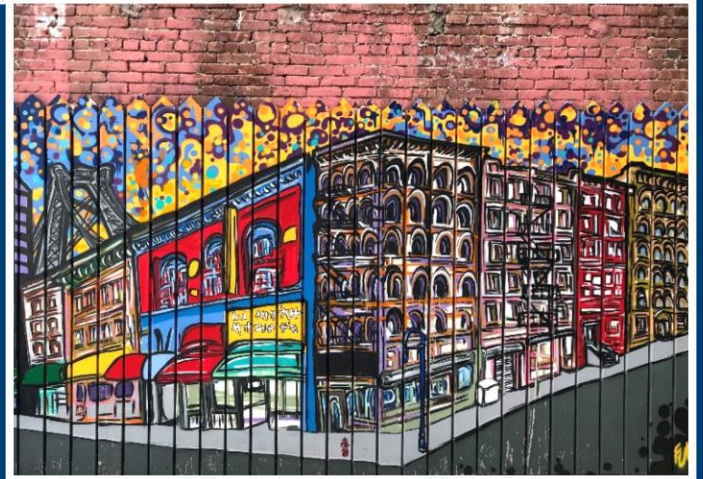




LEEDS

ICC INDEX ANALYSIS 2020



Diversity, Equality, Interaction

**BUILDING BRIDGES,
BREAKING WALLS**



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LEEDS
INDEX ANALYSIS

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

www.coe.int/interculturalcities

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INTRODUCTION

Intercultural Cities is a Council of Europe flagship programme. It seeks to explore the potential of an intercultural approach to integration in communities with culturally diverse populations. The cities participating in the programme are reviewing their governance, policies, discourse and practices from an intercultural point of view.

In the past, this review has taken the form of narrative reports and city profiles – a form which was rich in content and detail. However, narrative reports alone were relatively weak as tools to monitor and communicate progress. Thus, an “Intercultural City Index” has been designed as a benchmarking tool for the cities taking part in the programme as well as for future participants.

While this report is being written (July 2020) 140 cities embraced the ICC programme and approach, and 110 (including Leeds) have analysed their intercultural policies using the Intercultural City Index. The respective reports can be found here: [HTTPS://WWW.COE.INT/EN/WEB/INTERCULTURALCITIES/INDEX-RESULTS-PER-CITY](https://www.coe.int/en/web/interculturalcities/index-results-per-city) .

Among these cities, 26 cities (including Leeds) have more than 500,000 inhabitants and 35 (including Leeds) have between 10% and 15% of foreign-born residents.

This document presents the results of the Intercultural City Index analysis for Leeds, United Kingdom, in 2019, and provides related intercultural policy conclusions and recommendations.

INTERCULTURAL CITY DEFINITION

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

METHODOLOGY

The Intercultural City Index analysis is based on a questionnaire involving 86 questions (73 of which are mandatory) grouped in 12 indicators with three distinct types of data. The 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 the following (including the two new indicators in bold below):

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

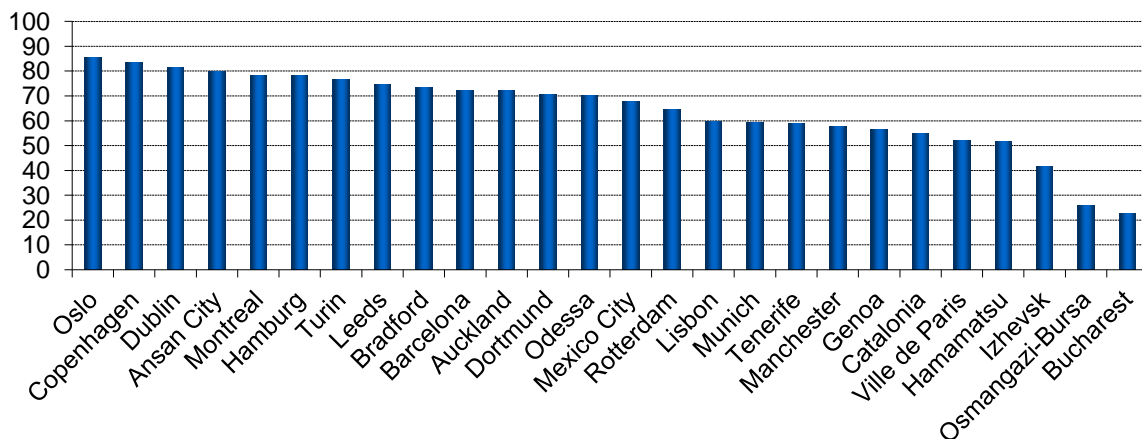
The comparison between cities is strictly indicative, given the large difference between cities in terms of historical development, type and scale of diversity, governance models and level of economic development. The comparison is based on a set of formal criteria related to the intercultural approach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

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

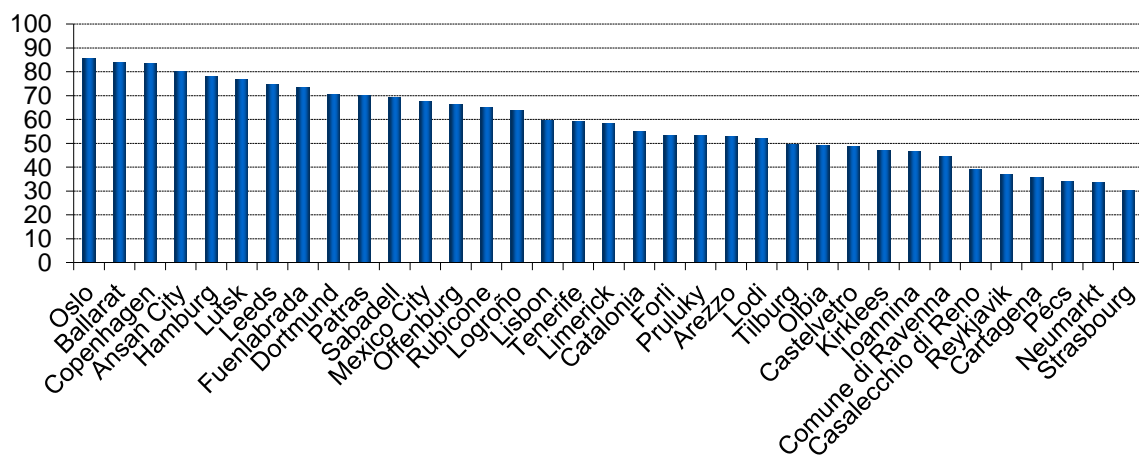
So far, 16 cities have used the index containing the new indicators in their evaluations, including Leeds. Thus, the city will be compared to the entire sample for all the indicators, and to the new sample for the new indicators relating to participation and interaction.

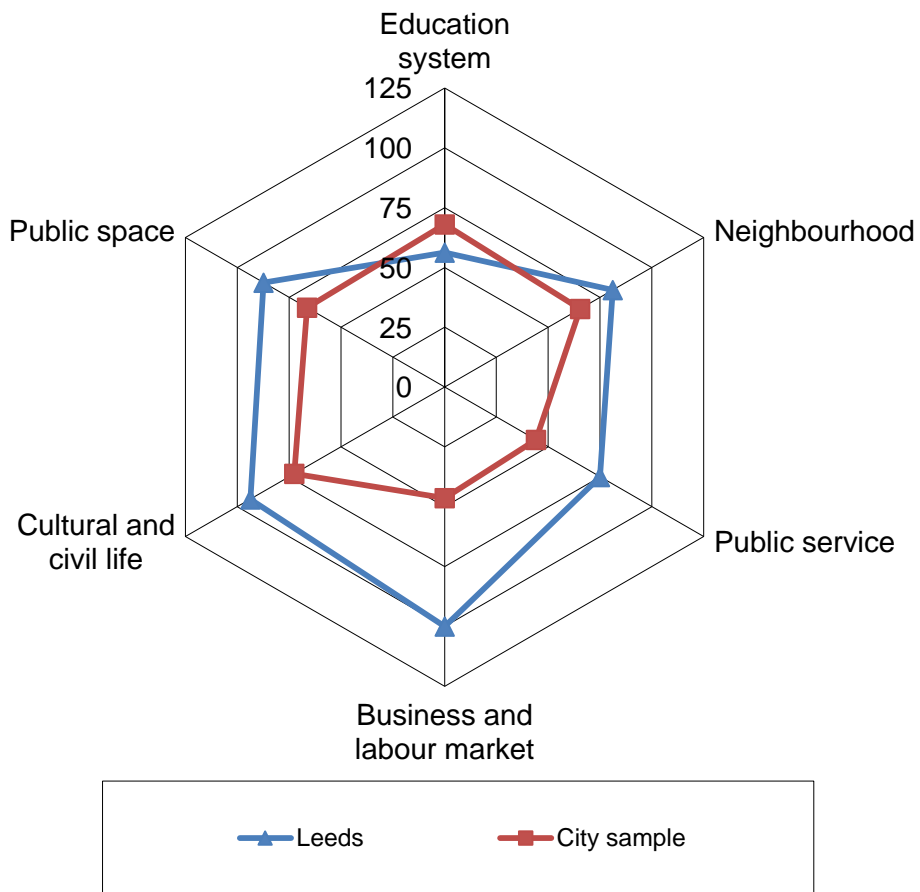
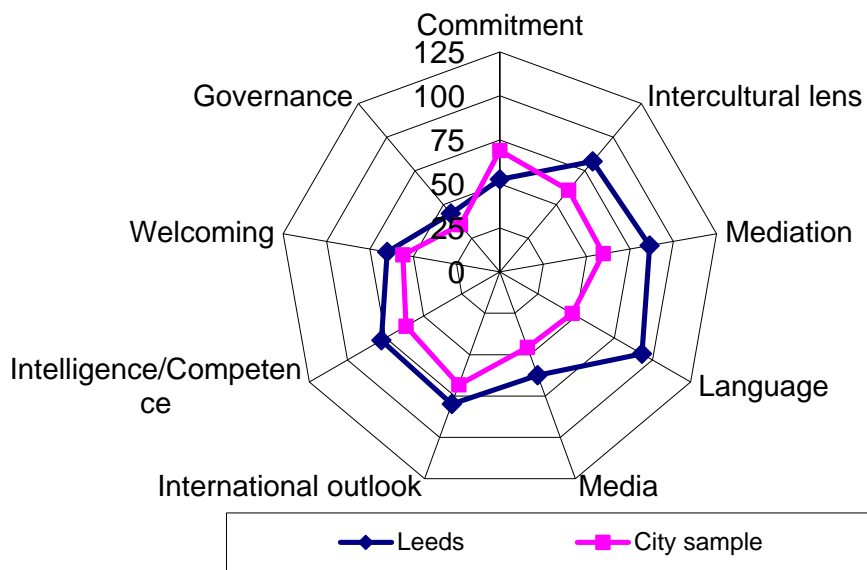
According to the overall index results, Leeds has an aggregate intercultural city index of 75 (out of 100 possible points). The details of this result will be explained below.

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

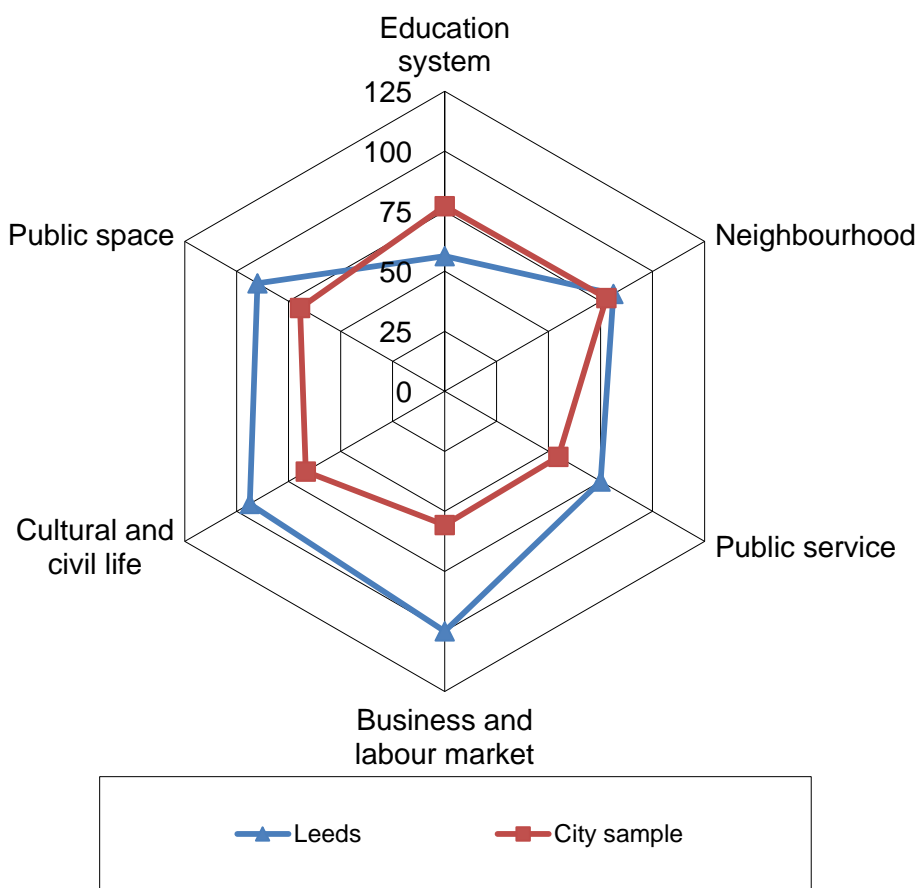
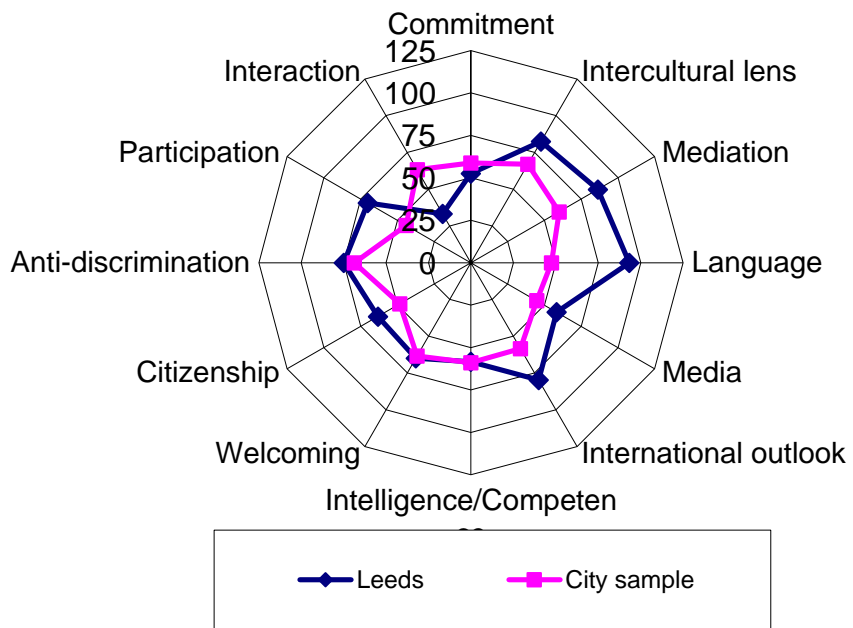


**Intercultural City Index (ICC)
City sample (non-nationals/foreign borns 10% - 15%)**





Including new indicators (smaller sample which is not yet statistically relevant):



LEEDS: AN OVERVIEW

Leeds is a city in West Yorkshire in Northern England. An industrial city, Leeds has a large private sector and a growing economy. At the time of the index questionnaire, Leeds had a population of 789,194. Administratively, the city is divided into 33 wards and also split geographically across ten Community Committees that provide a local democratic framework for the delivery of some services, such as environmental services. The committees each have delegated budgets that are determined locally to support improvements across a wide range of subject areas.

Leeds is a diverse city, with a population which has changed significantly over the past years. The official measure of non-nationals and migrants is taken from the Census 2011 which is taken every ten years. The census provides statistics on the country of birth (48 main countries) and ethnicity (22 main ethnicities) of the population. Changes to the population in recent years is a result of emigration of native-born youth, the arrival of large numbers of people originating from the same country, cultural or religious groups, the emigration of middle-class families to peripheral regions of the city and the arrival of large numbers of retired persons from other countries. Through this there has been a shift from the settled community of nationals from South Asia and Sub-Saharan Africa and other world areas to more recent communities of EU-nationals which now make up a larger, more diverse proportion of the community.

The main (native or foreign-born) ethnic/cultural groups in Leeds according to the British system are: White British (81.1%), White Other (4.0%), Pakistani (3.0%), Indian (2.1%) and Black/African/Caribbean/Black British: African (2.0%). The main foreign groups represented in Leeds are: Pakistan (1.2%), India (1.1%) and Poland (0.9%), with EU citizens making up 29.5% of the foreign population. 11.5% of the city population are born outside of the United Kingdom.

Since the census 2011 the population has grown from 751,500 to 789,194. This increase is primarily driven by a combination of natural population change and international migration. Some relevant numbers include that 62,451 people have arrived between 2011/12 and 2018/19, with the highest number of applications in 2015/16 with over 9,300 persons registering in the city. The number of applications has reduced in the last three years, with greater reductions each year. Leeds has received the fourth highest number of applications since 2011 out of the ten core cities in the United Kingdom, with the majority of people arriving being nationals from the European Union (63%) and the main nationalities being Romanian, Indian, Italian, Polish and Spanish.

At the end of October 2019, 882 individuals who were either refugees or asylum-seekers were supported by the city. The city estimates around 500 undocumented migrants in the city based on information from the key services supporting destitute migrants.

On a national level, Gypsy, Roma and Traveller (GRT) groups are recognised as native-born minority groups. The GRT service sits under the Council's Children and Families directorate. Leeds also reports a number of groups of people of diverse origins which require a special focus. Leeds reports to have over 140 different nationalities and within the city there are several groups that require a particular focus including Unaccompanied Asylum-Seeking Children, to which the city has a multi-agency approach; undocumented asylum-seekers and those with no recourse to public funds; victims of sexual violence and female genital mutilation, with whom the city has engaged through links with the migrant community. The city also supports migrants with additional needs and disabilities and those who have been through traumatic experiences through involvement in the Vulnerable Persons Resettlement Scheme.

The GDP per capita of Leeds is \$32,219.

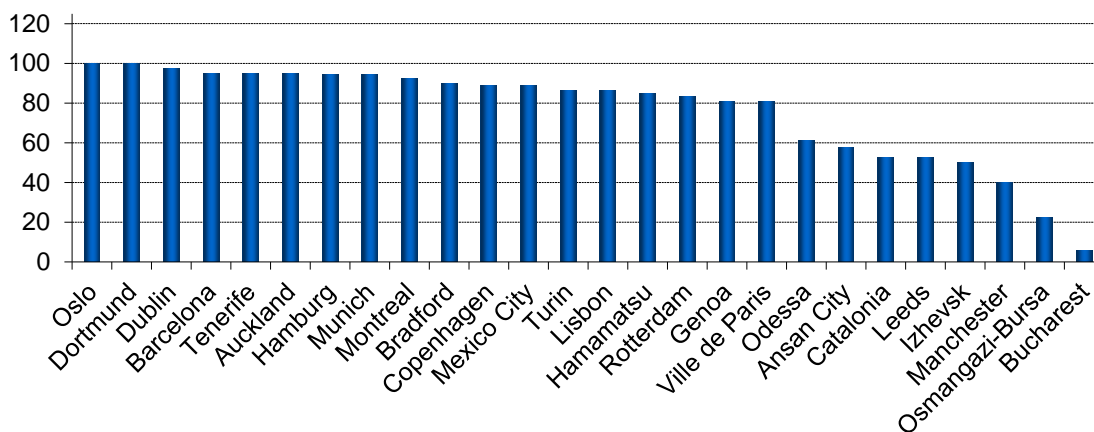
COMMITMENT

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

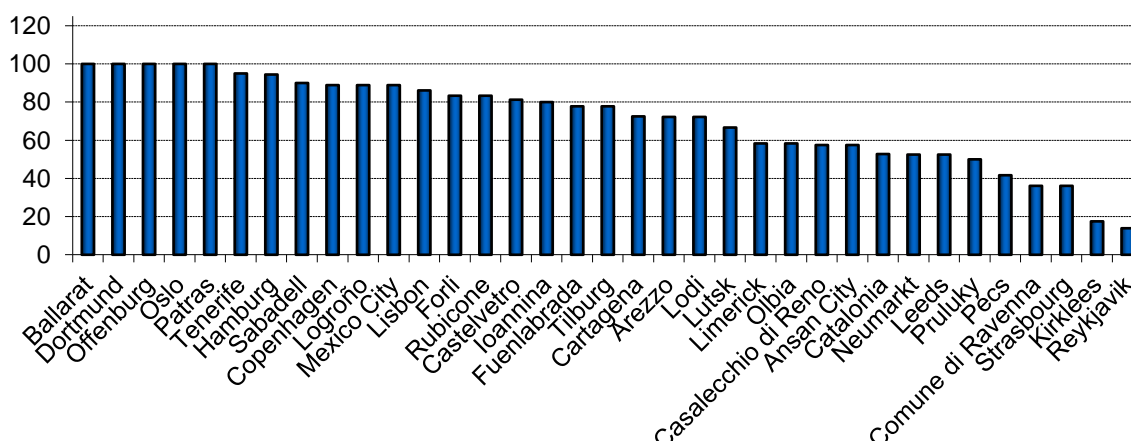
making process. The authorities also highlight and nurture any intercultural practices that may already exist in the city.

The score of Leeds in the field of Commitment is 53, lower than the city sample result of 69. The result is based on an intercultural strategy and action plan not yet being implemented. However, the city has a wide range of actions and documents already in place supporting their work in the field.

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



Intercultural City Index (ICC) - Commitment
City sample (non-nationals/foreign borns 10% - 15%)



The city of Leeds has adopted a public intercultural statement endorsed by the local council. This included a well-publicised policy statement by the Mayor describing the long-term goals of the city related to diversity. The statement underlines how diversity has been, is, and will be beneficial to the city and all its inhabitants, how inclusion and participation relate to democratic values and the principles of human rights as well as why citizens should be proud of living in an intercultural city. This is also shown through the city's commitment as a city of sanctuary, which has been signed by several key institutions.

The city often makes a reference to the city's commitment as an Intercultural City. This includes a report to the Corporate Leadership Team and Cabinet providing an overview of the Intercultural Cities initiative and the benefits of membership of the Intercultural Cities Network to the Council and the wider city, seeking support in delivering the initiative. When setting up the Equalities Assembly in 2010, the city also made a public pledge to support for equality and diversity across the city. The pledge included a reference to the importance of consulting with diverse communities even during challenging times. To highlight the importance of the intercultural commitment, the city often references interculturalism in public statements, in using symbols and pictures and have further changed names of units and entities to better reflect the commitment.

Leeds produces a Best Council Plan every year which has a strategic focus on tackling poverty and inequalities through a combination of strengthening the economy and doing this in a way that is compassionate and caring,

allowing the city to support the most vulnerable children and adults. There are eight key priorities to deliver improved outcomes for everyone: Inclusive Growth, Health and Wellbeing, Sustainable Infrastructure, Child-Friendly City, Age-Friendly Leeds, Culture, Housing and Safe, Strong Communities. A commitment to inclusion and a positive approach to diversity and migration aim to feed into all of these priorities. In particular, the city highlights the Leeds Inclusive Growth Strategy announced in June 2018, to ensure that all communities in the city benefit from a thriving city. Leeds has also joined several international networks, working in cooperation with other European cities for the continued promotion of social cohesion and integration. Furthermore, as part of the membership the city has made a pledge to the European Pillar of Social Rights in February 2019, with a strong commitment to ensuring equal opportunities, particularly through improving the approach to migrant integration.

Leeds has not yet adopted an intercultural strategy and are in the process of developing an action plan; and have hence not allocated a specific budget or evaluation process for these areas. However, to ensure the council meets its legal duties under the Equality Act, the city has implemented an **Equality and Diversity Policy** which is reviewed every three to four years. Under the Equality and Diversity policy Leeds has produced the 'Equality Improvement Priorities' for the period of 2018 – 2022, complementing the ambition aimed at tackling inequalities. The priorities are for Leeds to have a strong economy and to be a compassionate city. These priority areas are described to provide focus to addressing issues of inequality. The city's approach to migration and intercultural integration takes into account equality and diversity as core components.

To improve the approach to migration and define the key goals for the next five years, a Migration Equality Improvement Priority was approved by the Executive Board in 2018 defining a **Strategic, Coordinated and Inclusive Approach to Migration**. The key priorities of this strategy are:

- improving access to services;
- shifting attitudes and behaviours;
- increasing awareness and understanding;
- strengthening resilience and building capacity; and,
- building and creating cooperative partnerships.

The city of Leeds is further as part of the Strategic, Coordinated and Inclusive Approach to Migration in the process of developing a programme action plan outlining the key inputs, activities, outputs, outcomes and impact. In addition, action plans defining the key actions and time scales of the cross-council groups, such as the Migrant Health Board, are also already in place. Furthermore, the Locality Working Strategic Framework underline the endorsement of diversity and integration of migrants and minorities into local communities. The principles in the Framework include a place-based integrated working approach; early intervention and prevention; a strong focus on building self-reliance and resilient communities and getting to the root causes and sharing knowledge to develop effective local and/or citywide solutions.

Leeds has a dedicated body to implement the intercultural actions as the Equality and Migration teams in the Communities are responsible for inclusion, diversity and equality. The Leeds Strategic Migration Board further oversees migration in the city to provide an updated understanding of the needs, gaps and challenges; good practice; and ways in which the current arrangements could be strengthened. The city within this structure have a number of arrangements:

- Leeds Migrant Health Board: led by Public Health and set out the ambition to work collaboratively across the health system to identify and address the key issues that create inequalities in health between the migrant population and the rest of the population of Leeds.
- Leeds Migration Partnership: led by the third sector and statutory partners, providing a forum for those working with migrant communities to develop and strengthen partnership working whilst ensuring the voices of migrants are heard.
- Leeds Migrant Access Programme: oversees the work of the Migrant Access Project (MAP) and Migrant Access Project Plus to ensure migrants access services in the most efficient and effective way.

To assess the policies in place the Communities and Environment Scrutiny Board undertook work in relation to migration in Leeds. This followed an annual reporting to Scrutiny Board and annual updates to the Executive Board¹. As part of the city's governance structure the city report on progress against the Best Council Plan every

¹ <https://democracy.leeds.gov.uk/documents/s193102/Migration%20Cover%20Report%20V3%20150719.pdf>

quarter². In addition, the approach involves regular board updates to the Leeds Strategic Migration Board, continually evolving the strategy through a partnership approach whilst addressing challenges and embedding good practice against the priorities. In addition, the city highlight they evaluate and report progress against the key actions through performance measures set out in the Council's Equality Improvement Plan. This allows Leeds to measure key priorities and update the strategy where needed. Leeds is accountable to the Councillors and present quarterly board updates to the Executive Board members on the progress.

All communication of the city reference at least one of the eight priorities of the Best Council Plan, including key statements such as 'Welcoming and Compassionate City' and the commitment to be a 'City of Sanctuary'. The references are made in publications on the city's intranet system as well as on external platforms, such as the International Relations blog. Further the city is in the process of developing a page on the Leeds City Council website for the Strategic, Coordinated and Inclusive approach to migration.

Additionally, the annual Compassionate City Awards³ recognises and celebrates the work of the city's many unsung heroes and supports Leeds's vision to be the best city in the UK; one that is compassionate, caring and encourages inclusive growth. Two of the awards in particular acknowledge the encouragement of interculturalism - 'Diversity Project of the Year', which recognises outstanding contributions to equality, diversity and inclusion and bringing different communities together and the 'Culture or Art Project of the Year', rewarding those which work with communities to celebrate the diverse cultural landscape of the city.

Recommendations

The city already takes a wide range of actions within the field and displays a deep commitment to further equality and support migration. The city is encouraged to create an intercultural integration plan and to review already existing policies and plans through an intercultural lens.

Limerick, Ireland offers an interesting example which can serve as an inspiration with its Limerick City and County Integration Working Group. This engages statutory, non-statutory, and voluntary bodies to share information and good practice and take initiatives to advance the goal of Limerick as an Intercultural City.

Another good example, is Barcelona, Spain where the "[Plan Barcelona Interculturalidad](#)" aims to ensure that interculturalism is the model to address diversity, bringing political strategies together to meet the challenges of coexistence. The intercultural lens is based on the three principles of equality, positive interaction and the diversity advantage.

Limassol, Cyprus, used its first ICC Index evaluation to build up and adopt a comprehensive intercultural strategy covering all policy areas detailed in the Index. The city prepared it in a participatory way, foreseeing cooperation with the civil society for its implementation.

Finally, Lisbon's, Portugal, Municipal Plan for the Integration of Migrants in Lisbon 2015-2017 can serve as inspiration. The plan integrates the different areas of action included in various guiding documents across its government units, aiming to formulate an all-round plan specifically for intercultural integration. Bringing together the strategies and goals formulated in the "Government of the City of Lisbon Programme for 2013 –2017", the "Social Rights Action Plan for 2014/2017" and the "Network's Social Development Plan (2013-2015)", the intercultural action plan revolves around three axes:

1. Citizenship and participation
2. Employment, entrepreneurship, valorisation and capacity building
3. Diversity, covering the following
 - a. Relations with countries of origin;
 - b. Interfaith dialogue;
 - c. Urban cultural dynamics;
 - d. Racism and discrimination;
 - e. Social exclusion.

²<https://www.leeds.gov.uk/docs/List%20of%20Equality%20Improvement%20Priorities%20and%20measures%202018%20to%202022%20full%20document%20-%20version2.pdf>

³ <https://www.leeds.gov.uk/your-council/compassionate-city-awards>

THE CITY THROUGH AN INTERCULTURAL LENS

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

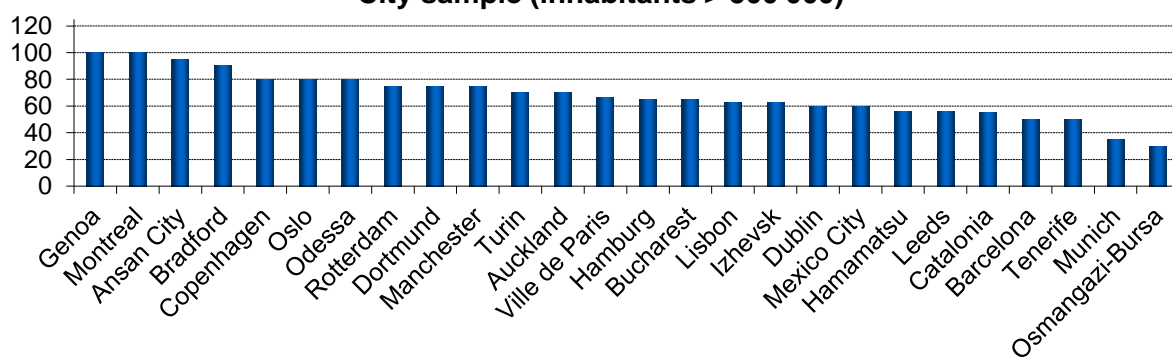
The overall rate of achievement of the urban policies of the Leeds, assessed as a whole through an "intercultural lens" is higher than that of the model city: 82% of these objectives were achieved while the rate of achievement of the model city's engagement policy reaches 61%.

EDUCATION

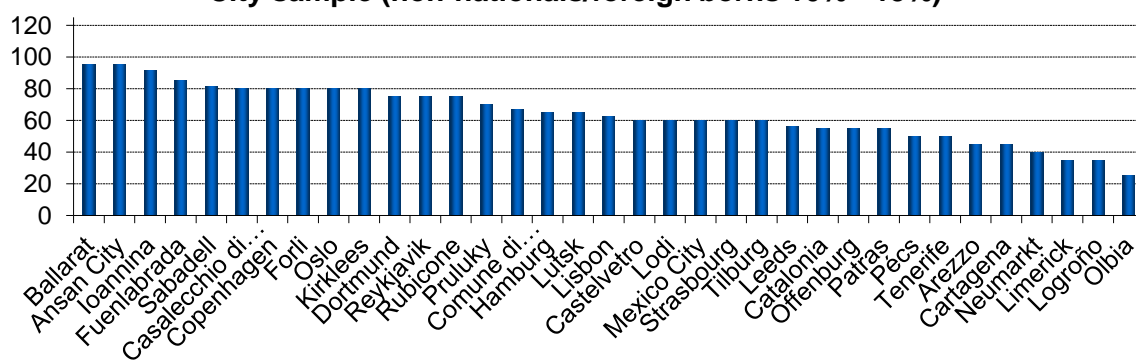
Formal education and extracurricular activities have a powerful influence on how children will perceive diversity as they grow up. Schools therefore have a strong potential to reinforce or, on the contrary, challenge prejudices and negative stereotyping. Although school programmes are defined primarily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

Leeds score in the field of education is 56, lower than the city sample result of 68. The city however has a range of good projects relating to intercultural topics, work with parents and twinning between schools.

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



Intercultural City Index (ICC) - Education system
City sample (non-nationals/foreign borns 10% - 15%)



The city highlights, that in some schools, almost all children are of the same ethnic/cultural background and that the background of teachers in schools does not reflect the composition of the city's population. Whilst the city council does not have the remit nor the authority to appoint teaching staff within education settings, it does encourage governing bodies to make appointments with equality and diversity as key components of any recruitment process. The council also encourages all settings to work restoratively with their communities, including teaching staff, students, parents and carers, doing things with people rather than to them or for them. Several schools are brought forward as making a strong effort to involve parents with migrant/minority backgrounds in school life. This is highlighted to be done by, for example:

- providing information in an accessible and friendly format,
- involving arts or faith groups,
- organising convivial meetings to help educators understand the different concepts of the family, gender roles, the place of education and the relative weight of cultural and socio-economic factors in the life of migrant families,
- organising festive occasions during which parents with migrant backgrounds can highlight their culinary or artistic traditions,
- launching cooperative projects for parents in schools, such as, for instance, an intercultural garden.

As part of 'Child Friendly Leeds'⁴, the city recognises that starting school in a new location is daunting. The city has therefore established a weekly session for children aged 9-16 called 'Fresh Start', to learn about the British school system in a fun and informal way also helping to improve their English, confidence and support their transition. Leeds has also started weekly parent drop in's for school policies, community issues and EU Settlement. Schools aim at securing the engagement of the parents in the school community activities and the city brings forward that this approach has provided a platform to grow this.

Schools are reported to often arrange intercultural projects, including projects related to:

- Visits to faith centres and using books from countries of origin of pupils with migrant background. Some books are bilingual.
- Working towards improving learning and the curriculum for pupils from vulnerable backgrounds who may also speak English as an additional language and who make up a high percentage in their schools - the Young Interpreters Scheme provides peer support to pupils
- Counter Extremism programme, sessions to raise awareness of hardships that lead to some of the residents to seek refuge in the UK. Theatre productions in schools and communities which feature issues relating to faith, war and discrimination.
- Leeds has also recently been named as chair a new working group on children and young people within the EUROCITES network, as part of the city's commitment to ensure children have equal opportunities to culture and education. Through its position as working group chair, Leeds is representing European cities in a dialogue with the European Commission on shaping EU priorities relating to children and young people.

The city does not have a policy to fight segregation and white flight in schools. However, by improving sports, leisure, and teaching facilities in schools attended by pupils from low-income families, by attracting specially competent teachers to schools where pupils with migrant backgrounds form a majority as well as by restricting possibilities for parents to have their children enrolled in schools from outside their regular catchment area the city strives to create more mixing in schools. The city is also working on a pilot project as part of the Linking Network, where schools with students of predominantly different backgrounds are twinned whereby bringing children together for citizenship themed sessions. There is a plan to roll this out and enable more schools to become involved once the plan is finalised. Some Leeds schools are also Schools of Sanctuary as part of the City of Sanctuary initiative. Leeds also recognises that there is more to be done and will consider the recommendations set out in the ICC Index.

Recommendations

Leeds already displays good examples of projects within schools to engage with students and parents alike. The city may wish to further work to increase mixing and fight segregation in schools. A good example to seek

⁴ <https://www.leeds.gov.uk/childfriendlyleeds>

inspiration from, to some extent similar to what Leeds displays, comes from for example the good practice in Oslo, Norway, where the [educational segregation](#) is tackled through the raising of the standards. Educational professionals in Oslo noted that kindergartens tended to be very ethnically mixed but there were signs that primary and secondary schools were gradually becoming more polarised as more affluent parents opted out of some schools and into others. This is now being countered by limiting the right to parental choice, but mainly by heavily investing in those schools that are most threatened by 'white flight'. By ensuring that even schools in the poorest districts are able to offer teaching standards and facilities as good as those in the wealthiest parts, Oslo aims to conquer a challenge faced by many cities. The Gamlebyen Skole is a classic inner-city primary school with a wide range of languages and a combination of complex social and cultural issues. The school has been given the funds to enable it to compete effectively in the teacher recruitment market, and has a strong and very high-profile head teacher. Its physical environment is shaped to involve references of migrant children's culture of origin such as the climbing wall made up of letters of all world alphabets, the original carved wood pillar of a destroyed Mosque in Pakistan, kilims and other objects which create a warm, homely atmosphere. The curriculum in the school involves cultural and intercultural learning. There is a benchmarking tool allowing teachers to check whether they stand in diversity matters such as engaging parents from different origins. The school has edited a book from a joint project from Ankara and is now running a film project with schools from Denmark and Turkey.

Similarly, cities are encouraged to strive to ensure that the background of teachers in schools reflects the composition of the city's population and that schools make a strong effort to involve parents with migrant/minority backgrounds in school life. An inspiration can be the implementation of the [Schools Agenda 21 Programme](#) in San Sebastian, Spain. 15,000 students from 28 schools participated in a programme of activities on cultural diversity, which included analysis of the situation in their own schools, reflection on the situation in their wider society, interviews with key stakeholders, and presentation of a plan of action to the municipality.

Montreal, Canada also has an interesting project [that empowers young people to be ambassadors](#). The project is called 'a light on our talents' and accompanies 10-12 young ambassadors for diversity who run their own sensitisation campaign for employers. The youth receive training from experts in employability, business and diversity before visiting employers to tell them positive stories of young people, recent immigrants and ethnic minorities. This is accompanied by another educational aspect where young people wishing to develop creative skills are trained to make short videos to share on social media as well as with employers. There are also 'young ambassadors against prejudice' who mobilise young people from primary and secondary schools and promote the importance of fighting discrimination and valuing diversity in their neighbourhood or region.

Another interesting practice, is the [co-existence and mediation initiative](#) in Barcelona, Spain. This wide-ranging initiative seeks to introduce interculturalism as a mainstream element in the curriculum and encompasses learning of first languages, teacher training, involvement of families in the educational process, linking the school with its wider neighbourhood, and teaching about the neighbourhood's cultural diversity.

Finally, Leeds might also find inspiration by a [project run in ten secondary schools](#) by the city of Parla, Spain. The project includes three educational sessions using a participatory methodology:

- A session promoting mutual knowledge;
- A session addressing empathy and prejudice;
- An artistic session, including rap against racism, to encourage self-esteem and prevent discrimination.

Upon completion of these sessions, volunteer pupils are asked to join a Network of Volunteers for Intercultural Coexistence. The objectives of this project are:

- Promotion of intercultural relations in the educational space;
- Education in attitudes and values of equality, solidarity and inclusion;
- Prevention of attitudes of discrimination, racism and xenophobia.

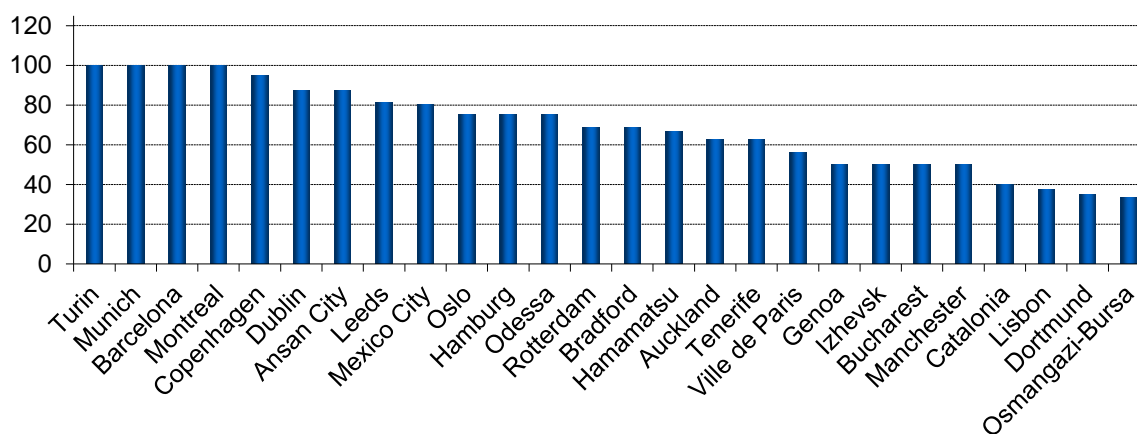
NEIGHBOURHOODS

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

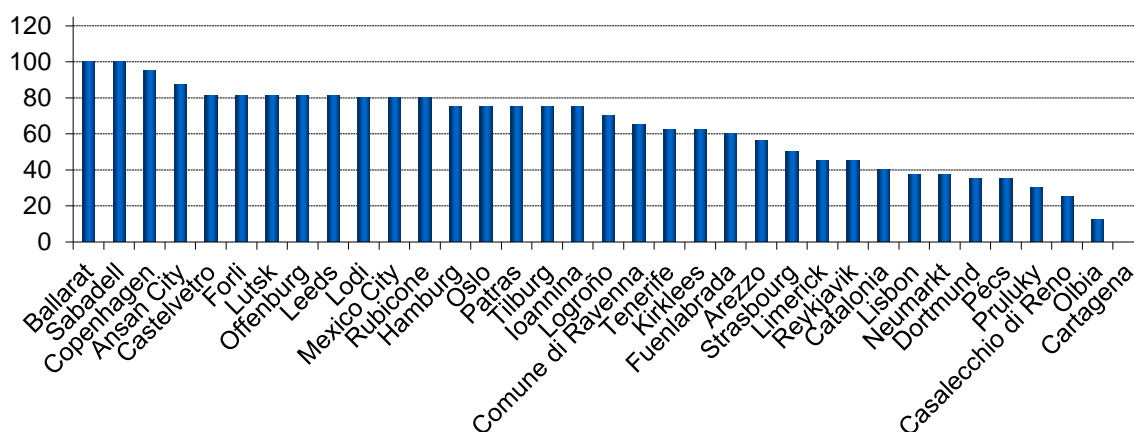
same quality of public service delivery in all the neighbourhoods and plans public space, infrastructures, social, cultural and sport activities to encourage intercultural and socio-economic mixing and interaction.

Leeds score in the field of neighbourhoods is 81, considerably higher than the city sample result of 65. Leeds has a great deal of initiatives to support interaction in neighbourhoods, including cooperation projects with civil society organisations.

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



**Intercultural City Index (ICC) - Neighbourhood
City sample (non-nationals/foreign borns 10% - 15%)**



The city reports that most districts/neighbourhoods are culturally and ethnically diverse and that the city applies occasional measures and policies to increase the diversity of residents in the neighbourhoods to avoid ethnic concentration. The city reports that they, as part of the Best Council Plan, aim to provide homes of the right quality, type and affordability in the right places. Their Housing Strategy⁵ therefore recognises that Leeds is diverse with a number of vibrant communities across the city. The city of Leeds is one of the largest social landlords in the UK, and they highlight that their Lettings Policy⁶ ensures that customers are not discriminated against, as the Leeds Homes system gives customers choice and preference of the area they wish to live in⁷. In addition, the Asylum Protocol offers a partnership approach to avoid areas of high asylum accommodation in densely populated inner-city areas and have a wider procurement process to other areas of the city.

The city reports to encourage actions where residents of one neighbourhood meet and interact with residents with different migrant/minority backgrounds from other neighbourhoods. Leeds highlight independent neighbourhood cultural organisations have come together. The collective composes a wide range of community cultures and art forms and is reported to be an excellent way of interlinking residents with different cultures. Annually, different local

⁵ <https://www.leeds.gov.uk/docs/Housing%20Strategy%20October%202016.pdf>

⁶ <https://www.leeds.gov.uk/docs/Lettings%20Policy.pdf>

⁷ <https://www.leedshomes.org.uk/>

galas, carnivals, parades, festivals, and shows take over parks, streets and venues bringing people from across the city. The Leeds West Indian Carnival, Jewish Festival of Words, Leeds Black Music Festival, plus Light Night and Breeze on Tour are also held. The Leeds International Film Festival further celebrates all the represented cultures in the city through film.

The city reports to have a policy to encourage residents with migrant/minority backgrounds to meet and interact with other people living in the same neighbourhood. The city highlights they celebrate all cultures through the city's first co-produced Culture Strategy (2017-2030) and the development of the Culture Strategy Delivery Plan (2018-2023). Traditionally the audience for culture in the city has largely been the arts sector, and the new strategy places culture at the heart of the city's narrative, embedding culture across all policy areas and as such broadening its audience.

The Migrant Access Programme (MAP) is reported to aim to promote community cohesion and enhance resilience and sustainability of local communities in Leeds. The Programme uses asset-based engagement tools to work to bring new migrants and settled communities together in a way that benefits everyone in their local area. As part of this programme the city trains 'Migrant Community Networkers' (MCN's) to lead, train and advocate for their community. Whilst there are many strands to the role of the networkers, one of the key aspects is encouraging people to meet in the Buddying system where the Programme links migrants living in the same area but from different communities to work together and develop initiatives to help other migrants in their area, whether that be running events, applying for funding or meeting with new arrivals in their community.

Further, the city receives funding to support the Strategic, Coordinated and Inclusive Approach to Migration. The city has also received grants from the Ministry of Housing, Communities and Local Government to run local projects as well as the local approach to implementing housing support for asylum-seekers transitioning to refugees through LAASLO (Local Authority Asylum Seekers Liaison Officers). A Community Connectors Project has also allowed recruitment of diverse community members to the Local Authority. The city highlights that the investment into local working strengthens the intercultural approach by developing strong partnerships and resilient communities.

Suggestions

Cities may wish to look into having a policy to increase the diversity of residents in the neighbourhoods and avoid ethnic concentration. While Leeds already works in this field, further inspiration can be sought from the city of Zurich, Switzerland, which has a [housing policy](#) which could provide additional ideas to the policies already in place. The programme aims, among other things, at a good social mixing within the city. The majority of the city population lives in rented apartments. 25 % of these apartments are owned by the city or by non-commercial housing associations. The city as well as the housing associations have for example adopted a rent policy, which takes into account the cultural mixing within the neighbourhoods. Moreover, the policy on socially acceptable inner development looks at future building sites and seeks to create societal cohesion and cultural mixing. Additionally, projects that promote an improved cohabitation of 'locals' and 'newcomers' can sometimes be financed by the city. Three different funds are available:

- Credit for integration projects (Integrationskredit)
- Credit for exchange and cohabitation (Kredit Austausch und Zusammenleben)

A good practice to be inspired by could be the practice from the London Borough of Lewisham. In 2006-2007 the Borough of Lewisham, United Kingdom, conducted [research of public attitudes](#). Residents complained of loneliness and alienation, intergenerational suspicion and fear of using certain public spaces. Public discussion forums were set up which elicited a great deal of deep knowledge about local life-ways which had previously been unknown to officials. It also raised issues which might appear obvious, but were nevertheless overlooked, such as the lack of seating in the public space. Since then a programme of targeted improvement has transformed numerous locations within the district – and Lewisham's commitment has aroused widespread recognition and approbation.

Another example is the [EMPO Multicultural Resource Centre](#) in Bergen, Norway. Empowerment is the goal of this centre which pursues initiatives to create dialogue, mutual understanding and change. These include women's groups, men's gatherings, courses, theme days, seminars, counselling, parental guidance, language and work practice and social network across cultures. The city also arranges a 'living library' project held at the central library, where representatives of different districts can meet in the non-formal atmosphere of the library. It helps to get rid of stereotypes and increase the level of understanding and solidarity among residents.

Sabadell, Spain has also promoted the community process "[We are Torre-Romeu](#)" with the aim that residents, associations and professionals work together to plan actions and projects that improve the life of the neighbourhood. An evaluation was made to determine the aspects of improvement and two areas were prioritised. Three community working groups were then constituted: "Involvement and participation"; "Strengthening of the educational community"; "Torre-Romeu Network of professionals". Each one of these has defined objectives and proposals for action.

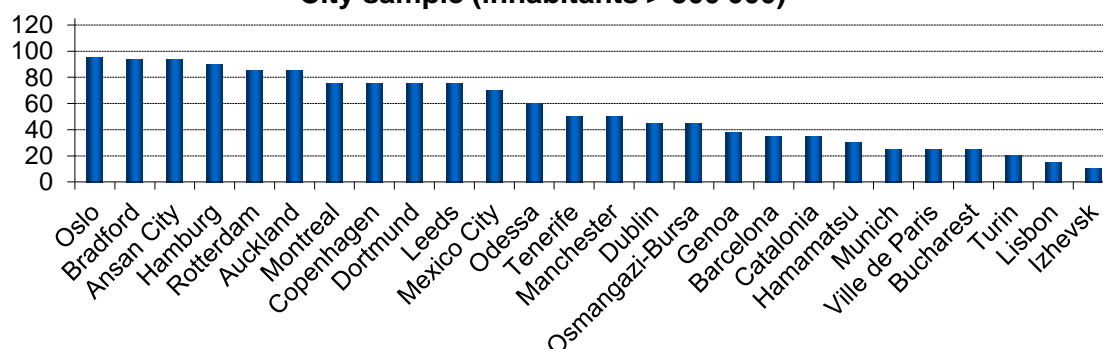
The city of Bergen, Norway has also implemented a strategy for [inclusive housing](#) which includes allocation of dwellings for social renting and interventions in the private rented sector. Similarly, Montreal, Canada has a policy in place for [regeneration of neighbourhoods](#). Further, the ICC has published a study and policy brief on [Managing Gentrification](#), which together with other city policies on housing, could offer further inspiration within the field.

PUBLIC SERVICES

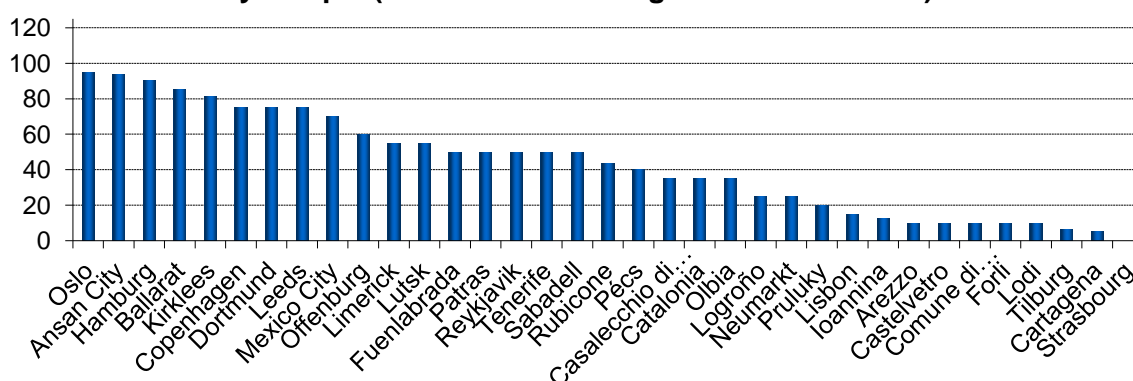
As their very name implies, public services work for the benefit of the public as a whole. If the population is diverse, public services will be more efficient in delivering adequate benefits and information if city officers, at all levels of seniority, are as diverse as the population in general. This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

Leeds score in the field of public services is 75, considerably higher than the city sample result of 44. Leeds has a recruitment plan to ensure diversity in the workforce and also promote minority business while also ensuring diversity is respected in the public services offered.

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



Intercultural City Index (ICC) - Public service
City sample (non-nationals/foreign borns 10% - 15%)



The city reports they have a recruitment plan to ensure diversity in the workforce. However, they also report that the migrant or minority background of public employees does not reflect the composition of the city's population.

The city highlights that their Equality Improvement Priorities⁸ have set out how to remove and reduce barriers that may prevent individuals from fully participating in the social, cultural, political and economic life of the city. The Priorities include work to increase “the representation of employees with protected characteristics at leadership and management levels in the council”, creating a more skilled and diverse workforce. The city also reports to undertake equality impact assessments to recruitment to ensure that sufficient consideration has been given to equality and diversity. In addition, as part of the Equality Annual Report⁹ the city has detailed a number of specific pieces of work around improving diversity in the workforce in each of the directorates, including encouraging employment from under-represented groups. The internal staff networks ensure the city continues to champion diversity and inclusion within the workforce.

Leeds also reports to take action to encourage a diverse workforce, intercultural mixing and competence in private sector enterprises, highlighting that the city’s Employment and Skills service delivers and commissions a range of skills and employment support services targeted to disadvantaged communities and those residents furthest away from the labour market. The city reports that 24% of the working age population do not have a Level 2 Qualification. The city therefore runs an Adult Learning Programme which is targeted at residents with low-level skills and qualifications; those living in poverty; unemployed or with multiple barriers and disadvantage. Over a thousand residents have consecutively secured work with mainstream employers as a result of the Programme.

The city reports to take into consideration the migrant or minority backgrounds of all residents when providing funeral/burial services, school meals¹⁰, women-only sections or times in sport facilities, English classes and children’s activities¹¹. The city highlights that the Equality Impact Assessments¹² ensures that the provision of public services gives due regard to equality. The city has therefore adopted a principle which summarises the commitment of the Bereavement Service to ‘manage with competency and efficiency, to ensure that the entire bereavement experience occurs without error or insensitivity, and meets the religious, secular, ethnic and cultural needs of the bereaved’. This commitment means there has been a number of cases where Leeds has been able to provide and meet the needs for asylum-seekers and their families who have no recourse to public funds by following guidance from the National Asylum Seeker Support Service to provide them help with funerals.

Suggestions

Leeds show a number of good practices to increase diversity within the city and working with the private sector to increase opportunities for the diverse residents. Some good practices to be inspired by to increase diversity further and achieve a workforce which reflects the diversity of the city are highlighted below.

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

- The Police Service of Montreal city organizes recruitment activities specifically targeting women, visible minorities, and ethnic minorities in order to raise the interest of these groups to take a career as police officers, and thus increase their representation in these positions. On the other hand, police officers already in position receive training to learn how to better deal with populations of diverse origins and statuses.
- The Human Resources Department has a professional mentoring programme that allows candidates facing barriers to employment within the city, as public employees or trainees. In addition, the city addresses systemic discrimination through equal opportunity measures, in accordance with the Employment Equity Action Plan, which will be evaluated annually. The city also provides trainings for manager to facilitate respect for and understanding of cultural differences in order to increase the ability to successfully intervene in problematic situations. Also, recruiters at the City Staffing Centre receive training to demystify cultural differences in order to anticipate and avoid cultural misunderstandings.

⁸ <https://www.leeds.gov.uk/docs/Equality%20Improvement%20Priorities%20Summary%202019.pdf>

⁹ <https://www.leeds.gov.uk/docs/Annual%20Report%202019%20online%20version.pdf>

¹⁰ <https://www.leeds.gov.uk/civicEnterprise/Our%20services/catering-leeds/special-diets>

¹¹ <https://breezeleeds.org/>

¹² <https://www.leeds.gov.uk/your-council/equality-and-diversity/equality-impact-assessments>

- The Montreal Fire Department introduced a preferential appointment rate for ethnic and visible minorities with the view to eliminate any systemic discrimination in hiring in order to facilitate the integration of these groups within the department.

The [intercultural policy model](#) of Botkyrka, Sweden has a focus on intercultural competence in public administration. Actions included a critical, systematic and constructive analysis of practice and activity in public administration at strategic and operational levels and development and monitoring of a global intercultural strategy for inclusive integration.

The [Future Workplace](#) action plan in Bergen, Norway is another interesting example. This includes actions to encourage minority ethnic job applicants in the public administration and intercultural competence in the private sector. Additionally, Stavanger, Norway has an interesting practice of having mandatory external publishing on the platform Inkludi.no (a Norwegian recruitment services with main focus on jobseekers from minorities) in the case of consultant and managerial positions. Furthermore, if there are qualified applicants with a minority background, minimum one must be summoned to interview.

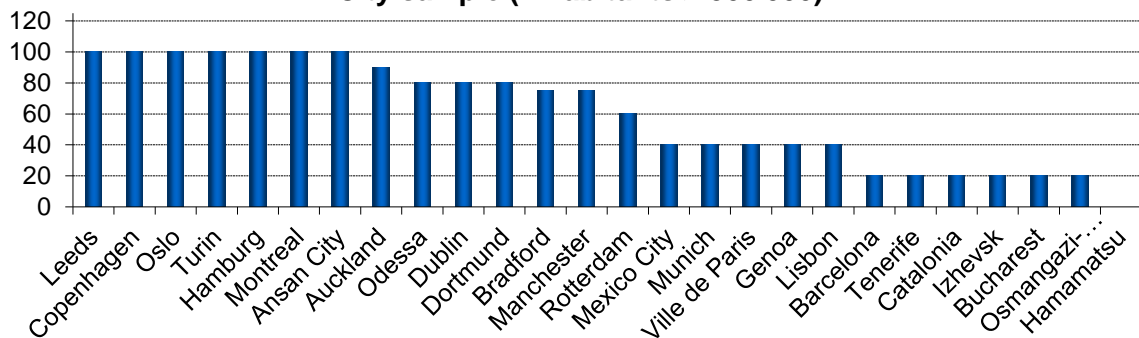
Bradford, United Kingdom has a [Housing Team which includes a Housing Access Officer](#) with the role to assist newcomers (including asylum seekers and refugees). The Council also has an Immigration and Asylum Unit, which provides support to people "without recourse to public funds". Bradford cooperates with the private sector and the civil society such as a social enterprise that provides a range of health services to refugees and asylum seekers.

BUSINESS AND THE LABOUR MARKET

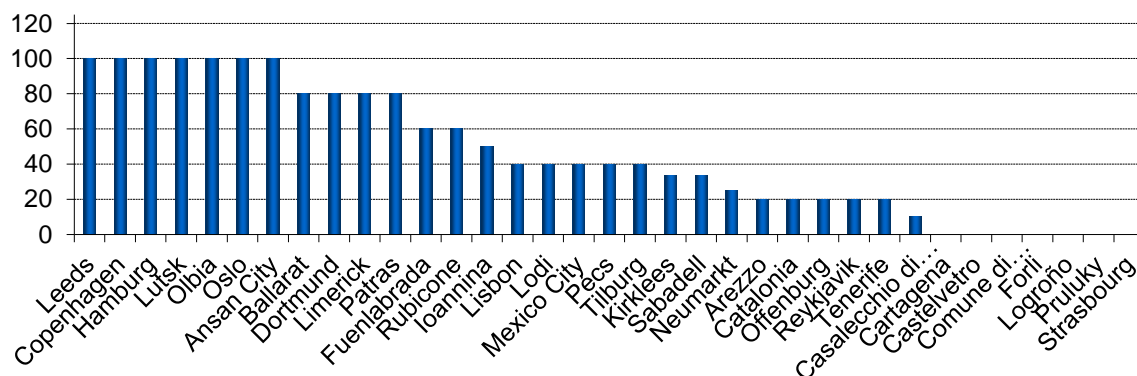
Access to the public sector labour markets is often restricted by national or regional legislation. When this is the case, the private sector may provide an easier route for people with migrant or diverse backgrounds to engage in economic activity. As a result, private companies and activities tend to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

Leeds score in the field of business and the labour market is 100, considerably higher than the city sample result of 46. Leeds has a number of examples of inclusive policies for minority entrepreneurs and include diversity measures in procurement.

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



Intercultural City Index (ICC) - Business and labour market City sample (non-nationals/foreign borns 10% - 15%)



Leeds reports that there are both local, regional and national organisations which have promotion of diversity and non-discrimination in the labour market among their objectives. The city specifically highlights that there are a number of organisations supported by the city that deliver programmes to promote inclusion and diversity in the workforce. Examples of such organisations are Business in the Community; The Princes Trust; Nari Ekta; Hamara; Leeds Enterprise Partnership, Ambition:Leeds and Voluntary Action Leeds. The city also reports to have signed up to a charter which aims to support digital business to increase the diversity of their workforce. PATH Yorkshire are additionally reported to deliver a project to work with new migrants in Leeds to develop their skills and opportunities to find work and be part of the local community.

The city reports to take action to encourage businesses from ethnic minorities to move beyond the ethnic economy and enter the mainstream economy and higher value-added sectors. Leeds highlights the Yorkshire Asian Business Association as a key example of a local organisations that supports the development of migrant businesses with many corporate mainstream partners including Leeds Beckett University, the Department for International Trade and several companies. Leeds also shares they have developed skills initiatives to address under-representation within the screen industries. This includes the Beyond Brontës programme, which is reported to have begun training fifty applicants.

Leeds reports to have taken action to encourage 'business districts/incubators' to involve an adequate percentage of entrepreneurs with migrant/minority backgrounds and offer activities which encourage them and mainstream entrepreneurs to engage and develop new products/services together. The city reports to have strengths in digital and tech, with numerous co-working spaces, incubators and accelerators across the city centre. Additionally, the Leeds Innovation District in the northern part of the city centre links the Council, two universities and one of the largest Teaching Hospital Trusts in the UK to research opportunities as well as start-up and scale-up companies supporting entrepreneurs from all backgrounds. Examples include programmes to secure more women in tech.

Finally, Leeds report to favour companies with an intercultural inclusion/diversity strategy in decisions relating to the procurement of goods and services. Leeds highlight, that it is a requirement that contractors and their employees be inclusive and abide by a non-discriminatory code. Commissioners are required to evaluate Social Value commitments on all tenders with a 10% weighting in the evaluation process to award contracts to support the inclusive growth. Social value includes those elements over and above the specification requirements that the contractor commits to providing at no extra cost on employment and skills, the environment, education, and as "social entrepreneurs" in Leeds.

Suggestions

Further inspiration could be drawn from Auckland, New Zealand where diverse entrepreneurs are supported through the council-controlled organisation "[Auckland Tourism, Events and Economic Development](#)" (ATEED) who created a range of programmes and facilities that can support entrepreneurs from all cultural backgrounds. The below examples could be inspirational:

- [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, connecting their talent internationally.
- 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 its own product or service and brings this to market. This programme is characterised by high ethnic diversity, reflecting the secondary school population.

Kirklees, United Kingdom provides a good example with its [Diversity = Inclusion group](#). The group involves public and private sector employers and large companies and SMEs. It provides space for employers to network, gathers and analyses data on diversity in the local labour market, shares and promotes good practice, and supports business leaders in championing diversity.

In Oslo, Norway the [OXLO Business Charter](#) is a forum and network for collaboration between the city and the business community. It works to promote migrants as a resource for business and economic growth with actions to support diversity recruitment, business leadership for diversity, and workplace diversity and inclusion.

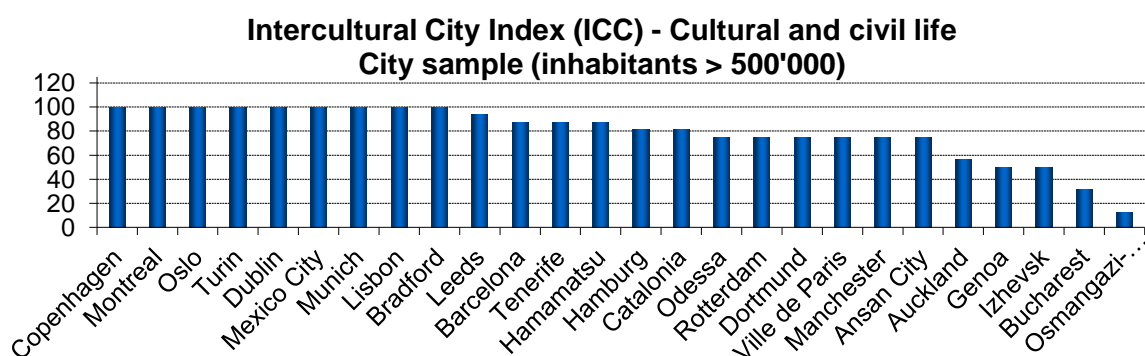
[Sabadell](#) has implemented a range of labour market activities that are instructive. These include a collaboration agreement with a large business association to facilitate insertion of members of vulnerable groups, collaboration agreements with representative associations for these vulnerable groups to support this insertion, and to include a social clause in all its tenders.

Supporting services and organisations that are addressing specifically migrant/minority entrepreneurs is also recommended. The SINGA Business Lab in Berlin, Germany is a good example for a business incubator that supports newcomer entrepreneurs through a number of workshops, through knowledge-exchange and by providing a network. Newcomer entrepreneurs are partnered with a "mentor" (in most cases a local expert), not only to provide expert guidance, but also to promote mutual knowledge-exchange and collaboration. The core idea of SINGA and specifically its Business Lab is to unlock the potential that newcomers bring to a country, to encourage them to take action and contribute, to get involved in local life – to prove the diversity advantage.

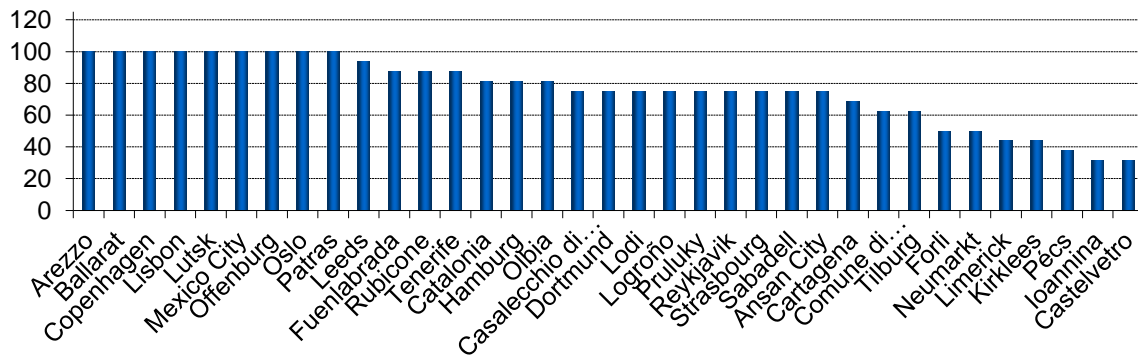
CULTURAL AND SOCIAL LIFE

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

Leeds score in the field of cultural and social life is 94, considerably higher than the city sample result of 73. Leeds has a comprehensive culture strategy to promote culture and cooperation as well as funding for the field.



Intercultural City Index (ICC) - Cultural and civil life City sample (non-nationals/foreign borns 10% - 15%)



Leeds reports to use interculturalism as a criterion when allocating funds to associations and initiatives. Based on the Culture Strategy 2017-2030¹³ the city aims to change perceptions and attitudes towards culture and the arts, moving the focus from what they cost to what they create. All decision-making reports are reported to be required to address the implications of decisions on equality, diversity, cohesion and integration. The city is currently running a Language Hub grant programme, which offers funding of up to £5000 for activities in communities which bring people together from new and settled communities to share their skills, build relationships and have opportunities to practise conversational English. Additionally, the Leeds Inspired Grant Scheme¹⁴ funds arts and culture activity across all communities in the city and supports approximately 60 projects per year.

The city reports to regularly organise events and activities in the fields of arts, culture and sport that aim to encourage people from different ethnic or cultural backgrounds to interact. Leeds highlight the ten community committees which organise a range of cultural activities to bring communities together, including annual gala's, community festivals, Breeze events for young people, sports clubs, out of school activities and intergenerational activities. The city's wellbeing fund awards over £1.4m per year to support local activities that improve communities, addressing disadvantage and inequality. Additionally, a diverse community spirit and events programme was created by the Yorkshire Festival for the Tour de France in 2014. City-wide sporting venues also hosts frequent Community Engagement Days, as well as many free local events such as Park Run, Let's Ride and Urban Bike Park. Finally, in 2019 Leeds Museums and Galleries exhibited 'A city and its welcome' to tell the stories and experiences of those who have made a home in Leeds over the past three centuries, and how they have helped shape the city.

The city reports to encourage cultural organisations to deal with diversity and intercultural relations in their productions, highlighting that promoting community cohesion is a key concern for all community committee well being funded projects. The city also supports the Arts Together partnership, a group of arts and community organisations working together to ensure arts are welcoming and accessible to people who face barriers to engaging and including asylum-seekers and refugees. Arts@leeds provides core revenue support to these organisations and has been operating for six years. Diversity is a key focus for the programming of Leeds 2023 and the production will be centred on bringing the cultures of Leeds together.

The city also occasionally organises public debates or campaigns on the subject of cultural diversity and living together. Public debates have taken place regarding Cohesion, Counter Extremism and Prevention. The council also reports to have supported the running of 'Real People, Honest Talk', in partnership with Near Neighbours, providing an opportunity for different communities to gather and present on issues that were significant in their area. Topics included housing, discrimination, hate crime and perceptions of refugees. Cultural diversity has been discussed at length through city wide consultation, including Leeds Culture Strategy (hosted 1500 conversations) and Leeds 2023 (engaged with more than 3,000 residents).

Suggestions

Leeds shows a number of good practices within the field of culture. Cities are encouraged to include the residents in the decision-making and to organise regular public debates and campaigns. In addition to the actions already taken by the city, Leeds could draw inspiration from for example Lisbon, Portugal. The city has piloted a new

¹³ <https://leedsculturestrategy.co.uk/culture-strategy/>

¹⁴ <https://www.leedsinspired.co.uk/grants>

methodology where, through participatory mapping, community members collectively create visual inventories of their own community's assets. They negotiate what can be listed in the inventory. This results in a map of those heritage assets that make up the pluralist identity of the community. Assets can include built, as well as intangible heritage features (traditions, practices, knowledge and expressions of human creativity), anything that people who live and work in the territories feel it is significant to them. This process facilitates an understanding of what these features mean to individuals and how they impact each other. Moreover, the group gains insight into the specific value granted to community assets by different community members.

The [Intercultural Museum](#) of Oslo, Norway 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 reason, 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.

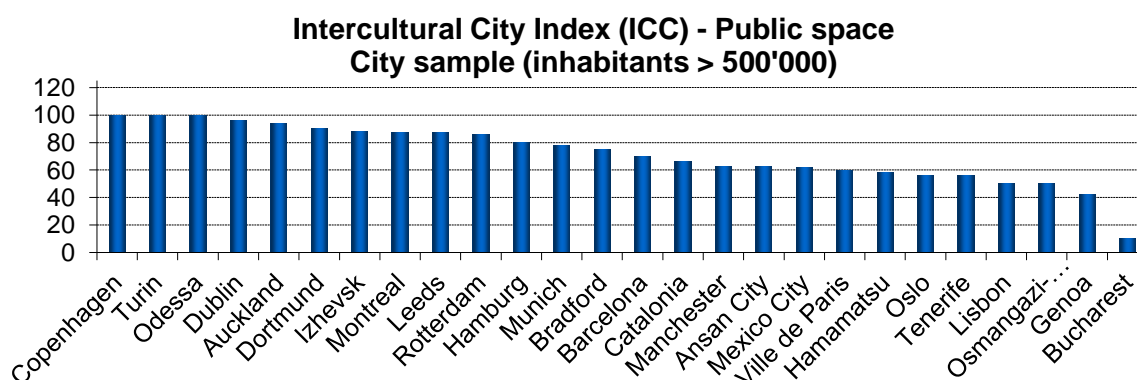
The [Cultural Development Policy](#) of Montreal encompasses an ambitious range of actions in the field of cultural and social life. It includes commitment to programmes to encourage cultural organisations to engage with diversity and intercultural relations in their approaches and activities, action to promote recognition and inclusion of all artists and art forms, support for works addressing diversity and intercultural relations and intercultural art forms, and initiatives to foster participation by all residents in all neighbourhoods.

Another good example comes from Spain, where the Barcelona prevents social exclusion encouraging participation in the cultural life. [Apropa Cultura](#) is a network of cultural facilities, such as theatres, concert halls, festivals and museums, whose main purpose is to encourage inclusiveness and to promote cultural activities and events. The initiative started during the season 2006/2007 when L'Auditori launched the Auditori Apropa: a programme targeted to attract groups at risk of social exclusion and to encourage minorities to attend events at a lower price. Nowadays, Apropa counts 15 cities and a total of 55 cultural centres, involving 20.000 spectators each season.

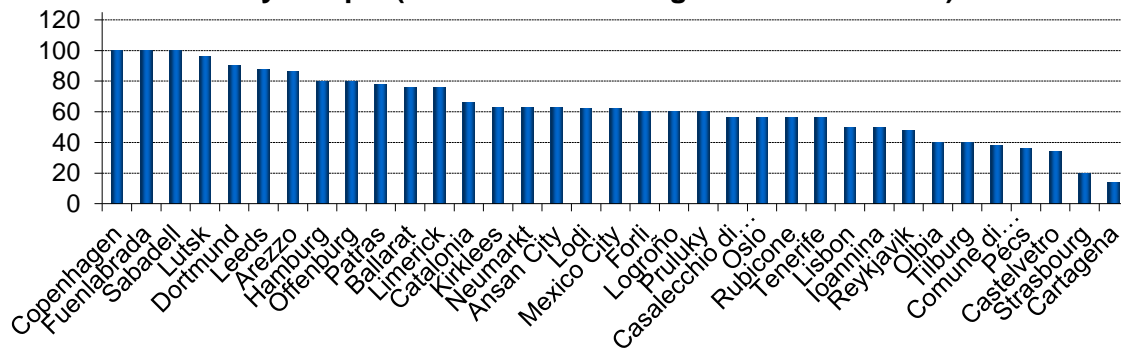
PUBLIC SPACE

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

Leeds score in the field of public space is 87, considerably higher than the city sample result of 66. Leeds show a number of interesting projects to create an inclusive public space, including actions in areas where there have been tensions.



Intercultural City Index (ICC) - Public space
City sample (non-nationals/foreign borns 10% - 15%)



Leeds report to take action to encourage meaningful intercultural mixing and interaction in public space, including in public libraries, museums, playgrounds, parks and squares as well as in Public Health Contracts and Projects. The city highlights the Public Health Better Together Contracts which have an element of encouraging work with faith/intercultural mixing and reports that the city also has plans to work with the Beacon of Hope charity in Leeds. This a faith-based group who are evolving into a health and wellbeing support group. Overall, public spaces in Leeds are reported to be designed to ensure inclusivity and this makes up an integral part of the proposals at an early stage. Each scheme also takes account of cultural requirements within each locality of the space. Events and activities programmed within these spaces are designed to be accessible and appealing to all cultural and disability groups within the city. Leeds has a target of all community parks meeting the local Leeds Quality Park standard by 2020 as part of its strategy. This is measured through a site assessment and one of the sub-criteria to meet the standard from an equality perspective includes reflecting the cultural and ethnic background of visitors.

Leeds also report to take into account the diversity of the population in the design, renovation and management of new public buildings or spaces. This requirement is captured in the design brief to ensure that the outcome is identified at an early stage and can be delivered effectively. As part of the 'Our Spaces' Strategy¹⁵, the city considers a number of principles, one of which is that 'our spaces will be inclusive, designed for all ages, abilities and reflect Leeds' diverse communities'. As part of this strategy the city also plans for public space to become the greatest cultural asset, embedding culture into streets, park and urban space. The city has so far delivered three new and improved spaces at Playhouse Gardens (Quarry Hill), Woodhouse Gardens (Clay Pit Lane) and Queen square. Other projects are planned at Cookridge Street, The Corn Exchange and Meadow Lane which will create new areas of public realm.

Leeds reports to use different methods and places for consultation to ensure the meaningful involvement of people with different migrant/minority backgrounds. A stakeholder mapping exercise helps the city to identify the relevant groups that will potentially be impacted by the proposals and this is carried out as part of the early development of the project. The consultation is then tailored to ensure that all of these groups are part of the consultation process and their feedback captured. It is then used to assist with the development of the project outcomes and benefits.

It is also reported there are one or two spaces or areas in the city which are dominated by one ethnic group (majority or minority) and where other people feel unwelcome or unsafe. An example is an area called Harehills, where the city has piloted new ways of working to improve community cohesion. New arrivals to the neighbourhood have given rise to some low-level tensions with more established communities. To address this, the city created a communications campaign to share messages that reinforce positive behaviour and warn of the potential consequences of poor behaviour in a simple and visual format that could be understood by speakers of multiple languages (wheelie bin stickers).

The city reports they have a multi-sectoral policy combining policing, social work and communication and defined after consultation of the population of the area to deal with areas which may be unsafe for some. The city highlights an intensive engagement project has been underway in north Harehills where West Yorkshire Police, Leeds Anti-Social Behaviour Team and Communities have been working alongside partners to engage and bring local residents together to lead positive change in their area. A series of activities have taken place including weekly conversations, an 'aspirations' session with children, a community clean-up and a session where they closed local

¹⁵

<https://democracy.leeds.gov.uk/documents/s180448/City%20Centre%20Vision%20Our%20Spaces%20Strategy%20Report%20Appendix%20B%20070918.pdf>

roads to create a play-space, facilitated by play workers and colleagues from Communities and Gypsy, Roma and Traveller Team. In July 2019, Leeds started the 15-month Community Connector project¹⁶ which aims to support new migrants to connect with local services and existing community networks through building bridges that encourage participation and independence. This project also adds value to wider programs of work by providing a better understanding of culture of place and community cohesion.

Suggestions

Cities are encouraged to strengthen policies and actions to support a public space for all. Leeds has already taken a number of steps to reduce segregation and increase the accessibility of the public space and could draw further inspiration from the following good practices.

In Vinnytsia, Ukraine, residents have been invited to participate in regeneration, via a scheme known as “A Budget of Public Initiatives”. This is a democratic process where citizens select the projects they want budgets to be spent on. The budget has been spent on renovating some of the historic buildings, while also encouraging tourism whilst supporting lower income residents to remain living in the area.

“[Muraliza](#)” is a Mural Art Festival in Cascais, Portugal, which takes place every summer since 2014 and lasts for nine days. Arts have the uncanny ability to overcome cultural and ethnic differences: art is like a universal language that brings people together. During the festival, it is possible to meet artists and talk about their masterpieces. In fact, Muraliza maintains the desire to renew the status of Cascais as the cradle of all street artistic expressions in Portugal. The event attracts many tourists every year that also have the opportunity to take part in guided visits to achieve a deep understanding of the pieces. The event involves all facets of Portuguese culture and it witnesses its transformation and evolution: the painting murals of great and medium size are always inspired by the innumerable and unique characteristics of the region and, concretely, in the peculiarities of this social district built in the 60's.

A good example is also Auckland's, New Zealand, method of partnering with appropriate community organisations to engage with the communities affected. The Auckland Council included the communities of South Auckland in an [integrated area plan](#) to prepare for future development in the area. The engagement strategy 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 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. The Council received over 5000 pieces of feedback from the community, of which more than a third were submitted by the minority group of Māori residents and half from people aged below 34 years. This successfully matched the ethnic and age profile of the area.

An idea is to explore the [Anti-rumour methodology](#) to address the perceived unwelcoming atmosphere in certain areas. In addition to the actions already taken, the city could also look into the “[Community policing manual](#)” which provides local police, including high-rank police managers, public safety directors, managers, and decision-makers, with guidance to implement policing principles to design new procedures, protocols, structures and specialised units in their police community, to effectively address the challenges that diversity may pose to the achievement of peaceful coexistence, in the medium and long term.

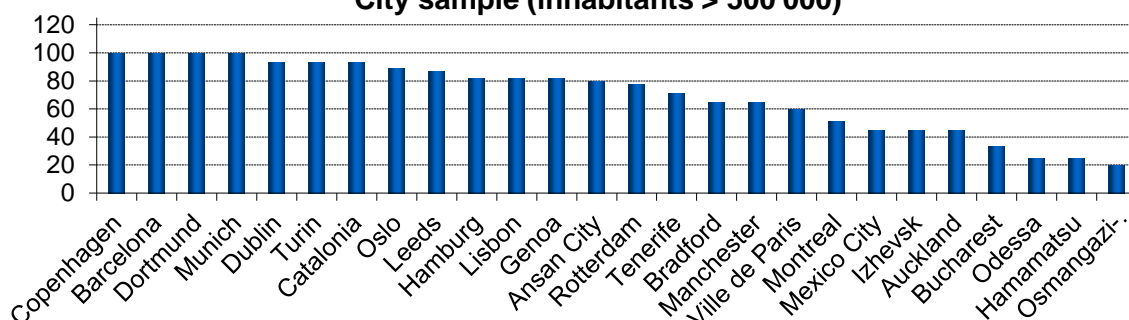
MEDIATION AND CONFLICT RESOLUTION

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

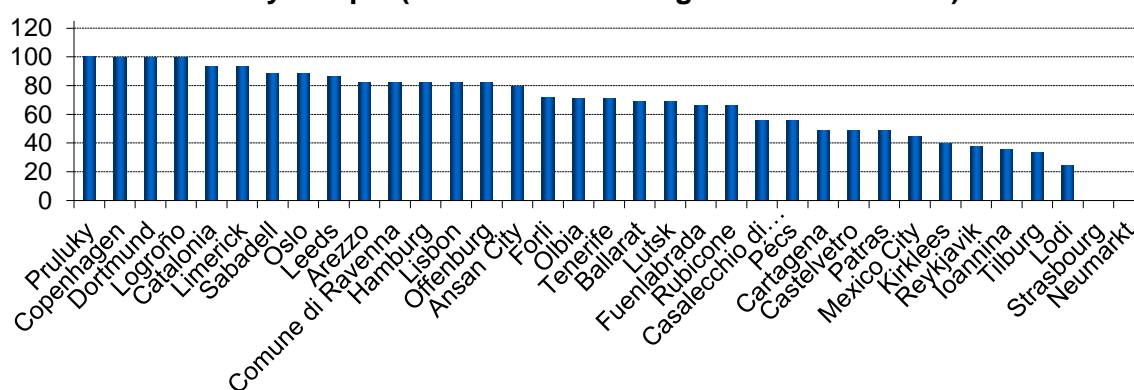
¹⁶ <https://news.leeds.gov.uk/news/council-secures-funding-for-project-to-support-new-communities-to-leeds>

The score of Leeds in the field of mediation and conflict resolution is 86, considerably higher than the city sample result of 60. Leeds has a number of mediation and inter-faith initiatives from both state-led and civil society actors in a wide range of areas.

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



Intercultural City Index (ICC) - Mediation and conflict resolution
City sample (non-nationals/foreign borns 10% - 15%)



Leeds shares information on several mediation services present in the city, including a generalist mediation service also dealing with cultural conflicts and an intercultural mediation service run by a civil society organisation. Intercultural mediation is provided in specialised institutions such as hospitals, police, youth clubs, mediation centres and retirement homes, in the city administration for general purposes, as well as in the neighbourhood and on the streets, actively seeking to meet residents and discuss problems. Leeds report intercultural mediation to be provided in a number of ways:

- Equalities Assembly: forum up of Equality Hubs, helping ensure the council engages/involves diverse communities. Public Sector Equality Duty provide this forum for cultural conflicts to be considered, debated and resolved assembly responsible for public complaints.¹⁷
- Prevent - intercultural mediation is integrated into the school curriculum by teachers building young people's resilience to different cultures, faith and beliefs and involved in controlled debates on fundamental values.
- Partnerships to hold reassurance events after terrorist events and support faith organisations with funding to increase security after these incidents
- Facilitating dialogue via a number of mediums such as conflict resolution meetings in the case of heightened tensions, with less confrontational issues the city reports to promote and foster intercultural understanding as part of conversation dinners, community forums, galas and Community Committee meetings.

Leeds also report of several organisations working with inter-faith issues in the city, including organisations run by civil society and a state-run inter-religious service. The organisations include:

- The Religion or Belief Hub: 'Considering faith, religion or belief in the planning and delivery of Leeds City Council and partner services'
- Leeds Faith Forum: promotes religion harmony, knowledge, education and respect of the beliefs and

¹⁷ <https://www.leeds.gov.uk/your-council/equality-and-diversity/equalities->

- practices of different religions
- Concord Interfaith Fellowship: exists to foster friendship, trust, tolerance, understanding and co-operation among members of the faith communities
- Engagement with faith groups to explore possibilities for collaborative working around health and wellbeing promotion, such as through Leeds Citizens.

Suggestions

Cities are encouraged to have mediation services focused on intercultural issues and inter-faith relations. To expand further on the actions the city already has in place, Bergen, Norway can serve as an inspiration. Bergen has introduced many initiatives to achieve its [mediation and conflict resolution](#) policy objectives. The city has set up a generalist municipal mediation service which also deals with cultural conflicts. Bergen also provides mediation services in places such as neighbourhoods, on streets, actively seeking to meet residents and discuss problems. This service is provided by the Community Youth Outreach Unit in Bergen (Utekontakten). Finally, Bergen also has set up a municipal mediation service committed to interreligious issues specifically. Samarbeidsråd for tros- og livssynssamfunn (Cooperation Council for Religion and Faith) is an interfaith organisation in Bergen. Most faith communities in Bergen are represented in the council, which is supported by the municipality.

The [municipal mediation system](#) of Sabadell could serve as a source of inspiration and learning in this field. Two professionals in the council offer intercultural mediation across the various municipal services and to other entities that require this service.

Another good example is the [Mediation Panel](#) in Oslo, a low threshold mediation service for complaints on discrimination. The panel is organised by the Norwegian Peoples Aid is a service where victims of discrimination can present their complaints, get advice, and engage in dialogue through mediation with the offenders, the police and the discrimination tribunal in cases that don't meet the criteria of documentation and evidence required by the law for prosecution. The panel provides professional mediation services; outreach and counselling to victims organized by the Norwegian Centre Against Racism and the organisation Queer World; courses for businesses, organizations and public services on how to recognize and prevent discrimination; and an annual conference on human rights, in collaboration with the Oslo Pride Foundation and other stakeholders. The impact of the panel is evaluated through analysis of the reports on complaints submitted to the Ombudsman for equality. The reports on hate crime are submitted to Oslo Police District and the statistics on attitudes towards minorities are collected by Statistics Norway (IMDI). The project also involves international cooperation with RADAR (Rotterdam, the Netherlands).

In Berlin-Neukölln specific [mediation between cultures](#) has been set up to promote intercultural integration in schools. Through the project intercultural mediators work with parents and teachers to solve specific conflicts or problems.

Another good example can be found in Lyon, France where the [Association Tabadol](#) is training professionals across all field to adopt intercultural and interfaith approaches related to different aspects of identity (gender, religion, nationality, cultural group, social class, etc.) in their work practices. This includes running workshops for different groups, in educational institutions or sociocultural structures. Tabadol is an association which takes an 'anti-bias' approach involving four steps:

- recognising and valuing the individual in its identity
- valuing the diversity of identities in a group
- identifying situations of injustice associated with identities by enabling people to express the injustices they live
- finding ways to collectively fight against social injustice.

Tenerife, Spain has also created a [group of interfaith dialogue](#) which can serve as inspiration, while Montreal, Canada has created an [intercultural council](#) focusing on dialogue with several bodies focusing on the participation of various groups.

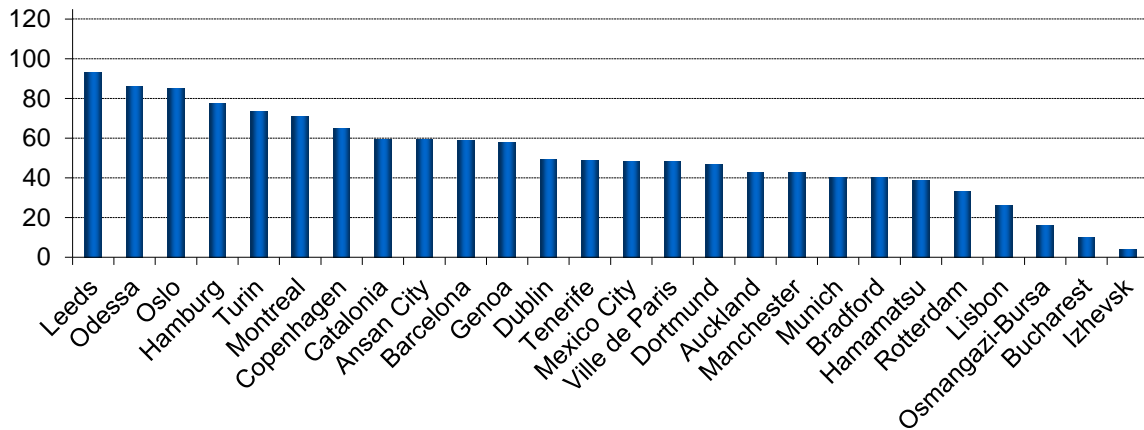
LANGUAGE

The provision of courses and other facilities for people with migrant backgrounds to learn the receiving country's language(s) is important to ensure social and economic integration. It does however need to be supplemented with activities which highlight the value of other languages, and enable people with migrant origins not only to preserve

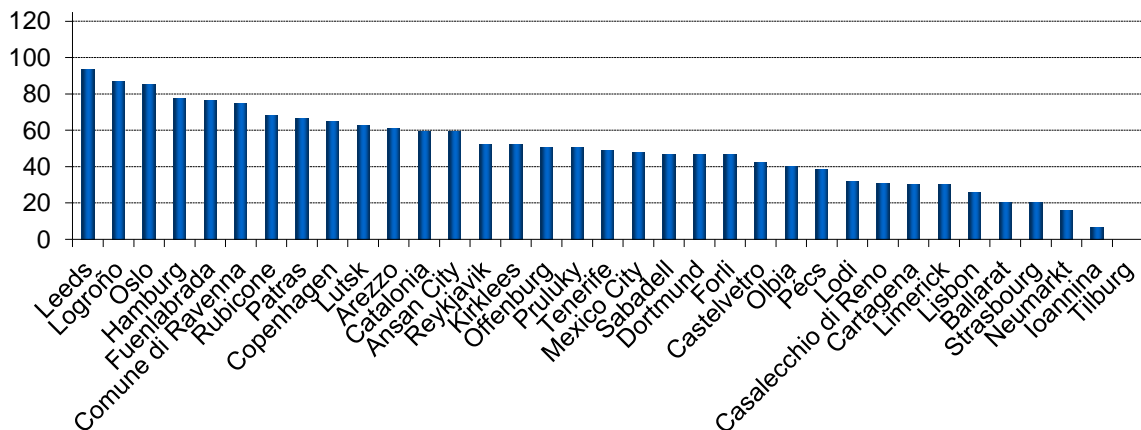
and transmit their languages to their children and other members of the community, but also to take pride in them as a heritage enriching the local community. An intercultural city promotes multilingualism as a resource for education, business, tourism, cultural life, etc. It underlines the value of all languages present in the city, for instance by giving opportunities to diverse language speakers to express themselves in their mother tongue in public and at cultural events and by promoting all events that offer opportunities for linguistic exchanges and mixing.

The score of Leeds score in the field of language is 93, considerably higher than the city sample result of 47. Leeds shows a number of initiatives to offer language teaching to all age groups and support to organisations who work within the field.

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



**Intercultural City Index (ICC) - Language
City sample (non-nationals/foreign borns 10% - 15%)**



Leeds reports to offer specific language training for hard-to-reach groups (for example non-working mothers, unemployed, retired people, etc.), to offer teaching of migrant/minority languages as part of the regular curriculum at schools as well as teaching migrant/minority languages as a mother tongue course for migrant/minority children only. Additionally, the city offers support for private/civil sector organisations providing language training in migrant/minority languages.

Leeds has a wide range of English language teaching for speakers of other languages, including formal opportunities to practice conversational English delivered by a range of statutory, private and voluntary sectors. Leeds is currently developing a strategic approach to improve the outcomes for ESOL learners. The GRT Outreach & Inclusion Team also deliver English language sessions alongside migrant/minority languages including informal and fun activities for parents and children. An example of this includes a weekly session at Nowell Mount Community Centre using 'Story Sacks' as a tool to encourage the use of both home language and English when reading to children. Story Sack is a family learning scheme of work to introduce parents to the idea of story sacks

as a way of making reading skills fun and interactive by designing 'bags' and artefacts to promote learning.

Leeds additionally report to provide logistical or financial support to local minority radio programmes in migrant/minority languages as well as support for raising awareness on migrant/minority languages. This includes having provided financial support for producing leaflets in different languages to be distributed in the local area, about consultations to address issues such as refuse and recycling, alcohol and dog waste. Through the city's work with the Third Sector there has been investment and support for organisations who work in diverse and disadvantaged areas of Leeds to train and develop new and settled communities for free, for example Heads Together and their radio programme Chapel FM.

Leeds reports to support projects that seek to give a positive image of migrant/minority languages, including the University of Leeds which was involved in a project called 'Translation and Translanguaging: Investigating linguistic and cultural transformations in superdiverse wards in four UK cities from 2014-2018'¹⁸, leading to a new understanding of multilingual interaction in UK cities, as well as hosting a talk on Our Languages, which explored the relationship between sociolinguistics and language teaching. Leeds integrated this approach into the Language Hub grant funding, which values linguistic diversity and the realities of multilingual interaction in the superdiverse areas of Leeds.

Suggestions

Language is an important part of communication and it is therefore recommended for cities to apply a wide range of actions within the field to ensure language training options are available to all groups. A good practice that can serve as an inspiration comes from Barcelona, Spain where the city deploys steady efforts to [boost the learning of languages](#) that make up the linguistic ecology of its neighbourhoods, in accordance with the Universal Declaration of Linguistic Rights. A learning programme for family members' languages - recognising and promoting the linguistic diversity in Barcelona's neighbourhoods - has been launched too. Implemented in different districts of Barcelona, the project has been launched through different actions aiming to encourage children to learn their mother tongues outside school hours. The programme was made possible thanks to the collaboration between schools, AMPAs and AFA, associations from the neighbourhoods working with children, families and diverse groups, and several areas at Barcelona City Council.

Sabadell, Spain, provides a variety of services in the field of [language competences](#). First, specific language trainings are offered to the migrant community in the host languages: training for women with little knowledge of the official languages (Women's Space) and language support for regrouped youngsters (as part of the "Ey Youth, Sabadell welcomes you' programme"). The Programme was born in 2017 with the aim of offering a specialised welcome to young people who come to the city through family reunification. This group responds in different ways to the separation and reunion of their families. Likewise, the time of separation between fathers and mothers and between these and the children is also a factor that intervenes in the experience of family reunification. Transition can generate diverse reactions, such as excitement, anticipation and hope, as well as anxiety, anger or depression. In its second edition, 20 boys and girls aged between 12 and 19 participated in the programme, which is divided into two phases: in the first phase, they receive Catalan classes and, in the second phase, outings were organised to reinforce group cohesion through leisure. Similarly, [Novellara, Italy](#) offers language teaching for migrant women.

Montreal, Canada have involved the [city's libraries in the language training](#), under a project called "Liaison agents" in co-operation with community organisations, schools (reception classes, French for adults) and the health sector, various mediation activities are conducted in order to help non-native speaker newcomers or people with migration backgrounds to learn French. At the same time, the libraries are currently working on a research project on multilingual albums that should enable children to learn French more easily while boosting their skills in their mother tongues.

Another good example comes from Auckland where celebration of the culture and language of the 700,000 Māori people living in New Zealand. Auckland participates in the [Māori Language Week](#), organising various events and activities across the city. These include bi-lingual story-telling in te reo Māori and English, performances by Māori artists, competitions in the knowledge of Māori words, reading groups for adults, workshops in specific Māori traditions (e.g. flax-weaving) and various after-school Māori traditional activities for children. The Auckland libraries play an important role in organizing and hosting these events.

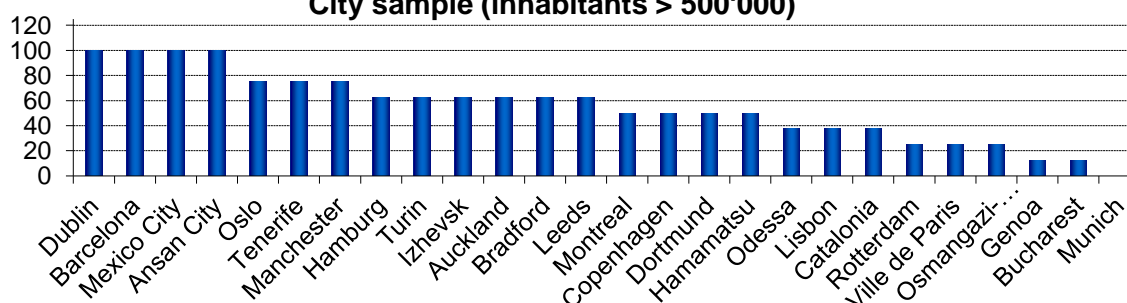
¹⁸ <https://tlang.org.uk/>

MEDIA AND COMMUNICATION

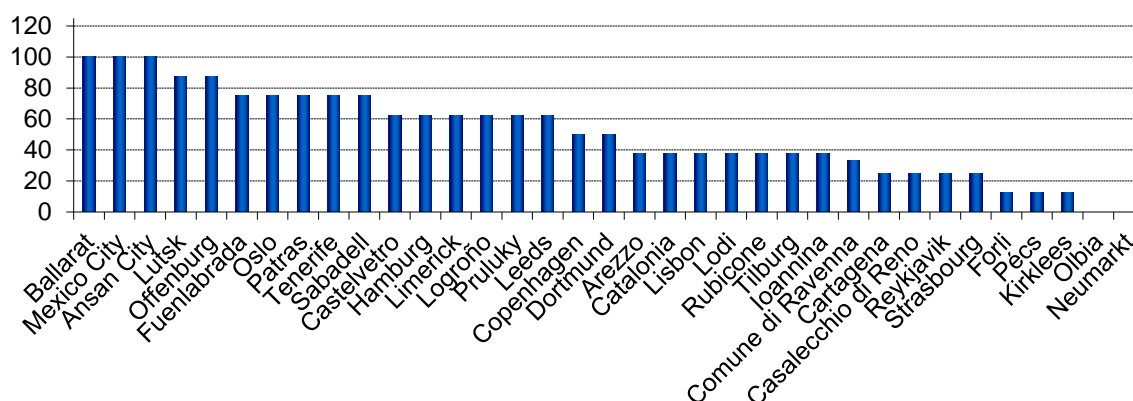
Traditional and social media have a very powerful influence on attitudes towards cultural diversity and other diversities. Much of the information people access is generated by international newsgroups, national media, or by private persons in the case of social media. Nevertheless, there is still much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

The score of Leeds score in the field of media and communication is 63, considerably higher than the city sample result of 46. While Leeds does not have a specific communications strategy, the communications team is instructed to include diversity messages across all communication. The city further takes a proactive approach in following the communication and how minorities are portrayed.

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



Intercultural City Index (ICC) - Relations with the local media
City sample (non-nationals/foreign borns 10% - 15%)



The city reports occasional actions to communicate to improve the visibility and image of people with migrant/minority backgrounds in the local media. Strong diversity within the city is highlighted to be celebrated and recognised throughout all communication rather than in one strategy. However, they also do targeted work where particular issues are identified. An example of positive events raised by the city is the Migrant Access Project hosting Collective Issues and Collaborative Solutions event to bridge the gap between new communities and services.

The Leeds communication department is instructed to highlight diversity as an advantage regularly and in various types of communication. The city further provides support for advocacy/media training/mentorship/setting up of online media start-ups for journalists with migrant/minority backgrounds. While the city does not monitor the way in which traditional local and/or national media portray people with migrant/minority backgrounds, they do monitor community tensions via social media. Through this, Leeds has also undertaken projects that seek to counter anti-minority narratives in the context of hate crime. These projects were however reported to be difficult to deliver and lacked sustainability. Additionally, the city has a partnership information sharing protocol for sharing concerns.

Leeds also engages directly with the local media when they portray people with migrant/minority backgrounds

through negative stereotypes. The city reports to do a lot of work to directly engage with the diverse communities and pay particular attention to the media, especially in times of pressure where such issues are more prominent in news and reporting. Further, the city also works constructively with local media on an ongoing basis to continue a proactive message.

Suggestions

Leeds could draw inspiration from the anti-rumours methodology to address tensions and negative narratives. The [awareness-raising campaign against cyber racism](#) and intolerance on social media in Tenerife, Spain is a good example. Set-up under the cultural diversity management strategy “Together in the same direction” of the Island Council of Tenerife, the Tenerife Antirumours Group launched a new awareness-raising campaign to counter cyber-racism and intolerance spreading through the internet and social media. Under the slogan, #Liberalaredeodio (free the net from hate), this campaign aims at raising awareness on the risks and prejudice deriving from the spreading of hate speech and intolerance online. The campaign implements several awareness actions on social media, in the streets and in schools. The actions of the campaign target online racism, which stands out as being more dangerous, faster and immediate, persisting in time and having a greater impact and scope.

Another good example is the Geneva’s [anti-racism campaign where the city tackles hurtful words](#). At a time when social networks and digital communication have a major impact on the everyday interaction, raising awareness of discriminatory remarks and speech is a real challenge for public authorities. The amount of information and the speed at which it flashes across the screens mean that it is effectively impossible to control. Meanwhile, insufficiently robust legislation increases the powerlessness to deal with defamation and incitement to hatred. In this context, the topic of the 2018 anti-racism week was “hurtful words”. In order to identify, deconstruct and condemn them. The idea was also to highlight, through poetry slam, storytelling, films, workshops and talks/lectures, positive use of language that promotes diversity and celebrates the plural identity.

In Donostia/San Sebastian, Spain, NGO SOS Racismo has developed several educational projects and awareness-raising activities, a good part of which is supported by the municipality, including an [observatory for media treatment on migration and diversity issues](#) with daily updates.

The [‘Together We’re Auckland’](#) communications guide developed in Auckland, provides a thoughtful approach to the inclusion of the value of ‘togetherness’ into all its communications. This guide addresses messaging, language, tone, and imagery and the approach could inform a communication initiative on the integration mission statement.

Oslo provides an example of a sustained communication campaign through its [OXLO OSLO Extra Large](#) initiative. This campaign has a particular focus on children and young people and includes an annual OXLO week, an OXLO prize, OXLO ambassadors, and local activities.

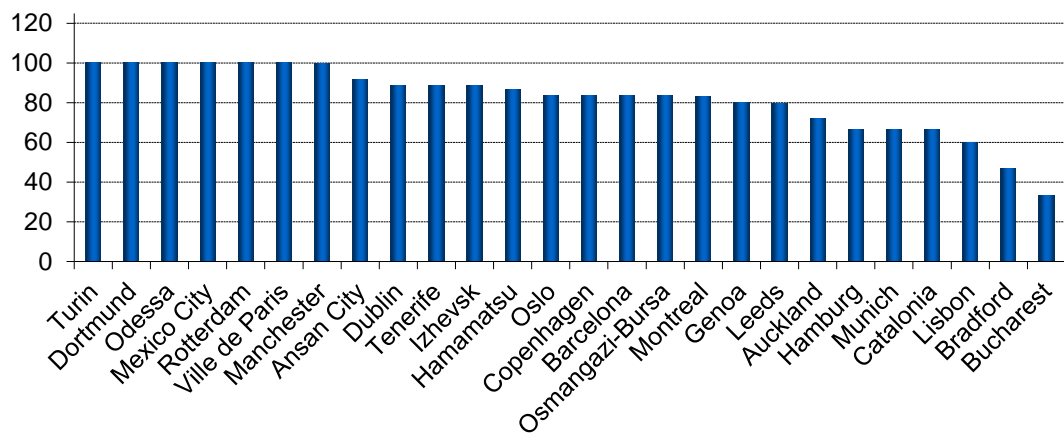
Finally, Paris, France supports the [“Maison des Journalists”](#) (Foreign Journalists’ House), an association welcoming foreign journalists who are persecuted in their country of origin. The MDJ offers a temporary place of residents and it is a landmark of defence and promotion of fundamental freedoms, such as freedom of speech, or of the press. In addition to legal and administrative support, French language courses are organized to enable refugee journalists to adapt their skills and achieve a French diploma.

INTERNATIONAL OUTLOOK

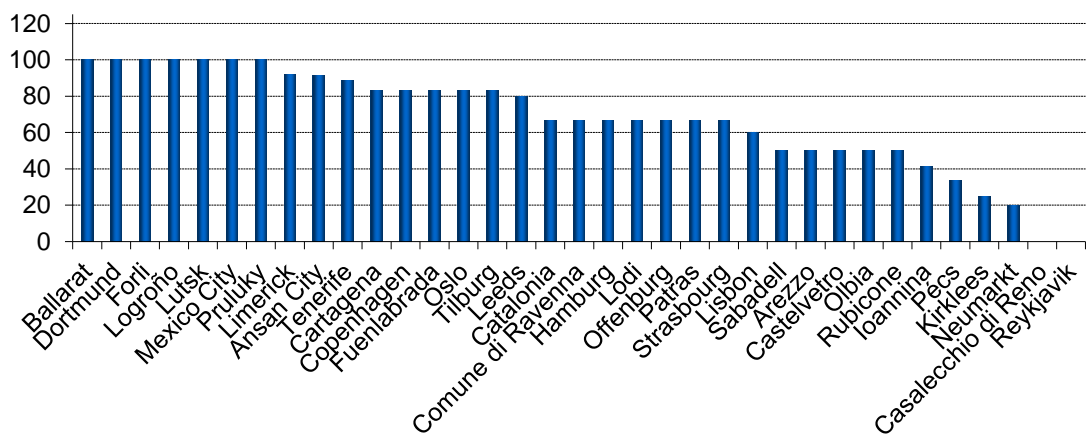
Although cities have little or no competence in foreign policy, they can actively seek to make connections in other countries to develop business relations, exchange knowledge and know-how, encourage tourism, or simply acknowledge the ties the city may have elsewhere. An intercultural city actively encourages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

The score of Leeds in the field of international outlook is 80, considerably higher than the city sample result of 68. Leeds has several projects through international networks, twin cities and cooperation with the private sector. Further, Leeds has internal cooperation to further the international outlook of the city.

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



**Intercultural City Index (ICC) - An open and international outlook
City sample (non-nationals/foreign borns 10% - 15%)**



Leeds report to have an explicit and sustainable policy to encourage international cooperation in economic, scientific, cultural, or other areas. The policy further has a specific financial provision and the city actively takes action to further the international relations. The city has an International Relations Team who work alongside the Visitor Economy (Tourism) and Inward Investment (Economic Attractiveness) teams within the Economic Development Unit. Although structurally the International Relations team sits within Economic Development, it carries out a corporate function to internationalise the city by promoting international cooperation within the council, across partner organisations and involving civil society organisations, cultural organisations and private sector companies. The team also promotes the active involvement of the city council, the universities and other partners in international networks. The team works closely with schools and the Children and Families Directorate to carry out projects which promote a sense of global citizenship in the younger generation. The city also runs the International Relationships Blog.¹⁹

The city also reports to participate in a network of international partner cities across the world, including in France, Germany, Czech Republic, South Africa and China. The team additionally manages visits by Ambassadors / Consul Generals / diplomatic staff representing countries from around the world. Leeds also has regular contact with the consular body which brings together Honorary Consuls based in the local area, representing diaspora groups. The city additionally manages and promotes projects with partner cities internationally in the field of culture, economic development and exchange of best practice.

The city also reports to reach out to foreign students or other youth groups arriving through exchange programmes. The universities are reported to have programmes for welcoming international students and for introducing them to the city and its cultural life. Leeds City Council works with the university's international office to ensure that the international students are aware of what Leeds has to offer as a place to live, work, visit and invest in. The city

¹⁹ <https://internationalrelationsleeds.blog/2019/10/21/leeds-joins-the-intercultural-cities-network/>

aims to attract and retain talent from around the world. The International Relations team reaches out to schools, youth groups and community groups receiving visitors from abroad on exchange programmes to ensure that they get a warm welcome.

Leeds seeks to develop business relations with countries/cities of origin of its diaspora groups by involving diaspora and mainstream entrepreneurs in international visits and meetings, through partnership/business agreements with counties or cities of origin as well as by supporting organisations seeking to develop business relations with countries/cities of origin of its diaspora groups. The city has had a partnership with the city of Hangzhou in China for 31 years, both civic and in business. Every year Leeds reports to work with the Local Enterprise Partnership to take a trade and investment mission to Hangzhou and encourages local companies to be part of these missions. Leeds receives delegations from Hangzhou and, where appropriate, ask local companies to host the delegations. For example, in early November 2019 the city received a Hangzhou delegation looking at HealthTech and introduced them to start-ups and well-established companies in Leeds who work in the same field.

Suggestions

Leeds has a clear international outlook and work on several levels to secure international relations. Additional good practices to be inspired by come from Reggio Emilia, Italy, regarding [contact with diaspora](#). The city has signed; through the Intercultural centre Mondinsieme, an agreement with the Moroccan Ministry in charge of relations with the diaspora. The agreement underpins Reggio's holistic intercultural policy and seeks to "promote socio-cultural mixing and openness towards the other". Both are providing significant financial contributions to the activities included in the agreement, which are as follows:

- An open space mini-theatre in the Pauline Park – an innovative park area designed to encourage intercultural contacts through educational trails and games for adults and children and intercultural encounters.
- Annual cultural visits to Morocco for young Italians of different origins
- Participation of students from Reggio Emilia in the Summer university of the young people of the world organised annually in Morocco
- The promotion of Moroccan culture and the teaching of Arabic to young people in Reggio of different origins
- Enabling the participation of young people of Moroccan origin living in Reggio Emilia in cultural and sports activities of the city.

Mondinsieme has already opened an Arabic class for non-Arabic speakers – the demand for which exceeded by far the expectations. The Municipality of Reggio Emilia has a wide network of international contacts and projects aiming to share the city's best practices and opinions worldwide. In 2000 it set up an Agency to sustain the management & improvement of all the city's international contacts and projects: Reggio Nel Mondo. It acts as a crosscutting tool supporting all municipal departments in developing a continuous international exchange and dialogue.

The city of Santa Maria da Feira, Portugal shows another interesting practice. 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, Morocco.

Sabadell, Spain also offers ideas for international outlook, offering [services to youth](#) with information on going abroad.

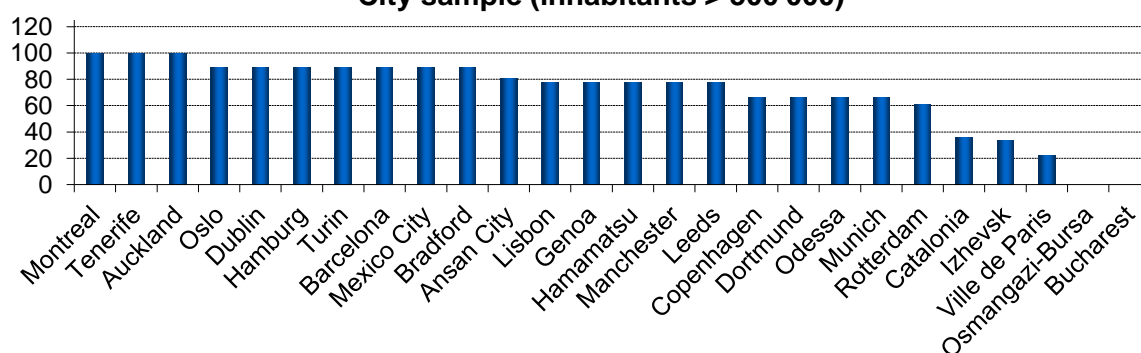
[Do it in Barcelona](#) aims to attract foreign entrepreneurs to Barcelona, Spain by providing them with support services for the development of their businesses. The programme helps newcomers by ensuring they have knowledge of the new environments in which they find themselves and the tools that can guide them towards success. Set up by Barcelona's development agency Barcelona Activa in 2009, the scheme is built on close cooperation between educational institutes, the city and regional governments, and business organisations. This enables it to provide a broad range of services, starting from the person's arrival in Barcelona and learning of city procedures to fundraising and professional guidance for business creation. Because Do it in Barcelona focuses on attracting individual talent rather than corporations, it provides personalised services that are tailored to individual needs.

INTERCULTURAL INTELLIGENCE AND COMPETENCE

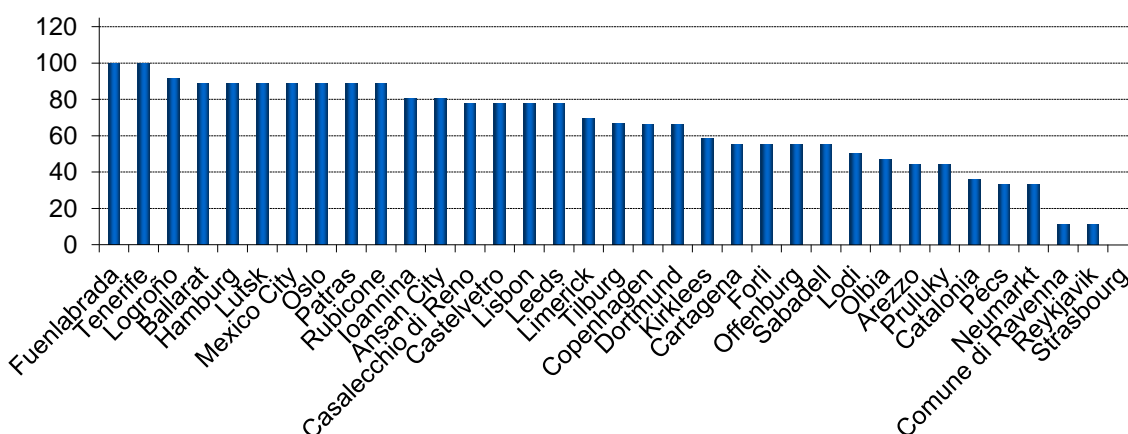
Nobody can be an expert in all the languages and cultures that coexist in contemporary cities. Yet, in an intercultural city, officials have an intercultural “mind-set” which enables them to detect cultural differences and modulate their responses accordingly. Intercultural intelligence and competence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

The score of Leeds score in the field of intercultural intelligence and competence is 78, higher than the city sample result of 62. Leeds has made available an interactive map to the general public and also offers training for the staff on intercultural competence.

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



**Intercultural City Index (ICC) - Intelligence/competence
City sample (non-nationals/foreign borns 10% - 15%)**



Leeds has mainstreamed statistical and qualitative information about diversity and intercultural relations to inform the local/municipal council’s process of policy formulation. This is done through the Leeds Migration Map²⁰, a toolkit developed to provide intelligence and insight into migration trends and the spread of new and existing communities in Leeds at a local level. Data via the National Insurance Number Applications by Overseas Nationals and the Census 2011 provides an interactive map of the city, in which the user is able to see trends and changes. The map can be used alongside other layers including housing, health, crime and economy. Alongside local intelligence, the toolkit significantly contributes to an evidence-based approach to migration and how the city responds. Further, it provides value to statutory/third sector providers towards targeted approaches, collaboration and funding applications. The city also has an online faith map which provides access to details of different places of worship and faith-based community facilities across the city. The tool maps many different places of worship and faith communities from the main religions or beliefs practised in Leeds. This map is in its final stages of development.

²⁰ <https://observatory.leeds.gov.uk/migration-map/>

The city carries out surveys including questions about the public perception of migrants/minorities or on the feeling of security/safety with respect to people with migrant/minority backgrounds. Leeds indirectly gathers information through the work with migrant communities that may highlight public perceptions of migrants through public consultation. The city then acts on this as part of the coordination approach to migration.

Leeds promotes the intercultural competence of its officials and staff, in administration and public services, for example through training courses. The city co-delivers an Introduction to Migration Training alongside Migration Yorkshire, which aims to give staff an overview and understanding of migration in Leeds. The city also has delivered a programme to Department of Work and Pensions managers on the approach to migration including tools to understand neighbourhood demographics and having an awareness of how immigration status and background may influence interactions and the support required. Managers have also made a commitment to welcome migrant leaders to jobcentre locations in order to shadow advisers and learn from each other's experiences. The city keeps abreast of national government policy changes and deliver information and training sessions to partner services.

Suggestions

Cities are encouraged to carry out surveys including questions on the feeling of security/safety with respect to people with migrant/minority backgrounds. Ideas for future actions can be drawn from Auckland's, New Zealand, [The Quality of Life project](#), through which cities follow up on the citizens perceptions of the impact of diversity on the city.

Montreal, Canada has launched a [major survey](#) in order to determine Montrealers' views of migration and enable it to target the obstacles to migrants' labour market integration. The results feed into the policymaking to ensure an informed response. The city has also involved various stakeholders to map the [views to address in the awareness-raising campaign](#). In the context of a future project, the city wishes to involve its employees, elected representatives and all local people in eliminating the main obstacles to the socio-economic integration of newcomers. This project reaches out to the host society in all its diversity, it is intended to be a fun, positive exercise and will be developed in co-creation with the relevant players.

It is also recommended to offer city officials and staff a wide range of learning opportunities within the field of intercultural competence. [Montreal, Canada](#) has developed and provided an interesting training initiative on intercultural communication in the workplace. This explores obstacles to efficient intercultural communication in the workplace; how people perceive others and themselves in an intercultural setting; cultural diversity in the workplace and the factors behind certain behaviours; and develops skills and attitudes which foster co-operation. A reference document on intercultural skills is also being developed.

The [Inclusive Auckland Framework](#) developed in Auckland, New Zealand includes a focus on promoting intercultural competence to create inclusive workplaces and to enable leadership for inclusion. This includes anti-racism workshops and e-learning resources on unconscious bias.

[Reykjavik, Iceland](#) has designed a specific training course for city employees to prevent misunderstandings in a diverse workplace and to open up a dialogue about discrimination, equality, prejudice, and stereotypes. All city departments are targeted and the action is specifically workplace-oriented in its focus.

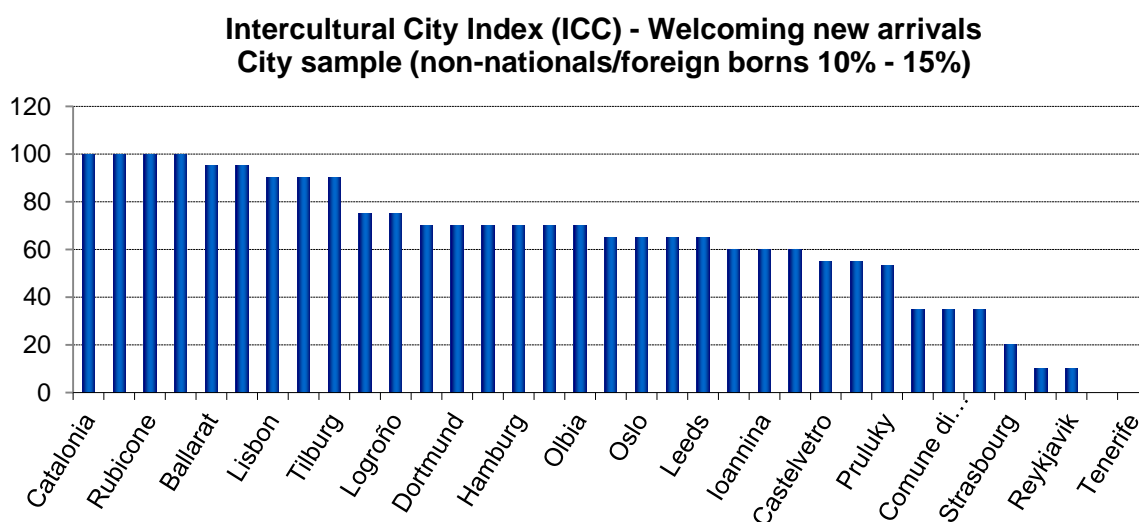
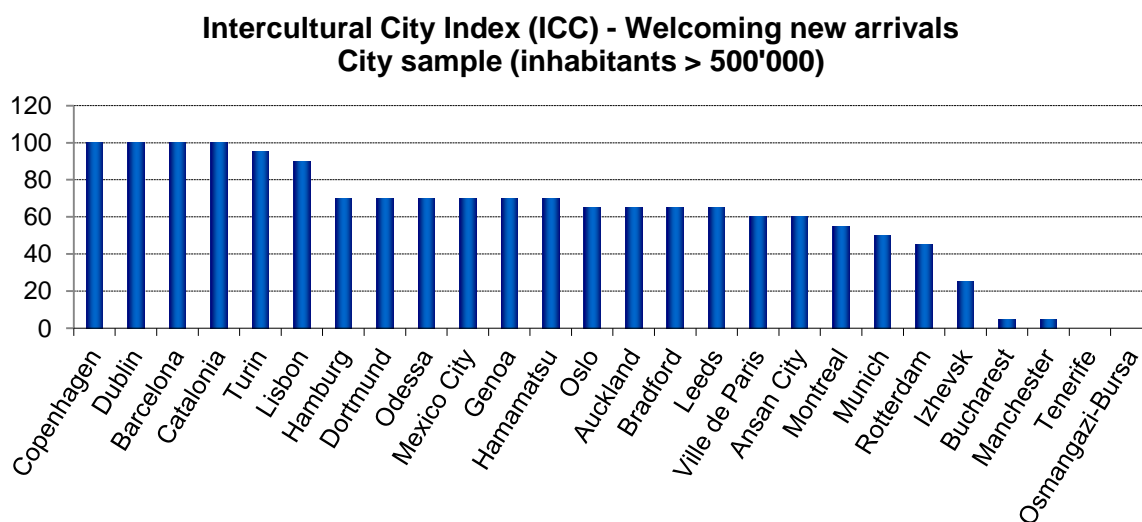
The city of Dudelange, Luxembourg, also provides interesting examples of practices, including an awareness-raising training on how to write easy-to-read information. The main objective was to build skills for participants for their communications to reach people with disabilities, as well as all those who have difficulty grasping the content due to gaps in the three languages usually used in the country. Additionally, an internal training "Developing intercultural skills" was organised over three days focusing on critical incidents, intercultural negotiation and the scope of intercultural competences. The objective was the development of skills to help the person who has experienced a critical problem to overcome it and communicate better with the other.

WELCOMING NEWCOMERS

People arriving in a city for an extended stay, whatever their circumstances (expats, migrant workers, spouses, refugees, unaccompanied minors, retired persons, etc.), are likely find themselves disorientated. The less familiar they are with the new environment, the more support they will need to feel comfortable and confident enough to start building a new social and professional network. The way in which the city coordinates and effectively delivers various support measures strongly conditions their capacity to integrate or, conversely, their tendency to remain confined to a cultural "ghetto". This also depends to a great degree on whether the rest of the city's population is

open to the idea of welcoming newcomers in their capacity as residents and citizens or, on the contrary, is accustomed to viewing newcomers as outsiders who pose a potential threat. Again, it is the message the authorities convey on diversity, in communication or through concrete actions, that determines to a certain degree attitudes towards newcomers.

The score of Leeds score in the field of welcoming newcomers is 65, higher than the city sample result of 56. Leeds provides information booklets in a wide range of languages and have also carried out outreach in neighbourhoods with many newcomers.



Leeds does not have a designated agency, unit, person, or procedure to welcome newcomers, but does have a comprehensive city-specific package of information and support for newcomers. These consist of two online packages of information: New to Leeds²¹, which is a guide for new migrants arriving in Leeds to access and use services appropriately, and the Transition Guide²² aimed at refugees within the first six months of gaining the status. Both guides are available in a large number of languages. In addition, in neighbourhoods where there are high numbers of new communities, the Communities Team have been leading multi-agency Core Team walkabouts and door-knocking exercises. Welcome packs have been developed, encompassing local service information and useful phone numbers and these have been delivered to over 4,000 households.

In Leeds, different city services and agencies provide welcome support for particular groups of newcomers such as family members, students, unaccompanied minors as well as refugees and asylum-seekers. The University of Leeds runs an International Student Orientation Programme during the welcome period at the beginning of the academic year. This includes peer-to-peer support around travel, accommodation and a general orientation advice.

²¹ <https://newtoleeds.org/>

²² <https://transitionguide.org.uk/>

They produce a 'Feeling at Home in Leeds' guide which is citywide and help students of all levels and nationalities adapt to life in the UK. The city also does work around unaccompanied asylum-seeker children, with a multi-agency approach ensuring both the safety and welfare of these vulnerable new arrivals. The Migrant Access Project 'Plus' delivered by the voluntary sector supported a group buddying activity at Leeds City College to raise awareness of the New to Leeds and Transition Guide to new students.

While the city does not organise a public ceremony to greet all people arriving to live in the city regardless of origin or nationality, newcomers are welcomed personally by the city in different ways. As part of the Nationality, Immigration and Asylum Act 2002, anyone applying for British citizenship must attend a citizenship ceremony. Leeds hosts these to welcome new citizens and they take place on a regular basis at the Civic Hall, or at Leeds Town Hall. The standard group ceremony will normally comprise the following: Introduction and welcome; Address by local dignitary; Taking or affirming of the oath and pledge; Presentation of citizenship certificates by local dignitary and a closing speech and the playing of the national anthem.

Suggestions

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

In Montreal, Canada the Diversity and Social Inclusion Department now includes an [Office for the Integration of Newcomers in Montreal \(BINAM\)](#), which enables it to work in partnership and hand in hand with the city's various other departments and directorates to ensure crosscutting, effective and concerted action. The office helps newcomers to familiarise themselves with the way the various institutions operate and with trends in the labour market, while acclimatising with the host society and all areas of life in Montreal. It helps to bring players in the business sector, community sector and social services together to prepare the host society for the arrival of and harmonious coexistence with newcomers, with a view to speeding up the process of their socioeconomic integration and maximising their participation in community life in Montreal. A digital solution called "Montreal, a new beginning" has been launched to inform newcomers about local services and settlement support programmes.

[Botkyrka, Sweden](#) implemented a pilot project to explore how intercultural integration and refugee reception should be handled in the city to promote sustainable development, social unity, and a sense of community. This project used focus groups, interviews and research review to examine issues of migration, integration and human rights. This looked at issues of personal interaction and at a structural organisational level.

The [Refugee Welcome and Integration Network](#) in Cartagena, Spain to provide an integrated and coordinated response to refugee needs. It has a particular focus on procedures for cooperation between all stakeholders involved in welcome and reception of refugees.

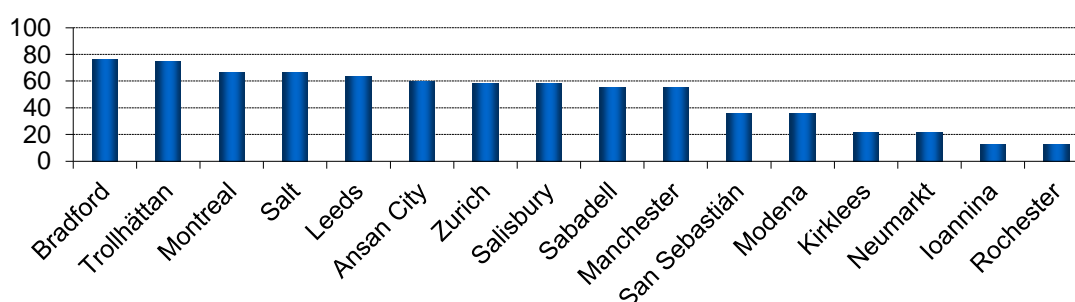
In Tenerife, Spain the Children's Participation Working Group "Amiguitos y Amiguitas" which is part of Juntos En la misma dirección (Together in the same direction) moved to create a [Welcome guide](#) for all starting the life in Tenerife. The project required collaboration with various sectors with the aim to improve the welcoming and social integration of migrants and refugees through education and art. In Sabadell, Spain the [Tenderol programme](#) is coordinated by the Catalan Commission for Refugees with the support of the City Council. It arises from the need to respond to people who have been denied their application for international protection or who have remained outside the State programme. But also, to people who, having completed the State programme do not yet have full autonomy. In these situations, where there is a risk of social exclusion, interdisciplinary intervention teams are required, and the municipalities are the closest administration managing the needs of the people who live there.

"[EatinCommon](#)" is an interesting practice from the Stavanger, Norway that can show the local hospitality and create new intercultural friendships. EatinCommon is a concept for all of who love food and like to meet new people. With EatinCommon you can host an event in the comfort of your own home, or join someone else's. Whether it is breakfast, brunch, lunch, dinner, picnic, potluck or dessert it can all be arranged at the website. Anyone can register and join someone's dinner or create their own and be part of a new social trend of eating in common. EatinCommon welcomes locals, new-in-town, families with kids, expats and open-minded souls to join.

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

The score of Leeds score in the field of leadership and citizenship is 63, considerably higher than the city sample result of 48. Leeds shows a number of initiatives to engage minorities and migrants in the public life, for example through a refugee council.

Intercultural City Index (ICC) - Leadership and citizenship



To be able to stand as a candidate or vote at a local government election in England you must be a British citizen, an eligible Commonwealth citizen or a citizen of any member state of the European Union, hence not all citizens can stand as candidate or vote. There are however elected members of the city's municipal council who are foreign-born or dual nationals. Leeds has in place an independent consultative body through which people with migrant/minority backgrounds can voice their concerns and advise the municipal council on diversity and integration matters. The Leeds Refugee Forum²³ is a refugee led organisation that aims to support refugees, asylum-seekers and refugee community organisations that settle and establish themselves in Leeds. The Refugee Forum is a voice for refugees and refugee communities and advocate within the sector and with government agencies to ensure the needs of the community are met. They help to shape the yearly commemoration of Refugee Week which Leeds has been involved in for nearly 20 years. Further, the Leeds Migration Partnership²⁴ is led by the voluntary sector and brings together organisations from across the city to talk about issues around refugees, asylum-seekers and other migrants. The partnership has developed a strategic, operational and communication platform to share good practices and ensuring voices of migrants are heard to influence decisions across the city.

Leeds does not have a standard for the representation with people with migrant/minority backgrounds in mandatory boards supervising schools and/or public services. Leeds report they no longer monitor the ethnicity of governors. For schools maintained by Leeds City Council there however has to be at least two parent governors who are elected by parents. It is for governing boards to appoint co-opted governors from those who have the skills and experiences needed for effective governance.

The city does however take initiatives to encourage people with migrant/minority backgrounds to engage in political life. During the aftermath of the bombings in 2005, the Leeds Muslim Youth Forum²⁵ was set up and has since ran in the city to support young Muslims with development and enable them to have a positive influence in their community. They train young people to become Ambassadors who lobby, campaign and make their views known with partners, policy making forums and decision makers, with the aims of bringing about positive change for young Muslims. In addition to this, the city reports that the BME Hub as part of the Equalities Assembly ensures that those from Black Minority Ethnic backgrounds²⁶ have a voice and influence. A recent recruitment of Community Connectors ensured that the city had a workforce and influence that reflected lived experience in the area. The current Lord Mayor is the first black female Lord Mayor in the city as well as coming from the Windrush Generation,

²³ <http://www.leedsrefugeeforum.org.uk/>

²⁴ <https://migrationpartnership.org.uk/>

²⁵ <http://www.lmyf.org.uk/about-us/>

²⁶ Reference terms specifically used in the UK context

and the city hopes this continues to inspire those with minority backgrounds to engage in political life.

Suggestions

Cities are encouraged to implement a standard for the representation with people with migrant/minority backgrounds in mandatory boards supervising schools and/or public services. A good practice is in [Montreal, Canada](#) where the city has taken steps to ensure the presence of minority ethnic representatives in consultative and decision-making bodies to which the city has the power to make appointments. It has commissioned Concertation Montréal to develop and support innovative and structural regional initiatives to achieve this goal. This includes action to promote successful models, develop a pool of candidates, and increase participation of under-represented groups in decision-making bodies. The Montreal Intercultural Council (CiM) advises, and issues opinions to the City Council and the executive committee on all issues of interest to the cultural communities and on any another matter relating to intercultural relationships. It seeks opinions and receives and hears requests and suggestions from any person or group relating to intercultural relationship issues. It carries out or commissions studies and research that it deems useful or necessary to the exercise of its functions.

[Auckland](#), New Zealand has recently updated its Board appointment policy to strengthen the focus on diversity and might offer some direction in this process.

An example to draw inspiration from is the [Young Mayor programme](#) in London Lewisham, United Kingdom. The London Lewisham Young Mayor is an attempt to put real power and responsibility in the hands of young people and treat them seriously. The Young Mayor is elected by direct ballot every year and – along with a cabinet of young advisors – is given a budget of at least £25,000 to initiate a programme of work, as well as to advise the Lewisham Mayor and the city Council on issues relating to young people.

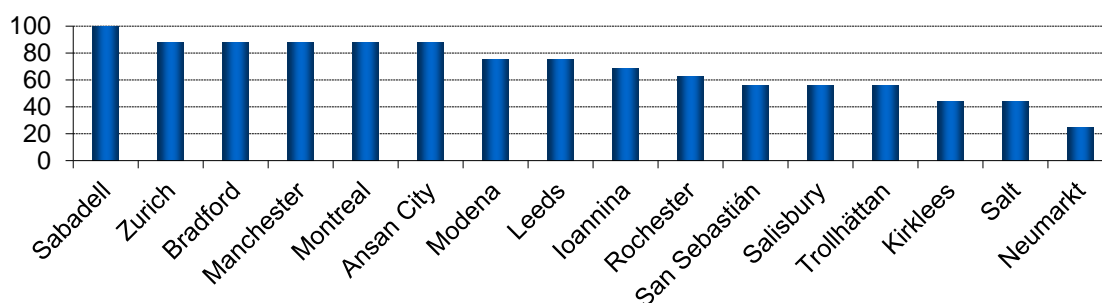
Ballarat, Australia, has established the [Multicultural Ambassadors' Program \(MAP\)](#) to provide leadership within the migrant community, by encouraging minorities to participate in the political life of the city. The programme aims to enhance community awareness while fostering social cohesion and mutual acceptance.

ANTI-DISCRIMINATION

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

The score of Leeds in the field of anti-discrimination is 75. The score stems from the anti-discrimination policies in place and the active work towards equality.

Intercultural City Index (ICC) - Anti-discrimination



Leeds reports to have carried out a systematic review of all municipal rules and regulations to identify mechanisms that may discriminate residents with migrant/minority backgrounds. Under the Equality Act 2010, the city runs Equality Impact Assessments. These ensure that they give due regard to equality, diversity, cohesion and integration when making key decisions on strategy, policy, service and function improvement. This requires either screening documents or impact assessments to be completed and included in the decision-making processes and

looks at how the changes will impact on different characteristics. The equality characteristics considered include race, refugees and asylum-seekers, Sikhs and Jews and Gypsies and Travellers, and also religion. The process then looks at what can be implemented to mitigate the impact on protected characteristics and prevents any decision being made that discriminates against residents with migrant backgrounds or any other characteristic. It is also applied when working with partners, such as the NHS and West Yorkshire Combined Authority.

Leeds reports to have a policy document proscribing discrimination against persons or groups of persons on grounds of race, colour, language, religion, nationality, national/ethnic origin or sexual orientation in the municipal administration and services. The Equality and Diversity policy is in line with Leeds City Council's duties and responsibilities under the Equality Act 2010.²⁷ The council also received rating in the Equality Framework for Local Government from the Local Government Association (LGA) for its commitment to equality. Further, Leeds has a Hate Crime Strategy that encompasses all hate crime strands and aims to prevent and reduce levels of hate incidents by ensuring victims, witnesses and third parties of hate incidents are supported and offenders are brought to justice. This is supported by a partnership Strategic Board and Operational hate crime groups. Leeds Migration Partnership also attends Hate Crime Strategy meetings and supports Community Safety by encouraging individuals to report incidents of hate crime. Leeds is a welcoming and compassionate city that follows the Equality and Diversity Policy.

Leeds has a dedicated service that advises and supports victims of discrimination. The primary service relating to Hate Crime support is the Leeds Anti-Social Behaviour Team (LASBT), this service commissions a Victim Support Officer within each of its three operational teams. There are strong links to the West Yorkshire Police Hate Crime Coordinators, and a Community Cohesion Sergeant. Safer Leeds also commissions local support work from Stop Hate UK.

Leeds also provides financial and/or logistical support to civil society organisations that advise and support victims of discrimination. In supporting victims of discrimination, the city funds a national, Leeds based charity, Stop Hate UK. The Safer Communities Fund commissioned by the Police and Crime Commissioner provides funding to help voluntary, community groups, charities and partners keep their communities safe and feeling safe. Many community groups in Leeds have been successful in applying for funding.²⁸

Leeds also regularly monitors and researches the extent and the character of discrimination in the city. The Strategic Hate Crime Board is reported to receive a quarterly accountability tracker report and can commission specific analysis around areas of concern. West Yorkshire Police also produce a monthly report relating to hate crime monitoring. The city has also recently developed a new method to provide a strategic, citywide approach to understanding and addressing community tensions through improved intelligence sharing in Leeds. This has been supported by a working group which includes West Yorkshire Police and other key stakeholders to create a portal for reporting suspected community tensions in Leeds. This aims to tackle community tensions before they escalate and includes discrimination against migrant communities. Additionally, the city has established a Modern Slavery Steering Group which is being developed across sectors to act upon and prevent modern slavery and human trafficking taking place in Leeds.

Leeds regularly runs anti-discrimination campaigns taking part in an annual Hate Crime Awareness Week through Safer Leeds. This involves engagement and support with partners, across a range of agencies, with third sector, voluntary organisations and residents, including a successful Twitter hashtag #LeedsNoPlaceforHate. Bespoke localised public facing sessions in communities are also undertaken. Within the own workforce there are also specific staff networks that run specific campaigns, training and awareness raising for services related to protected groups, including Women's Voice, the BAME Network, the LGBT+ Network and DAWN (Disability and Wellbeing Network). Events facilitated by these networks include National Disability Day, National Inclusion Week and Black History Month.

Further, Leeds participates in regional or national organisations that address the issue of discrimination. Safer Leeds (LASBT) is part of the West Yorkshire Hate Crime scrutiny panel, where cases are reviewed for best practice and advice/ information shared. Bespoke work with range of agencies for example Tell MAMA, Stop Hate UK and Regional LGBT forums. The Hate Crime operations group also includes regional organisations across a range of diversity strands. In November 2019 the city also ran the first 'Bridging Northern Communities Conference' and hope to develop a northern network from this to continue challenging issues of discrimination, cohesion and counter extremism.

²⁷ <https://www.leeds.gov.uk/docs/Equality%20and%20Diversity%20Policy%202016.pdf>

²⁸ <https://www.westyorkshire-pcc.gov.uk/safer-communities-fund>

Leeds has not yet implemented an anti-rumours strategy or campaign.

Recommendations

Leeds already takes a wide range of actions to counter discrimination. An anti-rumours strategy could be a way to further the work within this field. A good practice that can serve as inspiration is Bilbao, Spain, who have implemented their anti-rumours strategy through work in [schools](#), on the [web](#) and through a [creative writing initiative](#) with a focus on the anti-rumours strategy. The initiative raised participation in the anti-rumours work. Similarly, [Sabadell, Spain](#) signed the European Charter for the Safeguarding of Human Rights in the City, committing itself to incorporate its principles and norms into its local legislation. The charter recognises the guarantee of rights to all persons residing in the city without discrimination on the basis of colour, age, sex, sexual choice, language, religion, political opinion, national or social origin or income level. Municipal regulations have been revised to ensure that they comply with successive legislative changes, such as the law on places of worship and the law to guarantee LGTB rights. All the new ordinances are elaborated taking into account the perspective of diversity and in particular it is being contemplated as a priority in the legislation on coexistence that is currently being elaborated. Additionally, the Civil Rights and Gender Department is working on the review of all municipal legislation to incorporate the articles of the European Charter for the Safeguarding of Human Rights in the City.

In Donostia/San Sebastián, Spain the [local ombudsman](#) deals with complaints against the public administration; provides a critical assessment of public policy; and promotes human rights. Similarly, in Barcelona, Spain an [office for non-discrimination](#) has been instated. There is also the very practical example of [Netherlands](#), where every municipality is required by law to establish an anti-discrimination service to receive and address complaints, including through local mediation, and, in some instances to advise the municipality on good practice.

Montreal, Canada has taken steps to identify internal practices. The city recently introduced [gender-based analysis plus \(GBA+\)](#) in order better to respond to challenges in the area of diversity and inclusion. This method refers to the concept of intersectionality and adds analysis of needs and effects differentiated by other criteria to gender-based analysis. The approach is used to measure the impact of multiple discrimination on grounds that include gender, class and ethnocultural background, as well as disability, socioeconomic circumstances, sexual orientation and gender identity. These factors interconnect, and sometimes reinforce each other, although not always. The method involves in-depth analysis which shows, among other things, that a person can be disadvantaged for several reasons and that an overview of discriminatory factors is necessary so as to respond appropriately to the needs of a diverse population.

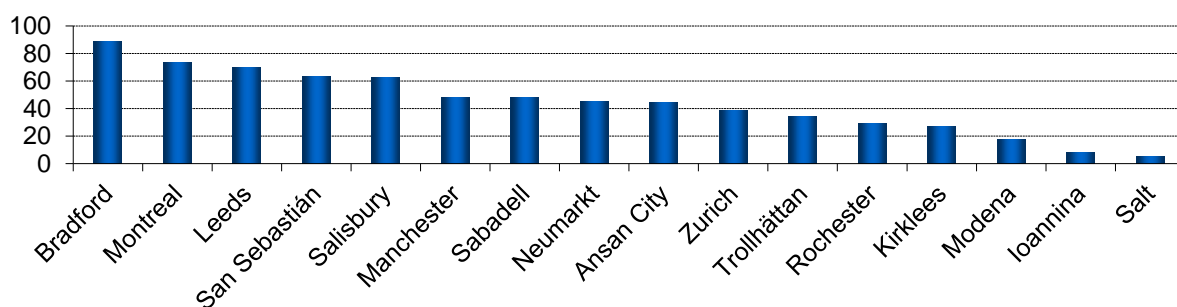
Further inspiration for the campaigns run can be drawn from the cities of Milan, Palermo and Turin, Italy, which launched the project [#iorispetto](#) (I respect). The project promotes civic awareness and active empowerment oriented towards the realization of a more inclusive society. The project methodology combines training for teachers, intercultural mediators and volunteers; workshop and labs in schools; and finally, the launch of initiatives of active citizenship, with the use of participatory methodologies and the involvement of all realities present at local level.

PARTICIPATION

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

Indicators on participation were included in the ICC Index in January 2019. Sixteen cities have so far replied to this new index chapter. The score of Leeds in the field of participation is 70.

Intercultural City Index (ICC) - Participation



The development of the city's Strategic, Coordinated and Inclusive Approach to Migration was the result of a year's consultation and research over 2016 - 2017. This included focus groups with Migrant communities, as well as migrant third sector organisations and other stakeholders to understand the available offer in support. This was to assess what the needs of migrant communities', where they are currently being met and where gaps and provisions may arise as funding ceases. This research and consultation looked at a number of key areas including integration, transition, housing, health, employment, money, education, language, destitution, legal advice, safeguarding, young people, cohesion and tensions. This resulted in a report to the Executive Board in July 2017 which outlines the city's approach to the consultation process.

Whilst the city is still developing the action plan of implementing the Migration Strategy, all of the boards that feed into the strategy have their own specific priorities and action plans as detailed in their Terms of Reference. This is based on an evidence-based analysis of migrants needs and is supported by city research into migrant needs and priorities.

Leeds reports to have introduced participatory mechanisms, other than voting rights or a consultative body, to enable all city residents, irrespective of their migrant/minority backgrounds, to participate equally in the decision-making process. This is done through the Equalities Assembly, participatory budgeting, intercultural dialogue platforms/round tables as well as through MAP+ and the Migrant Community Networkers weekly drop-in. Other examples include the Intercultural dialogue platform which was developed in 2010 when creating the 'Vision for Leeds' for the next 30 years. The city then undertook a public consultation to allow people who live and work in Leeds to respond on both short and long-term priorities. This was ground-breaking in terms of equal participation and was the first time the city used social media in the council on a mass scale, including blogging the opinions of each focus group and using people's opinions inform the decision-making on future policy for the city. Further, the MAP+ ran 'U Choose' which provided an opportunity for individuals to apply for a small pot of funding. A community event was run in order to decide on the projects that would receive funding, which included intercultural projects.²⁹

Leeds systematically carry out public consultations which involve diverse groups and engage in co-design involving people with diverse backgrounds in policy formulation. The city has implemented the Leeds Citizens Panel³⁰, to ensure broad consultation and engagement. The panel enables the city to engage with diverse groups when considering proposals which have a wider impact on the communities. The city has over 3000 online members and 600 offline members who engage both via survey and face-to-face consultation. To ensure representation, the city measures the demographics of participants. One of the key examples raised by Leeds is the development of the domestic violence communication and engagement strategy, where the city worked with the organisation Voluntary Action Leeds to meet the gaps in consultation (which in that case were 18-29-year olds and Asian communities). The organisation used their links with local community organisations to ensure the city enabled these groups to voice their concerns. This the city highlights, led to a community approach to the development of the strategy, including the co-designing of publicity materials.

Another mechanism the city has in place to ensure participation is the Equalities Assembly which has been set up to ensure involvement of the diverse communities. The Equalities Assembly is a forum made up of Equality Hubs, which helps ensure the city engages with the full range of citizens in the decision-making. Each year Leeds holds an Equality Assembly Conference which brings together the hubs to discuss key challenges and opportunities faced by groups across the city, listen to their contributions and let them have their say through round table discussions. The hubs are: Religion or Belief Hub, Age Hub, Black and Minority Ethnic Hub, Disability Hub, LGBT+

²⁹ <https://www.touchstonesupport.org.uk/wp-content/uploads/2018/12/List-of-all-U-Choose-funded-projects-1.docx>.

³⁰ <https://www.leeds.gov.uk/your-council/consultations-and-feedback/leeds-citizens-panel>

Hub and the Women and Girls Hub. The Assembly acts as the corporate consultation and involvement forum for equality, diversity and integration issues. It also acts as a forum to challenge the council's progress on equality, diversity, cohesion and integration.

Whilst Leeds report to not directly analyse data of involvement, the city is constantly able to monitor involvement in the decision-making processes, identify gaps in services and find how to improve access to these services through the network of MCN's. Migrants are able to attend the Migrant Access Programme Board and other boards and contribute their lived experience. For example, the Migrant Health work of the broader Public Health Directorate, ensures that residents with migrant/minority backgrounds are represented by:

- Monitoring access to health and wellbeing services and outcomes to assess whether there is equitable access to services and whether any health inequalities exist.
- Conducting engagement with communities from different ethnic background. Some examples include: Get Set Leeds engagement, BME Children & Young Peoples Mental Health Needs Assessment and Insight into the Housing issues affecting migrants.

Leeds reports to take action to ensure that residents with migrant/minority backgrounds are fairly represented in key institutions and organisations, such as public service organisations, on trade union boards as well as other organisations. One example is in increasing representation is collaboration between Lincoln Green (one of the priority neighbourhoods with a significant migrant community) core team and Leeds Teaching Hospital Trust (LTHT), one of Leeds' Anchor Institutions. Core team partners (employment and skills, statutory partners and local third sector organisations) worked closely with LTHT to develop a targeted recruitment programme to support people into jobs within the facilities and estates department. This approach has been successful and from the pilot, 29 people from target wards were successful in securing employment and a second cohort on programme saw 20 people recruited. This way of working has been identified at a national level as good practice and is cited in the NHS Long Term Plan. Work is underway to connect Anchor institutions in other neighbourhoods around Leeds.

Leeds has also introduced mechanisms to make sure that gender equality is respected in organisations that participate in the decision-making process on matters related to the inclusion of city residents with migrant/minority backgrounds. The city reports that Leeds has secured funding from the Government Equalities Office (GEO) to research the views of women who may not engage with the council/other services. This will provide an opportunity for women, including those from migrant backgrounds, to speak about the barriers they face and identify solutions which would tackle some of these identified challenges. The outcomes from these focus groups will shape services for women and girls in Leeds and will be fed back to the GEO to help to influence national policies.

The city has additionally recently funded the 'State of Women's Health in Leeds'³¹ report in collaboration with Women's Lives Leeds which provides a comprehensive overview of the state of women's health and included input from migrant communities. This will shape future decisions for Leeds with a better understanding of the determinants of women's health and give Leeds the opportunity to influence national policy in respect of gender equality.

Recommendations

Cities are encouraged to apply participatory methods when creating strategies and policies and to measure the level of participation in the city. Leeds already applies a number of initiatives within the field of participation and could draw further inspiration from the intercultural councils set up in several cities to further the initiatives in place.

[Montreal, Canada](#) provides an example of interest with its Montreal Intercultural Council providing advice and opinions to the city council. As does the [Local Council of Immigration](#) in Bilbao, Spain. This has a consultative role with the city and an information role with migrant communities. Its objectives include to participate in the city's Integration and Intercultural Co-existence Programme, to strengthen migrant associations and to be an interlocutor on the situation of migrant communities.

There is also the example of the [Immigration Council](#) of Berlin-Neukölln which represents the interests of migrants in all areas of life and encourages their participation in civil and political life. It makes recommendations, proposals and declarations to inform the Council in its work. Salisbury, Australia has an [Intercultural Community Alliance](#) with the idea to inform the decision-making. In Sabadell, Spain the [New Citizenship Board](#) is an advisory body that includes different immigrant associations and organisations that work in the migration field as well as representation of the local administration. Its functions are: the transfer of information, to find consensus on lines

³¹ https://www.womenslivesleeds.org.uk/wp-content/uploads/2019/07/state_womens_health_leeds_final-1.pdf

of work, to detect the interests, concerns and problems of the migrants and ethnic minorities and to address issues in cooperation.

The [Public Participation Network](#) in Dublin is an interesting example of facilitating such engagement. It involves a wide range of civil society organisations and offers them: an opportunity to influence decision-making; access to information; training; opportunities to network; and organised engagement with the City Council.

[Donostia-San Sebastian](#) has developed an initiative to empower minority ethnic people and associations working on intercultural issues and to support them to develop and implement projects on: welcoming, awareness raising, participation and training activities, and increasing the visibility, acknowledgement and respect of rights, diversity, languages and religions.

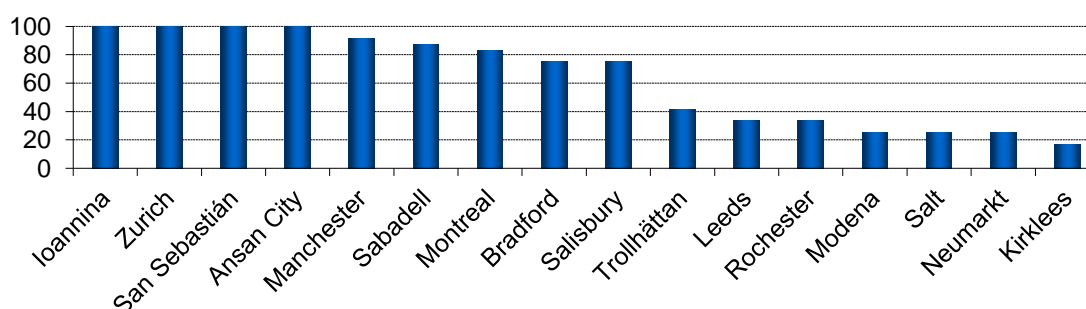
Bradford, United Kingdom has developed its Intercultural Strategy (Together for Stronger Communities 2018-2023) and the corresponding action plan after extensive [consultation with citizens](#). The consultation was both quantitative and qualitative. The Stronger Communities Together strategy's team will manage an innovation fund that will solicit proposals for innovative and collaborative projects in the area of integration and interculturalism in the broadest sense (i.e., including all forms of social integration - e.g., intergenerational, economic, sexual and disability). These funds will be allocated through participatory budgeting. Additionally, as a way to specifically address the challenge of representation at the higher level, Bradford launched the initiative "Council's Future Leaders Experience". This is a yearlong programme of learning, development, skills, shadowing, mentoring and networking for 20-40 employees at all levels within the organisation and beyond. A significant proportion of the Future Leaders participants have been from a minority background.

INTERACTION

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

As mentioned above, indicators on interaction are also new. The score of Leeds in the field of participation is 33.

Intercultural City Index (ICC) - Interaction



Leeds does not have a list/data-base of all civil society and grassroots organisations that are active in the various fields concerned by intercultural inclusion. However, the key infrastructure organisation in the third sector – Voluntary Action Leeds, holds a comprehensive database of over 3,500 organisations, which includes those organisations who are involved in intercultural inclusion. This list is publicly available. In addition to this, the arts and culture department also hold database which includes a high number of those organisations who are involved in interculturalism in a more arts-based way although they will not have a specific search approach tailored to intercultural inclusion.

Leeds collaborates with civil society and grassroots organisations that are active in the various fields concerned by intercultural inclusion by holding regular meeting with the organisations. Leeds has a third sector partnership of collaboration which aims to create the conditions for a thriving third sector. This includes investment in Voluntary Action Leeds who assist in bringing together organisations in local areas, alongside local specific networks who can collaborate and respond to challenges and needs. As a result of successful collaboration with civil society and

grassroots organisations, Leeds has recently developed the Pledge to Strengthen Civil Society³² which has been endorsed by the city council and other anchor institutions and partners. One of the key activities includes to provide the conditions to support strong, resilient, thriving communities that value diversity, ensuring that everyone can play their part and all sectors can work together to create the conditions for a thriving third sector, delivering for the diverse communities of Leeds.

Finally, teachers in elementary/primary schools have the opportunity to receive training in intercultural communication and pedagogy, but the training is not mandatory for all.

Recommendations

Cities are encouraged to train teachers in schools in intercultural communication and pedagogy. Some good examples of initiatives to increase interaction come from Bergen, Norway interaction between diverse groups is made through making music together. [Fargespill \(Kaleidoscope\)](#) focuses on what happens when differences meet through traditional music and dance: Ethiopian shoulder dance meets Norwegian “gangar”. Mogadishu meets Kollywood, “fallturillturalltura” meets “habibi habibi”. Children-rhymes from all over the world unite in one grand polyphonic mantra. The result is an intimate, musical meeting with young peoples’ stories about who they are and where they come from, told through music and dance from their respective cultures. The experience is elevated by professional musicians, choreographers, instructors, sound- and light designers and set designers.

A great inspiring initiative can be found in Spain. The City of Donostia-San Sebastian, Spain promotes participation and interaction through the renovation of public spaces. An example of this action is [Tabakalera](#) which is former tobacco factory that was converted into a contemporary culture centre where everybody feels welcome and can explore different ways to express themselves. Located in the Egia district, the building is an impressive space (13,277m²) that organises, since 2007, a wide sort of activities (exhibitions, short film screenings, etc.).

In Patras, Greece, the city took steps to [train the teachers in intercultural competence](#). Effective teachers are expected 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. In the programme, 250 trainee teachers were engaged in an action research collaborative project as part of their multicultural course at the University of Patras. They were asked to design, implement and reflect/evaluate an anti-rumour campaign to combat prejudices, stereotypes and racist attitudes in workplaces of their choice.












³² <https://democracy.leeds.gov.uk/documents/s196995/Leeds%20Pledge%20to%20Strengthen%20Civil%20Society%20Cover%20Report%20Appendices%2012%20121119.pdf>

OVERALL CONCLUSIONS

The overall score for Leeds is 75 (out of 100 possible points). Below you will find a summary of the report, including the main recommendations and suggestions.

COMMITMENT	✓	Leeds has formally adopted a public statement that it is an Intercultural City, the city is in the process of adopting an intercultural action plan, the city has adopted a process of policy consultation and/or co-design including people of all ethnic or cultural backgrounds, the city has a dedicated body or a cross-departmental co-ordination structure responsible for implementing the intercultural strategy, the city's official communications make clear reference to the intercultural commitment, the city honours local residents/organisations that have done exceptional things to encourage interculturalism in the local community.
	✗	Leeds does not have a specific intercultural strategy, the city does not have an evaluation and updating process for the intercultural strategy/action plan or specifically allocated budget, the city does not have an official webpage that communicates its intercultural statement, strategy, and/or action plan.
EDUCATION	✓	Leeds is a diverse city which has demonstrated its commitment to promote the benefits of intercultural projects with its schools and education settings. Intercultural projects are already often taking place in schools in the city.
	✗	Leeds has some schools where almost all children are of the same ethnic/cultural background, the city only rarely has schools where the ethnic/cultural background of teachers in schools reflect the composition of the city's population, the city does not have a policy to increase mixing in schools.
NEIGHBORHOOD	✓	Leeds encourages actions where residents of one neighbourhood meet and interact with residents with different migrant/minority backgrounds from other neighbourhoods, the city has a policy to encourage residents with migrant/minority backgrounds to meet and interact with other people living in the same neighbourhood. Most neighbourhoods in the city are diverse.
	✗	Leeds has only occasional measures to increase the diversity of residents in the neighbourhoods and avoid ethnic concentration.
PUBLIC SERVICE	✓	Leeds has a recruitment plan to ensure an adequate rate of diversity within its workforce, the city encourages a diverse workforce, intercultural mixing and competence in private sector enterprises, the city takes into consideration the migrant/minority backgrounds of all residents when providing some public services.
	✗	Leeds does not have public employees which reflects the composition of the city's population.
BUSINESS AND LABOUR	✓	Leeds has umbrella organisations which has among its objectives the promotion of diversity and non-discrimination in the labour market, the city has taken action to encourage businesses from ethnic minorities to move beyond the ethnic economy and enter the mainstream economy and higher value-added sectors the city, the city has taken action to encourage 'business districts/incubators' to involve an adequate percentage entrepreneurs with migrant/minority backgrounds and offer activities which encourage them and mainstream entrepreneurs to engage and develop new products/services together, the city favours companies with an intercultural inclusion/diversity strategy in procurement of goods and services.

	✗	N/A
CULTURE AND SOCIAL LIFE	✓	Leeds uses interculturalism as a criterion when allocating funds to associations and initiatives, the city organises events and activities in the fields of arts, culture and sport that aim to encourage people from different ethnic/cultural backgrounds to interact, the city encourages cultural organisations to deal with diversity and intercultural relations in their productions.
	✗	Leeds only occasionally organises public debates or campaigns on the subject of cultural diversity and living together.
PUBLIC SPACE	✓	Leeds takes action to encourage meaningful intercultural mixing and interaction in public space, the city takes into account the diversity of the population in the design, renovation and management of new public buildings or spaces, the city uses different methods and places for consultation to ensure the meaningful involvement of people with different migrant/minority backgrounds, the city has a multi-sectoral policy combining policing, social work and communication and defined after consultation of the population of the area.
	✗	Leeds has a few spaces or areas which are dominated by one ethnic group and where other people feel unwelcome or unsafe.
MEDIATION	✓	Leeds has both generalist mediation services and an intercultural mediation service, the city provides intercultural mediation in specialized institutions, the city administration and neighbourhoods, there are several organisations in Leeds dealing specifically with inter-religious relations.
	✗	Leeds does not have a municipal mediation service devoted to intercultural issues only or a municipal service devoted to inter-religious relations only.
LANGUAGE	✓	Leeds provides a number of services in the field of language competences such as training and support to civil society organisations, the city raises awareness on migrant/minority languages by providing logistical or financial support to local minority radio programmes and other support for raising awareness, the city supports support projects that seek to give a positive image of migrant/minority languages.
	✗	Leeds does not have migrant/minority languages as a regular language option available to everyone, the city does not have local minority newspaper/journals nor local TV programmes in (a) migrant/minority language(s)
MEDIA AND COMMUNICATION	✓	Leeds communication department is instructed to highlight diversity as an advantage regularly and in various types of communication, the city provides support for advocacy/media training/mentorship/setting up of online media start-ups for journalists with migrant/minority backgrounds, the city engages with the local media when they portray people with migrant/minority backgrounds through negative stereotypes.
	✗	Leeds does not have a specific communication strategy to improve the visibility and image of people with migrant/minority backgrounds in the local media, the city does not monitor the way in which traditional local and/or national media portray people with migrant/minority backgrounds, the city does not directly monitor the way in which social media portray people with migrant/minority backgrounds.
INTERNATIONAL OUTLOOK	✓	Leeds has an explicit and sustainable policy to encourage international cooperation in economic, scientific, cultural, or other areas, the city takes actions to develop

		<p>international connections and has budget allocated for this, the city reaches out to foreign students or other youth groups arriving through exchange programmes, the city seeks to develop business relations with countries/cities of origin of its diaspora groups by involving diaspora and mainstream entrepreneurs in international visits and meetings, though partnership/business agreements with counties or cities of origin and by supporting organisations seeking to develop business relations with countries/cities of origin of its diaspora groups.</p> <p>N/A</p>
<p>INTELLIGENCE AND COMPETENCE</p>	 	<p>Leeds has statistical and qualitative information about diversity and intercultural relations mainstreamed to inform the local/municipal council's process of policy formulation, the city through an external body carries out surveys on questions about the public perception of migrants/minorities, the city promotes the intercultural competence of its officials and staff, in administration and public services through training courses.</p> <p>Leeds does not directly or through an external body carry out surveys on the feeling of security/safety with respect to people with migrant/minority backgrounds.</p>
<p>WELCOMING</p>	 	<p>Leeds has a comprehensive city-specific package of information and support for newcomers, and different city services and agencies provide welcome support for particular groups of newcomers.</p> <p>Leeds does not have a designated agency, unit, person, or procedure to welcome newcomers.</p>
<p>LEADERSHIP AND CITIZENSHIP</p>	 	<p>Leeds has elected members who are foreign-born or dual nationals, the city has an consultative body involving migrants/minorities, other citizens, as well as relevant public institutions, organisations and experts, the city has a standard for the representation with people with migrant/minority backgrounds in mandatory boards supervising schools and/or public services, the city regularly takes initiatives to encourage people with migrant/minority backgrounds to engage in political life.</p> <p>Only nationals from certain foreign countries can stand as candidates or vote in local elections.</p>
<p>ANTI-DISCRIMINATION</p>	 	<p>Leeds has carried out a systematic review of all municipal rules and regulations to identify mechanisms which may discriminate against residents, the city has an anti-discrimination policy, a dedicated service that advises victims of discrimination, provides financial support to organisations advising victims of discrimination, regularly monitors the character of discrimination in the city, runs anti-discrimination campaigns and participates in organisations to address the issue of anti-discrimination.</p> <p>Leeds has not developed an anti-rumours strategy.</p>
<p>INTERACTION</p>	 	<p>Leeds has introduced participatory mechanisms and consultation processes such as networks, participatory budgeting and intercultural dialogue. Leeds takes action to ensure that residents with migrant/minority backgrounds are fairly represented in public service organisations, on boards or ruling bodies of trade unions and, work councils. Leeds has introduced mechanisms to make sure that gender equality is respected in organisations that participate in the decision-making process on matters related to the inclusion of city residents with migrant/minority backgrounds.</p> <p>Leeds does not directly monitor the participation of city residents with migrant/minority backgrounds in the decision-making process.</p>

PARTICIPATION	✓	Leeds has access to a list/database of and collaborates with civil society and grassroots organisations that are active in the various fields concerned by intercultural inclusion.
	✗	Teachers in elementary/primary schools do not receive mandatory training in intercultural communication and pedagogy.

In view of the above, we wish to congratulate Leeds for the efforts taken and we are confident that if the city follows our guidelines and other Intercultural Cities' practices the results will rapidly be visible and tangible. Leeds scores very highly in a number of policy areas and displays a high level of commitment to diversity and inclusion. The actions of the city show coherency.

RECOMMENDATIONS

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

Commitment: Leeds may wish look into creating a specific intercultural policy and action plan. Inspiration can be drawn from Barcelona, Spain where the "[Plan Barcelona Interculturalidad](#)" aims to ensure that interculturalism is the model to address diversity, bringing political strategies together to meet the challenges of coexistence.

Education: Leeds may wish to increase mixing to fight segregation in schools and work to increase the representation among the teaching staff. A good example, comes from for example the good practice in Oslo, Norway, where the [educational segregation](#) is tackled through the raising of the standards. The Gamlebyen Skole is a classic inner-city primary school with a wide range of languages and a combination of complex social and cultural issues. The school has been given the funds to enable it to compete effectively in the teacher recruitment market and has a strong and very high-profile head teacher. Its physical environment is shaped to involve references of migrant children's culture of origin.

Neighbourhoods: Leeds may wish to look into a policy to increase the diversity of residents in the neighbourhoods. The city of Zurich, Switzerland offers an example of a [housing policy](#) which aims, among other things, at a good social mixing within the city.

Public Services: Leeds may wish to look into further policies to achieve a workforce which reflects the diversity of the city are highlighted below. Montreal applies a good practice through a [recruitment policy is inspired by the concept of promoting diversity](#) and is geared towards talent of all kinds in terms of gender, age, background, experience and culture. Specific measures and programmes are implemented to ensure employment equality, with a specific focus on under-represented groups such as women, people with disabilities, Indigenous groups, visible minorities and ethnic minorities.

Business and the Labour Market: Leeds may wish to draw inspiration from the [Diversity = Inclusion group](#) in Kirklees, United Kingdom. The group involves public and private sector employers and large companies and SMEs. It provides space for employers to network, gathers and analyses data on diversity in the local labour market, shares and promotes good practice, and supports business leaders in championing diversity.

Cultural and Social Life: Leeds may wish to include the residents further in the decision-making and to organise regular public debates and campaigns. Lisbon, Portugal provides an interesting example where they piloted a new methodology through participatory mapping. Community members could collectively create visual inventories of their own community's assets and negotiate what can be listed in the inventory. This results in a map of those heritage assets that make up the pluralist identity of the community.

Public Space: Leeds may wish to look at policies to increase the accessibility of the public space and could draw further inspiration from Vinnytsia, Ukraine, where residents have been invited to participate in regeneration, via a scheme known as "A Budget of Public Initiatives". This is a democratic process where citizens select the projects they want budgets to be spent on. The budget has been spent on renovating some of the historic buildings, while also encouraging tourism whilst supporting lower income residents to remain living in the area.

Mediation and Conflict Resolution: It is recommended for cities to have mediation services focused on intercultural issues and inter-faith relations. To expand further on the actions the city already has in place, Bergen,

Norway can serve as an inspiration. Bergen has introduced many initiatives to achieve its [mediation and conflict resolution](#) policy objectives. The city has set up a generalist municipal mediation service which also deals with cultural conflicts. They also have a Community Youth Outreach Unit in Bergen (Utekontakten). Finally, Bergen also has set up a municipal mediation service committed to interreligious issues specifically. Samarbeidsråd for tros- og livssynssamfunn (Cooperation Council for Religion and Faith) is an interfaith organisation in Bergen. Most faith communities in Bergen are represented in the council, which is supported by the municipality.

Language: Language is an important part of communication and it is therefore recommended for cities to apply a wide range of actions within the field to ensure language training options are available to all groups. Montreal, Canada have involved the [city's libraries in the language training](#), under a project called "Liaison agents" in cooperation with community organisations, schools (reception classes, French for adults) and the health sector, various mediation activities are conducted in order to help non-native speaker newcomers or people with migration backgrounds to learn French.

Media and Communication: Leeds may wish to draw inspiration from the anti-rumours methodology to address tensions and negative narratives. The [awareness-raising campaign against cyber racism](#) and intolerance on social media in Tenerife, Spain is a good example. The Tenerife Antirumours Group launched a new awareness-raising campaign to counter cyber-racism and intolerance spreading through the internet and social media. The campaign aims at raising awareness on the risks and prejudice deriving from the spreading of hate speech and intolerance online. The campaign implements several awareness actions on social media, in the streets and in schools.

International Outlook: Leeds may wish to draw inspiration from Barcelona, Spain where [Do it in Barcelona](#) aims to attract foreign entrepreneurs by providing them with support services for the development of their businesses. The programme helps newcomers by ensuring they have knowledge of the new environments in which they find themselves and the tools that can guide them towards success.

Intercultural Intelligence and Competence: Leeds may wish to carry out surveys including questions about the feeling of security/safety with respect to people with migrant/minority backgrounds. Montreal, Canada has launched a [major survey](#) in order to determine Montrealers' views of migration and enable it to target the obstacles to migrants' labour market integration. The results feed into the policy-making to ensure an informed response.

Welcoming Newcomers: Welcoming efforts are important support to newcomers and ensure integration. A dedicated service for newcomers could be a good practice, such as in Zurich, Switzerland. Zurich has a [specialized agency to welcome newcomers](#) with a dedicated strategy and a complete set of information tools available in 14 languages, as well as specific assistance.

Leadership and Citizenship: Leeds may wish to implement a standard for the representation with people with migrant/minority backgrounds in mandatory boards supervising schools and/or public services. In Ballarat, Australia, the city has established the [Multicultural Ambassadors' Program \(MAP\)](#) to provide leadership within the migrant community, by encouraging minorities to participate in the political life of the city. The programme aims to enhance community awareness while fostering social cohesion and mutual acceptance.

Anti-Discrimination: Leeds may wish to implement an anti-rumours strategy to further the work within this field is recommended. A good practice that can serve as inspiration is Bilbao, Spain who have implemented their anti-rumours strategy through work in [schools](#), on the [web](#) and through a [creative writing initiative](#) with a focus on the anti-rumours strategy. The initiative raised participation in the anti-rumours work.

Participation: Leeds may wish to apply participatory methods when creating strategies and policies and to measure the level of participation in the city. An example is the [Local Council of Immigration](#) in Bilbao, Spain. This has a consultative role with the city and an information role with migrant communities. Its objectives include to participate in the city's Integration and Intercultural Co-existence Programme, to strengthen migrant associations and to be an interlocutor on the situation of migrant communities.

Interaction: Leeds may wish to consider training teachers in schools receive in intercultural communication and pedagogy. In Patras, Greece, the city took steps to [train the teachers in intercultural competence](#) training 250 trainee teachers through a collaborative project as part of their multicultural course at the University of Patras.

Leeds may wish to consider further examples implemented by other Intercultural Cities as a source of learning and inspiration to guide future initiatives. Such examples are provided above for each sector as well as in the Intercultural cities [database](#).

Diversity has become a key feature of societies today and is particularly tangible in urban centres. While people of diverse national, ethnic, linguistic and faith backgrounds have immensely

contributed to post-war prosperity, inequalities related to origin, culture and skin colour persist, and anxiety about pluralism, identity and shared values is often politically instrumentalised. The challenge of fostering equity and cohesion in culturally diverse societies has become more acute. Cities are uniquely placed to imagine and test responses to this challenge.

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

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

The Council of Europe is the continent's leading human rights organisation.

It comprises 47 member states, 27 of which are members of the European Union.

All Council of Europe member states have signed up to the European Convention on Human Rights, a treaty designed to protect human rights, democracy and the rule of law.

The European Court of Human Rights oversees the implementation of the Convention in the member states.

COUNCIL OF EUROPE



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