

RESULTS OF THE INTERCULTURAL CITIES INDEX



Kirklees

June, 2019



Intercultural cities
Building the future on diversity

www.coe.int/interculturalcities



A comparison between 100 cities¹

Introduction

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

As of today 100 cities have undergone their intercultural policies analysis using the Intercultural City Index: Albufeira (*Portugal*), Amadora (*Portugal*), Arezzo (*Italy*), Auckland (*New Zealand*), Ballarat (*Australia*), Barcelona (*Spain*), Beja (*Portugal*), Bergen (*Norway*), Bilbao (*Spain*), Botkyrka (*Sweden*), Braga (*Portugal*), Bucharest (*Romania*), Campi Bisenzio (*Italy*), Cartagena (*Spain*), Casalecchio di Reno (*Italy*), Cascais (*Portugal*), Castellón (*Spain*), Castelvetro (*Italy*), Catalonia (*Spain*), Coimbra (*Portugal*), Comune di Ravenna (*Italy*), Constanta (*Romania*), Copenhagen (*Denmark*), Donostia-San Sebastian² (*Spain*), Dortmund (*Germany*), Dublin (*Ireland*), Dudelange (*Luxembourg*), Duisburg (*Germany*), Erlangen (*Germany*), Forlì (*Italy*), Fucecchio (*Italy*), Fuenlabrada (*Spain*), Geneva (*Switzerland*), Genoa (*Italy*), Getxo (*Spain*), Haifa (*Israel*), Hamamatsu (*Japan*), Hamburg (*Germany*), Ioannina (*Greece*), Izhevsk (*Russian Federation*), Kepez (*Turkey*), Kirkcaldy (*United Kingdom*), Klaksvík (*Faroe Islands*), Jerez de la Frontera (*Spain*), the London borough of Lewisham (*United Kingdom*), Limassol (*Cyprus*), Limerick (*Ireland*), Lisbon (*Portugal*), Lodi (*Italy*), Logroño (*Spain*), Loures (*Portugal*), Lublin (*Poland*), Lutsk (*Ukraine*), Maribyrnong (*Australia*), Melitopol (*Ukraine*), Melton (*Australia*), Mexico City (*Mexico*), Montreal (*Canada*), Munich (*Germany*), the canton of Neuchâtel (*Switzerland*), Neukölln (*Berlin, Germany*), Novellara (*Italy*), Odessa (*Ukraine*), Oeiras (*Portugal*), Offenburg (*Germany*), Olbia (*Italy*), Oslo (*Norway*), the district of Osmangazi in the province of Bursa (*Turkey*), Parla (*Spain*), Patras (*Greece*), Pavlograd (*Ukraine*), Pécs (*Hungary*), Pryluky (*Ukraine*), Reggio Emilia (*Italy*), Reykjavik (*Iceland*), Rijeka (*Croatia*), Rotterdam (*the Netherlands*), Sabadell (*Spain*), San Giuliano Terme (*Italy*), Santa Coloma (*Spain*), Santa Maria da Feira (*Portugal*), Unione dei Comuni-Savignano sul Rubicone³ (*Italy*), Sechenkivsky (*District of Kyiv, Ukraine*), Senigallia (*Italy*), Stavanger (*Norway*), Strasbourg (*France*), Subotica (*Serbia*), Sumy (*Ukraine*), Swansea (*United Kingdom*), Tenerife (*Spain*), Tilburg (*The Netherlands*), Turin (*Italy*), Turnhout (*Belgium*), Unione Terre dei Castelli⁴ (*Italy*), Valletta (*Malta*), Västerås (*Sweden*), Ville de Paris (*France*), Vinnitsa (*Ukraine*), Viseu (*Portugal*) and Zurich (*Switzerland*).

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

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

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

⁴ Former Castelvetro di Modena.

Among these cities, 25 (including Kirklees) have **between** 200,000 and 500,000 inhabitants and 32 (including Kirklees) have **between** 10% and 15% of foreign-born residents.

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

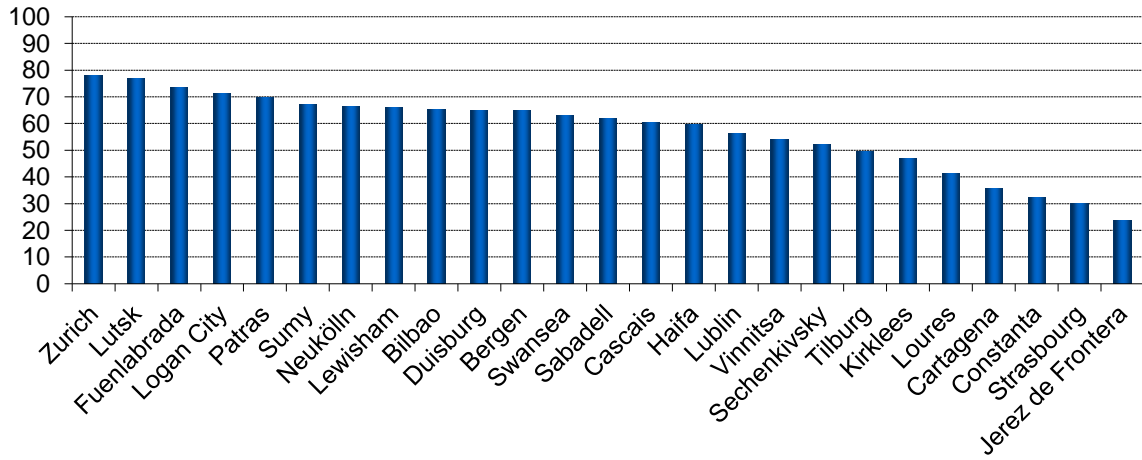
These indicators comprise: commitment; education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces; mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of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

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

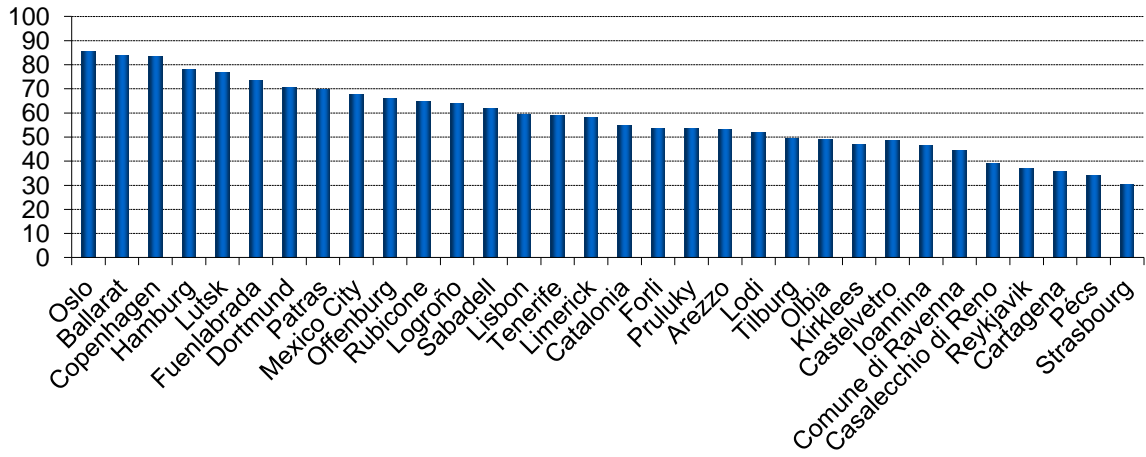
Taking into account the above-mentioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled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

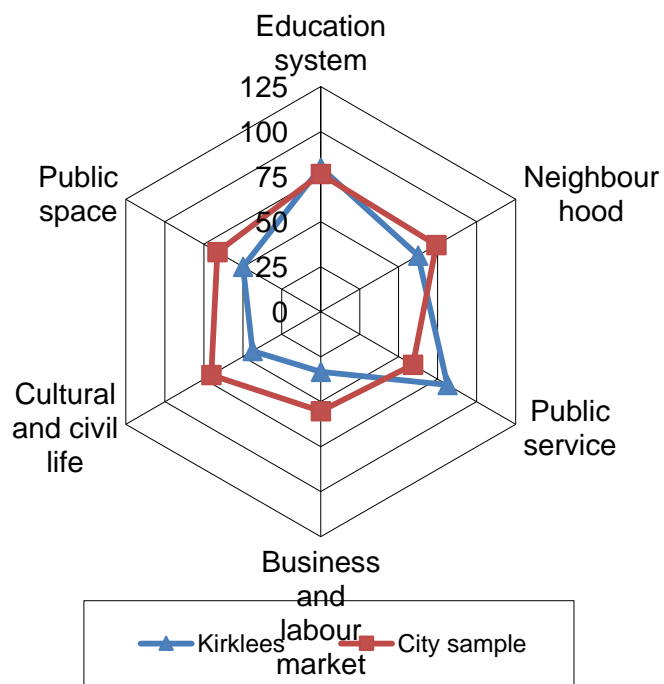
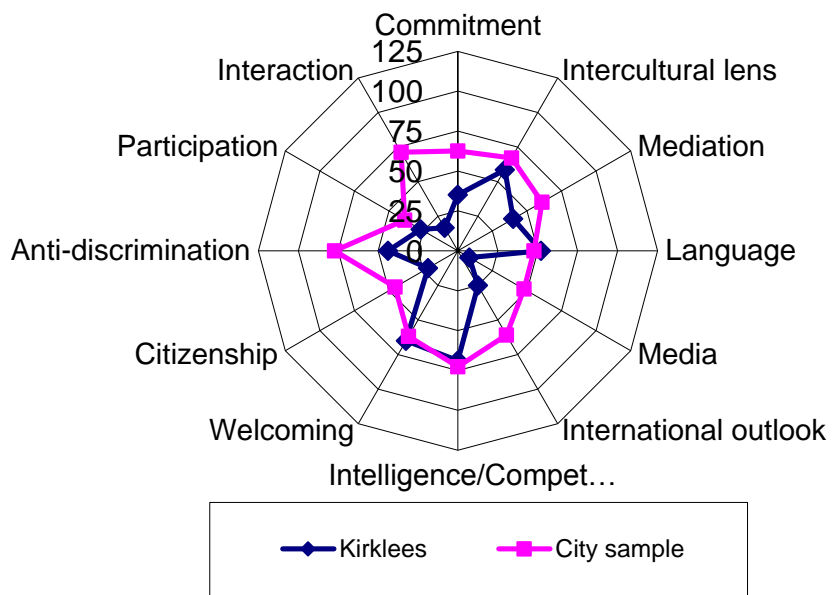
According to the overall index results, Kirklees has been positioned **73rd** among the 100 cities in the sample, with an aggregate intercultural city index of **48%**. The city has also been ranked **20th** among the cities with a population in between 200,000 and 500,000 inhabitants and **24th** among the cities with a percentage in between 10% and 15% of foreign-born residents.

Intercultural City Index (ICC)
City sample (inhabitants 200'000 - 500'000)



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





Kirklees – An overview

Kirklees is a local government district of West Yorkshire, England, governed by Kirklees Council with the status of a metropolitan borough. Kirklees has a population of 437 100 inhabitants. The population is majority white (a category which includes Gypsy and Irish Travellers). 10.8% of the residents are non-national, among which only 1.7% are national from the EU.

Less than 1% of the population is composed of refugees or asylum seekers. The largest migrant group in Kirklees as a whole is made up of people with Pakistani origins (9.9%). In other constituent parts of the borough, other groups can represent the largest migrant group. For example, in Bantley and Spenningshall, Indian population represent 9.9% of the inhabitants.

In recent years a significant change has been recorded as the number of people coming from Eastern Europe, especially Romani and Hungary, has increased.

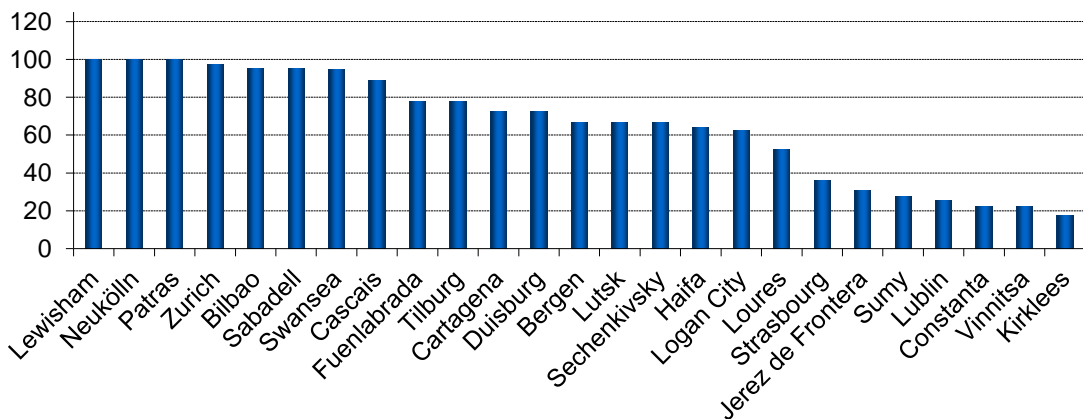
Kirklees's GDP per capita in is 17 500 £.

COMMITMENT

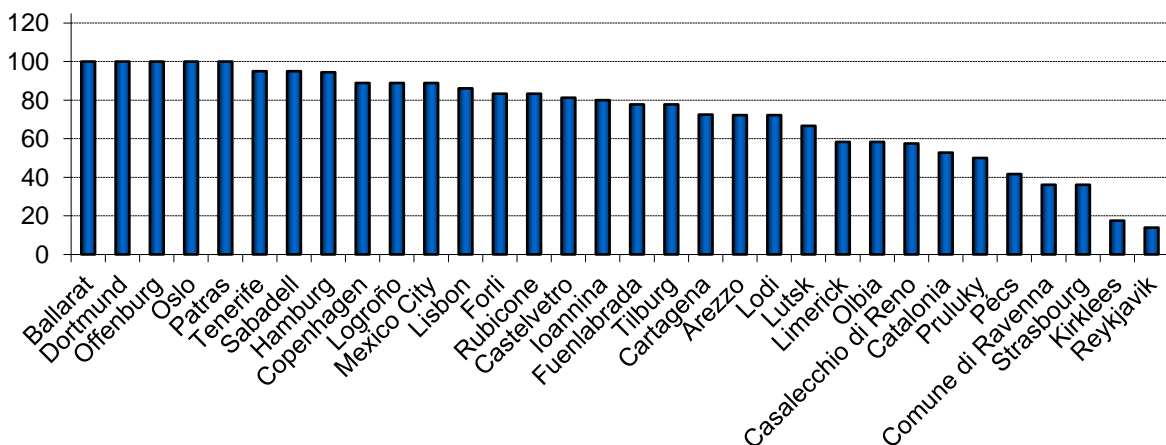


The optimal intercultural city strategy would involve a formal statement by local authorities sending an unambiguous message of the city's commitment to intercultural principles as well as actively engaging and persuading other key local stakeholders to do likewise.

Intercultural City Index (ICC) - Commitment
City sample (inhabitants 200'000 - 500'000)



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



Kirklees achieved a rate of **35%** in its commitment policy, which is considerably lower than the city sample's rate of **63%**.

It must be noted, though, that the city is engaged to send out a clear and strong message emphasising their commitment to intercultural principles, for example through the Inclusion and Diversity Strategy and Action Plan.

This strategy is, in fact, described as a first step in placing a greater emphasis on moving from equality to inclusion. The document describes how the local administration will incorporate this positive approach more effectively and routinely in everything they do through respecting diversity, valuing different perspectives and supporting inclusion. They list in particular "seven core principles and areas to focus on:

- a committed and diverse workforce
- taking a positive and inclusive approach to everything we do
- zero tolerance on abuse, harassment, bullying and violence
- demonstrating our commitment through the way we do things in Kirklees
- inclusive policies
- spreading the word about inclusion and diversity
- listening and acting for ongoing improvement"

At the same time, Kirklees also showed a strong commitment in their answers to re-evaluate their actions and priorities based on the results of the ICC Index.

For example, the city is planning to write and adopt a public statement based on the strengths and priorities identified by the Index.

As part of their intercultural membership, Kirklees is also showing interest in continuing exploring and developing the process of policy consultation and co-design with people of different ethnic and cultural backgrounds.

Recommendations:

A diversity/integration strategy, ideally an ***intercultural integration strategy and action plan*** is highly recommended. It could be helpful to look into the strategies and plans formulated by other intercultural cities, such as into [Santa Coloma's \(Spain\) Plan of Intercultural Coexistence \(2001\)](#), [Auckland's \(New Zealand\) Inclusive Auckland Framework](#) or [Lisbon's \(Portugal\) Municipal Plan for the Integration of Migrants in Lisbon 2015-2017](#).

The latter, for example, 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:
 - Relations with countries of origin;
 - Interfaith dialogue;
 - Urban cultural dynamics;

- Racism and discrimination;
- Social exclusion.

Kirklees may wish to introduce **a process of policy consultation** that involves people of different ethnic/cultural backgrounds. A good example of such a process can be found in Botkyrka (Sweden): The "[Council for civil society development](#)" is a joint council established in June 2018 by civil society organisations and politicians, aiming to promote intercultural dialogue and give civil society the opportunity to influence policies. It is based on "The local agreement on cooperation between civil society and the municipality of Botkyrka".

Lastly, we recommend **honouring and acknowledging** local residents or organisations that have encouraged interculturalism. Examples are Bergen's (Norway) "[Van Bergen Prize](#)" for students and staff with the best plan of promoting contact between Dutch and international students or Bern's (Switzerland) annual integration prize for an individual who achieved the most in cultural integration that year.

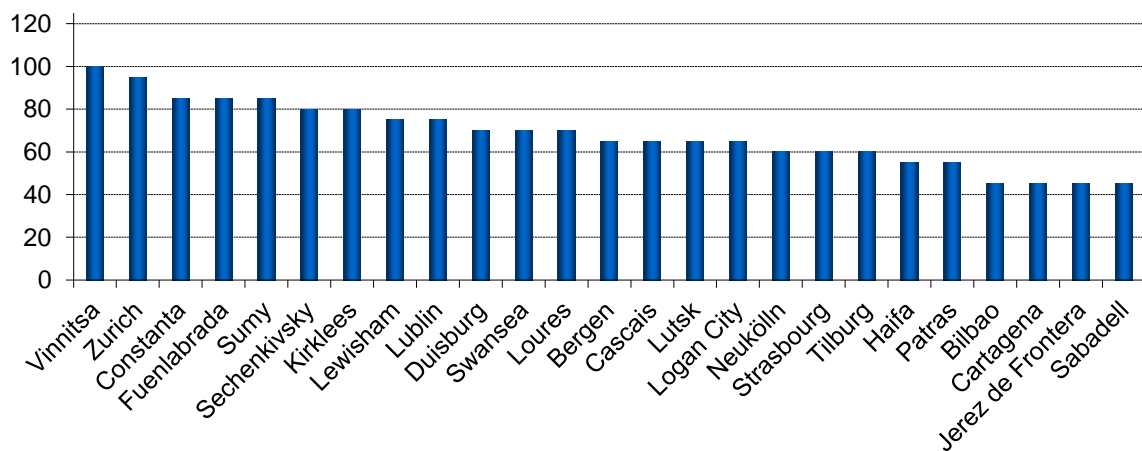
EDUCATION

through intercultural lens



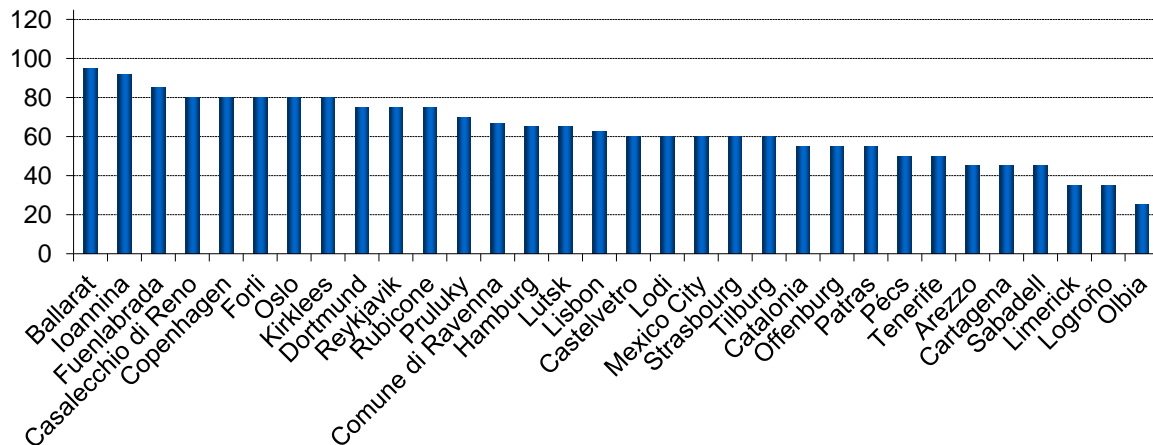
School has a powerful influence in society and has the potential to either reinforce or challenge prejudices in a number of ways through the social environment it creates, the guidance it provides and the values it nurtures.⁵

Intercultural City Index (ICC) - Education system
City sample (inhabitants 200'000 - 500'000)



⁵ The term "Education" refers to a formal process of learning in which some people consciously teach while others adopt the social role of learner (ref. http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html).

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



Kirklees achieved **80%** in its education policy, which is considerably higher than the city sample's achievement rate, which is **66%**.

The questionnaire states that **in some primary schools, children are of the same ethnic/cultural background**. The city has not yet developed a policy to increase the ethnic and cultural mixing in school, but various examples of practice can be found.

The questionnaire also shows that **sometimes teachers reflect the composition of the city's population**.

Efforts are taken to **involve parents with migrant/minority background in school life**, by providing a space for parents to play a key role in the celebration of faith and traditions. In such occasion parents are cooking, performing, demonstrating rituals and practices.

Schools are sometimes carrying out intercultural projects. An example of this is the "Carry my Story" project through which schools and community groups explore individual and group identity. They meet, listen to, record and select related stories, which they share and exchange with their link partners. In the process, they get to know one another better, realise that some values are the same, whilst others are different - but that they can live together and be respected. Schools reach out to groups in the community with whom they do not already have a relationship: e.g.: older people, cultural groups, faith groups, groups with additional needs, refugees.

Recommendations:

It is commendable that Kirklees is already working on projects promoting explicit discussion around diversity and intercultural values. Therefore, the city might find inspiration by a project run in 10 secondary schools by the Spanish city of Parla.

It includes three educational sessions using a participatory methodology:

- 1) A session promoting mutual knowledge;
- 2) A session addressing empathy and prejudice;
- 3) 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.

A **diverse teaching staff** could also contribute to the awareness of and education on diversity and intercultural coexistence. It is therefore recommended assuring more ethnic and religious diversity amongst teachers.

Given that ethnic and religious segregation in schools hinders intercultural interaction and young people from developing an open mindset, it is important to **reduce segregation** or at least promote cooperation between schools.

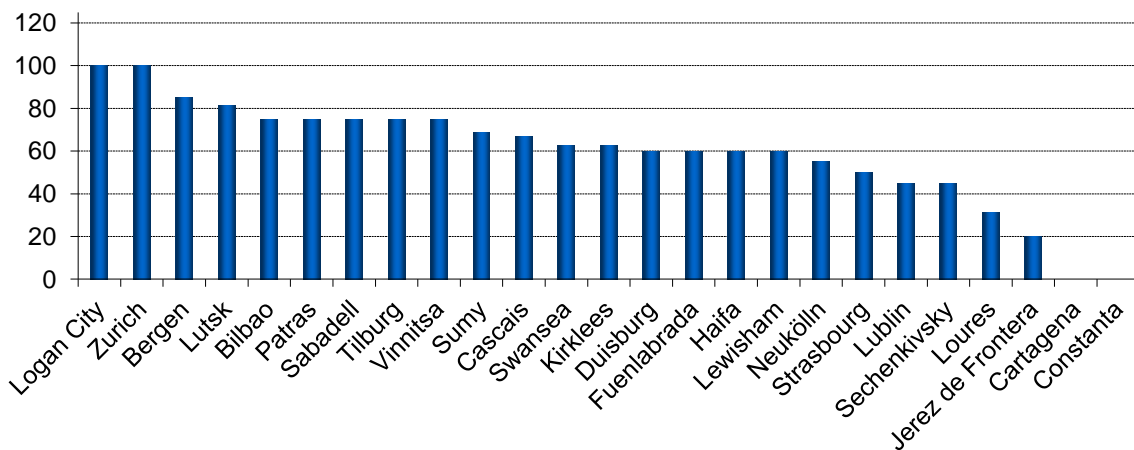
NEIGHBOURHOOD

through intercultural lens



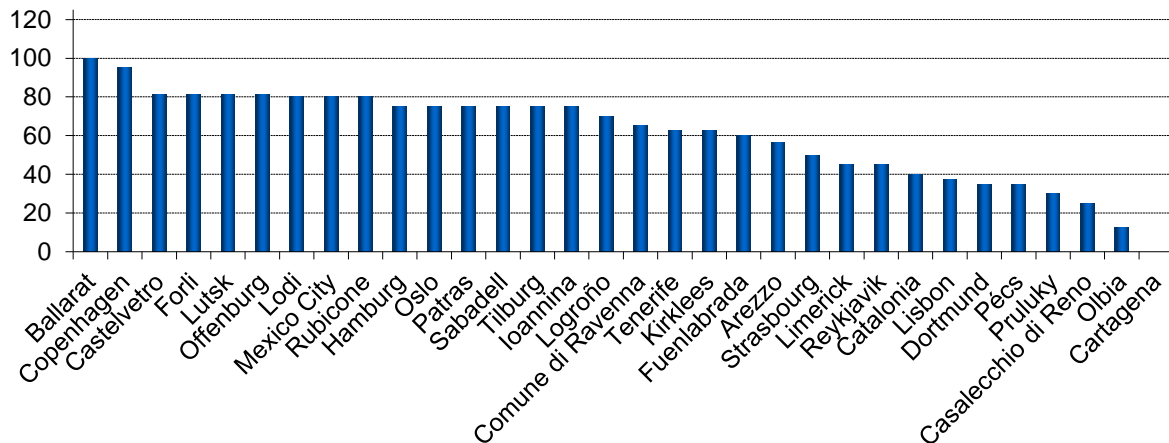
An intercultural city does not require a "perfect statistical mix" of people and recognises the value of geographical proximity and bonding between people of the same ethnic background. However, it also recognises that spatial ethnic segregation creates risks of exclusion and can act as a barrier to an inward and outward free flow of people, ideas and opportunities. ⁶

Intercultural City Index (ICC) - Neighbourhood
City sample (inhabitants 200'000 - 500'000)



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

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



Kirklees reached **63%** in its neighbourhood policy, same as the city sample’s score at **64%**.

Most neighbourhoods in Kirklees are culturally and ethnically diverse. In this regard, the city is overseeing a number of initiatives to ensure good relations between people from different background in their neighbourhoods, but a specific policy to increase diversity of residents and avoid ethnic concentration is not set in place.

The city is, though, **encouraging actions where residents of one neighbourhood meet and interact with residents from another neighbourhood.** For example faith communities are brought together through interfaith visits and cultural events.

Another interesting project is the “Social Clubs: New places”, set up in key parts of the district to encourage people from within communities to come together

Finally, the “It’s Up 2 U” funding project has been used to encourage the community to developing ideas about sharing cultures, identifying and developing understanding of who lives in community in Kirklees. The participatory budget approach is targeting the electoral wards with the highest level of migration.

Recommendations:

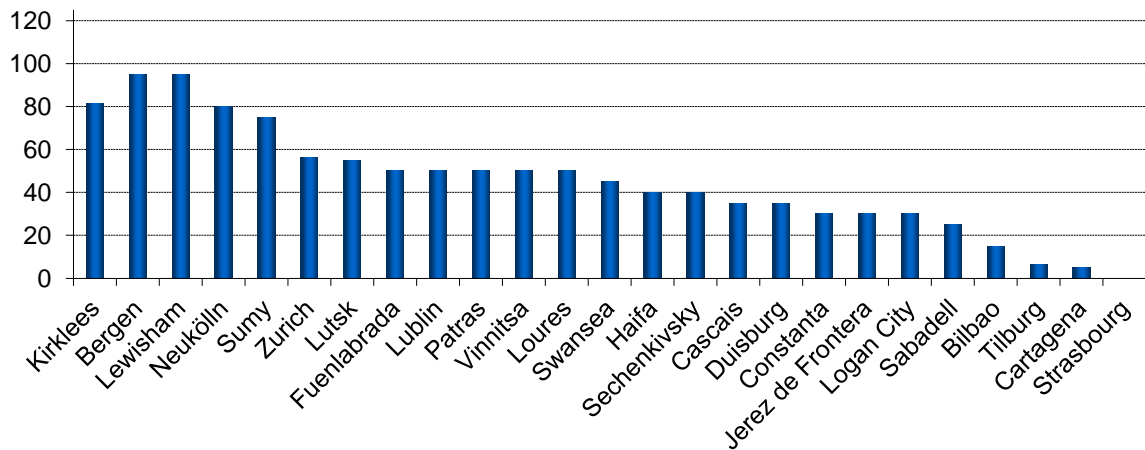
PUBLIC SERVICE

through intercultural lens

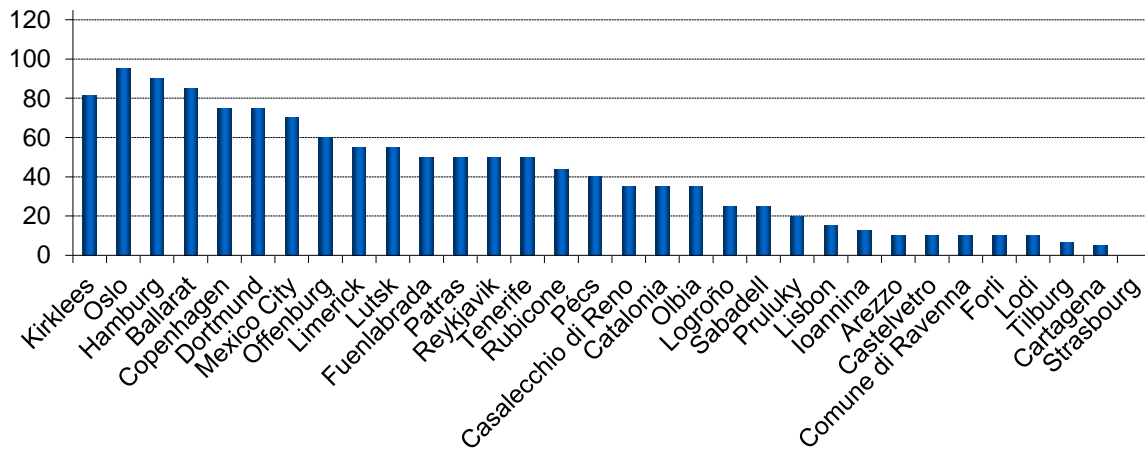


An optimal intercultural approach remains open to new ideas, dialogue and innovation brought by or required by minority groups, rather than imposing a "one size fits all" approach to public services and actions.

Intercultural City Index (ICC) - Public service
City sample (inhabitants 200'000 - 500'000)



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



Kirklees scored **81%** in its public service policy, which is considerably higher than the city sample's score of **43%**.

The ethnic background of public employees reflects the composition of the city's population **only on the lower levels, but the city has set in place a recruitment plan to ensure an adequate rate of diversity within its workforce.** In particular, for the second year of the Inclusion and Diversity Action Plan, the Council has set itself a specific action on recruitment to reach wider representativeness at Grade 13 and above. Target of the actions are in particular minorities, disability and younger people.

Regarding the private sector, the city also takes **action to encourage diverse workforce**, intercultural mixing or competence.

Kirklees provides **culturally appropriate services**, including funeral/burial services, school meals tailored to the needs and women-only sections or times in sport facilities.

Recommendations:

We recommend **continuing promoting more diversity amongst public and private employees**, especially at the higher levels. Kirklees could, for example, look into Stavanger (Norway)'s 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.

We also recommend continuing the review **of specific services through a cultural inclusive lens**, considering whether these are appropriate for *all* regardless of their ethnic/cultural background. It is commendable that Kirklees already provides the main elements listed in the questionnaire, but we recommend to also look into other services, such as entertainment facilities, health services, etc. The health sector, for example, is especially dependent on cultural competence and cultural sensitivity when wanting to assure health and well-being amongst all members of a society. Cultural differences, such as health related norms and beliefs, the extent of interdependence/independence or simply linguistic differences can cause miscommunication and inappropriate treatment if

the patient is not approached with a certain level of cultural competence and sensitivity.

- An example for reducing linguistic barriers in the health sector is the project "Italy – Learn Arabic!" in Reggio Emilia (Italy), initiated by the Local Health Authorities in collaboration with the Intercultural Centre Mondinsieme, aiming to improve linguistic cultural relations between foreign citizens and health services.
- Another good example can be found in Tilburg (The Netherlands), where housing corporations build houses for the elderly from specific cultural groups to assure that migrants are able to get care adapted to their culture.
- Berlin's (Germany) Peer-to-Peer Project Addiction Aid for Refugees is another example for an aid service that takes into account the possible differences in culture and experience. The trained peer helpers inform on-site about the risks of drug consumption and accompany, if necessary, the person concerned to the local Drug Advisory Services. Individual advice and informative events are organised in refugee accommodation. The peer helpers themselves are empowered and further qualified concerning their communication skills.

In some other cases, municipalities have also reviewed entire hard to reach sectors with the aim of embedding equality in the industry. For example, the city of Dublin (Ireland) has started a cooperation with the National Transport Authority to develop an anti-discrimination protocol to be promoted in the taxi industry, as well as other small public transport providers.

The action was based on three elements: conducting focus groups of taxi drivers from an ethnic minority background to explore issues and difficulties that are presenting to them in their daily work; providing support and training in equality and non-discrimination to those involved in the regulation of the small public transport industry; training of customer service staff of Dublin based taxi companies.

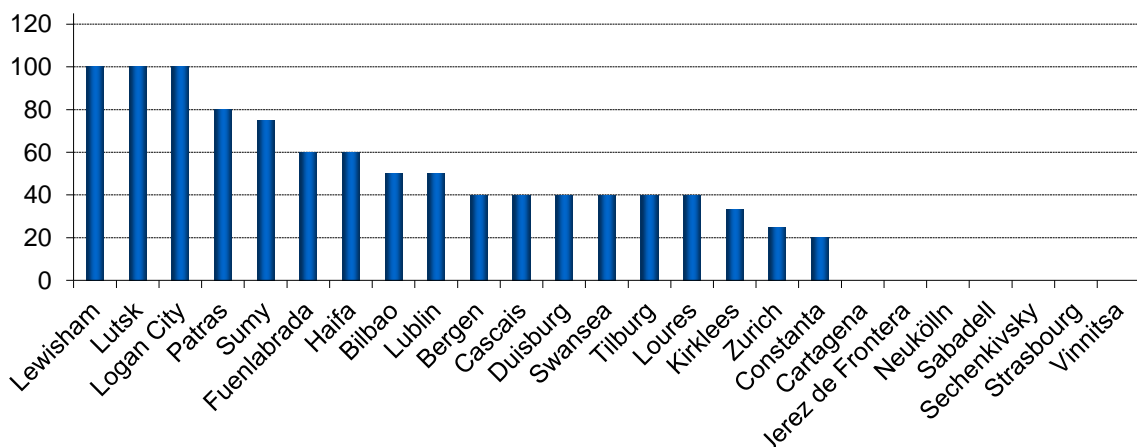
BUSINESS & LABOUR

through intercultural lens

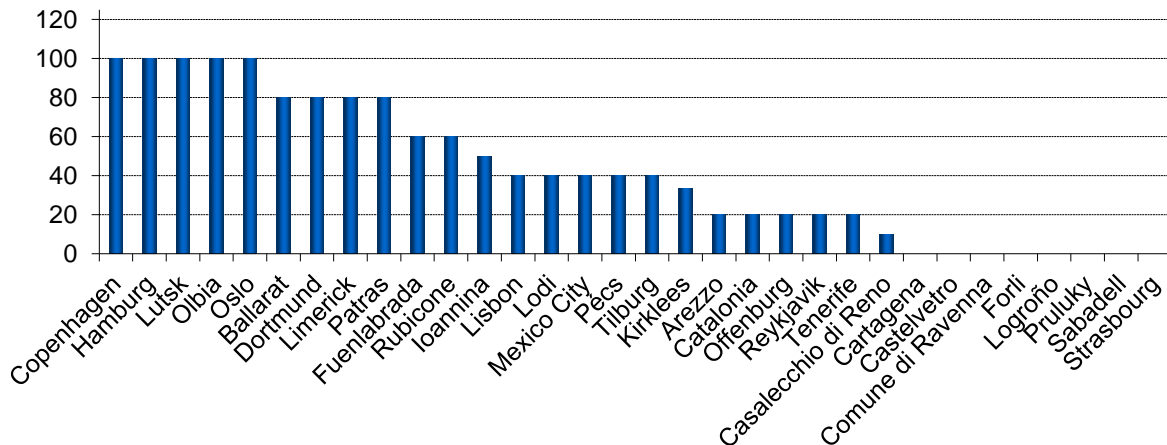


Large parts of the economy and the labour market may be beyond the remit and control of the city authority, but they may still fall within its sphere of influence. Because of nationally-imposed restrictions on access to the public-sector labour market, the private sector may provide an easier route for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

Intercultural City Index (ICC) - Business and labour market
City sample (inhabitants 200'000 - 500'000)



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



Kirklees achieved **33%** in the business and labour market field, while the city sample's achievement is at **44%**.

Kirklees has a relatively new '**Diversity, Inclusion and Innovation Group**' which is **a business umbrella group working with private sector companies** (big and small) across Kirklees to share knowledge and good practice about celebrating the diversity advantage, ensuring a representative workforce, and improving people's experience in the workplace.

The city is also taking actions to **encourage business from ethnic minorities to move beyond the ethnic economy and enter the mainstream economy and higher value-added sectors**

- by mapping and understanding existing gaps and challenges in the development of migrant entrepreneurship,
- by publicly recognising the role of migrants as entrepreneurs and highlighting their contribution to the local economy,
- by inviting migrant entrepreneurs to business events,
- by facilitating the inclusion of migrant entrepreneurs in mainstream business and professional networks,
- by removing existing obstacles for migrant-owned businesses in bidding for contracts.

No business district/incubator is present in the city.

The municipality does not have a system to favour companies with an intercultural inclusion/diversity strategies in decisions relating to procurement, but it is open to explore practices to improve the process.

Recommendations:

We recommend supporting services and organisations that are **addressing specifically migrant/minority entrepreneurs**. 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.

We also recommend **encouraging intercultural cooperation** in business development. [Ballarat \(Australia\)](#), for example, introduced the programme "[Cultov8](#)", designed to trial the value of *intercultural interaction* for fostering new businesses and markets for migrant entrepreneurs in Australia. It includes Business Startup Weekends and Business Pre-accelerator Programmes over 2 years. Participants do not need to have a business or even a business idea and are guided by facilitators and a support crew.

As economic actors, local governments also have **purchasing power** that they can use to stimulate the development of migrant businesses. These businesses can develop their potential in becoming suppliers for local governments by bidding for public contracts (food services, construction, health care, etc.). To provide a fair chance for migrant businesses to bid for contracts, **procurement authorities can envisage measures that promote the adoption of supplier diversity programmes and/or the introduction of equality and anti-discrimination clauses in procurement.** They can be done by:

- consulting and partnering with relevant stakeholders, including migrant entrepreneurs
- promoting diversity and intercultural training and competences among agency staff
- providing information on forthcoming calls and reach out to all potential suppliers
- providing training on how to respond to calls for tender
- engaging the private sector and larger "traditional" suppliers in a dialogue on supplier diversity and social clauses and encourage them to adopt a supplier diversity programme themselves

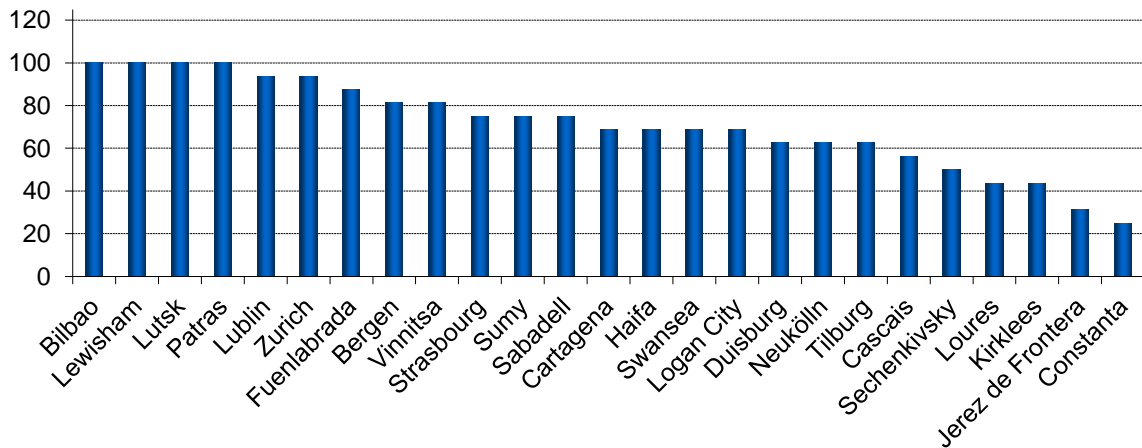
CULTURE & CIVIL LIFE

through intercultural lens

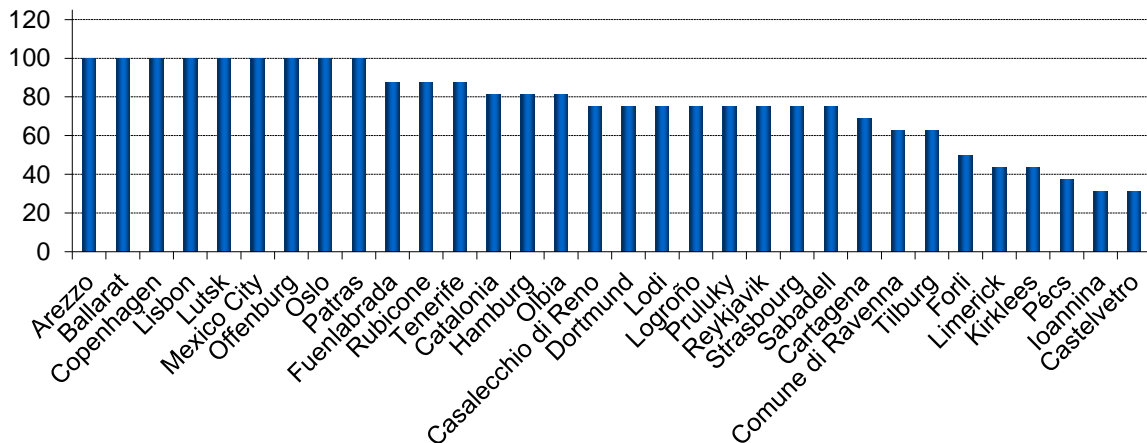


The time that people allocate to their leisure may often be the best opportunity for them to encounter and engage with inhabitants from a different culture. The city can influence this through its own activities and through the way it distributes resources to other organisations.

Intercultural City Index (ICC) - Cultural and civil life
City sample (inhabitants 200'000 - 500'000)



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



In cultural and civil life policy, Kirklees achieved **44%**, considerably lower than the city sample score of **73%**.

The council used to organise events and activities in the fields of arts, culture and sport aimed at encouraging people from different ethnic groups to interact. Its role has now shifted to **enable communities to do this** by themselves.

Although the Council takes a less frequent role as 'lead' organisation in events, an upcoming example of a Council organised initiative is the 'Foodstival' event, bringing cuisines from different cultures together to celebrate diversity while raising awareness of food poverty and nutrition.

Another supported projects, Creative Scene, has been working with volunteer managed festivals in North Kirklees to encourage them to programme more ethnically diverse work. For example, last year Cleckheaton Folk Festival was supported to promote an Indian folk dance group as part of their traditional English folk festival.

The city only **occasionally encourages cultural organisations to deal with diversity and intercultural relations in their productions**. Still, the city is funding "The Lawrence Batley Theatre" and encourage them to programme culturally diverse work. When organising the theatre's annual pantomime they ensure there is an ethnically mixed cast; they programme work written and performed by a diverse range of people; and they produce an annual festival of diverse work which provides a voice for those communities who are usually not invited to express themselves in mainstream theatre.

The city **occasionally organises debates or campaigns** on the subject of cultural diversity and living together.

Finally, Kirklees **does not use interculturalism as a criterion** when allocating grants to associations and initiatives.

Recommendations:

Kirklees might be inspired by the cultural and civil life in other intercultural cities:

- **Participatory mapping of diverse cultural heritage:** Lisbon (Portugal) has piloted a new 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.
- **Spaces dedicated to art and culture:** Pavlograd (Ukraine) has renovated and transformed the historical Pavlograd Drama Theatre from the 19th century (an object of cultural heritage) into a theatre centre open for all, offering a space for cultural activities and education, social mixing and interaction, dialogue and creativity. As part of an initiative within the city's "Program of Cultural Development and Cultural Heritage Preservation of Pavlograd for 2015-2020" this theatre space aims to link the city's cultural heritage with current societal challenges. Another good example is the Lutsk Castle in Lutsk (Ukraine), which serves as a centre for intercultural dialogue and interaction, offering a public space for all nationalities and ethnicities living in the city and aiming to unite people by drawing attention to their common history. It hosts various cultural events, such as festivals or art-shows that encourage different ethnic/cultural communities to participate and express their cultural identity. For example, discussions on historic themes are held regularly, in which historians and representatives of national minorities take part, informing locals about the intercultural history of the city as each ethnic group has contributed to its development.
- The Intercultural Museum of Oslo was founded to reflect the intercultural reality of the city. Its ethos of respecting diversity and casting an equal gaze was embodied from its inception in its representation- with a majority of people of minority background on its management board. The museum is conceived as a space of dialogue involving a range of people as wide and diverse as possible. For this reasons it works on issues like mental health, discrimination against LGBTi people, intergenerational relations and other universal and shared aspects of culture - such as rites of passage - to make connections across ethnic differences. It also arranges tours in the most diverse part of the city and tells stories about historic and contemporary immigrant communities and mutual influences between different population groups. Another important aspect is offering accessible training on the cultural heritage job market for young people and support artists with a minority background to enter established networks.
- **Activities around music:** Santa Maria da Feira (Portugal) initiated the so-called "Creative Orchestra" aiming to bring forward the social dimension of music. The orchestra is accessible for all, regardless of one's musical experience, age or social/cultural background. Based on pluralism and the mixing of different arts, lives and concepts, the orchestra encourages innovation and creation of alternative ways of making music, while deconstructing the conventional ways. It is a project where differences are

valued and required, where various social groups unite, collaborate and create together.

We recommend using “**interculturality**” as a criterion for the allocation of **grants**, as this will raise awareness and will encourage organisations to think along the lines of interculturality. The city of Melton (Australia), for example, is a good example of how interculturalism is used as a criterion when allocating grants to associations. The Council’s Grants Program, in fact, provides funding to community individuals, groups and organisations to support them to lead projects and initiatives that provide a community benefit. To access funding, applications are mostly submitted jointly by members of different communities working together on the project.

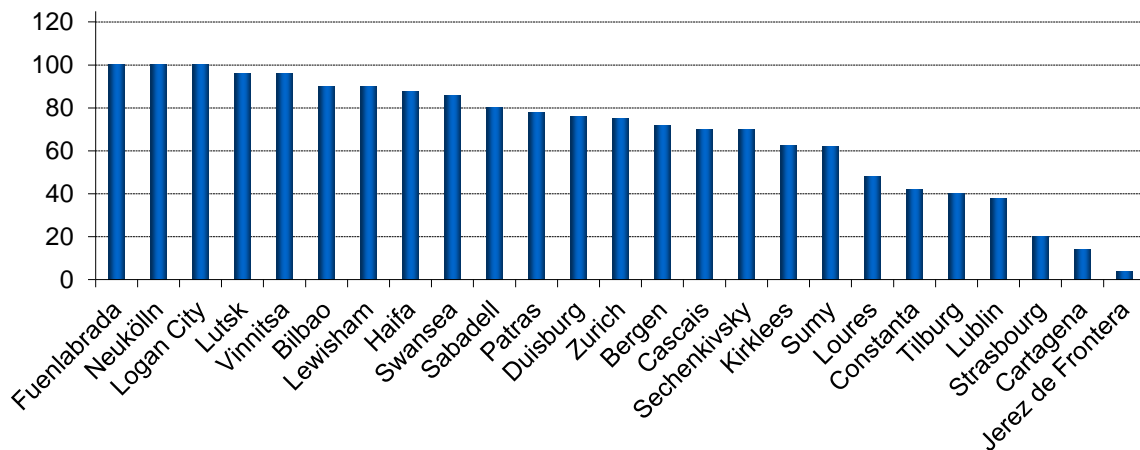
PUBLIC SPACE

through intercultural lens

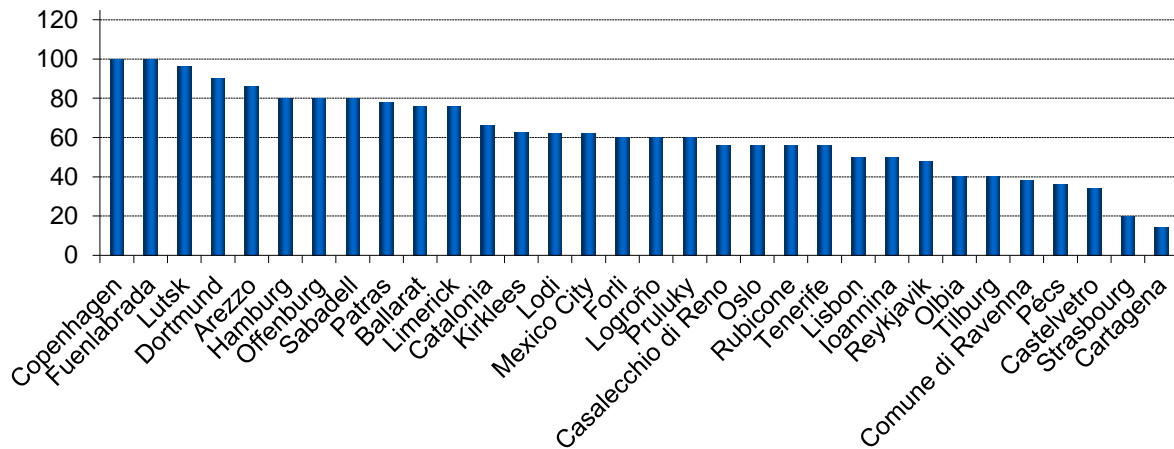


Well managed and animated public spaces can become beacons of the city's intercultural intentions. However, badly managed spaces can become places of suspicion and fear of the stranger.

Intercultural City Index (ICC) - Public space
City sample (inhabitants 200'000 - 500'000)



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



Kirklees achieved **63%** in its public space policy, which is close to the city sample's achievement rate of **65%**.

The city **encourages meaningful intercultural mixing and interaction** in public libraries, museums, and parks.

The city **takes into account the population diversity in the design and management** of some public buildings and spaces. Ahead of any major development work consultation is carried out.

The city indicates that there are **several areas that are dominated by one ethnic group** and where other people have the perception of not been welcome. For this reason, the city is keen to explore the anti-rumours methodology to counteract this perception that is not founded on any material increase in anti-social behaviour nor crime.

On top of this, Kirklees has deployed two dedicated tension monitoring officers who are in communication with frontline / street based staff and monitor social media activity in order to pick up on increased tensions in specific areas and respond accordingly through social services / street wardens / police / ASB teams etc. The Communities Partnership Plan also addresses issues of perceptions of safety and confidence in service (including the police and the Council) responses to problems.

Recommendations:

It is commendable that Kirklees is encouraging intercultural interaction in public spaces, where various cultural groups can come together and where closeness and familiarity is fostered. As a next step, we recommend reviewing the city's methods of designing and managing new public buildings, spaces and areas, by seeing how **to involve residents from different backgrounds**. A good example is Auckland's (New Zealand) method of partnering with appropriate community organisations to engage with the communities affected. In 2017, 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.

We also support the idea of exploring the Anti-rumour methodology to address the perceived unwelcoming atmosphere in certain areas. We can also suggest the municipality to look into the newly prepared "[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.

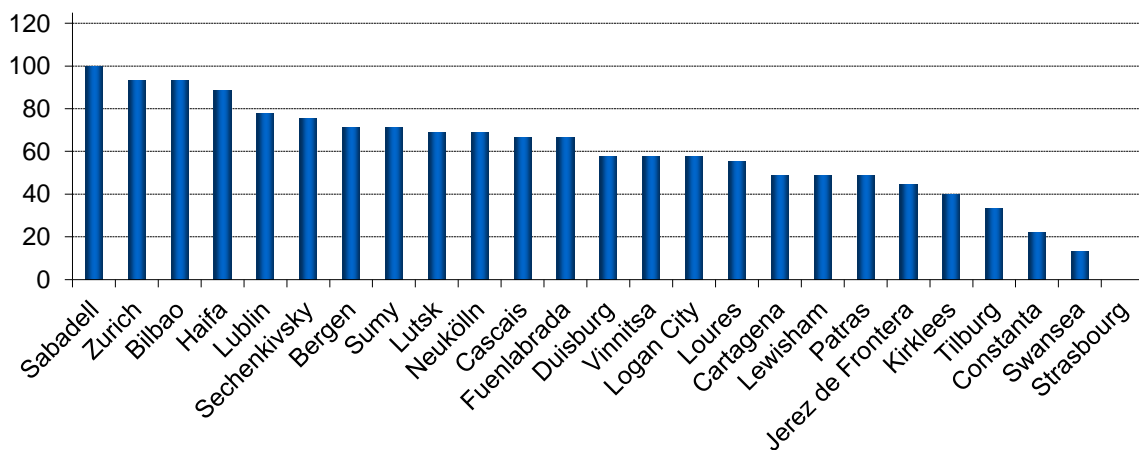
MEDIATION

and conflict resolution

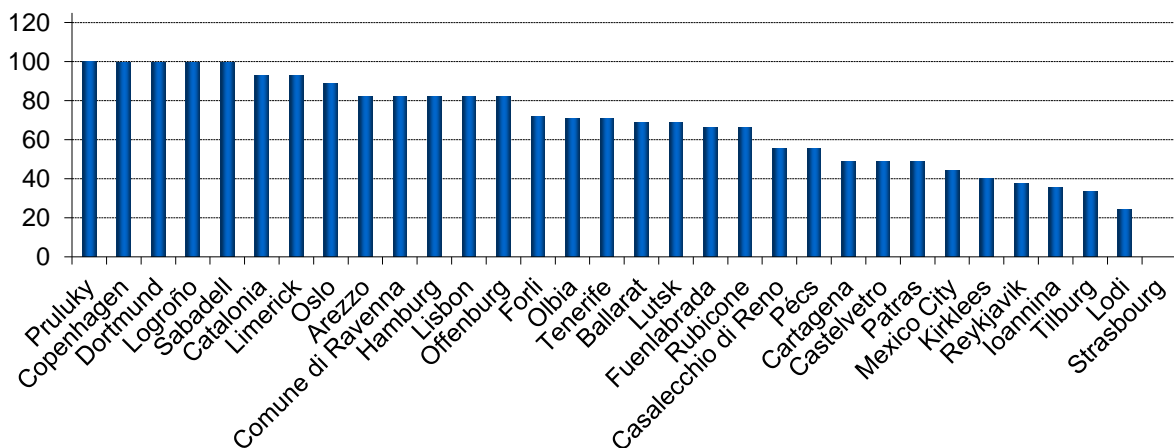


The optimal intercultural city sees the opportunity for innovation and greater cohesion emerging from the very process of conflict mediation and resolution.

Intercultural City Index (ICC) - Mediation and conflict resolution
City sample (inhabitants 200'000 - 500'000)



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



Kirklees achieved **40%** in its mediation and conflict resolution policy, which is lower than the city sample's rate of **59%**.

The city commissions borough-wide mediation services. A number of staff members are also trained as mediators to work on individual neighbourhood disputes. No intercultural training is provided.

With regards to inter-religious relations, the North Kirklees Interfaith Council covers one section of the city; there is nothing specific across South Kirklees at the moment, but there is recognition of need for this and a number of options are currently being explored. The Council is in the process of developing a faith covenant to improve relationships between the Local Authority and faith communities, and to bring faith groups together. An Interfaith Leadership programme is also being planned, and initial discussions have been held to join up work with the Student Union's interfaith groups at the University of Huddersfield.

Recommendations:

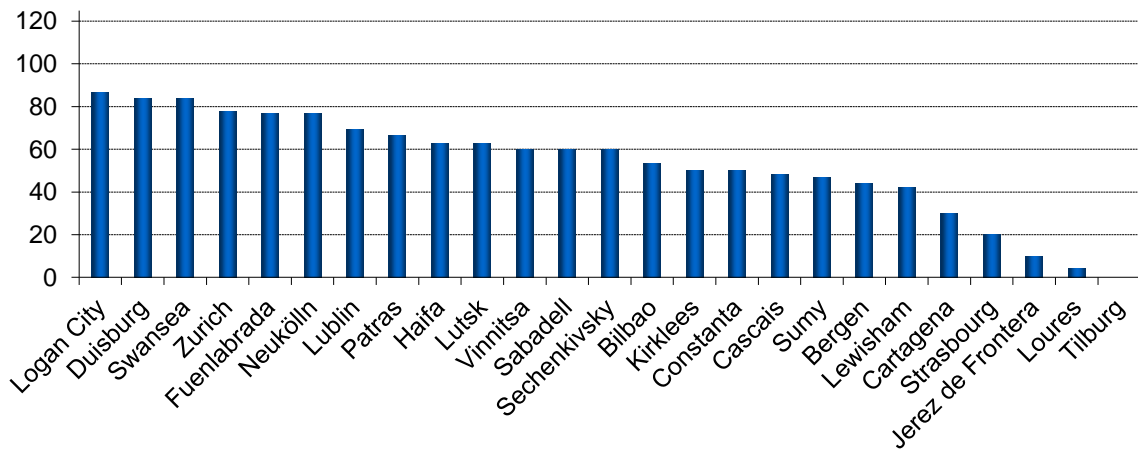
Kirklees might wish to consider the results of the European project SONETOR implemented by the city of Patras (Greece). SONETOR is the first international systematic effort to design services that meet the professional needs of intercultural mediators. An on-line Training Platform for Intercultural Mediators was developed which combines social networking applications and training methodologies to help intercultural mediators during their work through specialised educational content and services.

LANGUAGE



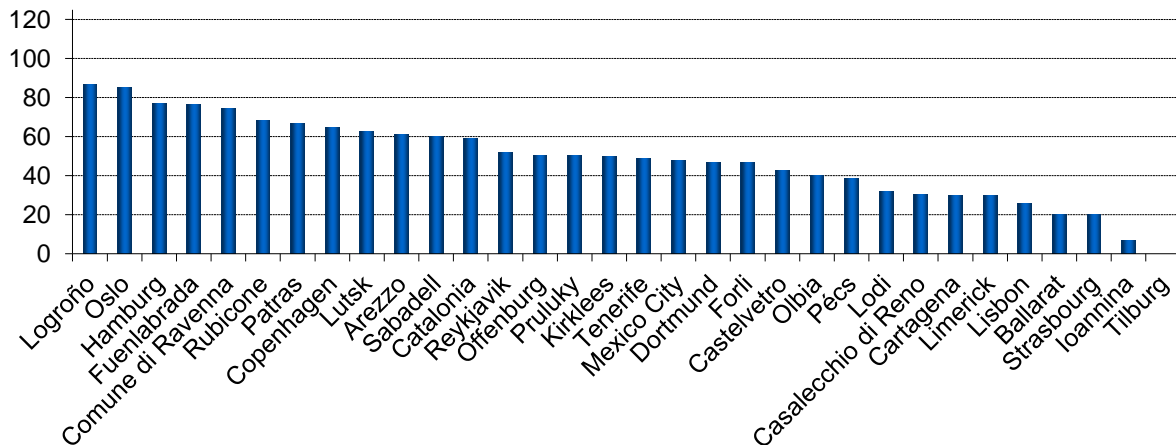
The learning of the language⁷ of the host country by migrants is key issue for integration. However, there are other considerations in an intercultural approach to language. For example, in cities where there are one or more national minorities (or indeed where there is indeed no clear majority group) there is significance in the extent to which there is mutual learning across language divides. Even in cities where recent migrations or trade connections have brought entirely new languages into the city, there is significance in the extent to which the majority are prepared to adopt these languages.

Intercultural City Index (ICC) - Language
City sample (inhabitants 200'000 - 500'000)



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

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



Kirklees has a score of **50%** in its language policy, similar to the city sample's score of **47%**.

The city indicates in the questionnaire that it provides

- **Specific language training in the official language for hard to reach groups**
- **Teaching migrant/minority languages as a regular language option available to everyone**
- **Support for private/civil sector organisations providing training in migrant/minority languages**

In particular, Kirklees is targeting the provision of its "Talk English" courses to Muslim women with children, isolated from the wider community by their lack of Basic English, as well as unemployed people looking to improve their job prospects by developing their language skills. The CMF project is aimed at newly arrived migrants, primarily those with little or no English.

The city works directly with a wide variety of partners to access and support individuals in the most socially deprived and isolated communities with language training and through the involvement with the Community Learning Works, Kirklees has been able to supplement the available ESOL provision with a broad range of activities aimed at improving the lives and prospects of all members of our minority communities.

The city **supports projects seeking to give a positive image** of migrant/minority languages.

Recommendations:

As an intercultural city, Kirklees may wish to **encourage communication channels to use minority languages**. As an example, the main local newspaper in Genoa (Italy) publishes a page in Spanish every week dedicated to the South American community (Il Secolo XIX). Their radio channel Radio 19 also has a specific daily programme in Spanish for the Latino community.

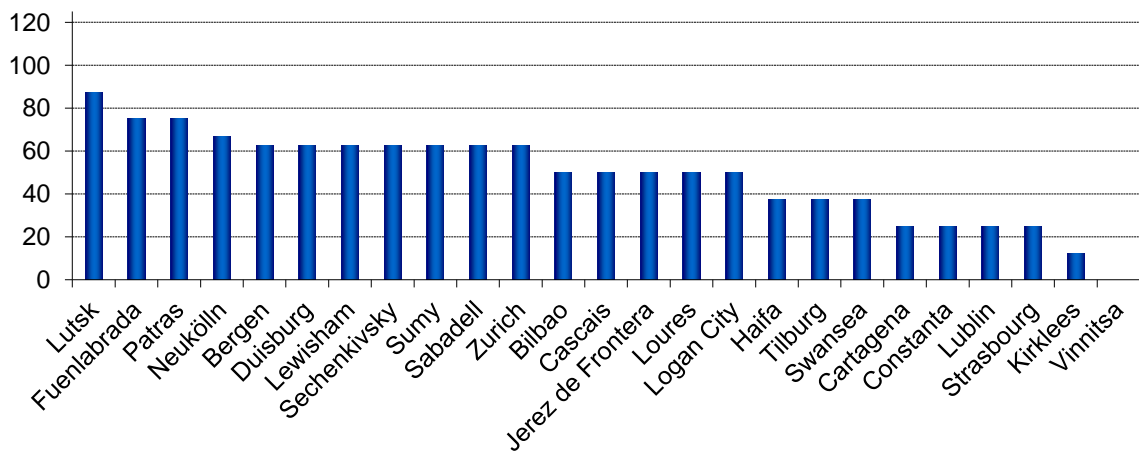
Lastly, Kirklees may be inspired by Auckland's (New Zealand) Māori Language Week, consisting of various events and activities across the city. These include bilingual story-telling in te reo Māori and English, performances by Māori artists, competitions in the knowledge of Māori words, reading groups 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 organising and hosting these events. Kirklees may wish to consider introducing similar **events and activities to celebrate and raise awareness about the languages spoken by all the people living in the city**, for example. Kirklees could also participate in celebrating International Mother Language Day (21st February).

MEDIA policies

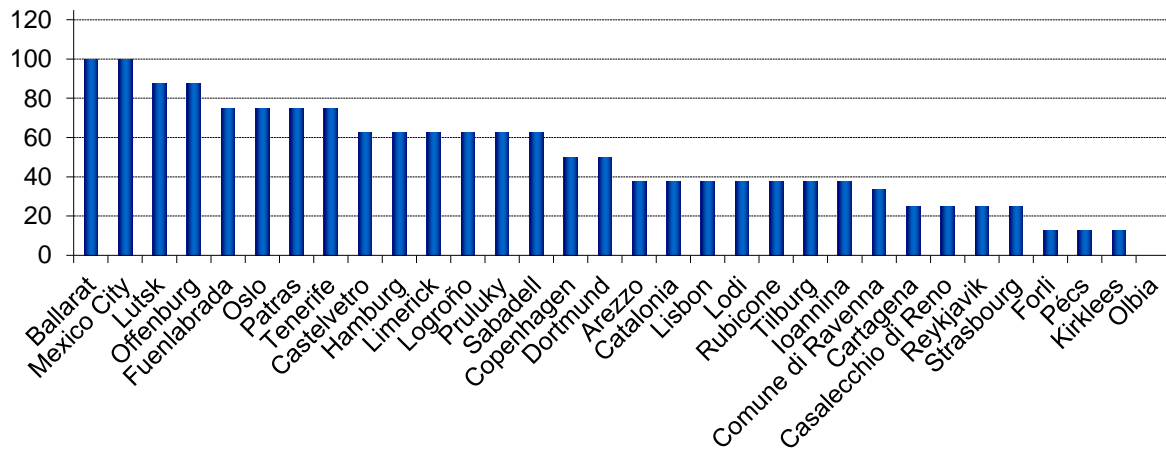


The media has a powerful influence on the attitudes to cultural relations and upon the reputations of particular minority and majority groups. Local municipalities can influence and partner with local media organisations to achieve a climate of public opinion more conducive to intercultural relations.

Intercultural City Index (ICC) - Relations with the local media
City sample (inhabitants 200'000 - 500'000)



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



For its media policies, Kirklees achieved **13%**, considerably lower than the city sample's achievement is at **46%**.

The city has **no media strategy to improve the visibility** of migrants/minorities in the media, even if some occasional actions were put in place. Kirklees **does not monitor** the way in which the media or social media portrays minorities **or instruct the PR department to highlight diversity as an advantage**. The city provides **no support for journalists with minority backgrounds**.

Recommendations:

We advise Kirklees to **cooperate with the media in tackling stigmatisation and conveying the diversity advantage**. A strategy/guide aimed at strengthening their visibility, promoting a *positive* image and conveying the diversity advantage would be ideal. For guidance, Kirklees could look into the recommendations given by the organisation "Welcoming America":

[Welcoming America](#) is an USA-based organisation, supporting NGOs and local governments in developing plans, programs, and policies that transform their communities into vibrant places of respect for diversity & equity. Welcoming America has developed tools and messages to help local governments to shape a positive discourse around migration and diversity:

- Strong together – using positive language to create energy and use words which evoke creativity, inclusion, togetherness.
- Contrast different histories people have, but the shared values and the shared future.
- Focus on benefits for everybody, not only migrants. Use data to illustrate wider trends: positive messages can be met with negative reaction. For example, when global talent is evoked, some people feel they lose out from global competition. It is therefore important to speak in positive terms about migration and diversity's impact on everybody's jobs and use data about migrant entrepreneurship.
- Identify the common values that both immigrants and host communities have (e.g. attachment to family, hard work, hospitality, dynamism etc.) These would be specific to communities: a common value for Tennessee is faith, in Michigan an economic message is more effective, Nebraska loves

college football, Colorado is about being strong and independent – connect local values with migrants’ values.

- Balance stories and facts in order to appeal both to rational and to emotional intelligence and memory. In the US, discourse had focused too much on facts. However, people often do not believe facts, because people on the opposite side also have facts. You need to connect with people’s minds first with facts and then touch their hearts through stories of actual people. Local data, such as about the economic contribution of refugees to the community, is more powerful than national data.
- Communicate through credible spokespeople – e.g. someone from the same faith background, or business people.
- Stay positive, focus on solutions, message locally. Involve immigrants and refugees in communication.
- Work in partnership – have a communications plan with different kinds of leaders to reinforce your message.
- Don’t get stuck in a security frame, refer to people’s lives and destinies whenever asked about violent news stories.

For its own **communication of the City Council**, the city may wish to look into Auckland’s (New Zealand) communications guide *'Together We're Auckland'* that aims to help the Auckland Council convey a sense of togetherness, diversity, collaboration and a positive outcome and community spirit. With the support of this guide, the Council aims to ensure that every Aucklander feels included in what is happening at Auckland Council and that they feel represented and part of the city they live in. It also includes guidelines to ensure true representation of the city’s diverse communities through photography. The Council’s [‘Our Auckland’](#) online channel also actively highlights diversity in its stories.

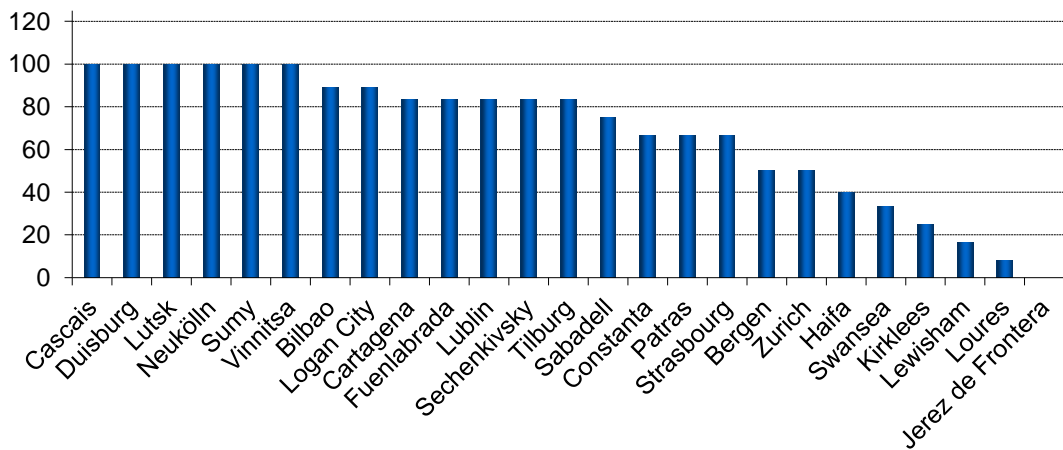
Kirklees may also wish to specifically **support journalists with minority backgrounds**, for example in advocacy, media training, mentorship or setting up their online media start-ups. The intercultural city Oslo (Norway), for example, has placed a strong focus on the recruitment of journalists with ethnic minority background.

INTERNATIONAL outlook policies

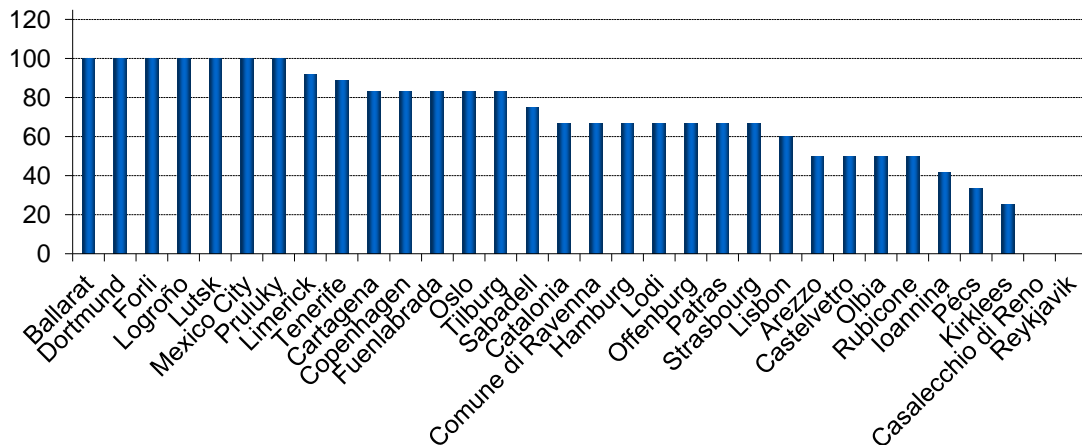


An optimal intercultural city would be a place which actively sought to make new connections with other places for trade, exchange of knowledge, as well as tourism.

**Intercultural City Index (ICC) - An open and international outlook
City sample (inhabitants 200'000 - 500'000)**



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



Kirklees achieved **25%** in the field of an open and international outlook, which is lower than the city sample's achievement of **69%**.

An explicit policy encouraging international cooperation with a financial provision does not exist, even if the city is working closely with partners including Huddersfield University on the topic.

The city **supports universities to reach out to foreign students or youth groups arriving through exchange programmes.**

The city **does not encourage business relations with countries/cities of origin of its diaspora groups.**

Recommendations:

Given the diversity of Kirklees, the experience of Santa Maria da Feira (Portugal) may be of interest. Diversity and migration are perceived as a window to explore new opportunities and new markets. The municipality is planning the launch of an online platform that will link local business owners of all backgrounds with the Portuguese diaspora and with the countries of origin of local immigrants. The launch of this platform is the culmination of a number of initiatives that reach out through business partnerships. The municipality has regular business exchanges with Kenitra, in Morocco.

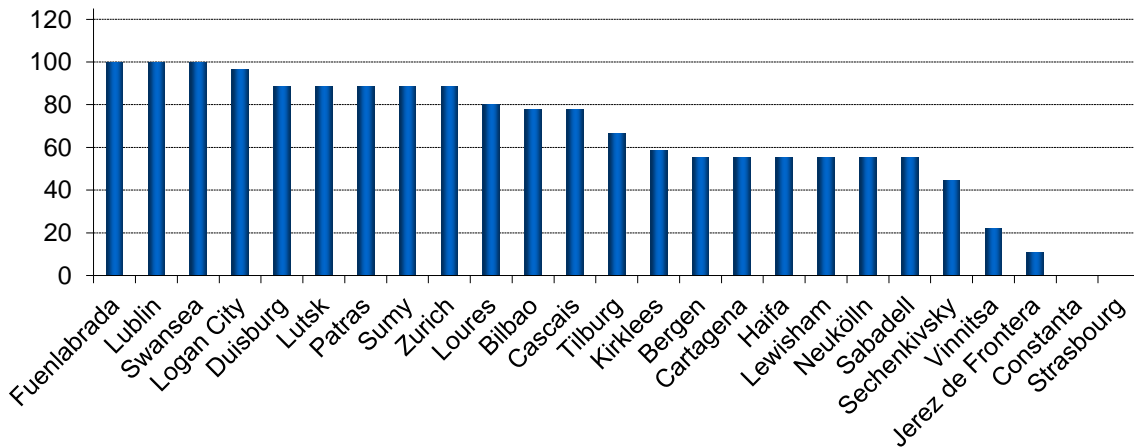
INTELLIGENCE

competence policies

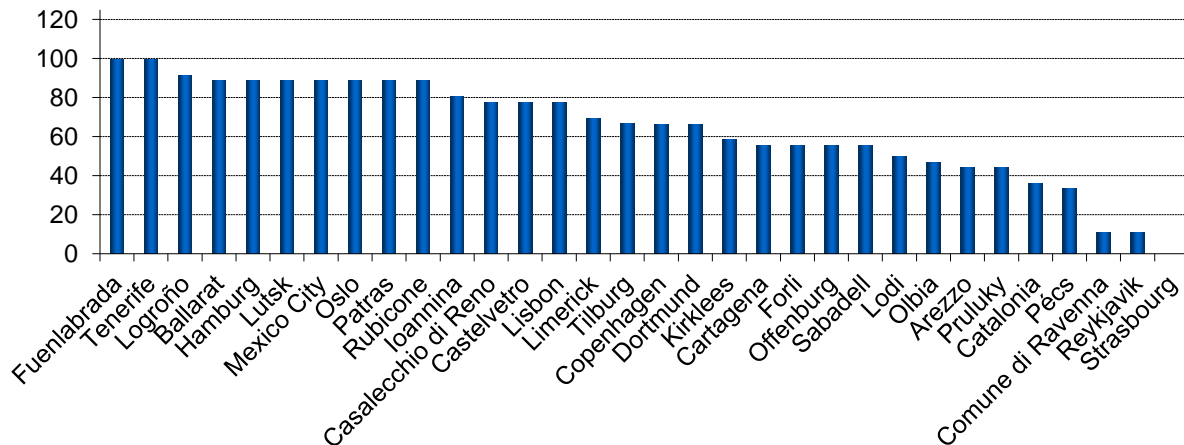


A competent public official in an optimal intercultural city should be able to detect and respond to the presence of cultural difference, and modulate his/her approach accordingly, rather than seeking to impose one model of behaviour on all situations.

Intercultural City Index (ICC) - Intelligence/competence
City sample (inhabitants 200'000 - 500'000)



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



Kirklees achieved **58%** in its intelligence and competence policy, while the city sample's score is at **62%**.

Statistical and qualitative information about diversity and intercultural relations **is sometimes mainstreamed** to inform the city council's process of policy formulation. For example, the city is carrying out the Equality Impact Assessment when introducing new policies and strategies.

Kirklees is also undertaking a Cohesion review which will consider how information on diversity and intercultural relations can be better incorporated into the "business as usual" work of the city as well as policy formulation.

Whilst the Council has not recently conducted a survey asking specifically about perceptions of migrants, questions regarding the extent to which 'people from different ethnic backgrounds get on well together', as well as "how safe do you feel when outside" were asked as part of the Current Living in Kirklees (CLiK) survey 2016. Respondents' ethnicity and religion was captured as part of the questionnaire.

A project was run in 2016 called 'Emerging Communities' which involved some face to face conversations specifically with Eastern European women in relation to maternal and family health.

Regarding intercultural competence training for staff, the Council has arranged unconscious bias training sessions for senior managers in recent months, and would like to build on these to reach more staff. Kirklees has also partnered with Huddersfield University and The Media Centre in delivering 'Knowledge Sandwich' sessions over lunch every month – the March 2019 event focussed specifically on interculturalism (open to council employees as well as other organisations, students and the public).

Recommendations:

It is highly recommended to introduce **intercultural competence training for staff**. The city may want to look into the trainings provided by other intercultural cities, such as Auckland's (New Zealand) training programme "Nga Kete Akoranga (NKA)" for Auckland Council staff. The programme builds staff capability to respond effectively to Māori and meet the strategic goals, policy directives and

commitments. It includes a number of workshops, events and e-learning material which aim to achieve the following objectives:

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

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

The city of Dudelange (Luxembourg) can also providing interesting examples of practices in this realm. For example, as part of the Diversity Day on 29 May 2018, an awareness-raising training on how to write easy-to-read information was organised. The main objective was to build skills for participants so that their communications could reach people with disabilities, as well as all those who have difficulty grasping the content of overly elaborate texts due to gaps in the three languages usually used in the country.

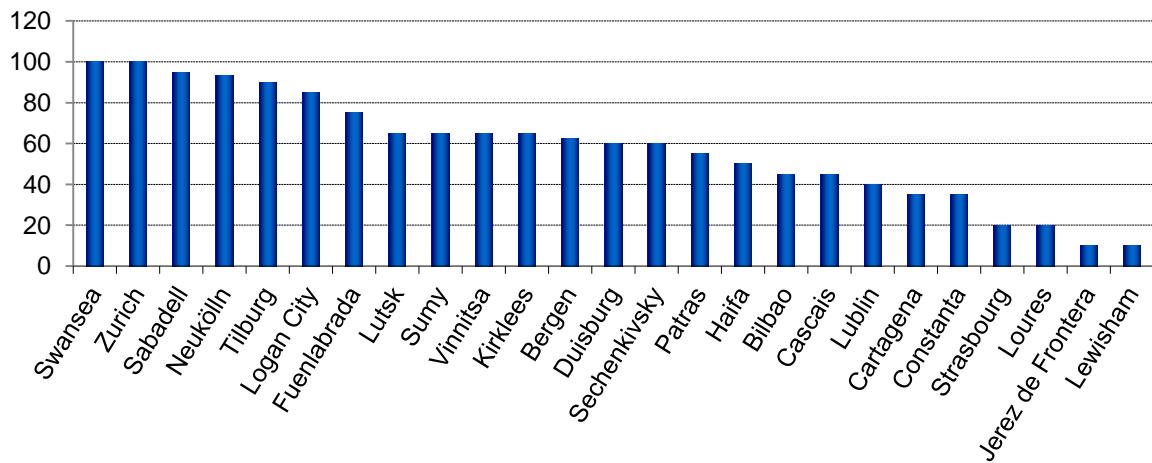
An internal training "Developing intercultural skills" was also organised over three days focusing on critical incidents, intercultural negotiation and the scope of intercultural competences. The objective was the development of skills to help the person who has experienced a critical problem to overcome it and communicate better with the other.

WELCOMING

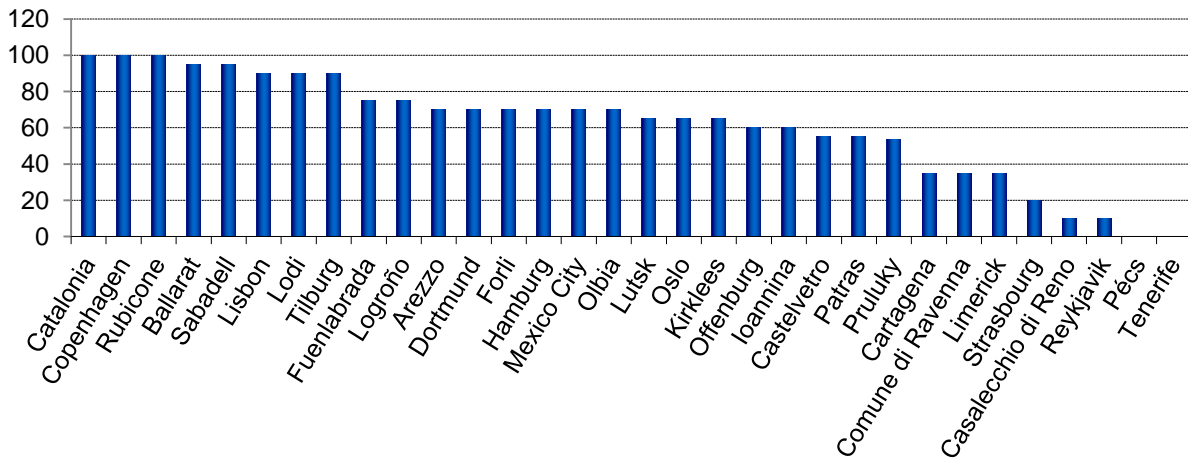


People arriving in a city for an extended stay (whatever their circumstances) are likely to find themselves disorientated and in need of multiple forms of support. The degree to which these measures can be co-coordinated and delivered effectively will have a significant impact on how the person settles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

Intercultural City Index (ICC) - Welcoming new arrivals
City sample (inhabitants 200'000 - 500'000)



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



Kirklees scored **65%** for its welcoming policy, while the city sample’s score is at **55%**.

The city **does have a designated agency/office to welcome newcomers, but they note they do not target every newcomer.** In particular different city services and agencies provide welcome support for particular groups like family members, unaccompanied minors, refugees and asylum seekers and other vulnerable migrants.

Kirklees Council has recently commissioned a Welcome Mentor Programme to develop and sustain a welcome mentor provision in Kirklees that will support vulnerable migrants to feel welcome, make local connections, develop networks, and access services and support. The programme will have a very clear partnership approach to development and delivery, working alongside a range of council services, and partner organisations, and importantly the voluntary and community sector. It also aims to provide good quality well supported volunteering opportunities to volunteers. Overall it should provide support 120 family units per year and a number of ESOL classes/engagement activities per year. A volunteers network will be established where briefings and updates can be given on key messages and information that needs to be shared with newcomers. Newcomers will feel more connected in their local community and be supported to access services they need in the most effective and timely way.

The city has not set in place a public ceremony to greet newcomers, but they are welcomed personally by the city in different ways.

On top of this, a ceremony is organised for people gaining British citizenship.

Recommendations:

Kirklees could introduce **a public ceremony to greet newcomers**, as this does not only raise awareness about new citizens amongst the local community and promote a feeling of inclusion amongst the newly arrived, but is also the best opportunity to reach out to newcomers and provide them with the necessary information for them to understand the system quickly. Lisbon’s (Portugal) City

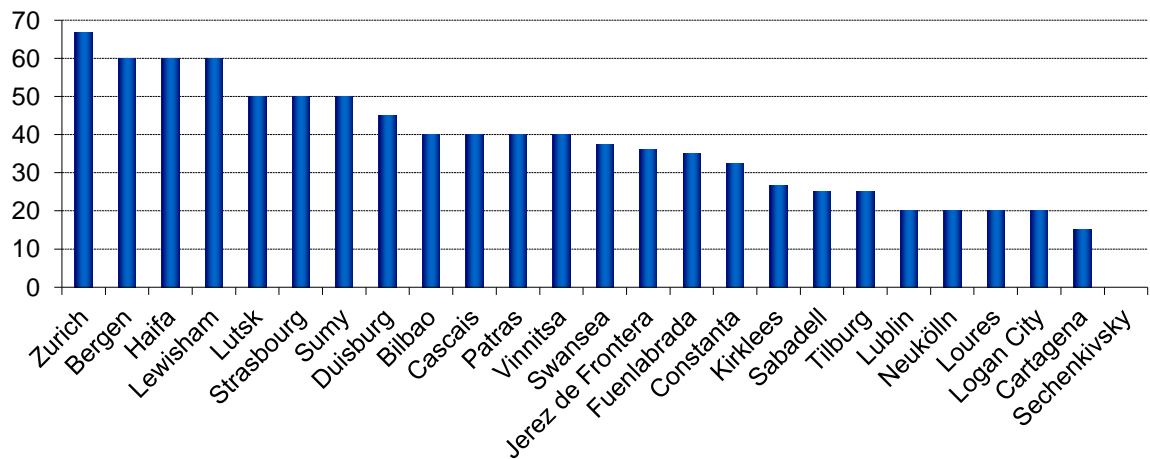
Hall, for example, hosted a reception on International Migrants Day for all newcomers and migrants living in the city. The event was organised by the Municipal Council for Interculturality and Citizenship (CMIC), a consultative structure that brings together various associations with the goal of strengthening immigrants' integration policies based on intercultural values and principles. Next to a guided tour through the City Hall building, various associations supporting immigrants and refugees presented their work. Participants were also handed out an information guide ("Lisbon's Immigrant Roadmap") aiming to facilitate their integration.

GOVERNANCE

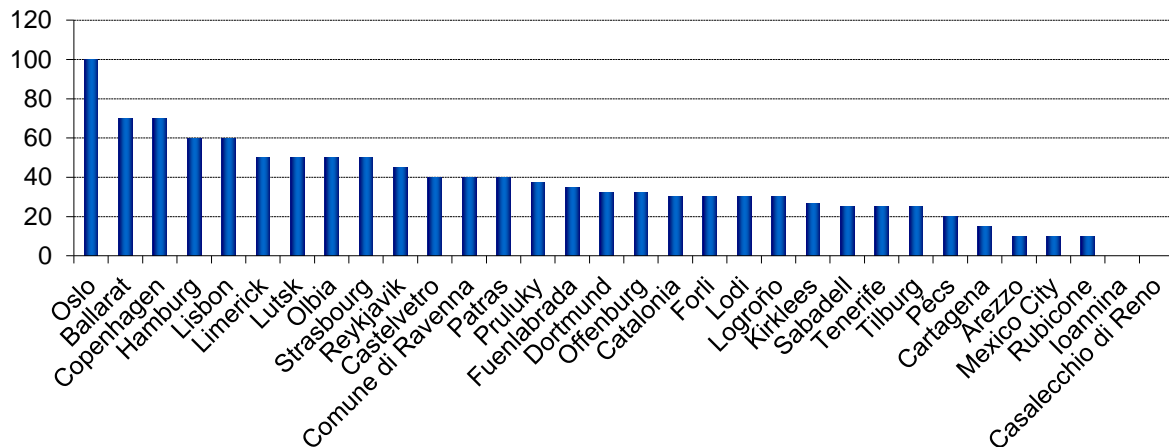


Perhaps the most powerful and far-reaching actions which a city can take in making it more intercultural are the processes of democratic representation and citizen participation in decision-making.

Intercultural City Index (ICC) - Governance
City sample (inhabitants 200'000 - 500'000)



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



Kirklees achieved a score of **27%** for its governance policy, which is slightly lower than the city sample's score of **34%**.

Foreign nationals in general **cannot vote** in local elections, except in the case of Irish, Commonwealth and EU citizens. The same is true about standing for local elections.

The city does not collect information regarding the ethnicity of elected members. Therefore, they cannot answer to the question whether the ethnic background of elected politicians reflects the composition of the city's population.

Kirklees **does not have a political body to represent ethnic minorities/migrants** or that deals with diversity and integration matters.

There is **no standard** for the representation of migrants/minorities in mandatory boards supervising schools and/or public services.

Lastly, there are **some initiatives to encourage migrants/minorities to engage in political life**.

For example, the Council supports the Local Government Association 'be a Councillor campaign' which highlights the experience of Councillors from a range of backgrounds. Kirklees also has an active **Youth Council** which represents young people from a range of backgrounds, including young people who are newly arrived in Kirklees.

Recommendations:

We recommend to the city of Kirklees **to set up a political body, specifically dedicated to diversity matters and representing ethnic minorities/migrants**. Auckland (New Zealand) is a good example for representing minorities in its government: Next to several [advisory panels](#), providing particular advice to the Auckland Council on the needs and views of their specific communities, the [Independent Māori Statutory Board \(IMSB\)](#) is mandated through legislation to ensure Auckland Council takes the views of Māori in Auckland into account when making decisions. The IMSB monitors Auckland Council activities, providing advice and assisting with the development of strategies and plans. It works towards six outcomes:

1. Developing vibrant communities
2. Enhancing leadership and participation
3. Improving quality of life
4. Promoting distinctive identity
5. Ensuring sustainable futures

Another interesting experience to be considered comes from the Canton of Neuchatel (Switzerland), which has recently undergone a substantial reform of the composition, procedure and tasks of its intercultural council. These Councils, differently from Migrant Councils, have members appointed not on the basis of ethnic criteria, but according to their expertise, network and willingness to engage in intercultural interactions. Therefore, they involve not only members of the immigrant communities, but also representatives of businesses world, trade unions and other associations that are active in the city.

Lastly, we also recommend that Kirklees implements **a standard for the representation of migrants/minorities in mandatory boards supervising schools and/or public services.**

ANTI DISCRIMINATION



Kirklees **carries out a systemic and regular review of all municipals rules and regulations to identify mechanism that may discriminate** residents with migrant/minority backgrounds by undertaking Equality Impact Assessments in line with the Public Sector Equality Duty. In answering the questionnaire, the city underlines that the focus of this assessment is on protected characteristic groups under the Equality Act 2010 which does not explicitly include migrants.

The city also **provides support and training around discrimination to civil society organisations** that advise and support victims.

Kirklees **does not conduct research on the extent of discrimination across the city**, but they have set in place internal staff networks which monitor and provide support around work-based issues.

The city **does not have a dedicated service** that advises and support victims of discrimination, but victim's hubs are offered three times a week within different areas of the council. This is an opportunity for people to call in and report hate crime. The city offers information, provide next steps and signpost people on for further support. This may be through police or citizens advice where help, support and advocacy are offered.

Kirklees is also **raising awareness** around hate crime and how to report through the participation of the Safer Kirklees initiative to many events.

The council is also linked to a network of regional authorities around Inclusion and Diversity and has recently become a member of a national organisation called Inclusive Employers.

Recommendations:

We highly recommend Kirklees to provide **support services for victims of discrimination**. A good example is the „mediation panel“ organised by the Norwegian Peoples Aid in Oslo (Norway): 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 Queer World), courses for businesses, organisations and public services on how to recognise and prevent discrimination, and an annual conference on human rights (in collaboration with the Oslo Pride Foundation and other stakeholders).

Next to specific support services for *victims* of discrimination, we advise to also **engage with those discriminating and holding racist and radical attitudes** as it is important to *speak* with them, to try to understand their views and concerns, encouraging them to reflect on these. A good example is the Think Project in Swansea (UK), an educational programme aimed at individuals with a higher risk of far-right extremism. In a 3 day course, participants discuss and reflect on diversity issues and their own attitudes and views, engaging in open dialogue as well as experiential learning. The Think Project employs a non-criminalising approach, listening to their concerns and exploring the experience and information underlying their negative attitudes. After the course, participants are encouraged to engage in intercultural interaction. The project has proven to be able to transform young peoples' worldviews and thinking about diversity and societal change.

Lastly, it is advised to **conduct research regularly**, through partnerships with universities for instance, to understand the sources of discrimination and how to tackle them.

CONCLUSIONS



Kirklees showed an aggregate intercultural city index of **47%**. Its strongest areas were its education policies, neighbourhood policies, public services, public spaces, language policies, intelligence and competence and welcoming. However, these areas would still benefit from a stronger focus on intercultural integration with more intercultural policies and elements. Kirklees most importantly has to focus on its cultural and civil life policies, its commitment, mediation policy, relationship with the media, international outlook and its governance.

In view of the above, we wish to congratulate Kirklees 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.

RECOMMENDATIONS



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

Business and labour market: Kirklees may want to provide support services for migrant/minority entrepreneurs and start encouraging intercultural cooperation in business development. It may also want to consider adopting a binding document against ethnic discrimination in employment and setting up a business umbrella organisation that is committed to working towards a more diverse workforce.

Culture and civil life: Kirklees may want to look into the cultural and civil life in other intercultural cities to find inspiration. Kirklees may want to use "interculturality" as a criterion for the allocation of grants.

Public space: We recommend involving residents from different backgrounds, when designing and managing new public buildings, spaces and areas.

Mediation: It is advised to strengthen the intercultural training of mediators.

Language: Kirklees might want to organise events and activities that raise awareness and convey a positive image of languages spoken by migrants and minority communities in the city.

Media: We advise Kirklees to start cooperating with the media in tackling stigmatisation and conveying the diversity advantage. A strategy/guide aimed at strengthening their visibility, promoting a *positive* image and conveying the diversity advantage would be ideal. Kirklees may also wish to specifically support journalists with minority backgrounds.

International outlook: Kirklees is advised to encourage specifically business relations with countries of origin of its diaspora groups.

Intelligence/Competence: We recommend introducing intercultural competence training for staff.

Governance: Kirklees may want to consider setting up a political body, specifically dedicated to diversity matters and representing ethnic minorities/migrants. Lastly, we recommend that Kirklees implements a standard

for the representation of migrants/minorities in mandatory boards supervising schools and/or public services.

Anti-discrimination: We recommend Kirklees to provide support services for victims of discrimination. Lastly, it is advised to conduct research regularly, through partnerships with universities for instance, to understand the sources of discrimination and how to tackle them.

Kirklees 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 database⁸.

⁸ <http://www.coe.int/en/web/interculturalcities/>