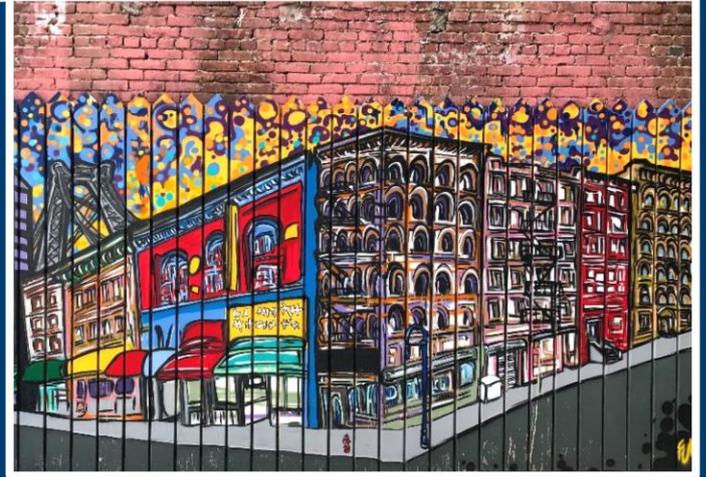




Salisbury

ICC INDEX ANALYSIS 2020



Diversity, Equality, Interaction

BUILDING BRIDGES, BREAKING WALLS



www.coe.int/interculturalcities



CITY of SALISBURY

INDEX ANALYSIS

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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 (April 2020) 140 cities embraced the ICC programme and approach, and 166 (including Salisbury) have analysed their intercultural policies using the Intercultural City Index. The respective reports can be found [here](#).

Among these cities, 32 cities (including Salisbury) have more than 100,000 and less than 200,000 inhabitants and 25 (including Salisbury) have more than 20% of foreign-born residents.

This document presents the results of the Intercultural City Index analysis for the City of Salisbury, Australia, 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. 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 11 and 12):

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

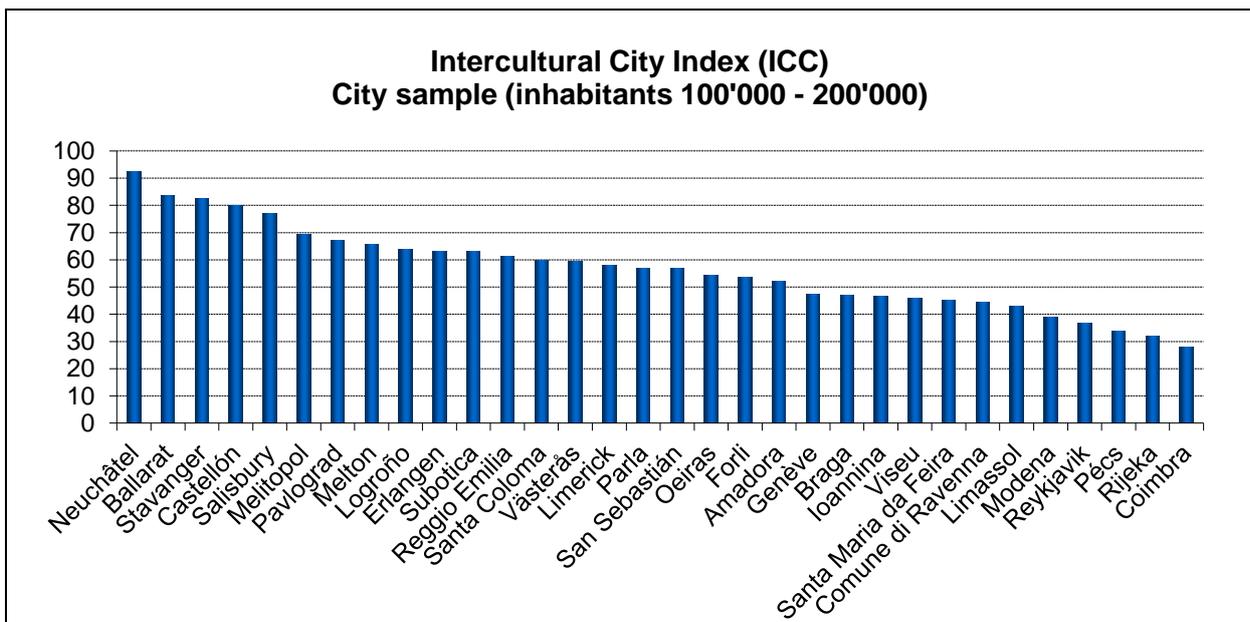
12. Interaction

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.

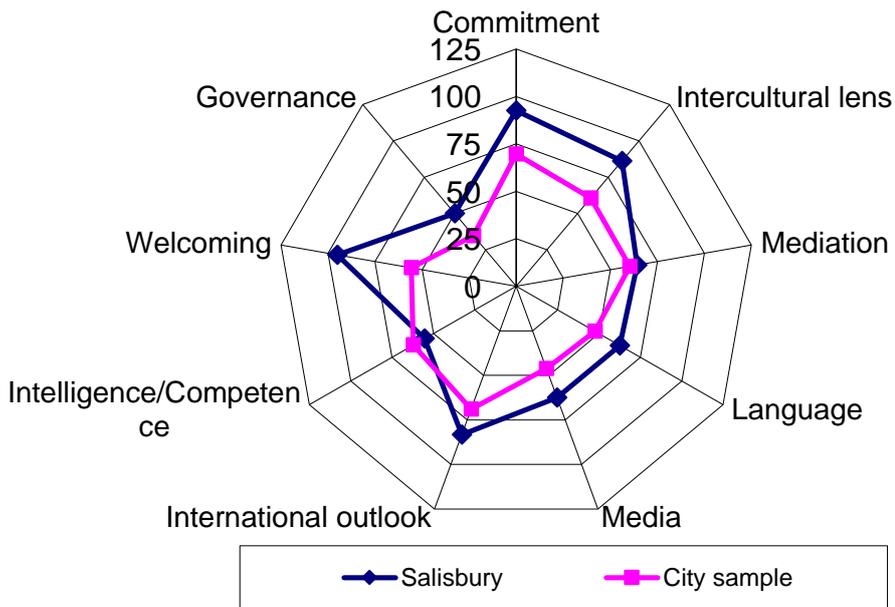
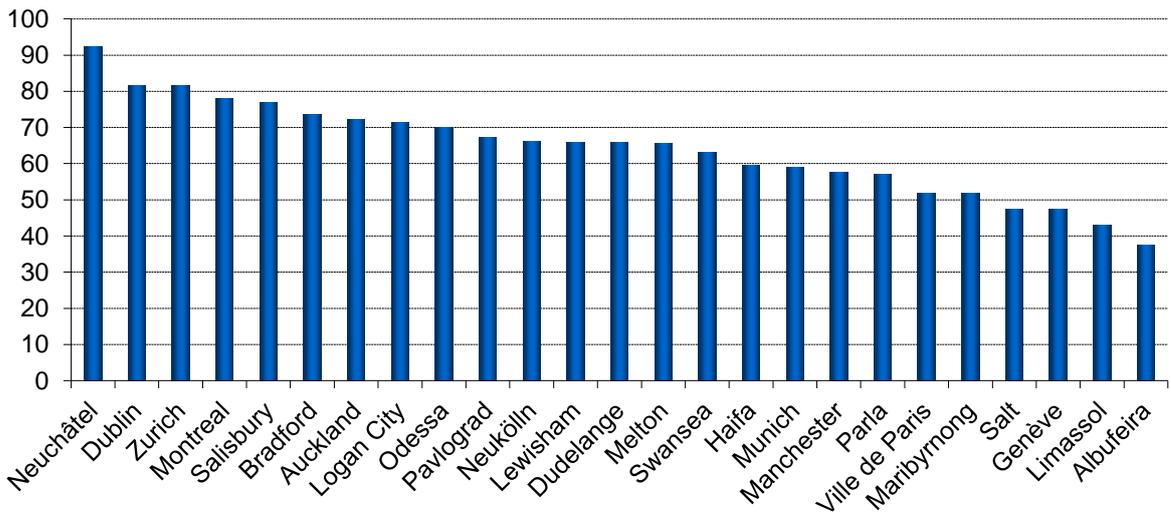
Taking into account the above-mentioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled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

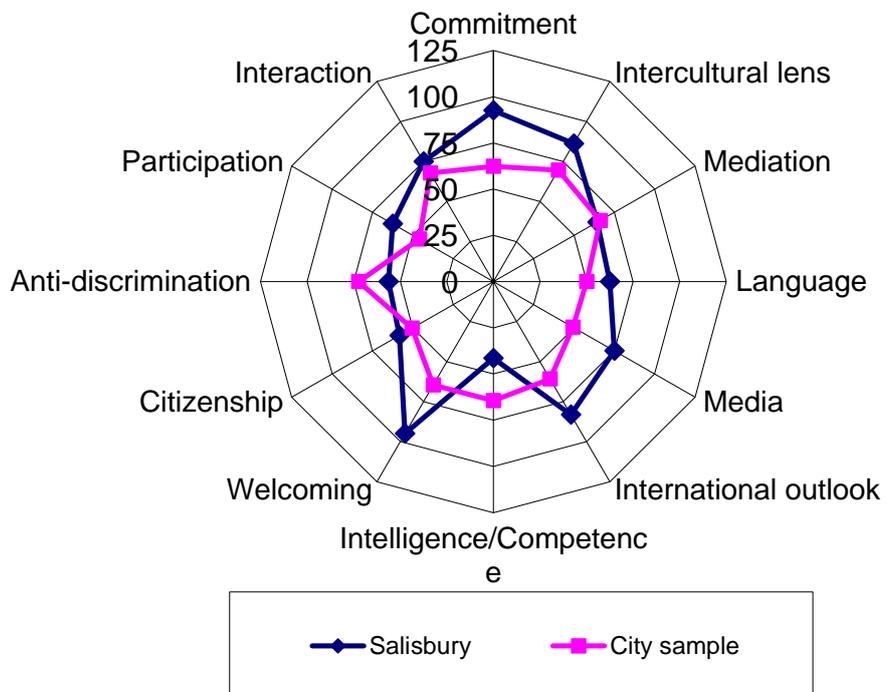
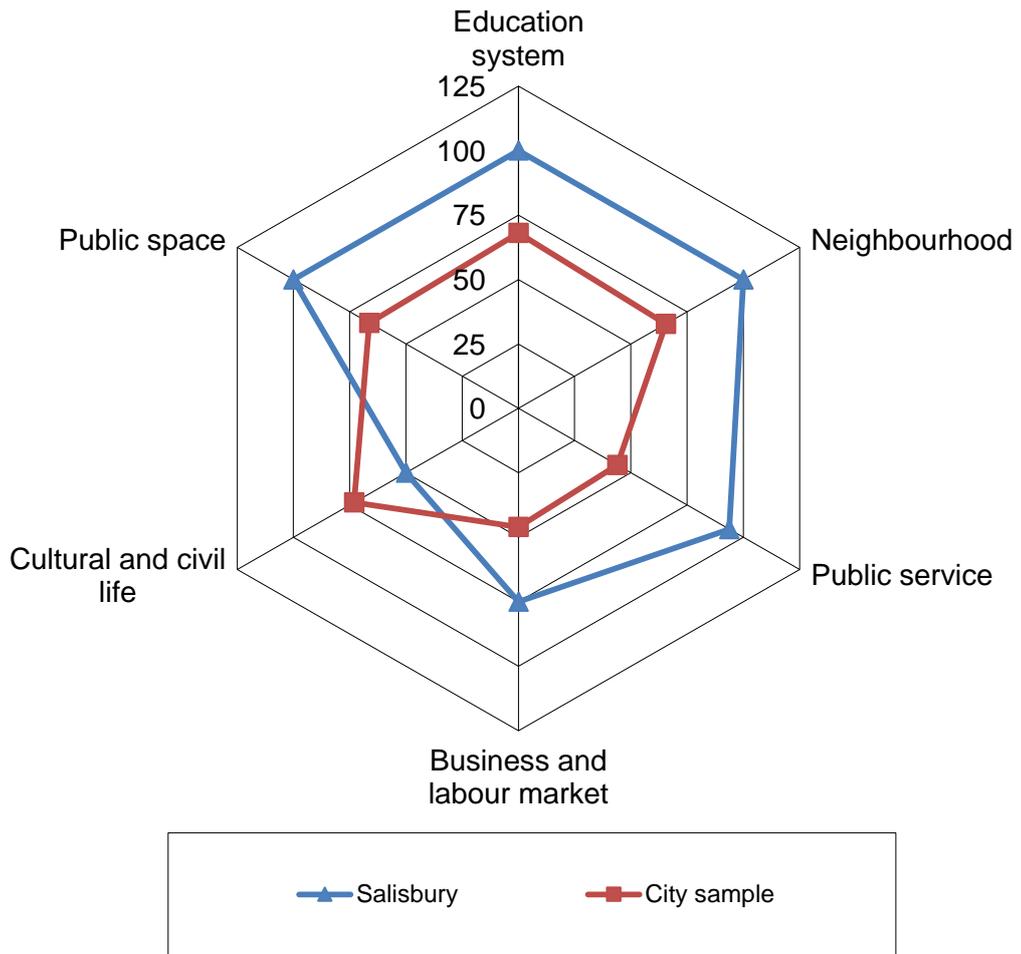
So far, 6 cities have used the index containing the new indicators in their evaluations, including Salisbury. Thus, the city will be compared to the entire sample for all the indicators, and to the new sample for the new indicators relating to participation and interaction.

According to the overall index results, *Salisbury* has an aggregate intercultural city index of 77 (out of 100 possible points). The details of this result will be explained below.



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





CITY OF SALISBURY: AN OVERVIEW

The City of Salisbury is located just north of Adelaide, the capital of South Australia. After its foundation in 1881, Salisbury has experienced an exponential population growth and in 2018 the City counted a total of 141,484 inhabitants producing a GRP of 45 863 €.

The Council of the City of Salisbury has issued a Managing Diversity Report in 2011, recommending actions “to improve diversity in all forms across the (Council) organisation”. Salisbury is increasingly also an area for settling large numbers of migrants from diverse cultural, language and faith backgrounds.

The Australian Bureau of Statistics (ABS) shows that 31% of the Salisbury residents were born overseas. 20% of them arrived in Australia between 2011 and 2016 as “new-arrivals”. In 2016, the majority of people born overseas were born in the United Kingdom (6.8%), followed by India (2.6%), Vietnam (2.6%), Afghanistan (1.6%), the Philippines (1.6), China (1.1%), Cambodia (2.2%), Italy (0.9%) and Bhutan (0.7%).

Approximately 2% of the Salisbury population identifies as the Aboriginal and/or Torres Strait Islander People¹. They are the indigenous people associated with the Salisbury land. Many significant sites associated with the Kaurua people exist within the area and their presence continues to be reflected in many aspects of community life².

Furthermore, there is no official data available on the percentage of refugees/asylum seekers in the City of Salisbury but, based on calculations, 10% of people born outside Australia who currently do not have Australian Citizenship have either permanent residency, working visas and/or refugee – asylum-seeker status.

Societal issues requiring attention in Salisbury include racism towards the Islamic, refugee and LGBTQA communities. That is why the City of Salisbury has recently delivered forums and education seminars, including “Applied Islam Workshop”, “Racism from a Refugee Perspective”, “Intersectional Feminism” and an LGBTI forum.

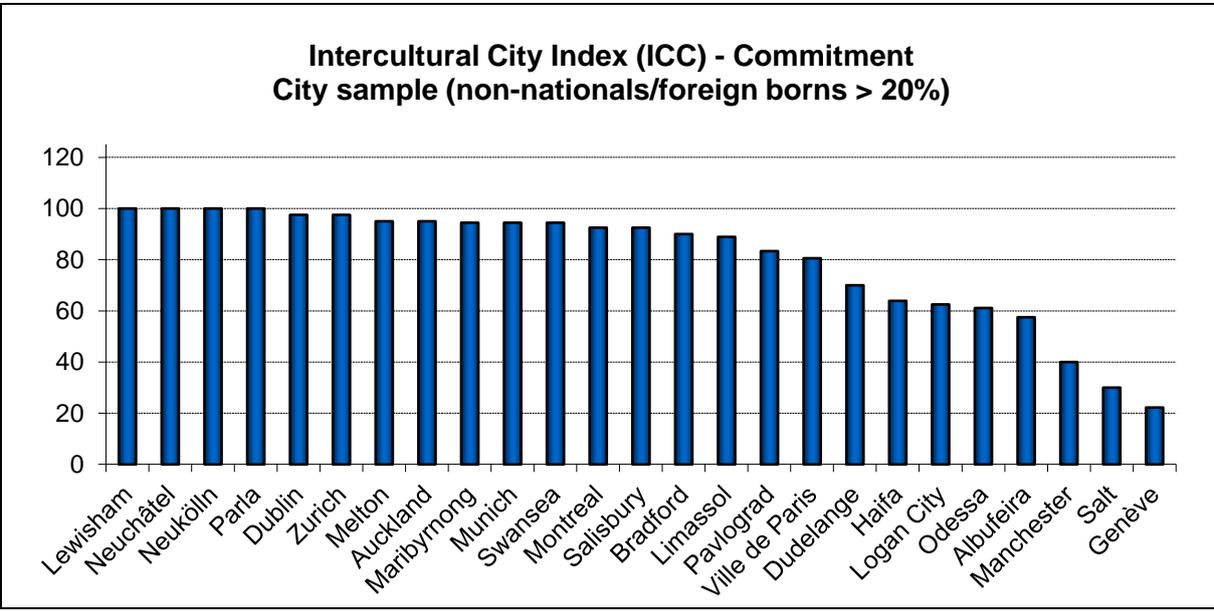
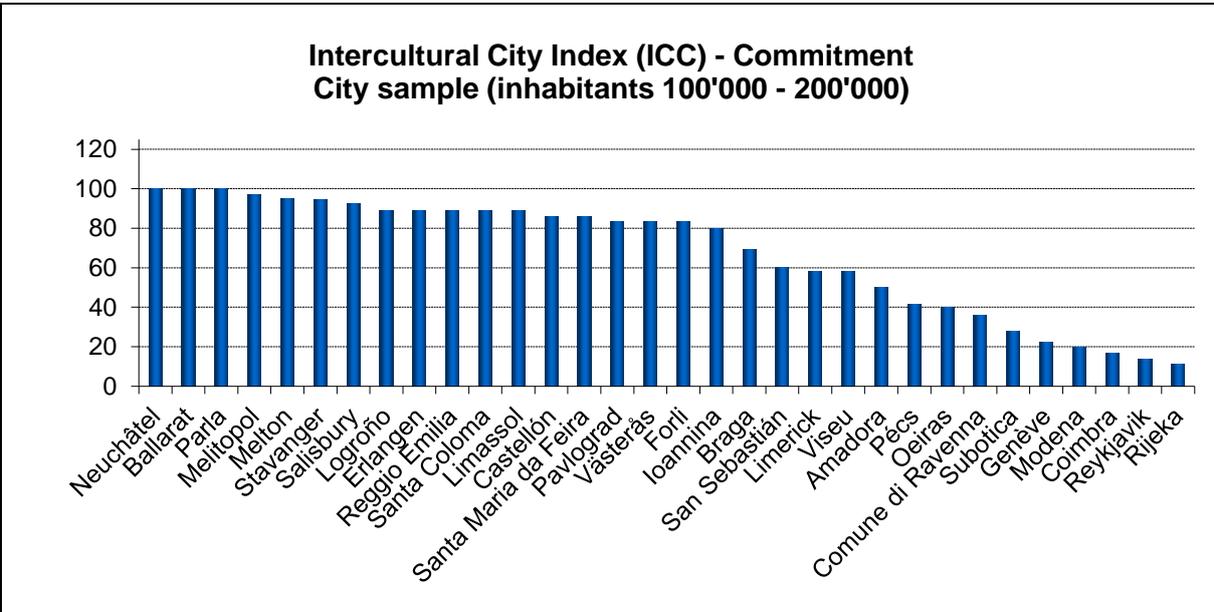
COMMITMENT

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.

Salisbury’s score in the field of Commitment is 93, considerably higher than the city sample result of 70.

¹ One of the Aboriginal peoples in Australia.

² Information found in the [Salisbury’s Intercultural Strategic Plan 2017](#) (page 9)



The city's commitment to the intercultural approach is demonstrated through the formal adoption of a public statement, such as **the declaration of the Mayor of the City of Salisbury, Miss Gillian Aldrige³** where she presents the Intercultural Strategic Plan 2017-2027. The adoption of the [Intercultural Strategic Plan 2017 -2027](#) is a strong commitment from the authorities of Salisbury. Additionally, the official communication by the City make clear reference to the city's intercultural commitment.

The Intercultural Strategic Plan 2017-2027 is evaluated and updated every year through the Intercultural Strategic Implementation Plan. The report is prepared by the Division of Community health and Wellbeing of the Department of Community Development and reviewed by the Executive and Council annually. The review process is an opportunity to recommend updates or additions to the implementation plan, as well as amend the priorities assigned to each action. The majority of the actions implemented based on the Intercultural Strategic Plan are funded through the operating budget of the Community Development department, while other actions are either externally funded through State or Federal funding, or are categorised as "resources to be identified" (funded

³ Watch the declaration here : <http://www.salisbury.sa.gov.au/Live/Community/Intercultural>

through partnerships and reallocation of internal existing budgets or new initiative bids). Furthermore, Salisbury has a dedicated body (the Diversity and Inclusion Project Officer) responsible for implementing the Intercultural Strategic Plan.

A great practice is the acknowledgement of local residents who have accomplished exceptional things to encourage interculturalism in the local community. Local community member success stories are frequently highlighted in magazines (Salisbury Aware, Salisbury Seniors Magazine).

Finally, The City of Salisbury has an [official webpage](#) where communication on the intercultural statement, strategy and action plan can be easily accessed.

Suggestions

The adoption of the Intercultural Strategic Plan 2017-2027, the Mayors video declaration and written communication combined with allocated budget are a great example for the Salisbury's commitment to achieve a more intercultural and inclusive city.

Today, information-sharing is crucial. An enrichment of the official intercultural webpage is suggested, specifically including the practical actions, programs and activities put in place by the City Council. In this regard, Berlin shows a good example on event communication where together with the integration representatives of each Berlin district, Neukölln co-manages [Berlin's Intercultural Calendar](#) which integrates the various holidays and fests celebrated in the city. Various religious/cultural celebrations are included, from Christmas and Thanksgiving, Saint Patrick's Day or Bastille Day to the Jewish holiday Sukkot, the Tamil Pongol festival or Ramadan. Additionally, important dates unrelated to a specific religion or ethnicity have a place there, whether it be the World Refugee Day, International Women's Day or the international LGBT celebration on Christopher Street Day. Further, the famous Berlin festival "Karneval der Kulturen" ("Carnival of Cultures") is noted as an important day.

Another good practice comes from Spain where the city of Sabadell highlights diversity as an advantage through media and campaigns. Sabadell has a [welcoming programme](#) and an associated communication campaign that includes images, posters, press releases and social networks. In addition, the communication department is instructed to highlight diversity as an advantage.

The city monitors local media and social networks to know how they represent migrants or minority groups. Indeed, when local media portray people with migrant/minority backgrounds through negative stereotypes, the communication department contacted the concerned media to explain the City Council's communication policy. Additionally, the city has carried out training sessions addressed to media to avoid negative stereotypes under the Anti-rumours Strategy "Sabadell Antirumors".

From time to time, public sessions on these topics are also organised. For instance, in 2017 the City Council organised a roundtable in the public library to debate around the impact of the language used by the media, in this case at local level, on the stigmatisation of diversity. Directors of different local newspapers, a freelance photojournalist and a University professor participated.

THE CITY THROUGH AN INTERCULTURAL LENS

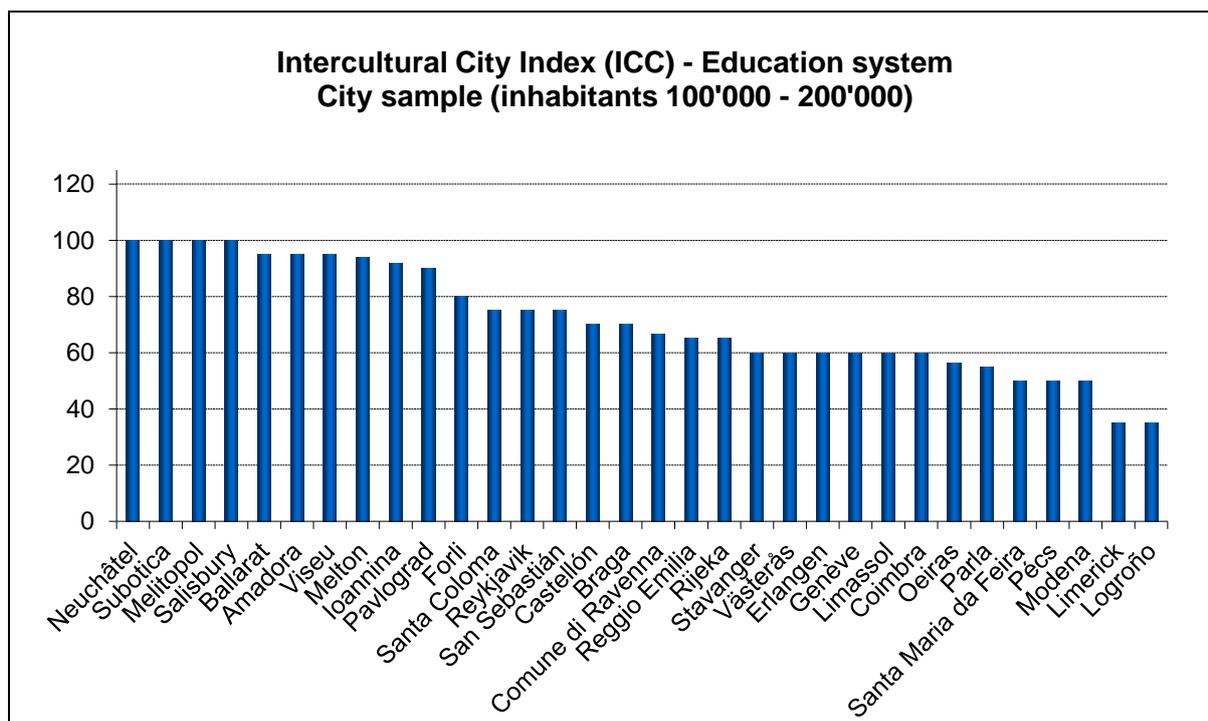
Although the formal functions cities and other local authorities assume vary considerably from one country to another, all cities have the primary responsibility for maintaining social cohesion and preserving the quality of life in the city. The policies designed to achieve these goals will therefore 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.

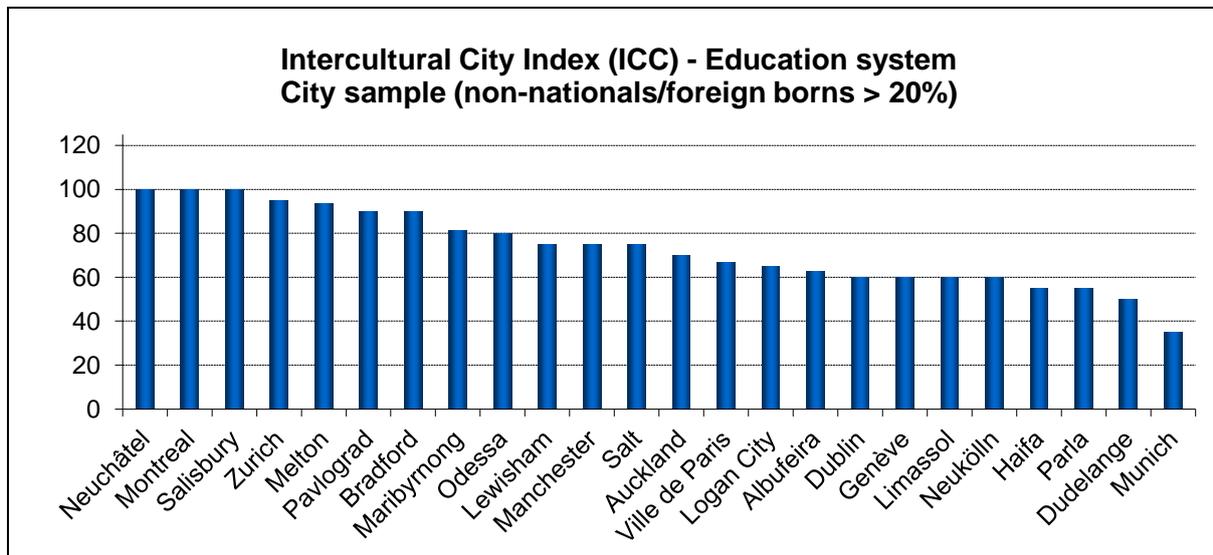
The overall rate of achievement of the urban policies of the Salisbury, assessed as a whole through an "intercultural lens" is higher to that of the model city: 86% of these objectives were achieved while the rate of achievement of the model city's engagement policy reaches 61%.

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.

Salisbury's score in the field of education is 100, considerably higher than the city sample result of 68. The exemplary score of Salisbury can be explained by the diversity among children and teachers, and by the fact that the schools make strong efforts to involve parents with migrant/minority backgrounds in the school life. The regular intercultural projects that are carried out by the schools also highlight the intercultural nature of the City.





A great example of this effort is the program “[Community Hubs Australia](#)”. Community hubs are welcoming places where migrant and refugee families, particularly mothers with young children, come to connect, share, and learn. Hubs bridge the gap between migrants and the wider community, they connect women with schools, with each other, and with organisations that can provide health, education, and settlement support. This federal initiative has seen seven Community Hubs established in South Australia, five of which are located in Salisbury. They provide a gateway and capacity building for migrant families to connect with each other and with mainstream communities in both formal and casual settings.

Most schools in Salisbury make strong efforts to involve parents with migrant/minority backgrounds in school life. Local schools including Salisbury High and Para Hills School run programs for parents in culturally and linguistically diverse settings. Furthermore, these schools have access to translators so parents can communicate in their own language. One of these programs is the “**Paralowie Parent Program**”, which is part of **The Paralowie (R-12) School**⁴. The students at Paralowie represent the wide range of cultures that make up the local community. The Paralowie (R-12) program displays the multi-faceted and comprehensive approach to tackling the educational disadvantage that public schools serving disadvantaged communities typically need to adopt. Paralowie’s efforts also point to the inherent complexities that characterise disadvantaged communities. All schools face some form and degree of educational disadvantage and all schools work to promote equity, but the whole-school approach to educational disadvantage in a large, metropolitan school that faces a concentration of such disadvantage warrants closer attention.

Salisbury’s schools often carry out intercultural projects. Regular “**Wellbeing Days**” and “**Multicultural Week**” events foster opportunities for cultural expression, safety and confidence. These events are a platform for students to wear their traditional dress, cook and share food from different cultures and to engage in identity projects. An underlying outcome is that students are given the space to develop their understanding of culture, working together and be assured cultural safety to express themselves in a public setting. Further, many schools have relationships with schools in sister cities around the world and host regular exchanges.

The City has a policy to increase ethnic/cultural mixing in schools, called the **Parafield Gardens High School “International Policy”**⁵: The school has great cultural diversity, with staff and students from over 40 non-English-speaking backgrounds. International students are welcomed, and generally fit in very quickly. Their Australian experience at PGHS can be a truly multicultural one. With many local students studying ESL (English as a Second

⁴ <https://www.saspa.com.au/2018/06/28/paralowie-pursuit-equity/>

⁵ <http://www.pghs.sa.edu.au/International-Programs>

Language), international students can undertake necessary English language learning in a mainstream class. In addition, teachers from all subject areas have been trained to provide some ESL support. The school enrolls students into several programs available for overseas students.

Suggestions

The formal education and extracurricular activities have a powerful influence on how children will perceive diversity as they grow up. In addition to the Public Education in South Australia which outlines diversity and cohesion as key characteristic in the public education and highlights the benefit of social mixing and cultural diversity, the city could consider drafting their own policy aiming to increase diversity in schools. While the Neighbourhoods area policy of the State Housing Authority distributes public housing widely to avoid segregation, a specific policy to support the State "[School Zoning](#)" in the local context could be considered.

The good practice in Oslo where the educational segregation is tackled through the raising of the standards can serve as inspiration. 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 ethnically 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 schools. By ensuring that schools in the poorer 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.

For example, 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.

Another example of a good practice in the field of education is the Amara Berri System in Donostia-San Sebastian, Spain. The Escuela Pública Amara Berri has come up with its own method of teaching (described as "education") inspired by the pedagogue Loli Arnaut. It is practice-based and student-led education, where the pupils do not follow an ordinary text book, but instead enact their learning as if they were citizens in the community outside – to the extent that the classroom is set out to resemble a street. In studying mathematics, for example, they learn the metric system by pretending to be people in charge of an imaginary shop, or the meaning of a mortgage through having to repay a loan to the bank which is run by another classmate. Nor do they have ordinary language classes but, instead, they produce a newspaper every day, present and edit radio and television programmes, and interact through their personal websites. Since 1990 when the Basque Government recognised the innovative nature of the school, the Amara Berri System has become a benchmark to the point where it has been adopted by another 20 schools in the area, and is a key component of San Sebastian's intercultural city approach.

Salisbury could also look at the Schools Linking Network in the UK. The city of Bradford works with primary, secondary and special schools in localities that have been identified as having segregated communities. Through a carefully planned and research-led approach, underpinned by Social Contact Theory, the city support teachers to facilitate meaningful and positive sustained social mixing. A year-long programme of structured visits for paired classes and curriculum work equips learners with the skills, confidence and knowledge. The training enables teachers to support their learners to develop trust, empathy, awareness and respect. Tried and tested resources

are employed in the classroom and the resulting work is exchanged between the pairs of schools. Learners first meet at a neutral venue, such as a museum, where they engage in joint co-operative, enjoyable activity.

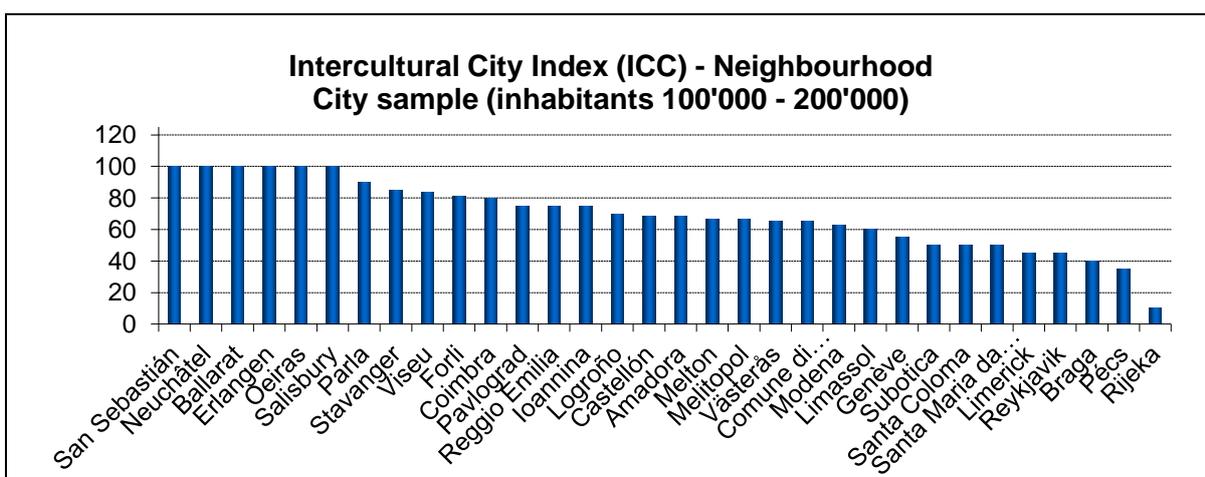
The first meeting is followed by class visits to both schools, where the learners experience being hosts and guests by turn. Great care is taken in structuring these visits, including reflection time to unpack learning and experiences. Through-out the linking year ongoing curriculum work on the themes of identity, diversity, community and equality is exchanged. Opportunities for dialogue, critical reflection and positive attitudinal development are encouraged.

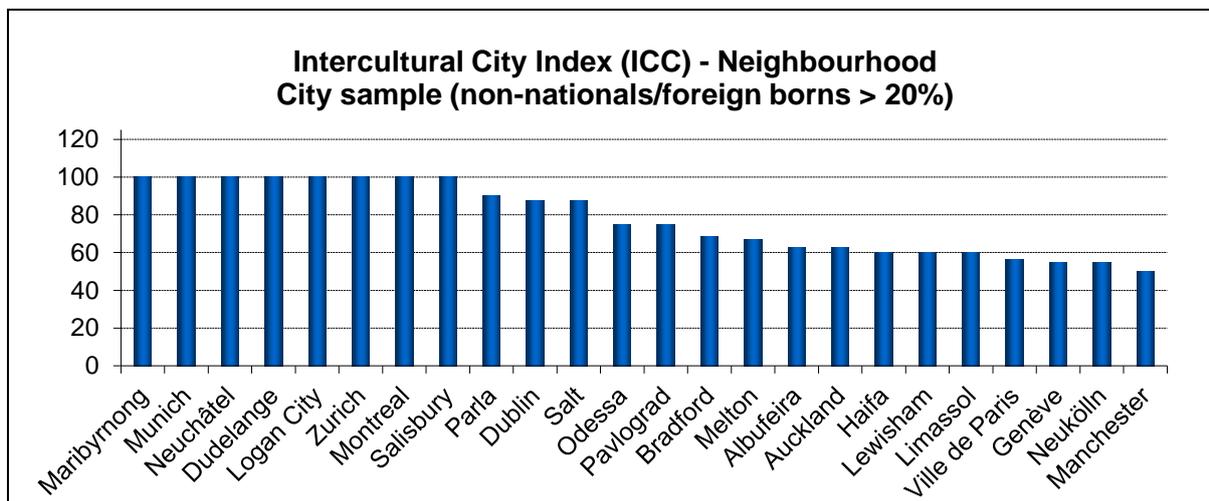
A good example also comes from Montreal, Canada where young people are empowered to be young ambassadors. The project is called 'a light on our talents' and accompanies 10-12 young ambassadors for diversity who run their own sensitisation campaign for employers. The young people receive training from experts in employability, business and diversity before visiting employers to tell them positive stories of young people, recent immigrants and 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.

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.

Salisbury's score in the field of neighbourhoods is 100, considerably higher than the city sample result of 65. The majority of the city's neighbourhoods are diverse, meaning that concentration of specific ethnicities or ghettoization is not present in the city. In this sense, the city has not launched any particular plan or policy to increase diversity in some neighbourhoods because these issues are addressed at a federal and state level. The federal Department of Home Affairs can monitor and determine where new migrants settle as a condition of entry and/or visa. Additionally, state-wide planning legislation requires developments of a certain size to incorporate 15% affordable housing, which facilitates social mixing. The State Housing Authority also distributes public housing widely to avoid concentrations of specific ethnicities or socio-economic disadvantage.





The City of Salisbury encourages actions where residents from different migrant/minority backgrounds and neighbourhoods meet. A range of initiatives promote interaction between people from different backgrounds and suburbs within City of Salisbury ranging from intimate activities to large scale cultural festivals. These are predominantly achieved through community centres with art, craft and cultural events such as henna, Aboriginal cooking and Bhutanese basket weaving. Residents are also encouraged to attend events arranged at various community centres. At a greater scale, the Food and Cultural Festival, Harmony Day⁶ & Refugee Week attract people from all Salisbury suburbs and beyond. The [“Salisbury Food & Cultural Festival” showcases cuisines of different cultures of Salisbury’s population’ in an outdoor setting with full day entertainment program and plenty of activities for the kids, with a wide range of market stalls offering diverse products.](#)

Additionally, the Intercultural Strategic Plan and its Implementation Plan have a range of high level and detailed directions encouraging greater diversity in city-life participation, intercultural celebrations and events. A number of Council led cultural events have key speakers from culturally and linguistically diverse backgrounds, attracting a range of people from various neighbourhoods. Events are hosted in public locations (libraries, Council, civic square) to be accessible to the public. Further, a key purpose of community centres is to encourage mixing of minority groups. Their ability to be a culturally safe place for diverse minority groups is a routine consideration of their event planning.

Suggestions

The Intercultural Strategic Plan 2017-2027 for the City of Salisbury and its Implementation Plan gives the vision and the encouragement for a number of initiatives and events that promote diversity and intercultural inclusion. An inspirational example could be the city of Zurich policy.

The City Council housing programme aims, among other things, at a good social mixing within the City of Zurich. The majority of the city population lives in rented apartments. 25 % of these apartments are owned by the City of Zurich or by non-commercial housing associations. The city as well as the housing associations have adopted a rent policy, which takes into account the cultural mixing within the neighbourhoods. Moreover, the City of Zurich's policy on socially acceptable inner development looks at future building sites and seeks to create societal cohesion and cultural mixing.

The city encourages actions where residents of one neighbourhood meet and interact with residents with different migrant/minority backgrounds from other neighbourhoods. Generally, the Integration Policy, the housing programme, and the social culture strategy (Soziokultur) include useful guidelines. Specifically, projects that

⁶ Salisbury turns Harmony Day into Harmony Week: <https://www.medianet.com.au/releases/173541/>

promote an improved cohabitation of 'locals' and 'foreigners' can sometimes be financed by the City of Zurich. Three different funds are available:

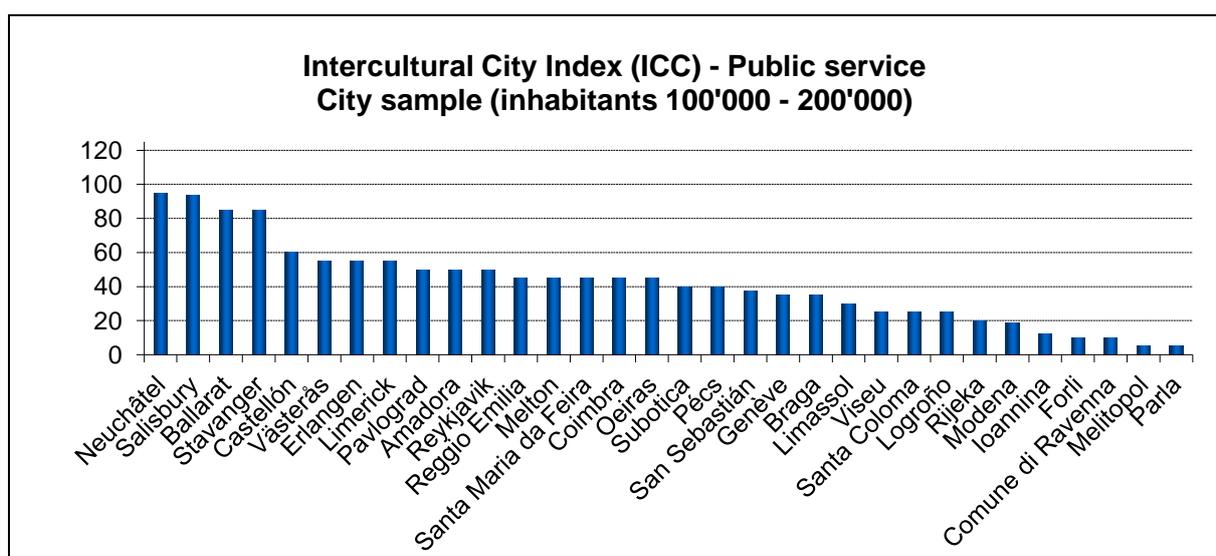
- Credit for integration projects (Integrationskredit): 200,000 CHF available per year. Yearly, around 30-40 projects that are implemented mainly on a voluntary basis are financially supported.
- Credit for exchange and cohabitation (Kredit Austausch und Zusammenleben): 250,000 CHF available per year. Yearly, around 3-6 projects are financially supported. From 2019 onwards, the City of Zurich is financing intercultural programme weeks (Interkulturelle Programmwochen), which will take place every two years and seek to make lived diversity in the city visible.

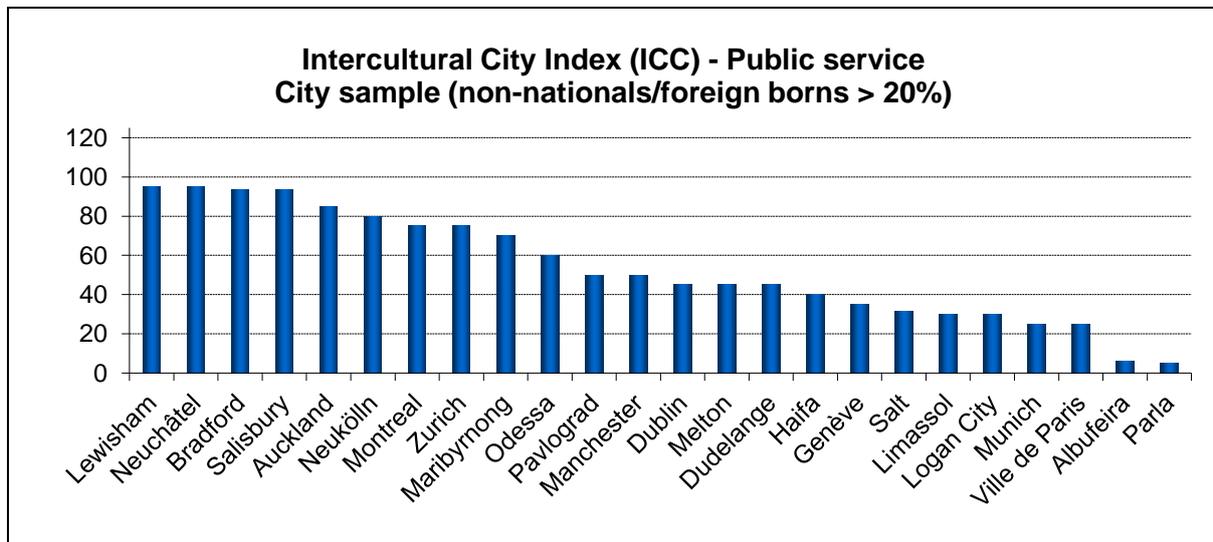
Another inspirational good practice comes from the London Borough of Lewisham. In 2006-2007 the Borough of Lewisham conducted research of the public attitudes. Residents complained of loneliness and alienation, intergenerational suspicion and fear of using certain public spaces. Public discussion forums 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 complete lack of seating in the public space. This situation had emerged deliberately because planners had become excessively pre-occupied with a need to discourage problem drinkers or loitering teenagers, rather than with providing spaces in which a wide diversity of people might interact. A toolkit for intercultural place-making was produced and this informed a new approach to public space in Lewisham and eventually led to the borough joining the network of Intercultural Cities. Since then a programme of targeted improvement has transformed numerous locations within the district – and Lewisham’s commitment has aroused widespread recognition and approbation. Four of the Borough’s public spaces have received prizes in the London Planning Awards in the last five years: Ladywell Fields, Deptford Lounge, Cornmill Gardens and Margaret McMillan Park.

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.

Salisbury’s score in the field of public services is 94, considerably higher than the city sample result of 44.





The People and Culture and the Community Development Departments of the City of Salisbury and the City Council as a whole put a lot of efforts in the intention that public services work for the benefit of the public as a whole. That is why Salisbury has one of the highest scores and does considerably better than the city sample.

Even though the public employees do not reflect the composition of the city's population at all hierarchical levels, the People and Culture department have an internal Diversity and Inclusion Policy which addresses the importance of diversity in recruitment. The Policy, complementary to the Intercultural Strategic Plan, also signals the action for Diversity and Inclusion organisational wide training, including unconscious bias and racism awareness as well as training hiring managers in effective inclusive recruitment. The recruitment and selection guidelines ensure a fair process which limits barriers for a diverse range of potential candidates. The City Council aims to recruit members who live within the Salisbury Community and who demonstrate attributes consistent with the Organisation's direction and culture. The guideline "**Recruiting a diverse workforce**" advocates for considering candidates of diverse backgrounds or those with a disability.

Additionally, the City Council promotes and encourages diverse workforce, intercultural mixing and competence in private sector enterprises by helping with the interaction between the stakeholders. The City of Salisbury has a Business and Innovation Centre which hosts a range of informative events open to the private sector. In the last financial year, they delivered 90 workshops on business (e.g. HR, Finance, and Marketing) which were attended by culturally and linguistically diverse communities and businesses. Businesses within the City of Salisbury operate interculturally to a degree, with companies run by culturally and linguistically diverse groups with customers of a variety of culturally and linguistically diverse communities. Community centres have delivered culturally, and linguistically diverse career expos and the Business Centre actively ensures documents are translated.

The city provides different services for national minority groups. These services are provided by the Community Development Department which is comprised of staff who have strong and respectful relationships with culturally and linguistically diverse communities. For example, the Sport and Recreation Officers recently hosted a forum on how to engage more women in sport with participation by culturally and linguistically diverse women. Halal and vegan meals are regularly catered to respect diverse food cultures. The burial services also accommodate cultural requirements, guided by the residents and the funeral director.

Suggestions

Salisbury could adopt a targeted recruitment plan to ensure that the background of the municipal workforce represents that of its inhabitants. Actions could be adopted to promote diversity, including for example raising awareness about vacancies in specific associations working with migrants or ethnic minorities or by launching internships for trainees with a minority or migrant background.

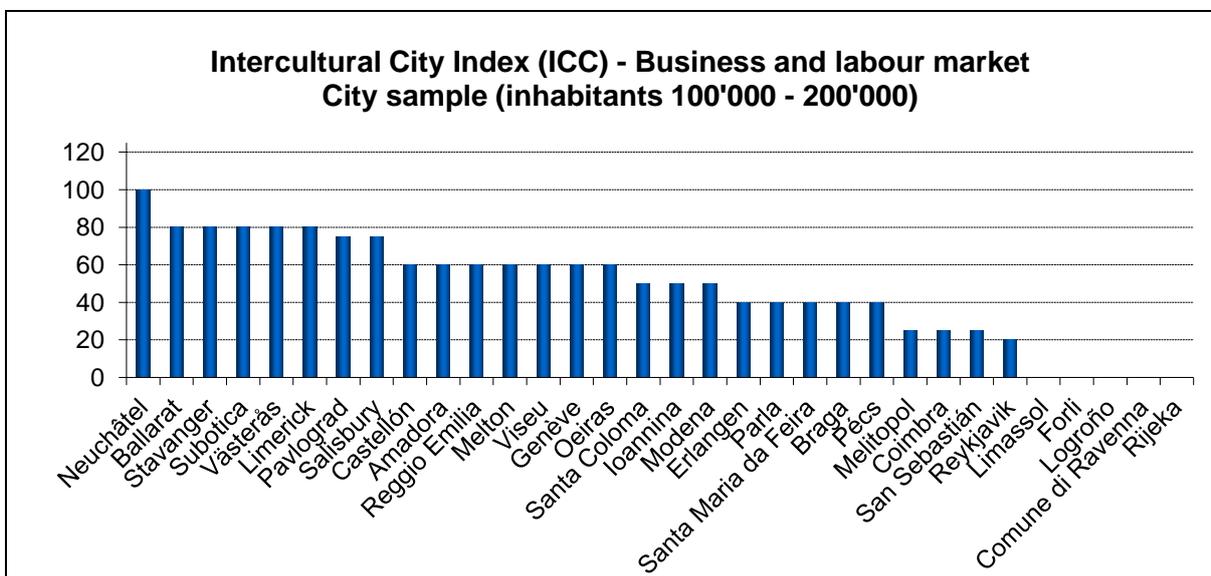
Montreal applies a good practice that can be interesting for the Salisbury's City Council. Minorities account for some 20% of the workforce in the city. The city's [recruitment policy is clearly inspired by the concept of promoting diversity](#) and is geared towards talent of all kinds in terms of gender, 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. By way of example, reference is made here to departments which are not usually very closely involved in cities' intercultural activities.

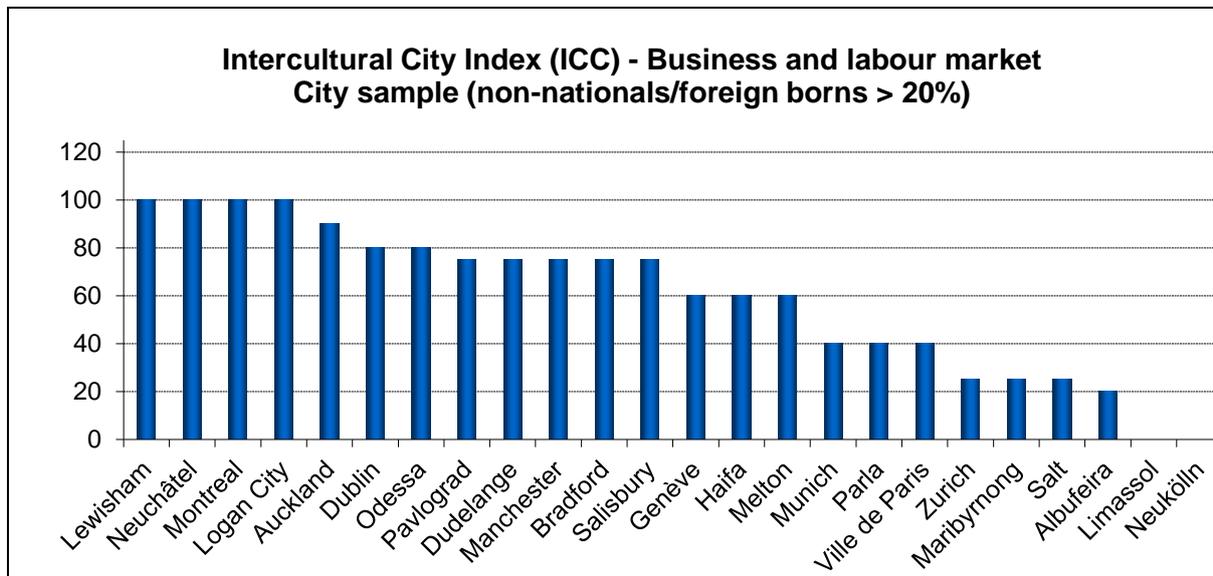
The City Council in Sabadell, Spain has also promoted the community process "We are Torre-Romeu" with the aim that residents, associations and professionals work together to plan actions and projects that improve the life of the neighbourhood. An evaluation was made to determine the aspects of improvement 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.

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.

Salisbury's score in the field of business and the labour market is 75, considerably higher than the city sample result of 46.





The City of Salisbury has a [national](#) and State⁷ policy that prohibits discrimination in the labour force. Discrimination against race, colour, gender, sexual orientation, age, disability, marital status, family or career’s responsibilities, pregnancy, religion, political opinion, national extraction and social origin is unlawful. The legislation requires the City to abide by this. The peak organisation focused on advocating specifically for cultural and linguistically diverse communities in South Australia is Multicultural Communities Council of SA.

The City of Salisbury takes general actions to ensure new and existing businesses are able to excel in mainstream economies. The Salisbury’s Business and Innovation Centre delivers workshops on emerging technologies, improving profitability, and mentoring. Whilst these are not specifically designed to target ethnic businesses, the workshops are well attended by culturally and linguistically diverse business owners and new migrants and further enhance their capability of success in mainstream economies. The City departments also work directly with local businesses, frequently, of culturally and linguistically diverse backgrounds.

The City Council leads research and investment to generate economic activity. The Council works to improve a variety of precincts for businesses to locate to and thrive, for example a new Community Hub in areas with culturally and linguistically diverse businesses. Additionally, the non-political [Northern Economic Leaders Network](#) supports the social and economic growth of companies, including through linking organisations with grants and programs. This however is driven by general industry requirements rather than targeted culturally and linguistically diverse initiatives.

Suggestions

The City Council could look to favour companies with an intercultural strategy when taking decisions relating to the procurement of goods and services. A great example is the Auckland’s support for its diverse entrepreneurs 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

⁷ Multicultural Communities Council of South Australia: <http://mccsa.org.au/>

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.

Another good example is provided by the Swiss Kanton of Neuchâtel where the Project Prosperimo ensures the employability of the refugees. The project aims to ensure the employability of the participants as kitchen assistants while raising restaurant owners' awareness of refugees' skills. The learners selected for the project (through interviews and tests) first received training as kitchen assistants for two months, followed by an examination. Upon completing the latter, they join the restaurants for four months. Clear and realistic objectives were set for the placements. If the objectives were attained, the restaurants undertook to offer them employment for at least eight months. In short, the persons work for 12 months in a restaurant and are paid for two-thirds of the time. The restaurants were contacted by GastroNeuchâtel, the sector's umbrella organisation.

A total of 12 persons took part in the project, with the caveat that there should not be more trainees than could be absorbed by the labour market. The project was devised in partnership with other regions/bodies (four places for Neuchâtel). The project aims to create a win-win situation:

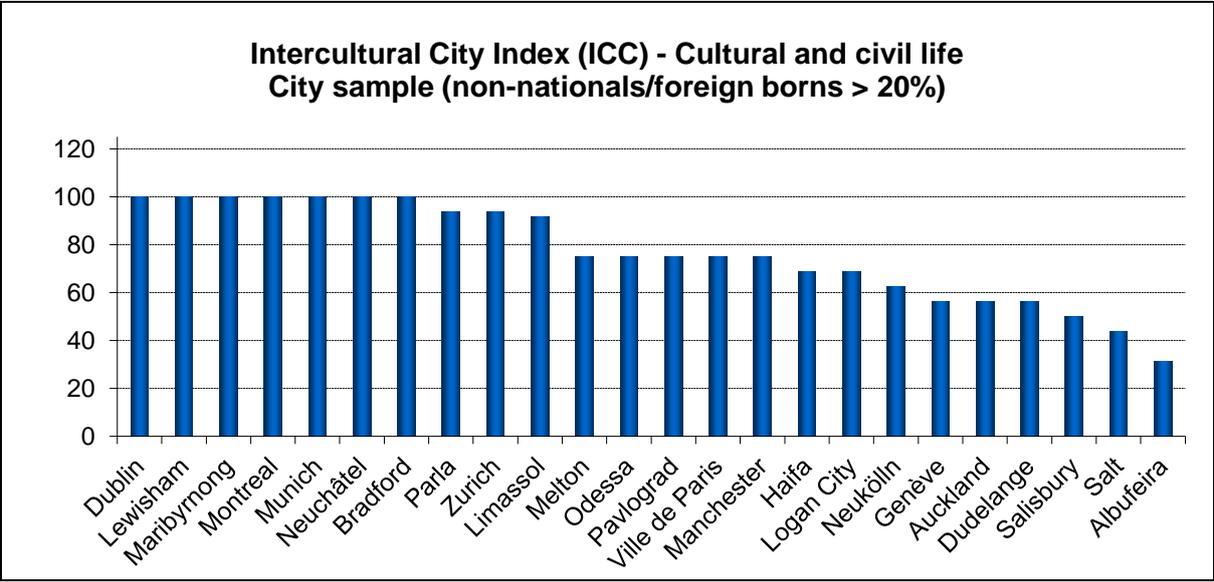
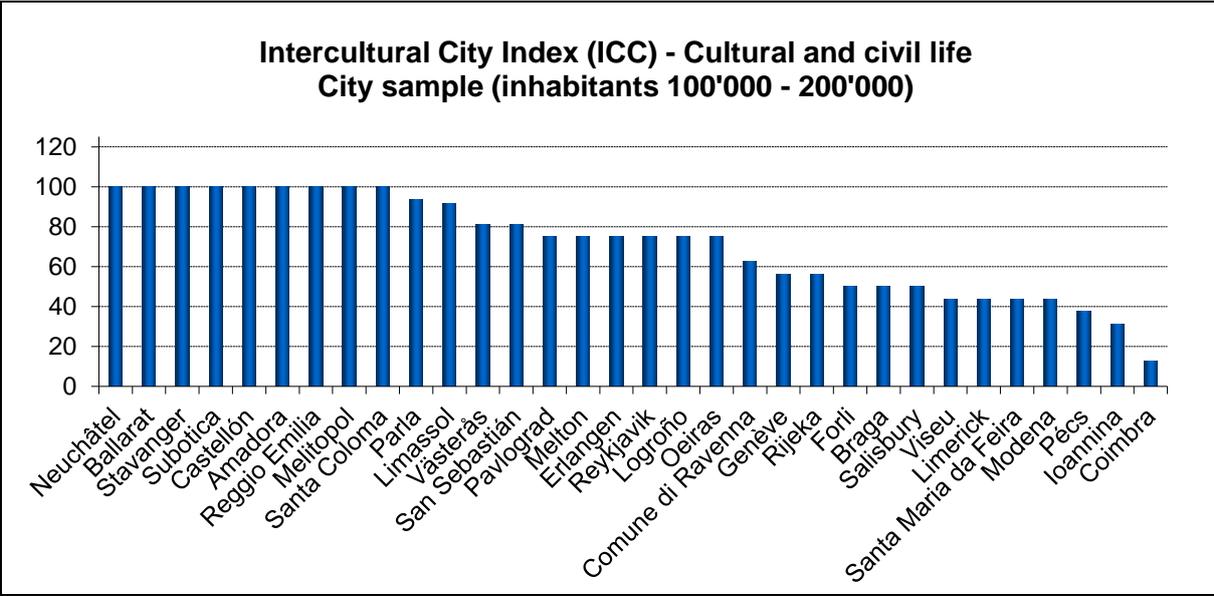
- A certain number of people per canton have the opportunity to be trained. The prospect of securing a fixed-term employment contract if the objectives are met acts as a strong pull factor.
- For the restaurants: they are able to adjust the objectives according to their situation and to train people according to their needs. They undertake to offer them employment only if the objectives are met, and as long as they are satisfied with them.

Another interesting project comes from Italy's city of Catania where the Saponi Cult project creates opportunities for training and integration for Italian and foreign young people through work and is co-financed by Unicredit Foundation. Saponi Cult aims to create a food brand that promotes integration using traditional Sicilian herbs, African spices and local produce of excellence. The project involves migrant and Italian youth, as well as skilled professionals from the food sector. It promotes integration and social inclusion through extensive capacity building in food production technology, business, marketing, and communication. It creates job opportunities, using food as a symbolic location for creativity and intercultural growth. The project intends to develop a chain of learning and experimentation that begins with the cultivation of herbs and drying of fruits and vegetables and continues through the exploration of flavour combinations and the marketing of products to local and international markets.

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.

Salisbury's score in the field of cultural and social life is 50, considerably lower than the city sample result of 73.



The score of Salisbury in the cultural and social area can be explained, first, with the fact that the City does not encourage cultural organisations to deal with intercultural relations in their productions. Second, interculturalism is not a formal assessment criterion when allocating Council funds. Although not organisational wide, some departments do however make informal intercultural considerations when assessing grant applications. In 2019 for example, two intercultural soccer club events were funded, with the cultural diversity of their participants being favoured over other soccer clubs.

The City does organise public debates or campaigns on the subject of cultural diversity and living together. The public forums and discussion platforms are facilitated at Community Centres by City of Salisbury staff and/or professional facilitators. The professional facilitators are often local residents with a diverse background. One example is the **Intercultural Discussion Group** which is a platform for discussions on cultural diversity and is open to the public via an expression of interest. Similarly, **Community Conversations** held in 2019 was a series of three public conversations covering racism from a refugee perspective, cultural safety and intersectional feminism. Thirdly, a public presentation and discussion from the Centre for Islamic Research (UniSA) raised awareness about Islam.

Another good practice from the authorities is the encouragement of people from different ethnic and cultural backgrounds to interact. This is done by organising different events and activities in the fields of arts, culture and sport. The City of Salisbury and other government/non-government agencies co-deliver numerous events tailored to both minority groups and mainstream audiences. Harmony Day includes an Aboriginal Smoke Ceremony, food and performances from different cultural groups, attracting families from diverse ethnic groups. The Salisbury Food and Culture Festival attracts a range of different cultural groups by having foods from a range of cultures, raising awareness and celebrating diversity to both minority/migrant cultural groups plus the mainstream community. In 2018, a Basket Weaving arts activity with Bhutanese and Kaurna communities came together to share culture, with the products displayed in the Council Gallery.

Recommendations

The City of Salisbury could look into introducing intercultural criteria when allocating resources to artistic, cultural and sports organisations. The good practice in Bergen, Norway can serve as a good example of advocacy of the intercultural inclusion. The FIKS Bergen initiative promotes cooperation between different sports clubs to ensure inclusion of people from migrant background in their activities. This happens through school projects, swimming lessons, regular leisure and events around the neighbourhoods.

The city council's Sports Service also offers FIKS Stimulation Funds. The aim of the scheme is to stimulate activity in the community and contribute to increased activities for unique groups that otherwise would not have had a range of activities. Sports and leisure organizations can apply for incentive funds up to NOK 30,000.

Another good example can be found in Lyon, France where the Association Tabadol is training professionals across all fields to adopt intercultural and interfaith approaches. 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; and
- finding ways to collectively fight against social injustice.

The organisation leads training programs for professionals to integrate intercultural issues 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 also organises international youth meetings for young people from France, Lebanon and Germany concentrating on issues of discrimination and intercultural interaction. These activities include using various media including artistic approaches to enable people to reflect critically on the relationship between culture and religion in terms of how they impact upon discrimination.

Another good example comes from Spain, where 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. In addition to music, theatre, dance and circus, Apropa offers a wide range of activities including free visits to exhibitions in museums and cultural centres. Some activities have been designed exclusively for vulnerable groups and are carried out throughout the season in different theatres and auditoriums. Moreover, courses of arts, music, plastic and visual arts are organised.

The Cultural Development Policy of Montreal, Canada 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.

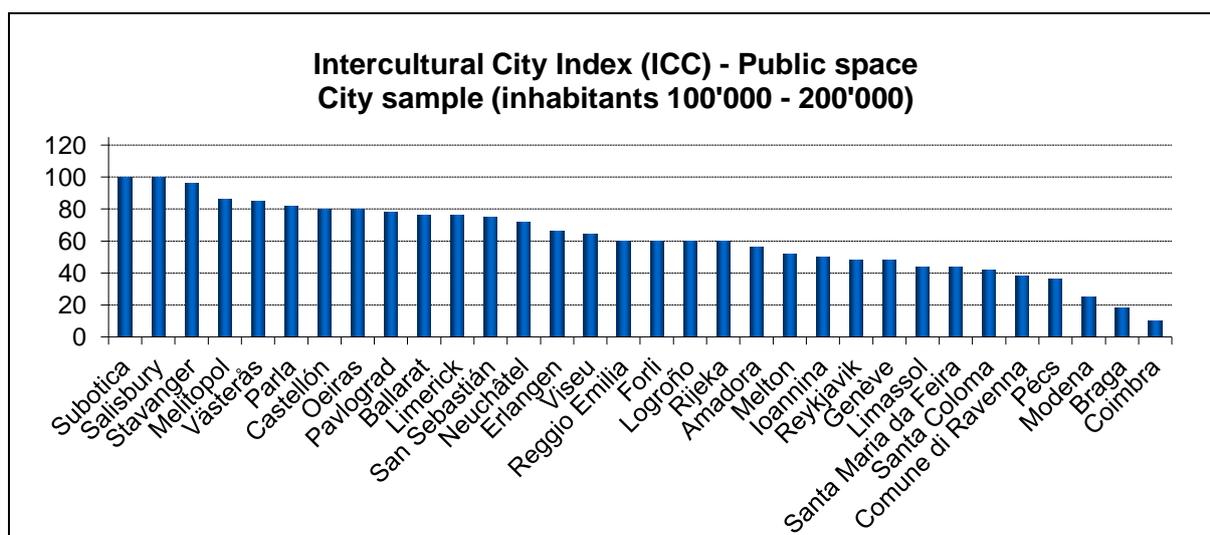
A good example is also participatory mapping of diverse cultural heritage. Lisbon, Portugal has piloted a new methodology where, through participatory mapping, community members collectively create visual inventories of their own community’s assets. They negotiate what can be listed in the inventory. 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.

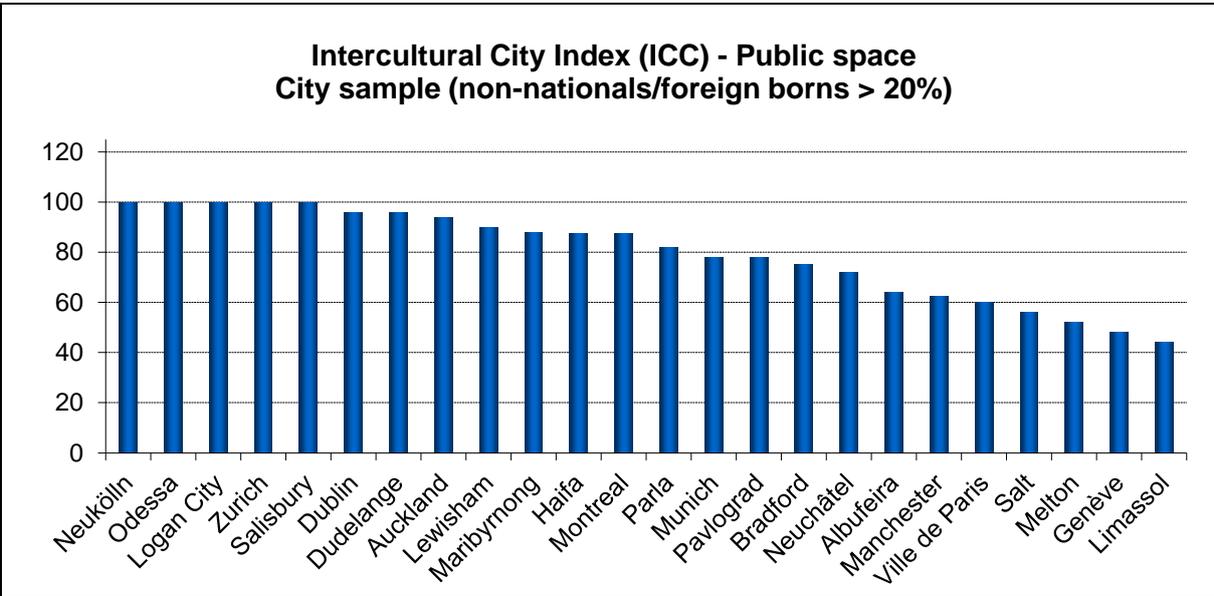
Finally, Ballarat, Australia promoted a unique festival to encourage its citizens to meet and get to know each other. Since then, every year during the month of March, colours, music and flavours invade the city and the residents crowd streets and avenues to celebrate diversity. The Harmony Fest usually begins with a big “Parade of Cultures” that kicks off a wide range of activities and satellite events, such as live concerts, international food exhibitions, workshops, games, markets and activities dedicated for the youngest. Citizens celebrate their cultural and ethnic background with outstanding performances.

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.

Salisbury’s score in the field of public space is 100, considerably higher than the city sample result of 66. This excellent score can be explained with the efforts put in place by the City Council in this domain.





The Intercultural Strategic Plan includes the idea to “encourage intercultural exchanges”, supported via actions in the Implementation Plan and manifested through the diverse range of public events facilitated by Council. Cultural considerations and initiatives are included into many events to make them appealing to a diverse cohort. Art exhibitions held at Council frequently feature local culturally and linguistically diverse artists and Council activities and events frequently have high-profile cultural facilitators and guest speakers. Cultural considerations and initiatives are included into many events to make them appealing to a diverse cohort. Art exhibitions held at the Council frequently feature local culturally and linguistically diverse artists, while Council activities and events frequently have high-profile cultural facilitators and guest speakers. Larger events, e.g. Citizenship Ceremonies, Salisbury Fringe Festival, Australia Day celebrations, and event planning of the Community Hub Opening featuring an inter-faith blessing and cultural performances are all examples of events which attract a wide range of local citizens to mix and interact in public space.

When the City manages new public buildings or spaces, it takes into account the diversity of the population. Consequently, there are no spaces or areas in Salisbury, which are dominated by one ethnic group (majority or minority) or where people feel unwelcome or unsafe.

The design of all urban renewal plans is bespoke to the local community demand, considering the diversity in age, culture, identity and ability. A recent example is the master plans for new public BBQs, a common feature of Australian public parks. It was observed that traditional BBQ designs used in public places are not conducive to inclusion of all cultural communities because there is a high proportion of vegetarianism in some cultures or because some cultures prefer to cook with coal. Therefore, a master plan for a new “**Intercultural Kitchen**” has been designed which caters for these needs. Another example is in the design of the new Community Hub, which factored in the nature of social gatherings of the diverse cultural groups in Salisbury.

These good results in the intercultural inclusion of the public spaces in the City of Salisbury can also be explained with the ensuring of the meaningful involvement of people with different migrant or minority backgrounds in the reconstruction of a given area of the city.

The “Community Engagement Framework” has a checklist for engaging minority groups including culturally and linguistically diverse, single parents/carers, and people with disabilities. The guidelines for culturally and linguistically diverse engagement covers interpreters, using key community leaders and contacts and holding separate sessions tailored to the specific cultural sensitivities of the minority group. The Bhutanese community was recently consulted for the Ability Inclusion Strategic Plan which was successful due to tailored planning and

to the cooperation with interpreters and key staff well known to the community present. Other methods include in-person surveys in public places which have been effective in capturing commonly unengaged residents.

Suggestions

The Salisbury authorities' attention and involvement to create a friendly and intercultural public space is remarkable. Some new ideas and sources of inspiration could be suggested such as the art project that reshaped historic centre of the city of Cascais, Portugal.

Arts have the uncanny ability to overcome cultural and ethnic differences: art is like a universal language that brings people together. "Muraliza" is a Mural Art Festival that takes place every summer since 2014 and lasts for nine days. During these days, 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 painted 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.

Muraliza transforms and reshapes the historic centre of the city, giving it a new dimension. Artists spray, brush, draw and colour in a climate of brotherhood, where international artists bring their passion for arts to the city.

Another good example comes from Donostia – San Sebastian, Spain where the Tabakalera, a former tobacco factory, was converted into a contemporary culture centre. Located in the Egia district, the building is an impressive space (13,277m²) that organises a wide range of activities (exhibitions, short film screenings, etc.). Tabakalera programmes are mostly free and the funding is mostly public (30% comes from the municipality). When opening this public space, it became clear that people were looking forward to use and engage the open spaces envisaged in the building: especially young people on rainy days. The centre has been adapting its activities and spaces to these non-planned use from families and youth.

In Loures, Portugal Quinta do Mocho, was for many years the most stigmatized of neighbourhoods. Through Loures' membership of the C4i project, a determined effort was made to change the district's image amongst the citizens of the wider region. A set of breath-taking frescos were painted on 33 buildings in the neighbourhood, with the help of 2000 artists and local residents, 25 NGOs and 43 private companies. The area was transformed into a Public Art Gallery. "O Bairro e o Mundo" (the neighbourhood and the world), helped dismantle old prejudices against residents from diverse backgrounds and increase their self-esteem, interaction and the sense of belonging to the neighbourhood.

The city of Barcelona, Spain places importance upon public space as the place where a diverse but harmonious community can be built. This means that place-making professionals (such as architects, planners, transport managers, constructors, etc) within the city council must develop their competence in diversity management. One clause of the city's Intercultural Plan states the need to incorporate those responsible for urban development in the city into each of the interdepartmental committees at the Council to strengthen the mainstream application of all urban and social policies. Examples of how this translates into action on the ground include:

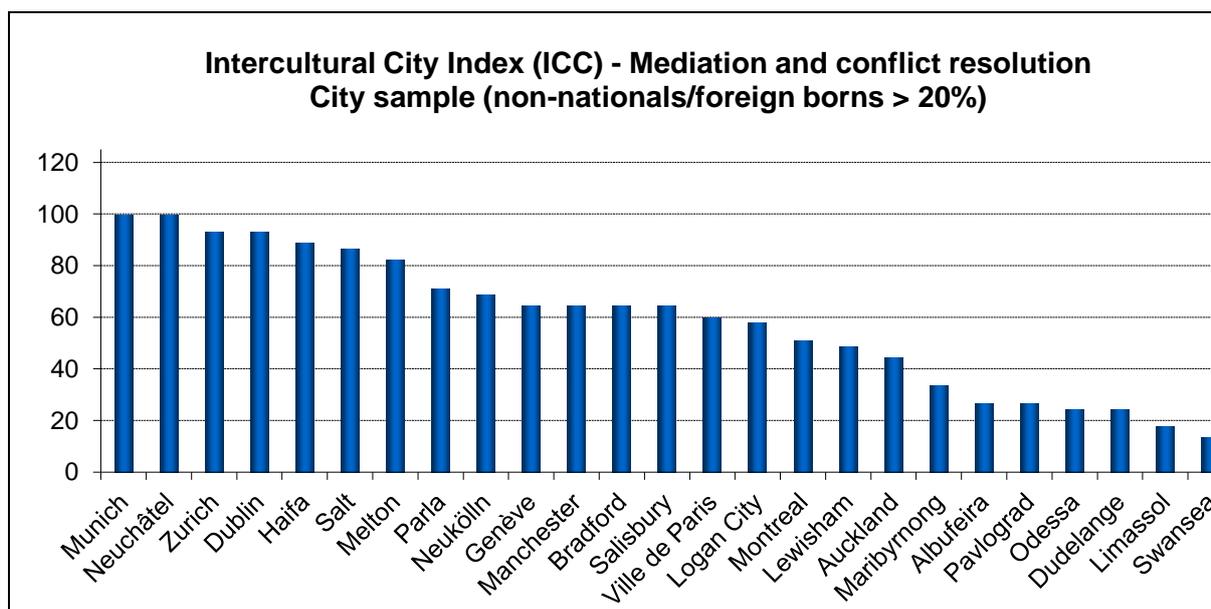
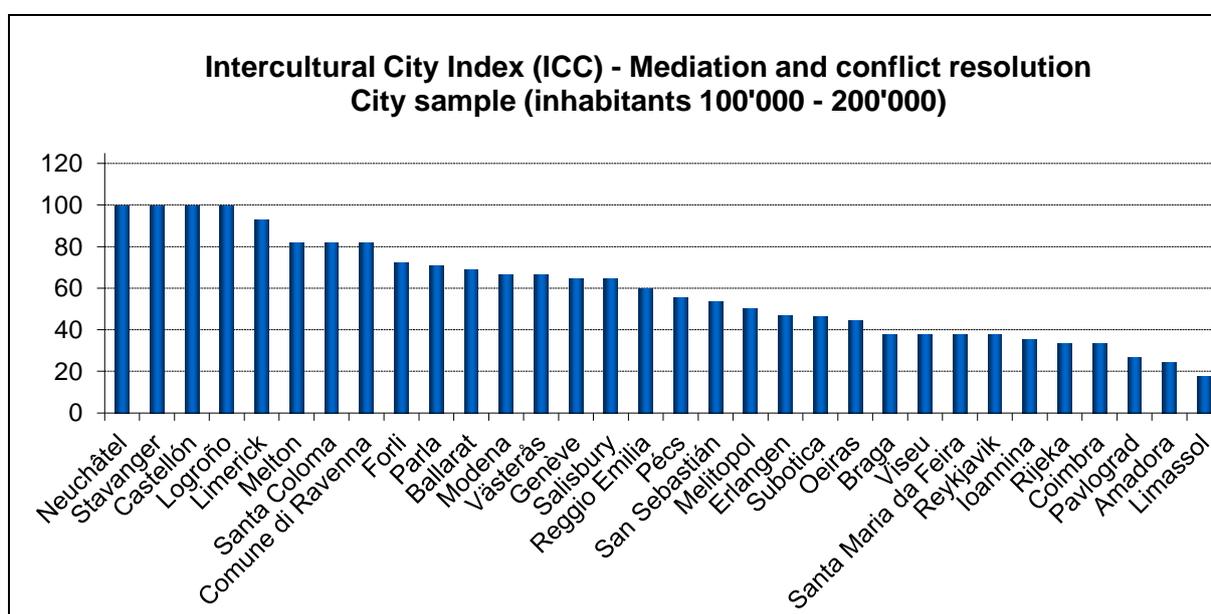
- Inter-group roundtables that could involve representatives from urban planning and, for example:
 - Committee for public spaces
 - Committees for coexistence
 - Inter-group committee for immigration
- Promotion of bilateral relations through bridges for dialogue, between the area for urban development and other areas at the Council.

Finally, in Bergen, Norway, the public library plays a key role in integration. It is a hub for cultural activities, stocks books in several languages, has a learning centre with a range of learning activities that are organised in partnership with NGOs, and serves as a meeting place for dialogue.

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.

Salisbury's score in the field of mediation and conflict resolution is 64, slightly higher than the city sample result of 60. The score of 64 of the City of Salisbury can be explained with the fact that the city is partially dependant of the capital of South Australia – Adelaide, as mediation services fall under the national government's responsibilities.



The City of Salisbury has an intercultural mediation service run by a civil society organisation which deals with mediation of intercultural communication and/or conflict. The intercultural mediation is provided on an as-needed basis.

A recent example is an intercultural conflict between the use of a sports field by a formal sports club and an informal culturally and linguistically diverse social sports group. The department responsible for managing the park have educated both parties and encouraged shared use of facilities. Another example is the offering of cultural awareness training to official volunteer and social groups in order to increase the capacity of members to work harmoniously with diverse cultures.

Salisbury did not at the time of completing the questionnaire have a municipal service devoted to inter-religious relations only.⁸ However, the City has a general municipal service which is provided at an ad hoc level via community centres. Community centres have a strong relationship with culturally and linguistically diverse communities as well as religious leaders and organisations. Morella Community Centre, for example, has a steering group which has an inter-religious composition. As such, they have the resources, networks and skills to mediate inter-religious relations, although this is not a prescribed function of their organisation.

Recommendations

It is recommended to where possible create a mediation service dedicated to intercultural issues providing mediation in various contexts in institutions such as hospitals, police, youth clubs, mediation centres, retirement homes, etc. or for general purposes in the city administration. Another mission for the dedicated mediation service is to provide mediation and conflict resolution in neighbourhoods, on the streets and to actively seek to meet the residents and discuss problems. Inter-religious relations are also critical components for social cohesion. That is why a dedicated municipal service devoted to inter-religious relations could be recommended.

A good practice from the Norwegian city of Bergen 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.

Another good example comes again from Norway. The Mediation panel in Oslo is 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 do not 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).

⁸ Since completing the questionnaire, the city has established Interfaith Network with over 30 local religious leaders.

A precise action that can serve as a good example of mediation is the inner-city district of Berlin-Neukölln, Germany. The main thematic is the mediation between cultures and languages to promote intercultural integration in schools. Berlin-Neukölln supports the organisation "[LebensWelt](#)" ("Living Environment") in its intercultural mediation project at the Rixdorfer Primary School in Neukölln, which is visited by 19 different nationalities and by many children with families who do not speak German or English. The intercultural mediators work with parents and teachers to solve specific conflicts or problems, such as learning difficulties or other problems that teachers and pupils have with one another. Moreover, the mediators familiarise parents and children from minority/migrant backgrounds with the German school system and offer advice on upbringing and how to support their children's education. Parents are thereby encouraged to take part in their children's school life and to see that their children's education is the task of both school and parent.

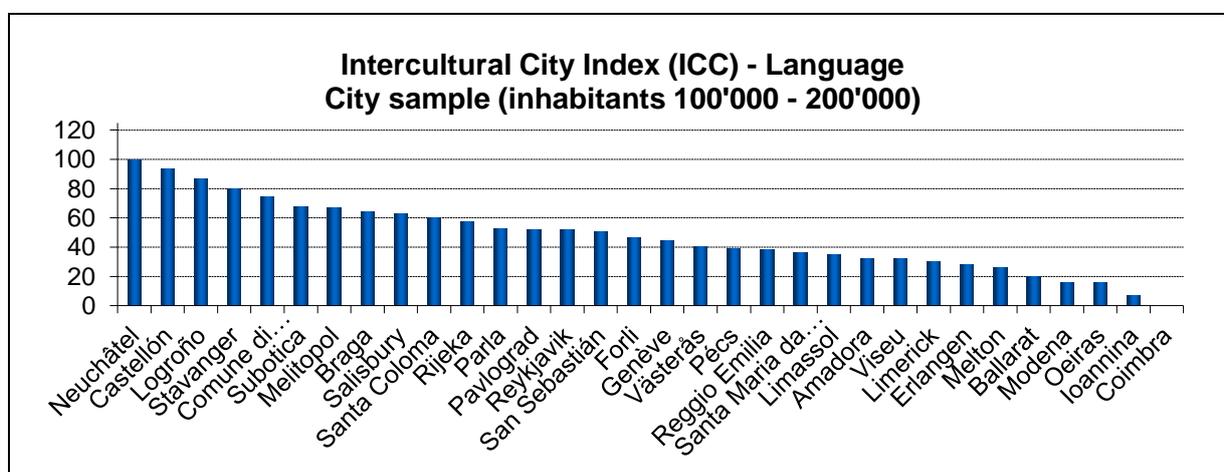
A good example also comes from Reykjavik, Iceland where the group of officers is diverse and includes representatives of many minority groups, for example immigrants, people with disability, or LGBTQ people. To prevent potential misunderstandings and to open up a dialogue about discrimination, equality, prejudice and stereotypes, the Human Rights Office of Reykjavik has designed a specific training for city employees. The training targets all departments of the City and describes everyday actions in the workplaces, what effects different situations could have on wellbeing at work, how humour is both important but can also be hurtful; it further talks about the importance of words and underlines that they can have different meanings for different people; it describes and analyse micro aggressions, stereotypes and prejudice. The training provides real examples of discrimination based on origin, sexual orientation, disability and health issues.

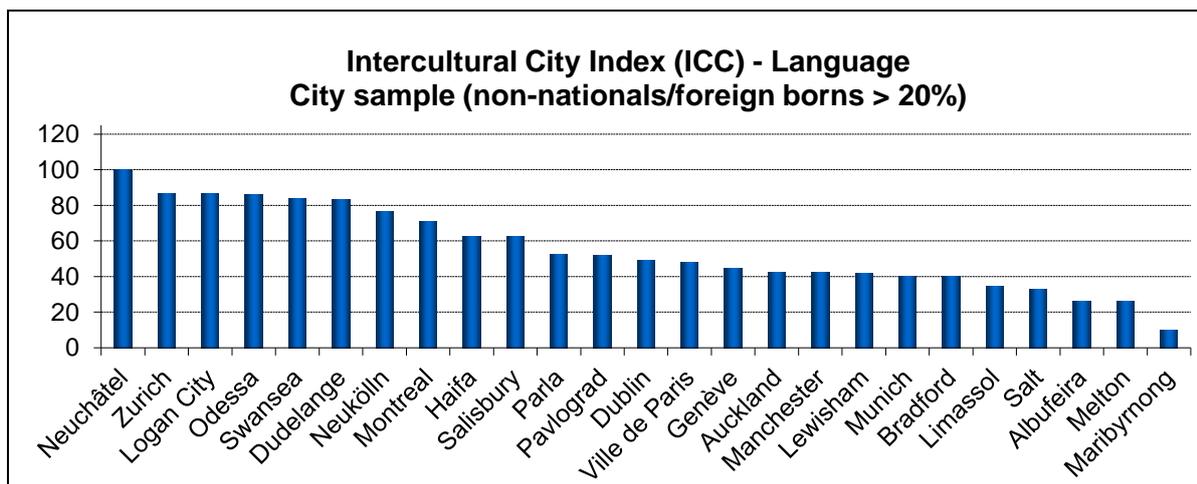
Finally, the ICC cities of Milan, Palermo and Turin, Italy with support from many organisations have launched the project #iorispetto (I respect). The project promotes civic awareness and active empowerment oriented towards the realization of a more inclusive society. The project methodology combines 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.

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.

Salisbury's score in the field of language is 63, higher than the city sample result of 48.





In the City of Salisbury different services in the field of language competences, like teaching migrant/minority languages as part of the regular curriculum at schools and teaching migrant/minority languages as a regular language option, are available to everyone based on national regulations.

The languages of culturally and linguistically diverse communities are honoured and supported through the provision of Council services. Cultural groups are encouraged to speak in their mother-tongue during organised weekly programs. This is further encouraged and enabled by the City Council who engage an interpreter at each weekly meeting. Another service in the field of language competences is the Council's annual offering of Kaurna Language courses open to the public. Kaurna is the language spoken by traditional custodians (Aboriginal People) of the Salisbury area and effort is required to ensure it is not lost.

Salisbury raises awareness of migrant languages through a range of services like for example: **The Mayor's Radio Program**, language classes, translation of materials and support by key staff. The Mayor's Radio Program highlights cultural community events. Important documents and posters like the "Welcome to Salisbury Booklet" are translated into languages commonly spoken by migrants raising awareness of these communities and languages. Additionally, The City of Salisbury hires Project Officers who specifically work with culturally and linguistically diverse communities in navigating the NDIS (National Disability Insurance Scheme), providing language support and translation support. This logistical support enables people with disabilities to overcome language barriers.

The City of Salisbury supports projects that seek to give a positive image of migrant/minority languages thanks to a number of active culturally and linguistically diverse language speaking groups which are run from Community and Seniors Centres, and facilitated by bilingual staff and volunteers. Significant Council publications are translated into languages spoken by migrants including Hindi, Vietnamese, Nepali and more. Additionally, 'welcome' in languages spoken in the community will be printed onto the new Community Hub building.

Recommendations

It is recommended the city council provide support to local minority media in migrant/minority languages. A good practice that can serve as an inspiration comes from Spain. Barcelona 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, which was approved in Barcelona during the World Conference on Linguistic Rights in 1996. A learning programme for family members' languages - recognising and promoting the linguistic diversity in Barcelona's neighbourhoods - has been launched to:

- foster multilingualism in the city and within the educational system;

- enable and strengthen links between the educational community – schools and Parents’ Associations (AMPAs) – and the communities of each neighbourhood; and
- turn schools into a welcoming and meeting space for families from various cultural contexts.

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.

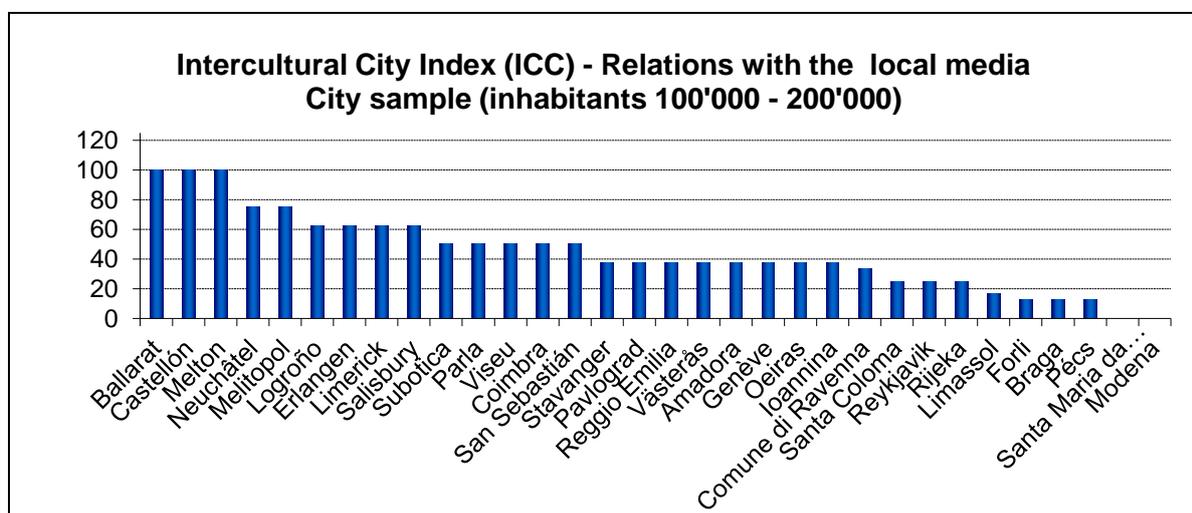
The City of Sabadell, Spain, provides a variety of services in the field of language competences. First, specific language trainings are offered to the migrant community in the host languages: training for women with little knowledge of the official languages (Women’s Space) and language support for 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.

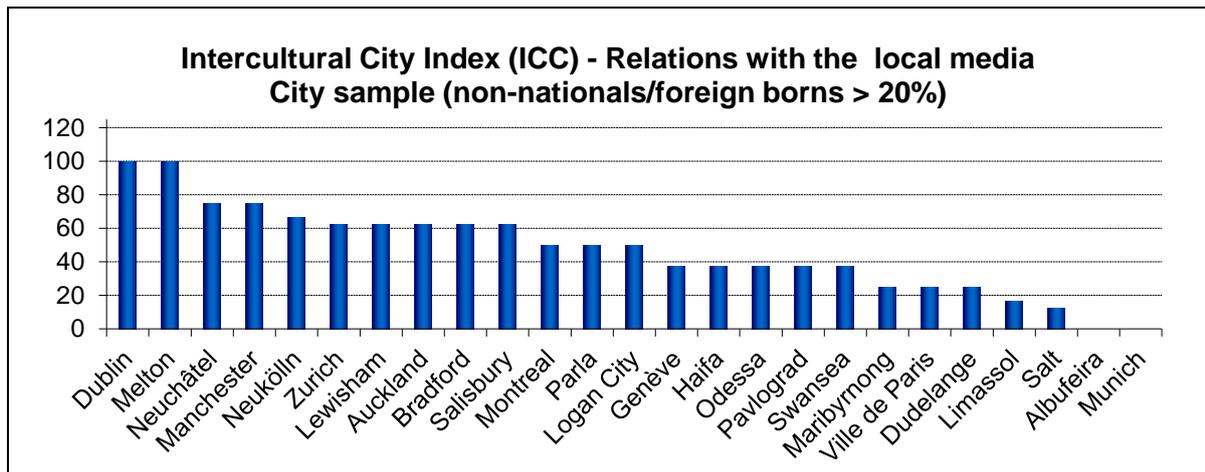
Another good example comes from Auckland where celebration of the culture and language of the 700,000 Māori people living in New Zealand. Auckland participates in the Māori Language Week, organising various events and activities across the city. These include bi-lingual storytelling in te reo Māori and 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.

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 purvey a similar message and cover events occurring in the city in an objective and unbiased way.

Salisbury’s score in media and communication is 63, considerably higher than the city sample result of 46.





The City of Salisbury has an over-arching Communications Strategy which guides all corporate communications to convey the vision of being a flourishing City with opportunity for all. This plan does not specify a policy to increase the visibility and images of culturally and linguistically diverse groups. However, the strategy does highlight the cultural diversity of Salisbury and the popularity of Salisbury for new migrants, reinforcing the diversity of the audience and that media publications should be relatable and appeal to this audience. Although not specified at a policy level, considerable effort is made by staff to increase the visibility of diverse cultures, ages and abilities in publications. Examples include publications of articles and photos of local success stories featuring culturally diverse people, cultural celebrations and program events, and highlighting disability awareness (including intersectional cultural and ability diversity).

The city does monitor local media and social networks to know how they represent migrants or minority groups. When local media portrays people with migrant/minority backgrounds through negative stereotypes the strong relationships of the City of Salisbury with media companies and journalists play a major role. Negative stories about the residents, especially if through a racial lens, are promptly addressed for resolution by staff. However, there are rarely negative stories portraying migrant/minority backgrounds that specifically target City of Salisbury geographically.

Recommendations

A dedicated communication strategy to improve the visibility and image of people with migrant/minority backgrounds in the local media could be recommended for the intercultural inclusiveness of Salisbury. When possible, providing support for advocacy/media training/mentorship/setting up of online media start-ups for journalists with migrant/minority backgrounds is also recommended. The City council can also be inspired by for example the following good practices:

The awareness-raising campaign against cyber racism and intolerance on social media in Tenerife, Spain is set-up under the cultural diversity management strategy “Together in the same direction” of the Island Council of Tenerife. Through this, the Tenerife Antirumours Group launched a new awareness-raising campaign to counter cyber-racism and intolerance spreading through internet and social media. Under the slogan, #Liberalareddeodio (free the net from hate), the campaign aims to raise awareness on the risks and prejudice deriving from 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. The volunteers, part of the Tenerife Antirumours Group have already carried out a first awareness-raising activity in the framework of the “4th Canarian Islands’ Festival of the scientific and professional fields”, organised by the La Laguna University. Topics of

discussion with secondary school and baccalaureate students from 5 metropolitan areas were the attitudes and behaviours spread on social networks, and the dangers deriving from the cyber-racism.

In addition, the Tenerife Anti-rumours Group has also visited the French secondary school Jules Verne offering a workshop to those students attending 4th grade on the occasion of the Week Against Racism. The follow up to this visit is to continue developing similar workshops in other schools of the Island, thus expanding the outreach of the awareness-raising campaign. Within the framework of this strategy, the idea is also to create a space for dialogue and “communication empowerment” through workshops addressed specifically to students attending programs of Training and Apprenticeship.

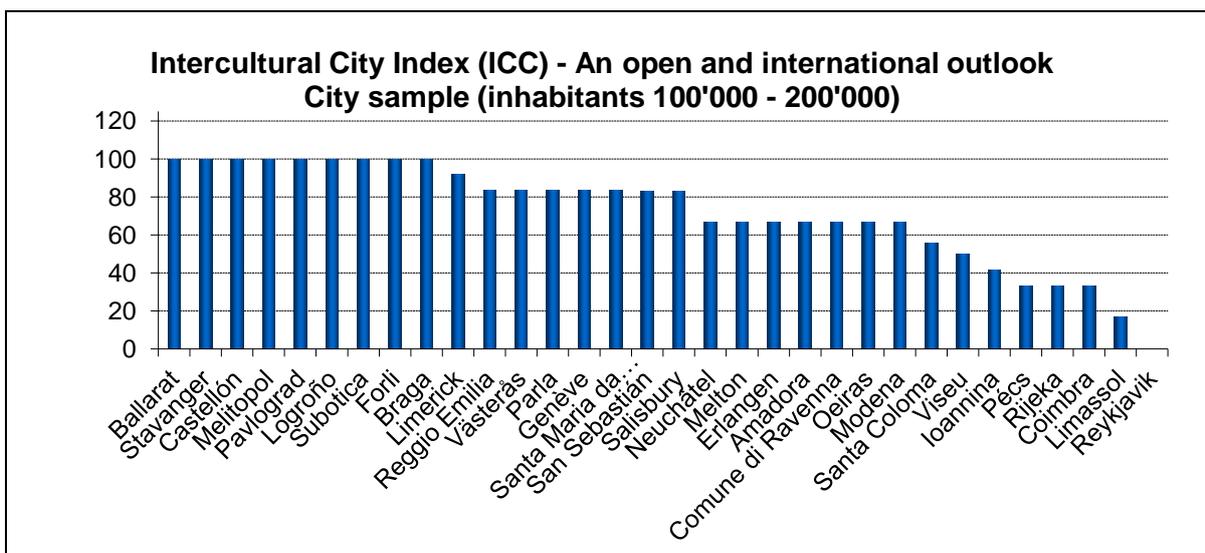
Another good example is the Geneva’s anti-racism campaign where the city tackles hurtful words. At a time when social networks and digital communication are having a major impact on the everyday interaction, raising awareness of discriminatory remarks and speech is a real challenge for public authorities. 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.

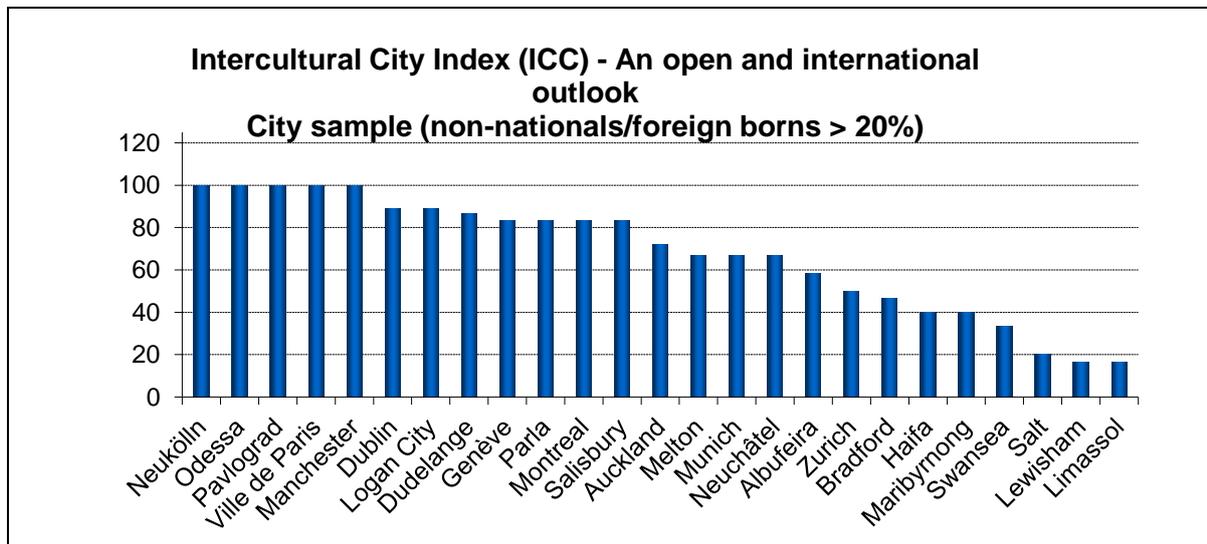
Young audiences are particularly vulnerable to verbal violence. The 2018 anti-racism week in the City of Geneva was therefore organised with the firm intention of encouraging young people to develop prevention tools. Another feature was the active support shown by all the neighbourhoods, which put on a number of excellent local events. The Action Week against Racism in the City of Geneva is co-ordinated by the Service Agenda 21 - Sustainable City, in the context of the city’s policy on diversity and is co-hosted by the Culture and Sport department and the Social Cohesion and Solidarity department of the City of Geneva, the Office for the Integration of Foreigners of the Canton of Geneva and the voluntary sector.

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.

Salisbury’s score in the field of international outlook is 83, higher than the city sample result of 69.





The city has an explicit policy to encourage international cooperation in economic, scientific, cultural and other areas, named "[Sister City and Friendship Selection and Maintenance Policy](#)". This is the strategic document which encourages international cooperation of Salisbury and its sister and friendship cities Mobarra in Japan and Linyi in China. The sister and friendship city relationships promote economic, educational, and cultural development between cities resulting in enhanced opportunities for the residents of Salisbury. The Strategic and International Partnership Committee plays a key role in developing strategic international relationships. The committee is currently working with staff to examine further opportunities to expand the City of Salisbury's international relationships.

The City Council has a specific financial provision for this policy as well as a foreign student exchange program that reach out to exchange students from Mobarra, Japan - the City of Salisbury's Sister City. An example is the annual one-week exchange program where [Twelve Youth Centres](#) and local schools host 30 students running cultural activities, outings, tours, and team building exercises. The students are formally welcomed and farewelled in a Ceremony, with Council staff also encouraged to host students in their houses.

Additionally, Salisbury seeks to develop business relations with countries of origin of its diaspora groups by supporting organisations who want to develop these business relations. One of these organisations is the Polaris Business Centre run by Salisbury Council which is responsible for the development of international business relationships, as is the Strategic and International Partnerships Committee. In 2017, the Polaris Business Centre facilitated a survey of local businesses to identify interest in export opportunities. The potential countries of greatest interest were New Zealand, Singapore, the United States of America, and countries in South East Asia. These countries of interest do not necessarily represent the countries of origin of the Salisbury's diaspora.

[Suggestions](#)

The good result of the City of Salisbury in the area of International Outlook can be highlighted with good practices inspired by other cities in the ICC network. International relationships can help the city understand the geopolitical, cultural, and economic context and help shape its policies of welcome and integration. They can also support migrants in developing a sense of belonging to their new community, by giving a formal recognition of their country of origin and of their cultural identity.

Cities are becoming aware of the need to develop such "foreign affairs" and most commonly use city twinning, artistic exchanges, and development co-operation to this end. Some cities are trying to foster business relations with countries of origin, seeking investment or joint ventures, but few have an (inter)cultural international policy agenda where both parties contribute as equals to support integration, social cohesion, and respect for diversity.

Reggio Emilia, Italy has made a major step in this respect. It 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.

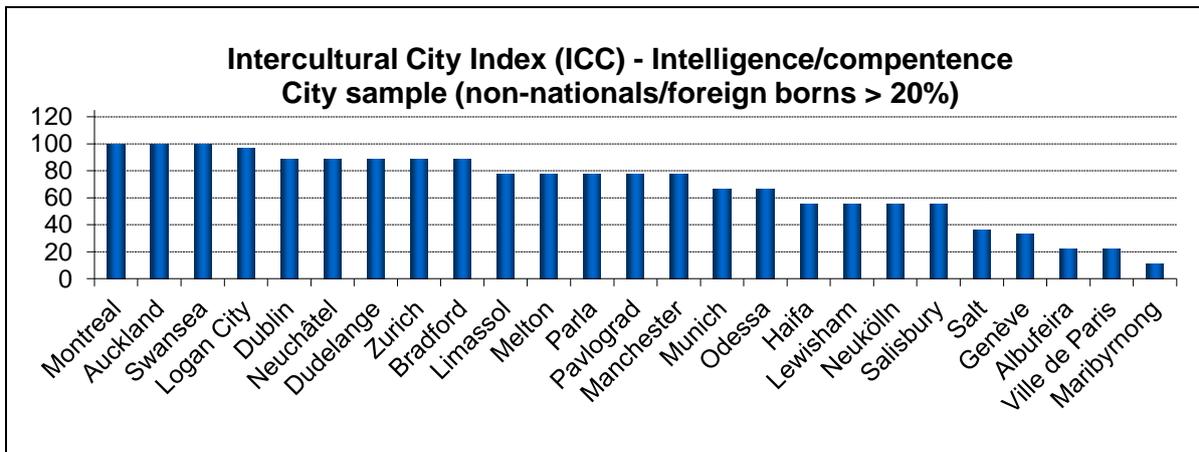
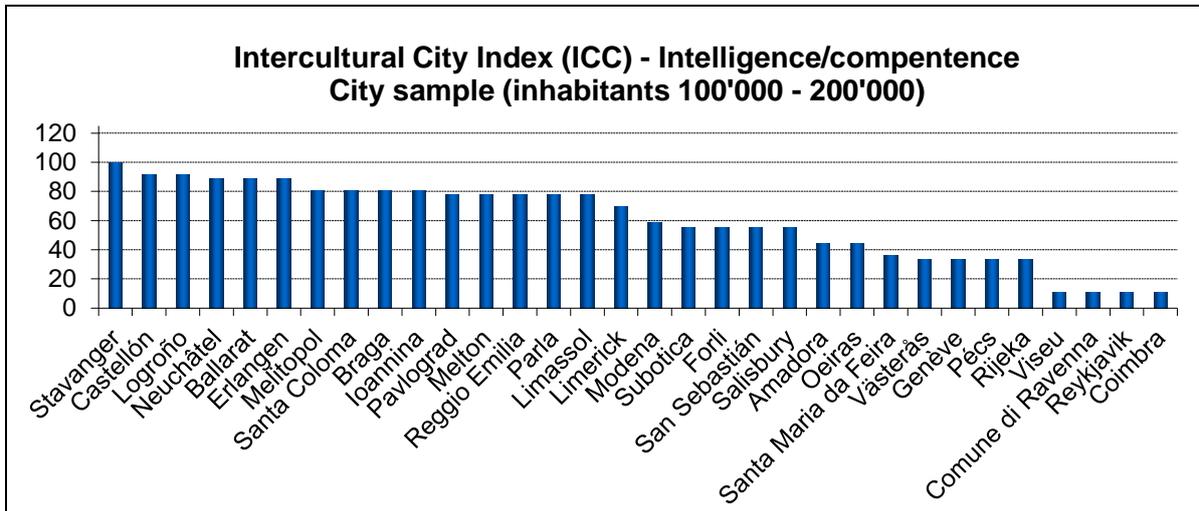
Mondinsieme has already opened an Arabic class for non-Arabic speakers – the demand by far exceeded the expectations. The Municipality of Reggio Emilia has a wide network of international contacts and projects aiming to share the city's best practices and opinions worldwide. The city has established through the years a set of twinning and friendship agreements reaching to 15 official international institutional relations which are to be implemented through continuous exchanges of study visits, conferences on topics of common interests, international joint project (such as EU projects or development cooperation projects). 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 in 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, in Morocco.

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.

Salisbury's score in the field of intercultural intelligence and competence is 55, lower than the city sample result of 62.



The City of Salisbury does not carry out surveys that include questions about the public perception of migrants/minorities and about the feeling of security/safety with respect to people with migrant/minority backgrounds.

However, statistical, and qualitative information about diversity and intercultural relations are mainstreamed to inform the Council's process of policy formulation. The City Council policy formulation is heavily informed by demographic statistics sourced from the Australian Bureau of Statistics (ABS). The Council also holds subscriptions to [ID.Community](#), a demographic tool which helps extract, navigate and analyse ABS data. Social planners gather and analyse demographic statistics to inform all relevant policy. Demographic characteristics include data on ethnicity, language, migration, employment, family composition and education. This information was central to the development of the City Plan 2030, which overarches all strategic documents developed by the City Council. Consequentially, the Council policies and strategic plans reflect the characteristics of local communities. An example is the Communication Strategy which encourages communications with representation of diverse cultural backgrounds, diverse ages, and young families.

Additionally, a bi-annual [Community Perceptions Survey](#) is conducted by an external organisation with a random sample of 600 residents. Although this survey does not directly ask about public perceptions of migrants, it does address public perceptions of community safety. Overall, a positive perception of migrants has been found in its results.

The intercultural competence is an important skill for every intercultural city official. Consequently, the promotion of this skill is very important. The City of Salisbury is committed to continually advancing the intercultural competence of its staff through interdisciplinary seminars and networks and training courses. The cultural

awareness training opportunities are open to all staff with a mix of compulsory and optional attendance. As directed in the Intercultural Strategic Plan, the staff receives an inclusion awareness training which include intercultural awareness. The intercultural competence of staff is highlighted and promoted (e.g. internal emails and externally published magazines⁹).

Recommendations

It is recommended that the City of Salisbury carry out surveys related to migrants/minorities. The Council can also take an example from the City of Haifa in Israel where the conflict resolution is possible through a [Community - Police Relationship Programme](#). The goal of the programme is to increase the feeling of security among Haifa's more vulnerable residents and neighbourhoods and to improve the police force's ability to carry out its role through the process of developing cultural competency skills and building trust between the police and the communities they serve. The programme strengthens mutual understanding and respect between the police force and the community and, in doing so, confronts the main challenge faced by the police in multicultural and liberal societies: finding a balance that allows the police to maintain law and order, whilst simultaneously strengthening the sense of belonging and equality of different social groups. A stronger sense of respect and understanding will strengthen the protection of law and order, contribute to the personal senses of security among citizens, and help the police do their jobs more effectively.

The programme addresses these challenges in two ways: firstly, with a "top-down" approach: training police officers from Haifa police stations in cultural competency skills, thereby increasing the willingness and ability of the police to effectively participate with the minority communities they serve; secondly, with a "bottom-up" approach: engaging community members at all levels (leaders, parents, and children) in conversation with authorities and providing leadership building workshops to empower residents.

Meetings are organised between community leaders, neighbourhood police, school students and parents from the neighbourhood (Phase 1) in order to promote discussion and dialogue. Follow-up meetings are then held with community leaders and police officers to implement recommendations and evaluate changes in the number of incidents, complaints and feelings of safety of the residents.

The action is carried out in co-operation with the community department and the City Secretary Office of Haifa municipality and facilitated by experts in the field of intercultural work and facilitation.

Another good example is the "Cultural awareness capability" which is included as a requirement for the role of an elected member at the Auckland Council (New Zealand). It requires members to:

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

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.

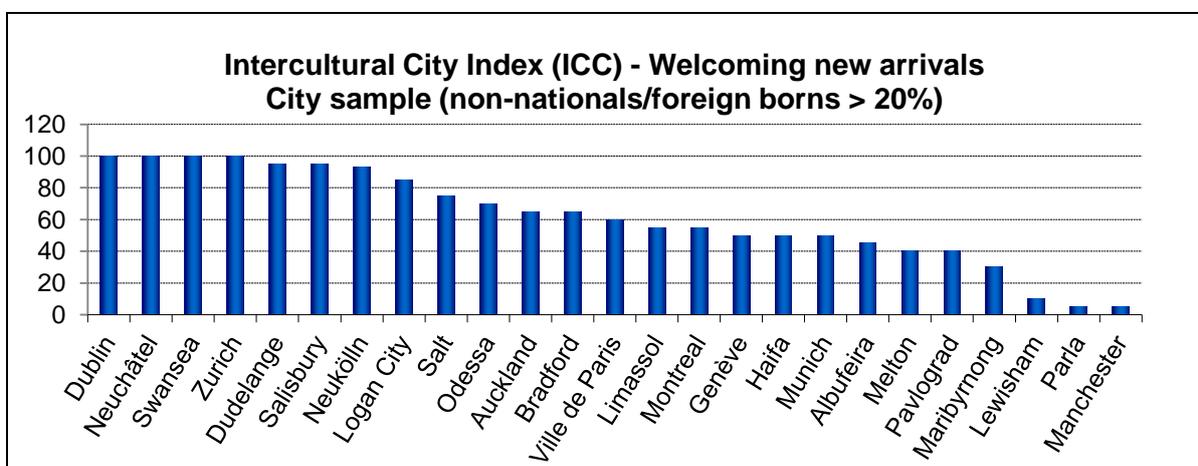
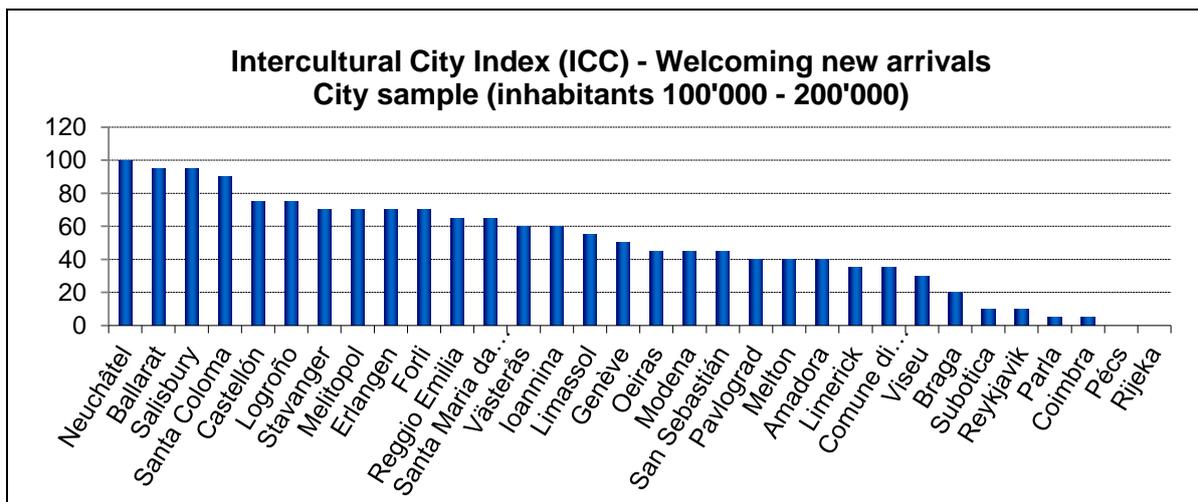
⁹ [Salisbury Seniors Magazine](#) (p9) – article promoting intercultural competence: "Salisbury Welcomes" and "Salisbury Community Hub"

The city of Dudelange, Luxembourg can also provide interesting examples. An awareness-raising training on how to write easy-to-read information was for example organised. The main objective was to build skills for participants so that their communication 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 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.

Salisbury's score in the field of welcoming newcomers is 95, considerably higher than the city sample result of 56.



The City of Salisbury is doing very well in the area of welcoming newcomers. This is partially due to the fact that the city has a designated agency, unit, person, or procedure to welcome new arrivals and also a comprehensive city-specific package of information and support called “**Welcome to Salisbury Information Booklet**” available in 14 languages (English, Arabic, Bosnian, Chinese, Dari, Hindi, Khmer, Malayalam, Nepalese, Swahili, Tagoalog, Tamil, Vietnamese and Spanish). The booklet is translated into an additional four languages.

Salisbury provides a range of services such as cultural group programs, information packages and networking opportunities for newcomers. Government and non-government agencies provide specific support to newcomers. The Australian Refugee Association provides settlement support to refugees. AMES & TAFESA provides English courses and employment pathways to newcomers. The Australian Migrant Resource Centre provides services to migrants including aged care help, National Disability Insurance Scheme, Women’s Employment services, community support programs, volunteering, arts, sports, cultural and recreation opportunities.

Additionally, residents who arrive in Salisbury who are not already Australian Citizens may have the opportunity of becoming Australian Citizens. Every six weeks, the City of Salisbury hosts Citizenship Ceremonies for approximately 300 new Citizens, which is a formal Celebration and Welcome with officials present. Whilst many of these residents are new to Salisbury, some of them become Citizens after already living in Salisbury/Australia.

Suggestions

Welcoming efforts are important support to newcomers. A good practice is shown by the City of Swansea in the United Kingdom, where the City Council pledged its commitment to supporting its status as a City of Sanctuary – welcoming those fleeing from war and/or persecution. Here are the main actions which support this commitment:

- The “Better Welcome to Swansea” project is a mentoring scheme where local volunteer Mentors are recruited and trained to support people seeking sanctuary (primarily newly arrived asylum-seekers) to feel welcome. The aim of the scheme is to promote integration between asylum-seekers and refugees and people in local Swansea communities. The project provides support both in groups and individually to increase sanctuary seekers’ knowledge of the Swansea area whilst encouraging active participation in day to day activities. It is a short-term support with the aim of building confidence and reducing isolation for its participants empowering them to do things for themselves, rather than becoming dependent.
- The “Vulnerable Person’s Resettlement Scheme” is an UK government scheme which was joined by the Swansea Council. It resettles families who have fled from Syria to neighbouring countries and works with partners to help families settle into life in Swansea – including housing, healthcare, education, English classes, English support in schools, training and assistance with employment and general orientation.

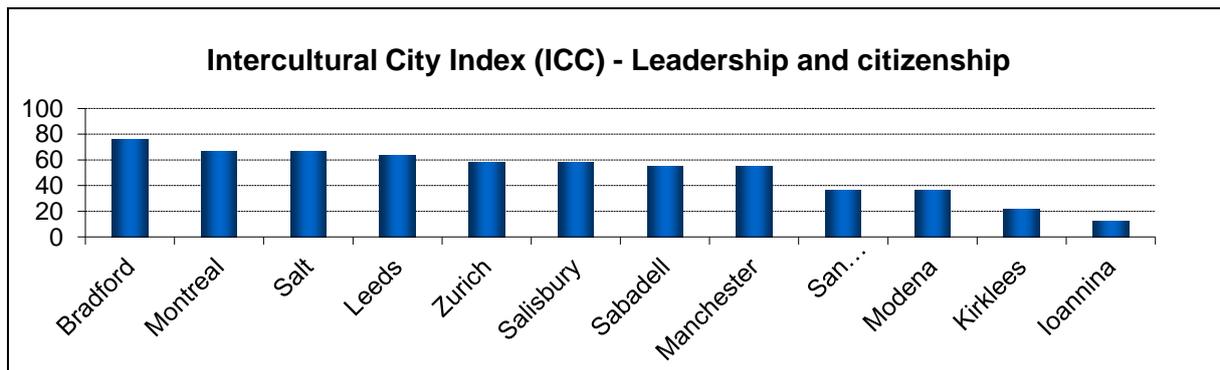
“EatinCommon” is an interesting practice from the City of Stavanger in Norway that can show the local hospitality and create new intercultural friendships. EatinCommon is a concept for all of who love food and like to meet new people. With EatinCommon you can host an event in the comfort of your own 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 company was created by three entrepreneurs who met up at a Start-up Weekend in Stavanger in 2013. Their mission is to create a food movement to empower more people, to have cultural and social experiences around the table, by creating a website with a simple concept and a constant developing service.

LEADERSHIP AND CITIZENSHIP

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.

Salisbury's score in the field of leadership and citizenship is 58, higher than the city sample result of 50.



Despite the fact that foreign nationals cannot stand as candidates in local elections and that there is no standard for the representation of persons with migrant/minority backgrounds in mandatory boards supervising schools and/or public services, foreign nationals can vote in local elections if they are a residents at a place within the local government area and have lodged the prescribed application with the chief executive officer of the council or if they are ratepayers of a property within the area. According to national law a foreign national would only be able to stand as candidate as a prescribed person if they are a nominee of a body which has its name on the voters roll for the area because as a Subject to the South Australian Local Government Elections Act 1999, a person is eligible to be a candidate for election as a member of council if the person is an Australian Citizen or a prescribed person.

Additionally, the **Salisbury Intercultural Community Alliance (SICA)** is a network with the purpose to inform the Council on matters relating to diversity and integration, including the implementation of the Intercultural Strategic Plan. The Alliance is comprised of 10-15 members from diverse cultural backgrounds and their role is to advocate on behalf of culturally diverse community members. SICA offers an effective platform for any citizen to voice an issue or idea to be communicated to the Council, as three staff members meet with the SCIA bi-monthly. Additionally, three members from SICA are on the Intercultural Strategic Alliance which is comprised of Elected Members, Industry Professionals and senior management from the Council, to inform and influence strategy and policy.

Another good policy is the city initiative to encourage people with migrant/minority backgrounds to engage in political life. The federal Electoral Commission is responsible for Local Government Elections, including the production of a range of promotional materials which is translated into several languages. This is done to encourage citizens to understand their right to vote and nominate themselves to stand as a candidate. Under this agency there is a phone service with translators at hand to provide support in languages other than English. The City of Salisbury operates a number of committees and alliances (Youth Committee, Seniors Alliance and Intercultural Alliance) which increases familiarity of the governance system to engaged members. The Youth Council encourages and sponsors its members to participate in the Youth Parliament, where they put forward a bill to South Australian parliament. The members are active in political campaigns and receive mentorship from the Council on becoming an elected member. They are also culturally and linguistically diverse.

Recommendations

An important part of an intercultural city is the democratic representation, participation, and decision-making of all residents of the city irrespective of their origin, nationality or residence status. It is recommended that the City Council take action to promote the presence of minority groups in all supervisory bodies in the city. Additionally, Salisbury can take an example from other cities of the ICC network. An example is the **Young Mayor programme** in England. The London Lewisham Young Mayor is a robust 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

Another interesting example comes from Canada. **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.

In recent years the CiM has taken an active part in many projects, such as the City's work on racial profiling (2010), the Symposium on Interculturalism (2011), and many other projects on various issues such as equality in employment, social inclusion, the municipality's management of minority places of worship and the Montreal development plan. The Intercultural Council is run in partnership with all the departments of the Montreal city authority. The activities of the CiM include:

- Training days on ethno-cultural diversity with executives and elected municipal representatives;
- Participation in colloquies, conventions and public consultations;
- Participation in events held by ethno-cultural communities;
- Organizing a Municipal forum on the participation of ethno-cultural artists and communities in the cultural life of Montreal;
- Organizing a Municipal forum on the problem of racial profiling in Montreal.

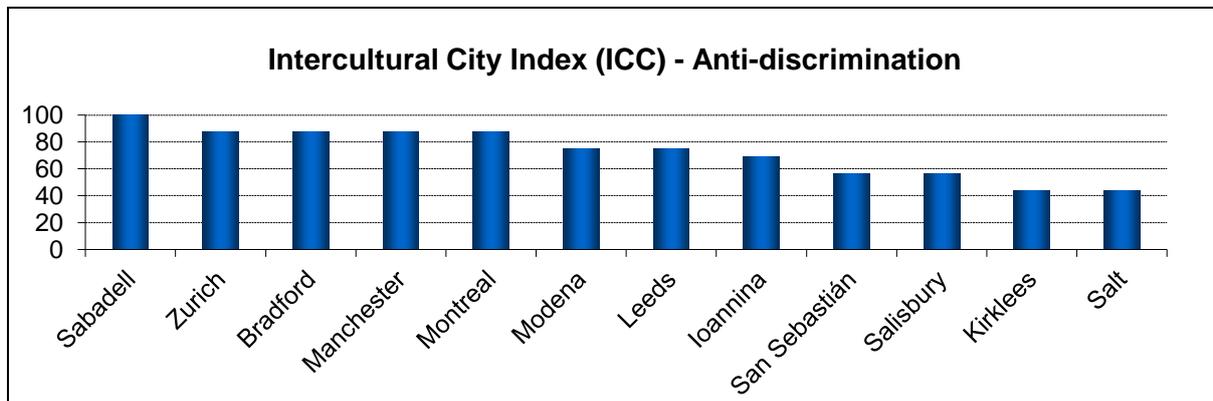
The city has also taken steps to ensure the presence of minority representatives in consultative and decision-making bodies to which the city has the power to make appointments. It has commissioned Concertation Montréal to develop and support innovative and structural regional initiatives to achieve 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.

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 here. There is no evidence that the properties have been sold or rented at a higher value after the renovation. Vinnytsia also uses a platform for participation processes where all regeneration issues can be openly discussed. The hub is used by active citizens, pro-active NGOs and city council representatives, including the mayor, for open discussions.

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, programs 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.

Salisbury's score in the field of anti-discrimination is 56, lower than the city sample result of 72.



Despite the fact that the City of Salisbury has not carried out a systematic review of all municipal rules and regulations to identify mechanisms that may discriminate against residents with migrant/minority backgrounds, the Council has a policy called “**The Fair Treatment Policy**” which outlines that unfair discrimination is prohibited and prescribes “**Fair Treatment Contact Officers**” who are trained to provide support and information. The Intercultural Strategy and the Access and Inclusion Strategy both refer to the Australian Government legislation prohibiting discrimination. Lastly, the City of Salisbury is a Refugee Welcome Zone.

The City does not have a dedicated service that advises and supports victims of discrimination; however, this is done at the regional and/or national level. The private organisation “**Intercultural Connections**” regularly monitor/research the extent and the character of discrimination in the city and works closely with the City. Their duties include monitoring media discrimination as well as community outreach information sessions to public, staff, community centres, sport and recreation centres.

Additionally, the City of Salisbury runs punctual anti-discrimination campaigns like for example the 2015 “[Racism. It stops with me](#)” (p.27) in 2015. As part of this campaign, guest speakers from the Equal Opportunity Commission presented to staff to raise awareness. Other promotions to staff including community events and publications in the Salisbury Aware magazine have helped to generate further awareness about the campaign and discrimination.

Another good practice from the City of Salisbury is the signing of the “**Refugee Welcome Zone Declaration**”, on 21 March 2016, which is a commitment to welcoming refugees into the community, upholding the human rights of refugees, demonstrating compassion for refugees and enhancing diversity in the community. [Refugee Welcome Zones](#) are an initiative of the national body Refugee Council of Australia.

The City does not have an anti-rumours strategy or implement anti-rumours activities following the official Council of Europe methodology.

Recommendations

An intercultural city ensures every effort is made to ensure non-discrimination in all of its policies, programmes and activities. Consequently, it is recommended that the City of Salisbury consider a systematic review of municipal rules and regulations, with the purpose of identifying mechanisms which may discriminate against residents. Providing financial and/or logistical support to civil society organisations that advise and support victims of discrimination and implementing anti-rumours activities following the Council of Europe methodology is also recommended.

A good practice that can serve as inspiration is the Bilbao creative anti-rumour writing initiative. In 2017, within the framework of the city [anti-Rumour strategy \(ARS\)](#), a creative anti-rumour writing initiative has been developed to involve the local community in the implementation of the ARS strategy. In Bilbao, many people are fond of creative writing; this has been used to connect the interest of citizens with the ARS to raise awareness about diversity and coexistence. The activities implemented in this framework consist of writing training and workshops about diversity

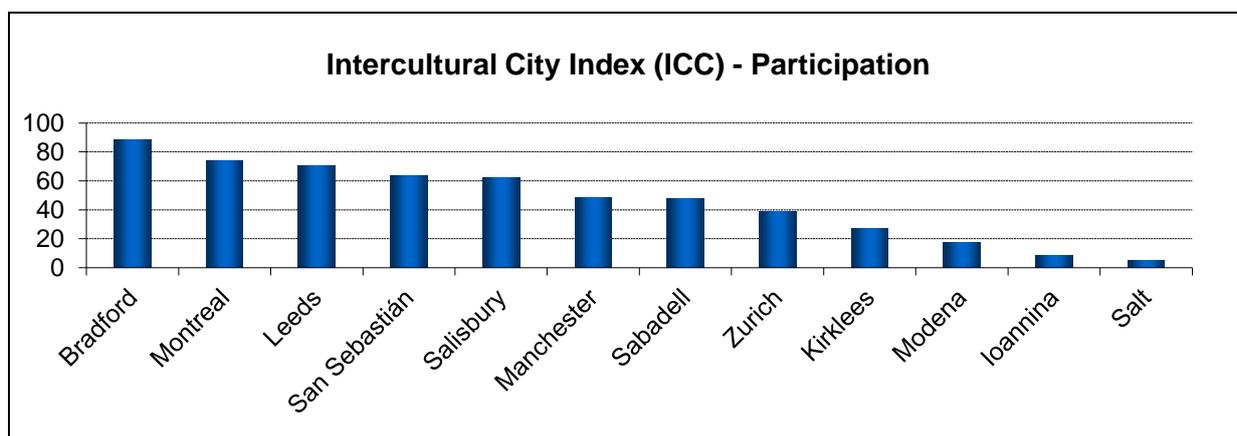
and coexistence as well as an annual contest of short novels. The results showed that more people are involved in the general anti-rumour strategy taking part in other activities of the ARS project. A yearly publication of selected short novels is also realised. The cooperation appears on the local level with local writers, professors and writing schools. The local observatory of immigration also cooperates as well as local associations.

Another excellent initiative comes from Spain. In 2000, Sabadell signed the European Charter for the Safeguarding of Human Rights in the City¹⁰, committing itself to incorporate its principles and norms into its local legislation. This 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 LGBTI 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.

PARTICIPATION

Inclusion, power-sharing and participation are the golden keys of intercultural policymaking. 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. Twelve cities have so far replied to this new index chapter. Salisbury's score in the field of participation is 63, higher than the city sample result of 46.



The adoption of the Intercultural Strategic Plan of the City of Salisbury is the result of consultation process including people with migrant/minority backgrounds. The Intercultural Strategic Plan was heavily informed by extensive and meaningful community engagement, focussing on culturally and linguistically diverse communities. This consultation was done at multiple stages and at varying depths throughout the process. Five community workshops were delivered, with heavy participation of culturally and linguistically diverse residents. A survey was completed

¹⁰ Read more on the ICC website: <https://www.coe.int/en/web/interculturalcities/-/anti-discrimination-tools>

by over 600 people, with substantial completion by culturally and linguistically diverse members. Prior, in 2016, a survey of 91 culturally and linguistically diverse youth was conducted.

Complementing this engagement, the voices of the community were also heard through informal engagement. With 850 people from eight different culturally and linguistically diverse communities accessing programs at the Community and Seniors Centres, the staff were able to consider information anecdotally passed onto cultural group coordinators, through their relationships with culturally and linguistically diverse communities and their depth of understanding of cultural issues.

Additionally, the Salisbury Intercultural Community Alliance and the Salisbury Intercultural Strategic Alliance are two public participation networks that enable all residents to participate in decision-making processes. A membership to the Community Alliance is open to anyone of any background living in Salisbury. The Alliance acts as a platform for members to advocate on behalf of their cultural communities as well as assisting in implementing the Intercultural Strategic Plan. Three members of this Alliance are part of the Strategic Alliance (which includes elected members and senior management) with the role to voice issues raised in the Community Alliance and to have these inform decisions.

Salisbury does not monitor the participation of city residents with migrant/minority backgrounds in the decision-making process and does not take action to ensure that residents with migrant/minority backgrounds are fairly represented in key institutions and organisations. At the same time the City has not 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. Surveys of the Salisbury community have shown that residents are not in favour of quotas, but rather in preference for merit-based decisions. However, the City of Salisbury has internal policies about gender equality and initiates good practices for fostering gender equality through systematic mechanisms. The provision of childcare at community centres and libraries which are heavily used by the city's culturally and linguistically diverse community helps to enable carers, particularly females, and give access opportunities of learning and building meaningful connections by removing the barrier of parenting/caring.

Recommendations

Inclusion and participation are the keys to intercultural policymaking. An intercultural city actively seeks the participation of all residents in the various decision-making processes that affect life in the city. It is therefore recommended the City monitor the overall participation and representation of residents with migrant/minority backgrounds in the decision-making process and, if necessary, introduce further mechanisms to ensure equality and representation is respected in organisations participating in the decision-making process.

A good practice that can be useful for Salisbury comes from Donostia-San Sebastian, Spain where a city initiative supports culturally diverse NGOs to enhance participation of migrants, ethnic minorities, and local citizens in the life of the city. The initiative consists in giving grants to culturally diverse people and NGOs in order to implement projects which promote the participation of migrants, ethnic minorities and local citizens in activities that foster coexistence and interaction. These projects consist of welcoming, awareness raising, participation or training activities and aim at increasing the visibility, acknowledgement and respect of rights, diversity, languages, and religions. They are also intended to foster interculturality as an asset in different areas such as education, youth, human rights, gender equality and others.

This initiative empowers citizens with a migrant or ethnic background and those associations working in favour of interculturality, and supports them to build up their own projects, those that are more suitable and answer to their specific needs. It also provides them the chance to enhance the value of their own cultures and bring together local people and other culturally diverse citizens.

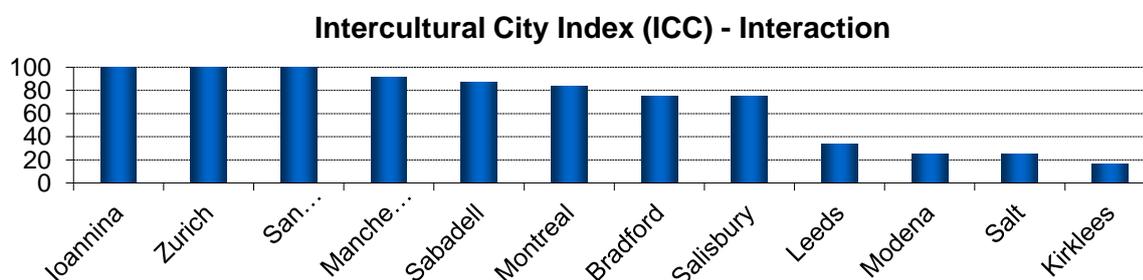
An example is the project of political participation of young women in the inner-city district of Berlin-Neukölln, Germany. The Schilleria Girl's Café is addressed to girls and young women, most of who have a migrant background and are socially and educationally disadvantaged. Due to the increasing success of right-wing parties and Europe-wide discrimination of Muslims, the girls involved urgently demanded to talk more intensively about political topics. The project "PolitTalk" therefore took the opportunity of the parliamentary elections to inform those interested about political topics and to motivate them further for the under-18 elections. The project combined political education and empowerment. Participants received training in communication and networking skills. Talks on political parties and the voting system were followed by creative workshops and the election event itself. Local schools and youth clubs were invited.

The action is implemented by the organisation Madonna Mädchenkult.Ur e.V. who will also evaluate it. It is financed through the European Social Fund and funded by the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth and the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety in the framework of the programme "Jugend stärken im Quartier".

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. Salisbury's score in the field of participation is 75, higher than the city sample of 68.



The City of Salisbury has a list of officially recognised organisations. The Polaris Centre run by City of Salisbury maintains a list of approximately 6000 businesses active within the area. The level to which these businesses are concerned by intercultural inclusion is not recorded. Alternatively, the state run South Australian Directory provides information on community organisations.

The City also collaborates with locally run organisations that are active in the field of intercultural inclusion for a range of services. The Council formally engages key organisations to come and provide guest presentations at events on matters relating to diversity and to enhance the community's intercultural awareness and competence. Intercultural discussions held regularly at community centres have a high attendance from these organisations and residents to maintain strong relationships and information sharing. The culturally and linguistically diverse youth mental health network is an example of a formal network that meets regularly including culturally and linguistically diverse officers of State Police, mental health providers, NDIS services, Council staff, etc. The purpose of this network is to share information, reduce unnecessary duplication and therefore increase the efficiency and reach of services. However, teachers in elementary/primary schools do not receive training in intercultural communication and pedagogy.

Recommendations

The Norwegian city of Bergen shows a good practice where mixing and 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.

Fargespill debuted with great success during the Bergen International Festival in 2004 and has since seen over 135 000 performances. They have released a book and an album, which was nominated for the Norwegian Grammys. The Fargespill-concept is licensed to several municipalities all over the country, as well as to Sweden – and several others are on the verge of starting up their own ensembles.

A great inspiring initiative can be found in Spain. The City of Donostia-San Sebastian 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.).

OVERALL CONCLUSIONS

COMMITMENT		The city has formally stated its intercultural engagement. The city has an Intercultural strategy and action plan.
		The communications by the city rarely make clear reference to the city's intercultural commitment. The intercultural section of the City's website is not developed.
EDUCATION		Different plans and strategies involve youngsters in cooperation and intercultural relations. Intercultural projects are implemented in the majority of schools.
		There is no policy to increase cultural mixing.
NEIGHBORHOOD		The City applies the national/state policy to increase the diversity of residents in the neighbourhoods and avoid ethnic concentration. Many actions/activities are encouraged to boost interaction.
		Salisbury does not have a city policy to increase the diversity of residents in the neighbourhoods and avoid ethnic concentration.
PUBLIC SERVICE		The city has a recruitment plan to ensure an adequate rate of diversity within its workforce that aims specifically to increase representation of people with migrant/minority backgrounds at the higher hierarchical levels. The city takes into consideration the migrant/minority backgrounds of all residents when providing most of its services.
		Public employees reflect the composition of the city's population only at the lower and mid-levels. It also does not have a recruitment plan to ensure adequate rate of diversity within workforce.
BUSINESS AND LABOUR		Salisbury has national and State policy that prohibits discrimination in the labour force. The city takes action to encourage businesses from ethnic minorities to enter higher-added value sectors. It also encourages the involvement of an adequate percentage of entrepreneurs with migrant/minority background in business districts or incubators.
		The City of Salisbury does not have a local policy that prohibits discrimination in the labour force. There is no specific support service addressed to migrant companies or entrepreneurs.
CULTURE AND SOCIAL LIFE		Salisbury regularly organises public debates/campaigns and events in the field of culture /cultural diversity.
		Interculturalism is not a formal assessment criterion when allocating Council funds. Salisbury does not encourage cultural organisations to deal with diversity and intercultural relations in their productions.
PUBLIC SPACE		Salisbury takes into account the diversity of the population when designing new public buildings and spaces while also encouraging intercultural mixing in different public facilities. The City does not count with areas dominated by one ethnic group and there are no areas with reputation of being dangerous.
		The public spaces where the city does not take action to encourage meaningful intercultural mixing are the museums and the playgrounds.

<p>MEDIATION</p>	<p>✓ ✗</p>	<p>The mediation service is provided by a civil society organisation. Salisbury has a generalist municipal service which also deals with religious conflicts.</p> <p>Salisbury does not have a municipal service devoted to inter-religious relations only.</p>
<p>LANGUAGE</p>	<p>✓ ✗</p>	<p>The City of Salisbury provide different services in the field of language competences like teaching migrant/minority languages as part of the regular curriculum at schools and teaching migrant/minority languages as a regular language option available to everyone.</p> <p>Salisbury raises awareness with limited means that do not include local minority newspaper/journals, radio programmes and TV programmes in (a) migrant/minority language(s).</p>
<p>MEDIA AND COMMUNICATION</p>	<p>✓ ✗</p>	<p>The city does monitor local media and social networks to know how they represent migrants or minority groups. Negative stories about the residents, especially if through a racial lens, are promptly addressed for resolution by staff.</p> <p>The City does not have a communication strategy to improve the visibility and image of people with migrant/minority backgrounds in the local media.</p>
<p>INTERNATIONAL OUTLOOK</p>	<p>✓ ✗</p>	<p>The city has an explicit policy to encourage international cooperation in economic, scientific, cultural, and other areas. The City Council has a specific financial provision for this policy as well as a foreign student exchange program that reach out to exchange students.</p> <p>Exchange between the diaspora and the cities of origin are limited.</p>
<p>INTELLIGENCE AND COMPETENCE</p>	<p>✓ ✗</p>	<p>Statistical and qualitative information about diversity and intercultural relations is mainstreamed to inform the Council's process of policy formulation. Salisbury promotes the intercultural competence of its officials and staff, in administration and public services.</p> <p>Salisbury does not carry out surveys that include questions about the public perception of migrants/minorities and about the feeling of security/safety with respect to people with migrant/minority backgrounds.</p>
<p>WELCOMING</p>	<p>✓ ✗</p>	<p>The city has a designated agency, unit, person, or procedure to welcome new arrivals and also a comprehensive city-specific package of information and support. The City of Salisbury provides a range of services such as cultural group programs, information packages and networking opportunities for newcomers.</p> <p>The City does not provide welcome support for unaccompanied minors.</p>
<p>LEADERSHIP AND CITIZENSHIP</p>	<p>✓ ✗</p>	<p>Foreign nationals can vote in local elections if they are a resident at a place within the local government area and have lodged the prescribed application with the chief executive officer of the council or if he is a ratepayer of a property within the area. Salisbury have a consultative body representing only migrants/minorities and/or their organisations.</p> <p>Salisbury's foreign nationals cannot stand as candidates in local elections. There is no standard for the representation of people with migrant/minority backgrounds in mandatory boards supervising schools and/or public services.</p>
	<p>✓</p>	<p>The City Council has a policy which outlines that unfair discrimination is prohibited.</p>

Public service: Salisbury may consider adopting a targeted recruitment plan to ensure that the background of the municipal workforce represents that of its inhabitants. Montreal, Canada applies a good practice that can be interesting, with minorities' together accounting for some 20% of the workforce. The city's [recruitment policy is clearly inspired by the concept of promoting diversity](#) and is geared towards talent of all kinds in terms of gender, age, background, experience and culture.

Business and labour market: A suggestion is to favour companies with an intercultural strategy when taking decisions relating to the procurement of goods and services. A great example which can help the Salisbury City Council is Auckland's, New Zealand, support for its diverse entrepreneurs 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.

Cultural and civil life: We recommend that the City of Salisbury introduce intercultural criteria when allocating funds to associations and initiatives and, also to encourage cultural organisations to deal with diversity and intercultural relations in their productions. Salisbury may want to look into the good practice in Bergen, Norway. The [FIKS Bergen initiative](#) promotes cooperation between different sports clubs to ensure inclusion of people from migrant background in their activities. This is carried out through school projects, swimming lessons, regular leisure, and events around the neighbourhoods.

Public Space: New creative projects could be suggested such as the art project that reshapes the historic centre of the Cascais, Portugal. "[Muraliza](#)" is a Mural Art Festival that takes place every summer. During these days, it is possible to meet artists and talk about their masterpieces.

Mediation and conflict resolution: We recommend creating a mediation service dedicated to intercultural issues and which provides mediation in various contexts such as in specialised institutions such as hospitals, police, youth clubs, mediation centres, retirement homes, etc., or for general purposes in the city administration. Salisbury may wish to consider creating a dedicated municipal service devoted to inter-religious relations. The City may want to look into the good example that comes from Norway. "[The Mediation panel](#)" in Oslo is a low threshold mediation service for complaints on discrimination.

Language: We recommend providing logistical and/or financial support to local minority media in migrant/minority languages. Salisbury may wish to consider specific language training in the official language(s) for hard-to-reach groups. A good practice that can serve as an inspiration comes from Spain. Barcelona 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.

Media and communication: A dedicated communication strategy to improve the visibility and image of people with migrant/minority backgrounds in the local media could be positive for intercultural inclusiveness. Providing support for advocacy/media training/mentorship/setting up of online media start-ups for journalists with migrant/minority backgrounds is also recommended. Salisbury may wish to look into [Geneva's, Switzerland 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.

International outlook: An aspiring intercultural city should have an international policy that seeks to promote relations which can help the city understand the geopolitical, cultural and economic context in which newcomers have been socialised, and shape its policies of welcome and integration accordingly. The City may consider the good example of Reggio Emilia, Italy. 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"](#).

Intercultural intelligence and competence: It is recommended the City of Salisbury carry out surveys related to migrants/minorities. The Council may want to take an example from the City of Haifa, Israel where conflict resolution is possible through a [Community - Police relationship Programme](#). The goal of the programme is to increase the feeling of security among Haifa's more vulnerable residents and neighbourhoods and to improve the police force's ability to carry out its role through the process of developing cultural competency skills and building trust between the police and the communities they serve.

Welcoming: Welcoming efforts are important support to newcomers. Inspiration can be drawn from the project [City of Sanctuary](#) in Swansea, UK – welcoming those fleeing from war and/or persecution.

Leadership and citizenship: It is recommended the City Council take action to promote the presence of minority groups in all supervisory bodies in the city. A great example is the [Young Mayor programme](#) in London Lewisham, England. The Young Mayor is a robust 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 to initiate a programme of work, as well as to scrutinise the work of Lewisham Mayor and of the city Council.

Anti-discrimination: The City of Salisbury may consider a systematic review of municipal rules and regulations, with the purpose of identifying mechanisms that may discriminate residents with migrant/minority backgrounds. Providing financial and/or logistical support to civil society organisations that advise and support victims of discrimination and implementing anti-rumours activities that follows the official Council of Europe methodology is also recommended. A good practice that can serve as inspiration is the Bilbao, Spain creative anti-rumour writing initiative. In 2017, within the framework of the city [anti-Rumour strategy \(ARS\)](#), a [creative anti-rumour writing initiative](#) has been developed to involve the local community in the implementation of the ARS strategy.

Participation: We recommend the City monitors the overall participation of city residents with migrant/minority backgrounds in the decision-making process and, if necessary, introduce mechanisms to ensure equality is respected in organisations that participate in the decision-making process. A useful good practice that can be useful for Salisbury is from Donostia-San Sebastian, Spain where a city [initiative supports culturally diverse NGOs to enhance participation of migrants, ethnic minorities and local citizens in the life of the city](#).

Interaction: Salisbury may consider that teachers in elementary/primary schools receive training in intercultural communication and pedagogy. The city may want to look into another good practice of Donostia-San Sebastian, Spain where [the city 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. Located in the Egia district, the building is an impressive space where a wide sort of activities (exhibitions, short film screenings, etc.) are organised.

Salisbury 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



CONSEIL DE L'EUROPE