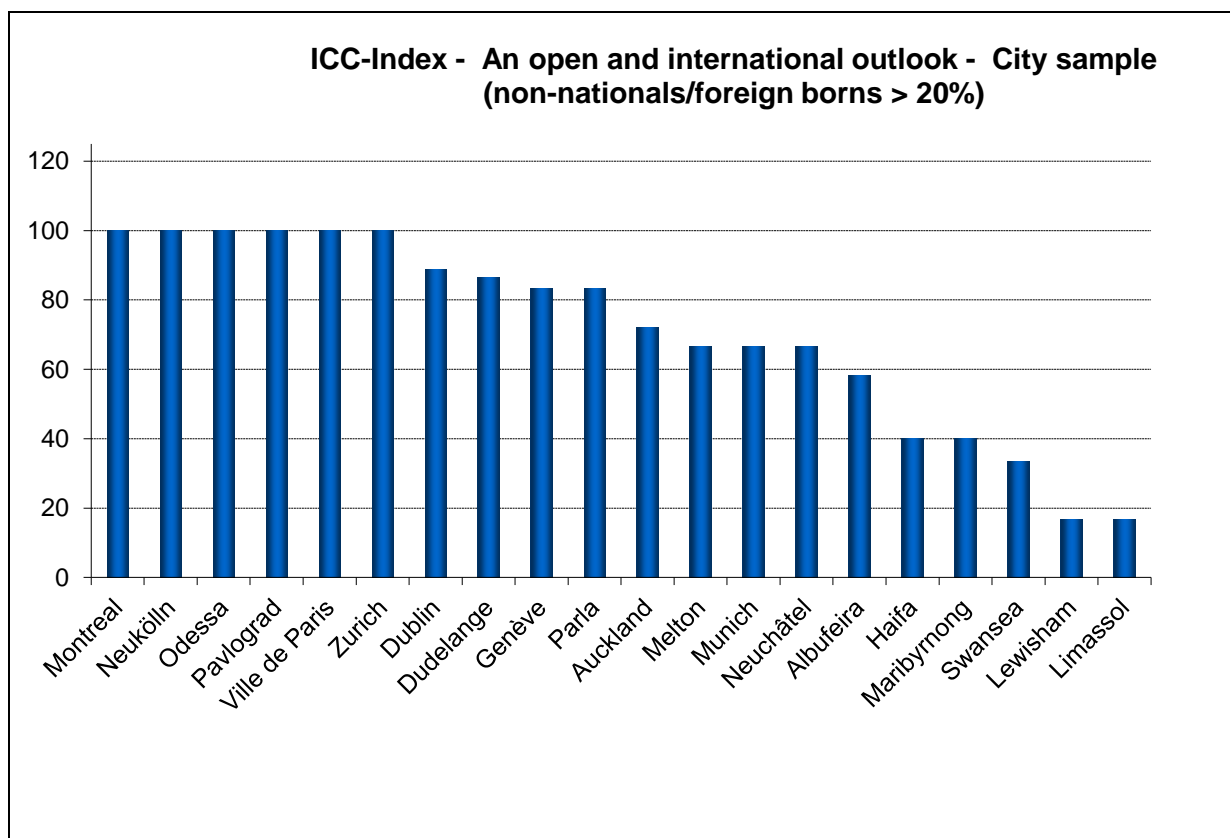
INTERNATIONAL outlook policies



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.

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





In terms of their **international outlook**, Auckland scored **72%** in the index, the **same as the city sample**.

With regards to monitoring and developing the city's openness to international connections, the formal city-to-city relationships are the responsibility of Auckland council's Governing Body and are managed by the council's Global Partnerships Unit. At the operational level, the Auckland International Managers Network is a regular forum for collaboration across agencies, where strategic matters are raised and addressed on a monthly basis. Auckland City has six sister cities and two friendship city relationships. Sister cities include Hamburg in Germany and Galway in Ireland.

International education is important in Auckland. ATEED's Study Auckland team works with partners and key stakeholders to maximise the long-term benefits international education brings, by:

- Positioning Auckland as a centre of excellence to attract students who will make a valuable contribution to Auckland as graduates and permanent residents
- Delivering outstanding student experiences, both in education and lifestyle
- Creating better pathways into high-value jobs
- Building lasting connections by developing alumni networks to keep Auckland top-of-mind among graduates who leave.

The council also supports student exchange with sister cities; for example, local students attend the Asian-Pacific Children's Convention (APCC) Convention in Fukuoka City (Japan) every year. Established in 1988, the Fukuoka-led

convention is one of the biggest international children's exchange projects and aims to nurture the spirit of intercultural understanding and respect, as well as prepare future global leaders. Every fourth year, Auckland Council hosts a one week long reciprocal visit by a APCC 'Mission Project' student delegation from Fukuoka.

Business owners are encouraged to participate in international trade delegations. The council is committed to the Tripartite Summit and other initiatives, working with Government, international trade delegations and research and development investment advice. For example, the theme of last year's Tripartite Summit was 'Converging Innovation and Business Opportunities', and focused on the following sectors:

- Advanced manufacturing
- Digital and creative
- Food innovation
- Education
- Bio-medicine
- Design and urban planning
- Tourism
- E-commerce.

The Tripartite agreement creates a 'platform' and opens doors to meaningful and substantive economic, trade and investment opportunities for Auckland-based businesses, entrepreneurs, and investors with two of its key international partner cities. It also allows the cities to leverage existing people and cultural focused relationships in place.

Local diaspora are actively included in delegations. Māori participation and outcomes are integral to Auckland's economic development and key to the success of the Tripartite, in particular relating to brand, visibility, skills, investment and business. At the 2015 Tripartite Summit, Māori business 'Whānau Tahi' attendance supported that business's global outreach and business development e.g. formal agreements with first nations/indigenous peoples' agencies in the North America health sector. The Tripartite was also the first international agreement Auckland signed in te reo. All subsequent city agreements have been signed in te reo, signalling a commitment to Māori identity as Auckland's point of difference in the world.

Auckland also supports sector to sector engagement between Auckland and international cities. For example, facilitating a Memorandum of Understanding between Auckland's and Fukuoka's start-up precincts.

Suggestions:

Given the super diversity of Auckland, the experience of Santa Maria da Feira (Portugal) may be of interest. Diversity and migration are perceived as a window to explore new opportunities and new markets. The municipality is planning the launch of an online platform that will link local business owners of all backgrounds with the Portuguese diaspora and with the countries of origin of

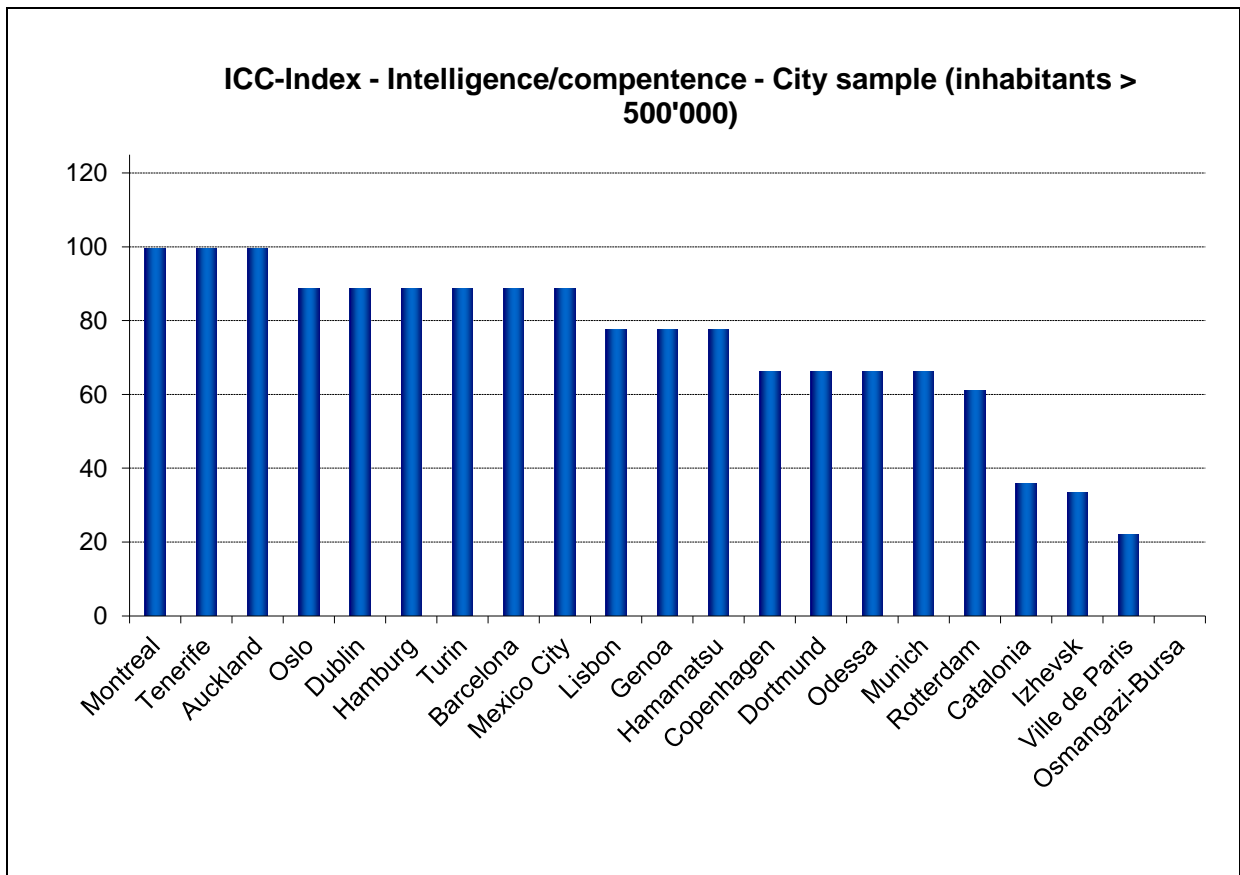
local immigrants. The launch of this platform is the culmination of a number of initiatives that reach out through business partnerships. The municipality has regular business exchanges with Kenitra, in Morocco.

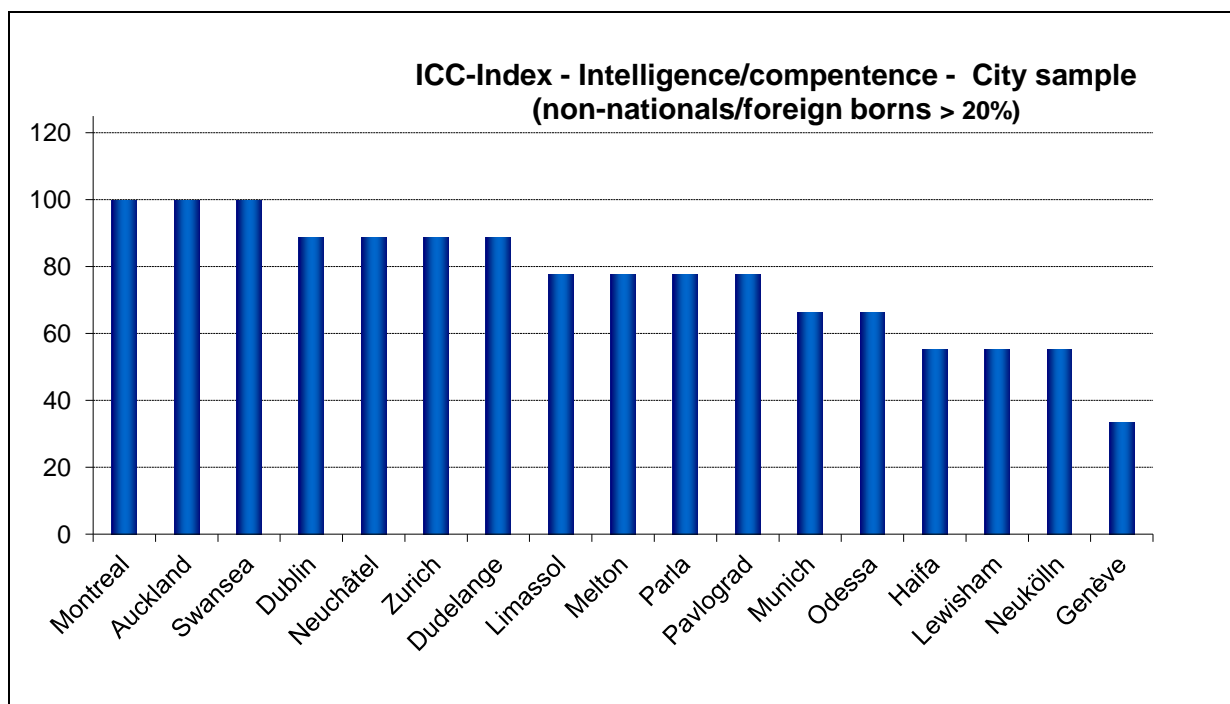
INTELLIGENCE

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.





Auckland was rated at an impressive **100%** for **intelligence and intercultural competence** in 2018's ICC index, compared to **62%** for the city sample.

The **council's processes for policy formulation are informed by evidence-based statistical and qualitative knowledge about diversity and intercultural relations.** Auckland has a **Research and Monitoring Unit (RIMU)** which does environmental, social, economic and cultural research. RIMU provides high-quality evidence to assist policy development, implementation and evaluation. Examples of the use of RIMU evidence include the Auckland Plan 2050 where evidence-based statistical and qualitative knowledge about diversity informed specific directions and focus areas in the plans. The draft Plan's supporting evidence reports also include specially commissioned research. The Inclusive Auckland Framework and the council's Quality Advice programme (which aims to ensure that elected members are presented with the best advice, at the right time and in the right way to help them fulfil their decision-making responsibilities) are working together to:

- Pilot, evaluate and implement a new process for community service design and delivery decisions based on demographic data and research;
- Establish high quality social and community impact assessments as standard practice for all policy advice, with training on this already underway.

The **council monitors public perceptions of migrants or minorities.** Auckland Council collaborates with other New Zealand councils to manage, fund and administrate the Quality of Life Project which asks residents about perceptions of the impact of diversity on Auckland as a place to live. In the 2016 Quality of Life survey, just over half (53%) of Aucklanders surveyed considered that 'New Zealand becoming home for an increasing number of people with different lifestyles and culture from different countries makes Auckland a better

place to live.' This percentage is stable from 2014 climbing from 46% in 2012 but less than 63% in 2010.

Auckland promotes the intercultural competence of its elected councillors and staff. This is a focus of the first and fourth focus areas in the Inclusive Auckland Framework 'Our People, Our Culture'; and 'Supporting Diverse and Inclusive Governance' and also a focus of Māori Responsiveness Framework. For staff, focus area one of the Inclusive Auckland Framework sets out a range of actions Auckland will take to improve cultural competence and foster an inclusive organisational culture. This has started through the provision of **e-learning on unconscious bias**. This has had high take up and is a foundation for further learning and development, including unconscious bias workshops for leaders and anti-racism workshops.

Nga Kete Akoranga (NKA) is a programme of learning and development activities available to all staff. The programme builds staff capability to respond effectively to Māori and meet the strategic goals, policy directives and commitments to the Treaty of Waitangi. It includes a number of workshops, events and e-learning material which aim to achieve the following objectives:

- Staff who have direct contact with or whose work impacts on mana whenua and the wider Māori community will have a basic cultural competency in understanding Māori values, beliefs, practices, and knowledge related to the Māori Responsiveness Framework
- Staff are confident to integrate Māori perspectives and values related to their work
- Staff understand the Māori priority outcome areas and are able give effect to these in their work.
- Staff are supported to give effect to Māori outcomes.

Quality Māori responsiveness advice is part of the council's Quality Advice Programme. This training supports council staff to assess the impacts their proposed programmes of work will have on Māori and provide thoughtful analysis of any impacts in their reporting to decision makers.

All 170 elected members have a role description that includes a cultural awareness capability, requiring members to:

- Understand and empathise with different people and cultures within the Auckland community
- Respect and embrace differences and diversity in a non-judgemental way
- Support equal and fair treatment and opportunity for all
- Understand tikanga Māori, the Māori Responsiveness Framework and the council's responsibilities under the Treaty of Waitangi
- Make an effort to support and use Māori and other languages where possible and appropriate
- Respectfully participate in cultural activities and ceremonies when required.

Elected members have a training and development programme called Kura Kāwana which includes modules on Māori Responsiveness Framework and fulfilling the Treaty obligations to Māori; and this year **Auckland is widening the programme by adding modules on diversity and inclusion.**

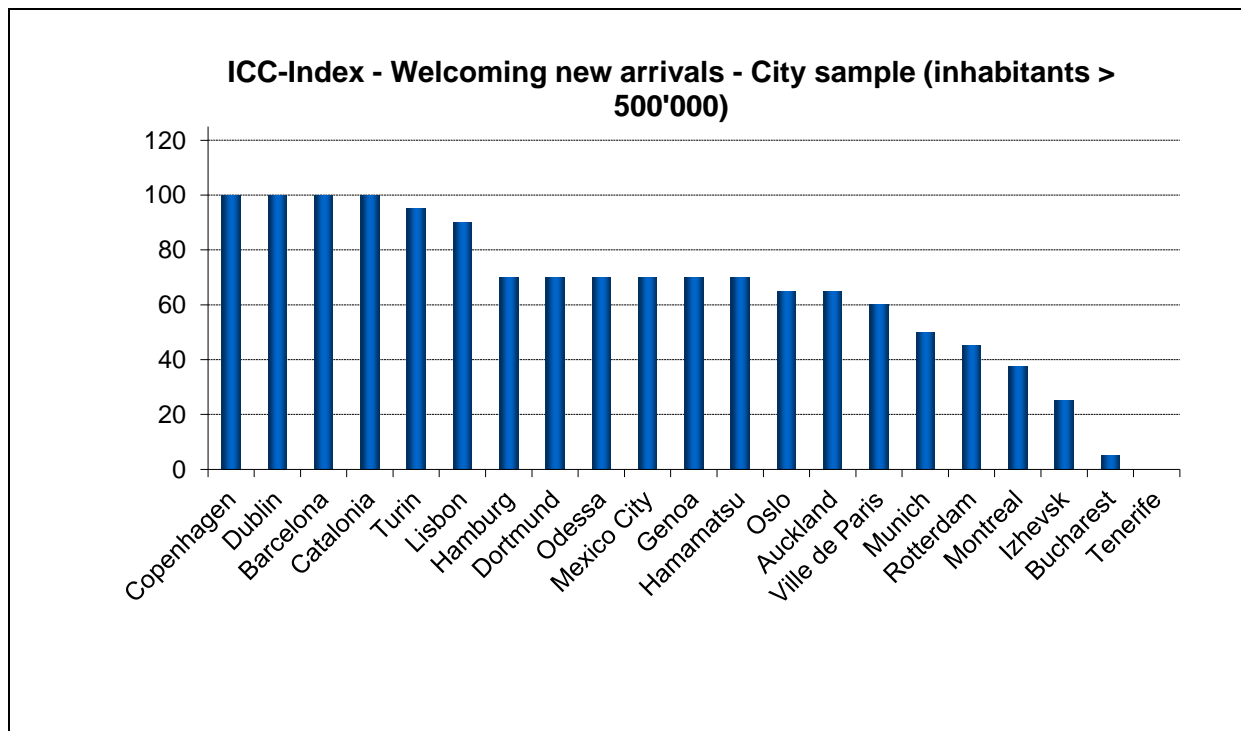
Suggestions:

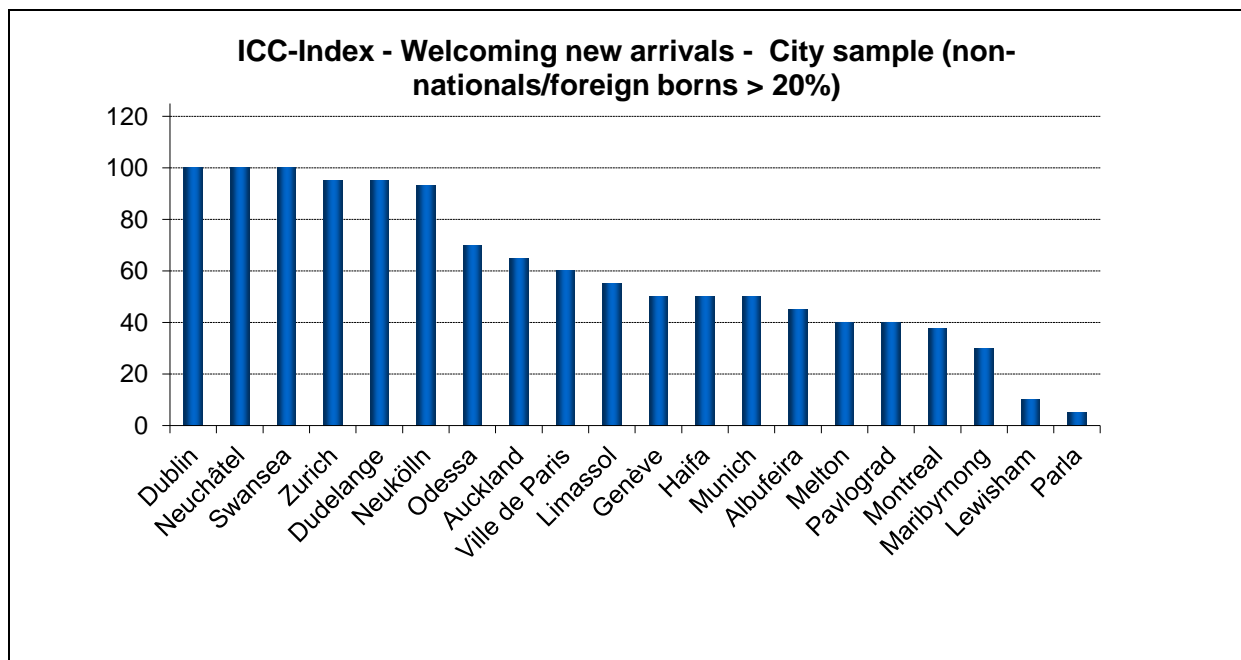
Auckland can be a source of inspiration for many other intercultural cities in this field. It might be of interesting that in Braga (Portugal) trainings and courses are also composed of public debates on migration, sessions and conferences on immigration law, as well as Portuguese courses. While the intercultural city of Bergen (Norway) has developed interdisciplinary seminars, workshops and courses to improve the intercultural competences of its officials and staff.

WELCOMING



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





Auckland's rating for **welcoming** in 2018 was **65%, higher than the city sample, which was 55%.**

Auckland Council, ATEED and Immigration New Zealand (a central government agency responsible for bringing people to New Zealand to enhance New Zealand's social and economic outcomes) have recently signed a partnership agreement to leverage collective skills and resources to maximise the contribution that migrant skills and investment makes to Auckland. This agreement works across the broad spectrum of attracting and retaining migrant skills and talent in the Auckland region and focuses on supporting industry, migrants and their families as well as undertaking a stock take of initiatives to support newcomer Pasifika migrants and addressing gaps and starting to roll out the joint central and **local government Welcoming Communities programme** in Auckland. This programme welcomes newcomers, recent migrants, former refugees and international students. The programme is based on a standard with eight outcomes:

1. Inclusive leadership
2. Welcoming communications
3. Equitable access
4. Connected and inclusive communities
5. Economic development, business and employment
6. Civic engagement and participation
7. Welcoming public spaces
8. Culture and identity.

Immigration New Zealand also funds:

- The Migrant Connect Service provided by some Citizens' Advice Bureaux (CABs) and the council provides some funding to CABs in Auckland. This provides a local information service for new migrants about living and working in New Zealand
- CAB Language Connect which provides help, advice and information in more than 20 languages.

ATEED also works with local partners in the wider Auckland community to give international students better access to the health and wellbeing services available off campus and regarding social inclusion opportunities such as sporting and cultural experiences.

Finally there are a range of refugee settlement services are provided by the Red Cross; the Auckland Regional Migrant Trust; the Auckland Resettled Community Coalition and other agencies.

The council has identified supplying a comprehensive welcome pack for new arrivals to Auckland as an improvement to build on the existing information provided that will be aligned to the Welcoming Communities Programme. Existing information includes ATEED's "Smart Move" - a guide to living and working in Auckland and some skills and sector focused advisory materials, as well as ATEED's International Partnerships and Trade packs.

There is currently **no special ceremony for newcomers**, but the council hosts citizenship ceremonies when residents become citizens, led by elected representatives.

Suggestions:

To facilitate integration, a good welcoming is a good first step. The following are some of the good practices carried out in other Intercultural Cities that could inspire Auckland:

Ballarat's interesting activity of the *Migrant Morning Tea*: every day these morning teas have helped establish friendships across cultures, provided settlement information to new migrants regarding assistance that may be available.

Novellara has set a project called "*Punto d'ascolto*" (listening point) that 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.

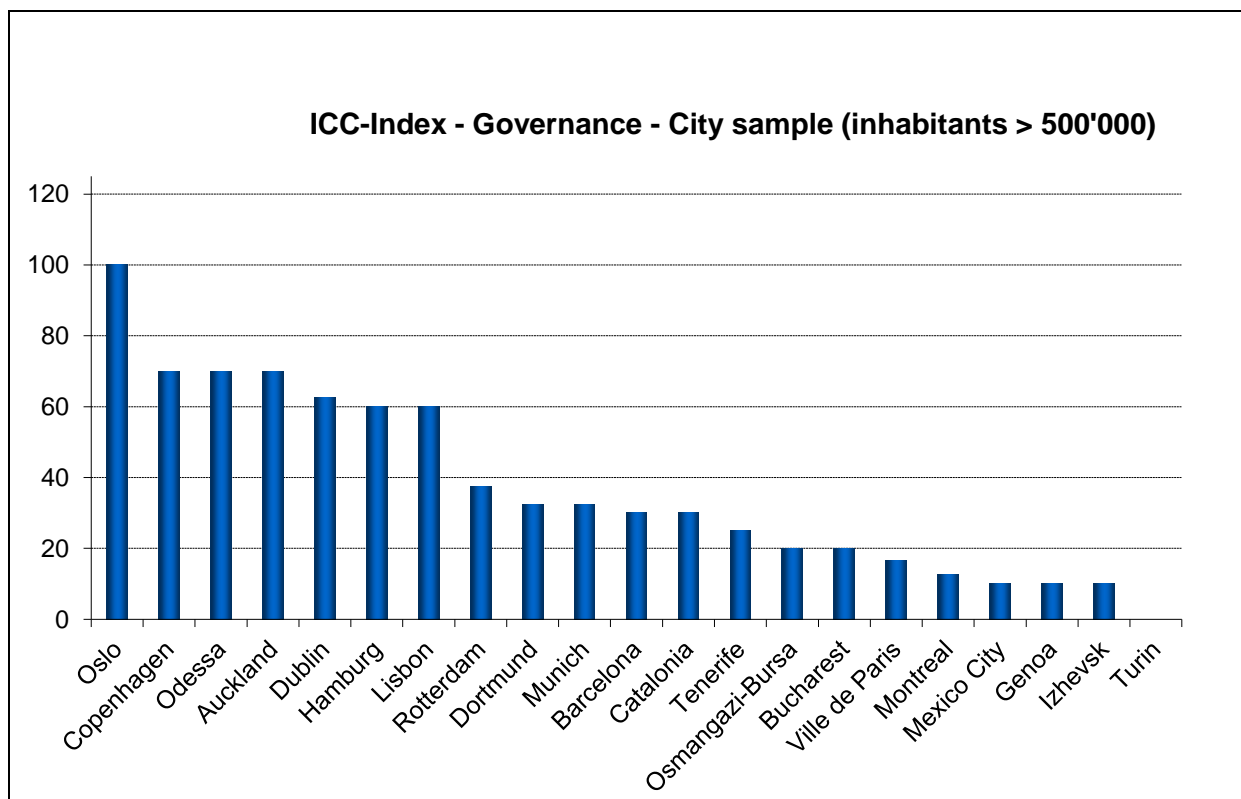
In Neuchatel, a Council meeting is held every 6 months to greet all its new arrivals. This is not only an occasion to be welcome but also to obtain information about the administration, life and population of the city.

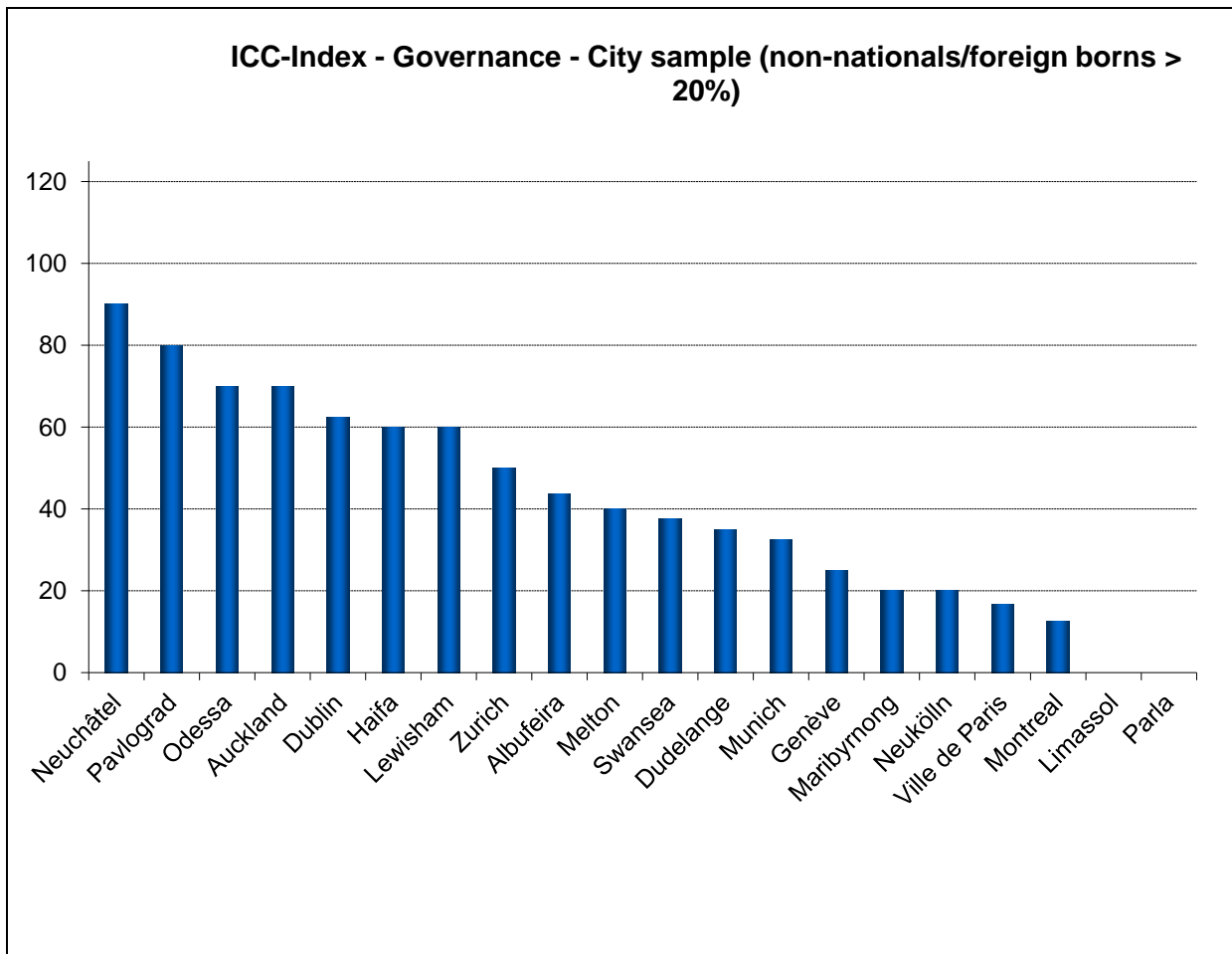
Similarly, in the city of Tillburg there is a special ceremony each month in the town hall for the people who passed the exams of the integration programme. Each month the alderman can congratulate about 30 people. Once a year, a great party is organised by the municipality for all new residents.

GOVERNANCE



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





For **governance**, Auckland was rated an impressive **88%** in 2018, **well ahead of the city sample of 35%**.

For the council’s staff the 52% of the council group employees are NZ citizens and around 17% are non-NZ citizens. The council is working to fill a data gap on the residency status of the remaining 31% of staff. People recognised as refugees in NZ can initially apply for a work visa and then a permanent resident visa. **The council is therefore able and willing to recruit people recognised as refugees, as well as other non NZ citizens. Auckland Council is also an immigration accredited employer** and welcomes applications from people overseas with relevant skills and experience. The person will get a Talent (Accredited Employer) Work Visa. If they continue to work for the council for two years, they are then able to apply to live in New Zealand permanently. **In recent times, the city has run multiple recruitment campaigns overseas:** for example, building inspectors were successfully recruited from overseas.

Residents who are not New Zealand citizens can vote in Council elections after one year of residence.

A recent study has noted that Europeans were overrepresented among elected members of the council (85% of elected members compared with 60% of the adult population who were European). Also that the percentage of elected

members who were Māori (7%) and Pacific Peoples (8%) was lower than in the Auckland population (9% and 12% respectively), and Asian candidates were more strongly underrepresented (4% of elected members but 23% of Auckland's adult population). In addition 84% of elected candidates were born in NZ, compared with 54% of the Auckland 18-yr and over population.

There are **several advisory bodies** to represent cultural minorities and deal with diversity matters, which is independent of the local government authority. The **Independent Māori Statutory Board (IMSB)** is mandated through legislation to ensure Auckland Council takes the views of Māori in Auckland into account when making decisions. The IMSB monitors Auckland Council activities, providing advice and assisting with the development of strategies and plans. The IMSB is unique to Auckland, no other local government body in New Zealand has an external body with mandate through legislation to specifically monitor and advocate for Māori. **Six demographic advisory panels provide particular advice to council on the needs and views of their communities.** These include the Ethnic Peoples Advisory Panel and the Pacific Peoples' Advisory Panel. A range of community organisations also advocate and deal with migrant and refugee communities' issues, including Multicultural New Zealand - New Zealand Federation of Multicultural Councils.

Auckland has recently updated its board appointment policy to strengthen the importance of diversity and tries to support initiatives to encourage minorities to engage in political life. For example:

- The 2016 Election campaign was developed to appeal to those traditionally less likely to vote. The city sought feedback on it from ethnically diverse focus groups and adapted the messages to appeal to specific communities, including the Māori, Pacific, Chinese and Rainbow communities. New Zealand Sign Language videos were also produced to cover candidate and voter information.
- The 2016 Election engagement programme included 80 face to face community events with: Disability communities, Faith communities (Jewish and Muslim), Rainbow communities, Youth, Korean, Chinese, African, Indian, Pacific (Tongan, Samoan), as well as smaller communities such as Shri Lankan, Somalian, Ethiopian, Rwandan, Filipino, West Indian, Burmese, Cambodian and Japanese. The 'Love Bus', a mobile information hub, attended these events over a 3 month period. Presentations were also given at ESOL classes across Auckland and 24 engagement events included one or more interpreters. Languages included Hindi (4), Korean (3), Mandarin (14), Cambodian (1), Somalian (1), Samoan (1), Tongan (1), NZSL (1)
- By-elections conducted in 2017 and 2018 included translations of election information for the major languages in each area, according to the city's translation guidelines.
- In 2016 Auckland carried out research on the diversity of the candidate pool for the local body elections and compared that to the diversity of elected members. This provides a benchmark to support work on encouraging candidates from all communities.

- The Auckland Plan 2050 includes a focus on "Create(ing) safe opportunities for people to meet, connect, participate in and enjoy community and civic life (Belonging and participation, focus area 1). This includes focusing on 'ways to better involve individuals, groups and communities, especially those generally under-represented and not often heard, in civic and democratic processes'.

Suggestions:

In Ballarat, the *Intercultural Ambassadors' Program* was developed in order to provide leadership within the migrant community, therefore encouraging minorities to participate in the political life of the City. Ever since 2009, this program aims to enhance community awareness while fostering social cohesion and mutual acceptance. The objectives are:

- Enhance community awareness and foster inclusion of existing and new CALD communities in Ballarat
- Support leadership within the CALD community and to recognise the commitment and contribution made by migrants and Indigenous people to the Ballarat community
- Advocate for and promote the benefits of cultural diversity through learning, exchange and celebration
- Collaborate with the City of Ballarat in implementing its Cultural Diversity Strategy

Intercultural Ambassadors will be champions for their existing communities and will engage citizens' participation in workplaces, social, religious and recreation groups, as well as in schools and community groups.

In Paris 123 "*conseils de quartier*" or "neighbourhoods' councils" are open to all residents, regardless of their nationality, and allow people to express their opinions and proposals on issues that affect the neighborhoods, such as development projects, neighborhood life, and all the strategies that could potentially improve the quality of life. The Councils are a bridge between the citizens, the elected officials and the Mayor.

ANTI DISCRIMINATION



Auckland does not have a specific service that advises and supports victims of discrimination, but the Council provides funding to Citizens Advice Bureaux that provide advice on a range of matters, including discrimination. This advice includes referring cases to the Human Rights Commission (HRC). This government agency is New Zealand's national human rights institution and it advocates and promotes respect for human rights in New Zealand, provides information to the public about discrimination and helps resolve complaints about discrimination.

The city raises the visibility of diversity and inclusion issues through supporting campaigns such as the HRC's Give Nothing to Racism, the Inclusive Auckland Framework and Action Plan and in the media and through networks via participation in organisations such as Champions for Change, central and local government and private sector networks.

Suggestions:

Paris has established the "*Réseau parisien de repérage des discriminations (REPARE)*" (Parisian discrimination tracking network): a device that tries to identify and report cases of discrimination, localizing and preventing them. The REPAIRE thus helps revealing the extent and the nature of discrimination in Paris and gives a strong response to these situations.

Patras has a 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.

CONCLUSIONS



According to the overall index results, Auckland has been positioned **14th among the 94 cities in the sample**, with an aggregate intercultural city index of **74%**. The city has been ranked **8th** among cities with **more than 500,000 inhabitants** and **5th** among cities with **more than 20% of foreign-born residents**.

It is appreciable that the city scored a rate **higher** than the city sample in the following fields: commitment, welcoming, governance, media, international outlook, intelligence/ competence, education, public service, neighbourhoods, business and labour market and public space.

On the other hand, the **weakest fields** where the city's municipality could strengthen its policies are: mediation, language and cultural and civil life.

In view of the above, we wish to congratulate with the City of Auckland for the efforts taken. The Index has shown that Auckland has many good practices to share with others and that where there is room for further improvements, our guidelines and other Intercultural Cities' practices will mean rapid and tangible results.

RECOMMENDATIONS



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

- **Neighbourhoods:** the city might wish to consider introducing a policy to increase diversity of residents in the neighborhoods;
- **Mediation:** Auckland could consider strengthening their mediation policies by setting up mediation services in the neighbourhoods, on the streets, proactively meeting residents;
- **Cultural and civil life:** The city might also wish to make interculturalism a criterion when allocating grants
- **Language:** The city should tap into the diversity of languages spoken by the pupils in school by considering experiences of other schools that have worked on multilingualism.

Even if the city has scored well above the average in many areas, Auckland may wish to consider further examples implemented by other Intercultural Cities as a source of learning and inspiration to guide future initiatives. Such examples are provided in the Intercultural cities database¹⁰.

¹⁰ <http://www.coe.int/en/web/interculturalcities/>