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TAMPERE

INTERCULTURAL CITIES INDEX ANALYSIS 2024



Diversity, Equality, Interaction

BUILDING BRIDGES, BREAKING WALLS



TAMPERE
INTERCULTURAL CITIES 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 Cities 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 (December 2023) 162 cities embraced the ICC programme and approach, and 130 (including Tampere) have analysed their intercultural policies using the Intercultural Cities Index. The respective reports can be found [here](#).

Among these cities, 33 cities (including Tampere) have between 200'000 and 500'000 inhabitants and 40 (including Tampere) have less than 10% of foreign-born residents.

This document presents the results of the Intercultural Cities Index analysis for Tampere, Finland, in 2023, and provides related intercultural policy conclusions and recommendations.

INTERCULTURAL CITY DEFINITION

The intercultural city has people with different nationalities, origins, languages or religions/beliefs. 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 Cities 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 Intercultural Cities Index).

These indicators comprise the following (including the two new indicators in bold):

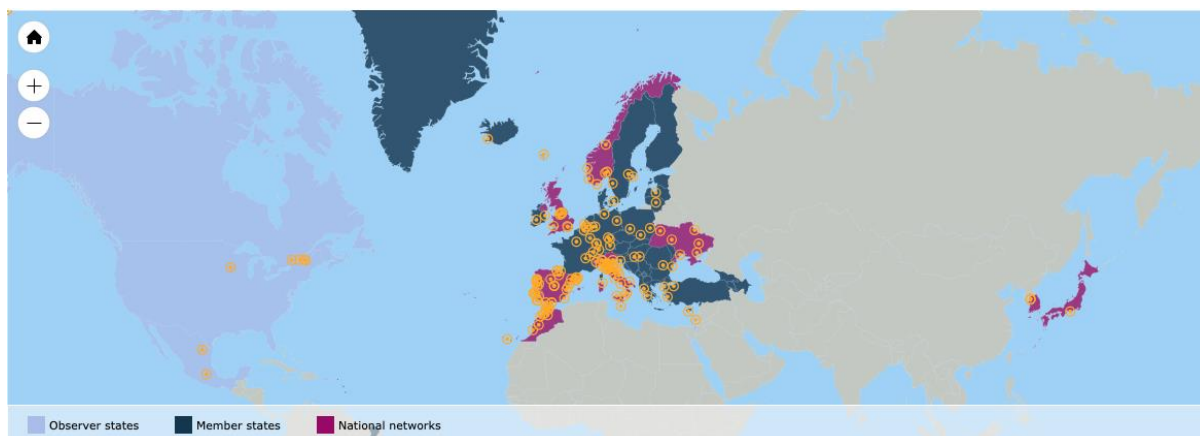
1. Commitment	
2. Intercultural lens	Education
3. Mediation and conflict resolution	Neighbourhoods
4. Language	Public services
5. Media and communication	Business and the labour market
6. International outlook	Cultural and social life
7. Intercultural intelligence and competence	Public space
8. Welcoming newcomers	
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 so far: 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, 46 cities have used the Intercultural Cities Index containing the new indicators in their evaluations, including Tampere. 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 Intercultural Cities Index results, **Tampere** has an aggregate Intercultural Cities Index result of 65 (out of 100 possible points). The details of this result will be explained below.¹

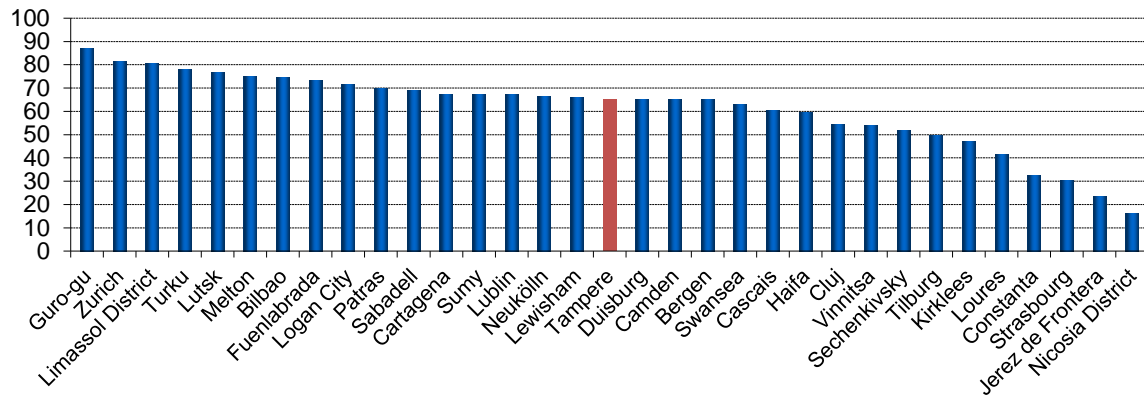


¹ The original Intercultural Cities Index contained 69 questions. The Intercultural Cities Index was updated in 2019, when additional questions were added, some questions were removed and completely new indicators were added (anti-discrimination, interaction and participation), resulting in the extended Intercultural Cities Index with 86 questions. As a main rule, the Intercultural Cities Index report applies the scoring from the original Intercultural Cities Index, to ensure the broadest possible comparison group in the global achievement rate.

In addition, the scoring from the extended Intercultural Cities Index is provided in an explanatory footnote for all indicators where it is relevant. This scoring encompasses the assessment of the questions of the original Intercultural Cities Index as well as the new questions of the extended Intercultural Cities Index for each specific indicator. The scoring of the original Intercultural Cities Index and extended Intercultural Cities Index for the same indicator may hence differ based on the differing number of questions. Finally, the indicators which are completely new to the extended Intercultural Cities Index only include the scoring from the extended Intercultural Cities Index. This scoring for these indicators hence shows directly in the text and not in a footnote.

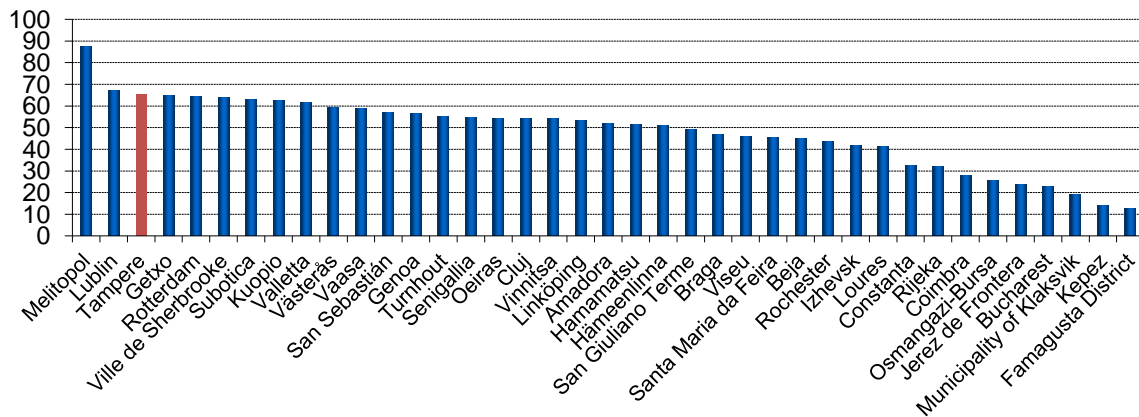
Per inhabitants

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

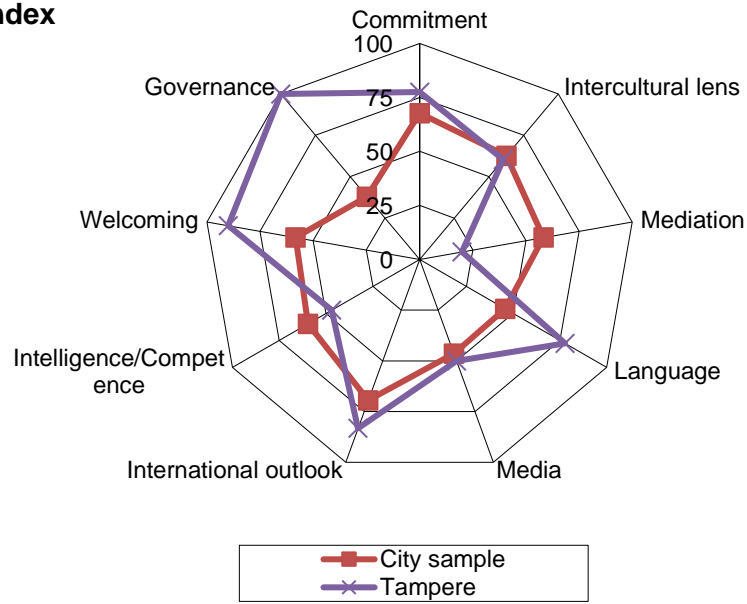


Per diversity

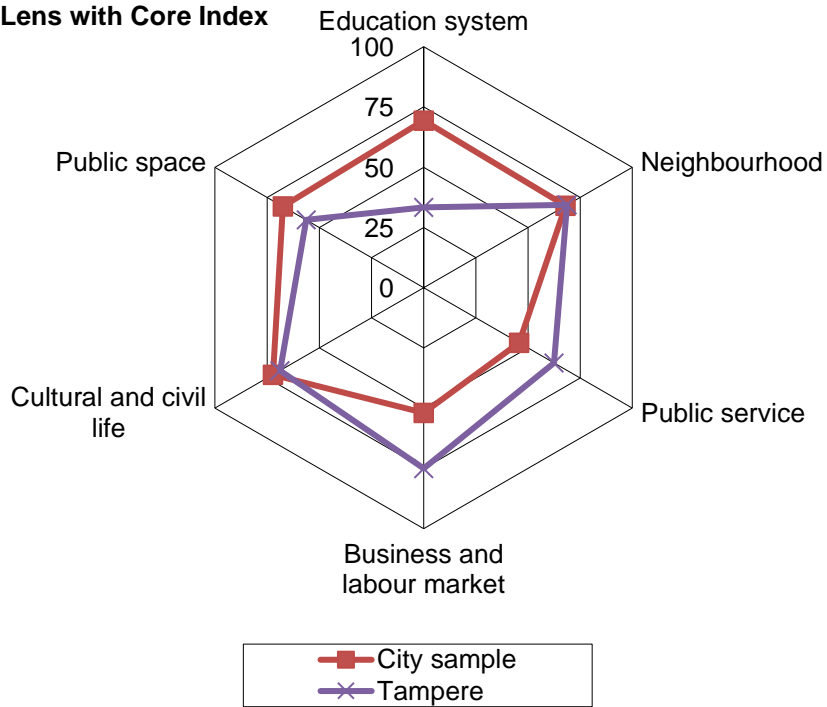
Intercultural City Index (ICC) City sample (non-nationals/foreign borns < 10%)



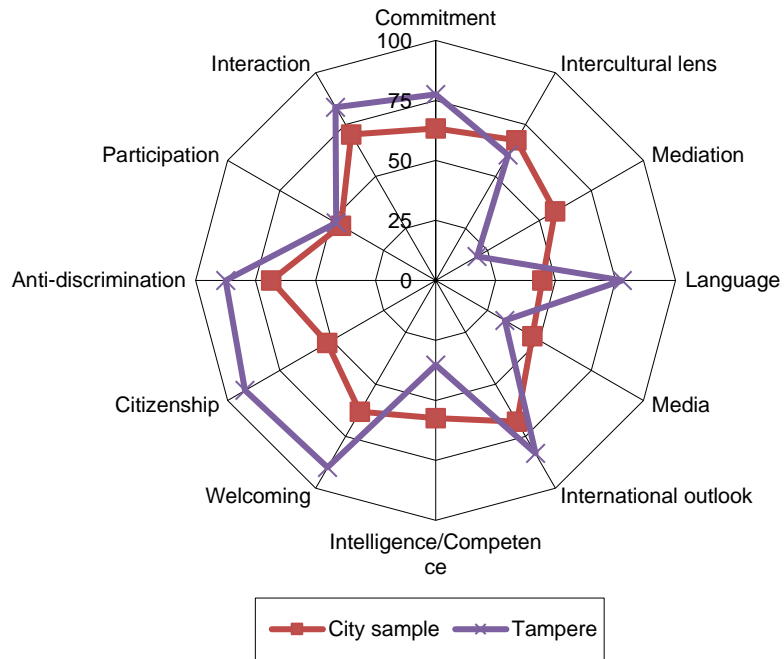
Core Index



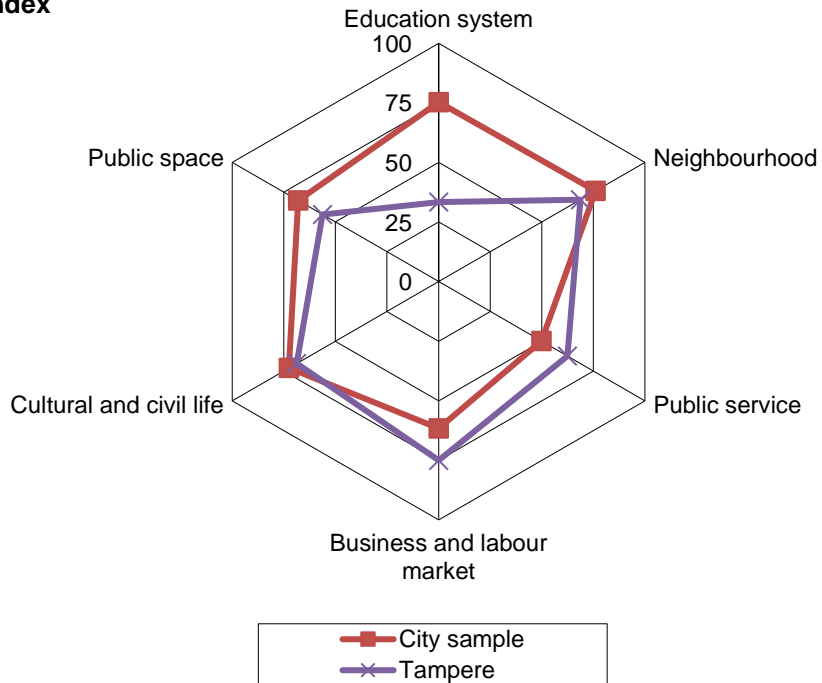
Intercultural Lens with Core Index



Extended Index



Intercultural Lens with Extended Index



TAMPERE: AN OVERVIEW

Tampere is a city located in the Pirkanmaa region in western Finland. It holds the distinction of being the most populous inland city in the Nordic countries, with a population around 250,000 (2023) and a population density is 474,4 persons/km² (at the end of 2022). As the second largest urban area and the third most populous single municipality in Finland, Tampere stands as a significant urban, economic, and cultural centre within the inland region.

Situated amidst two lakes, Lake Näsijärvi and Lake Pyhäjärvi, with an 18-meter difference in water level, Tampere is renowned for its Tammerkoski rapids, which have historically been a vital source of power, particularly for electricity generation. Additionally, Tampere holds the distinction of being declared the “Sauna Capital of the World”, boasting the highest number of public saunas globally.

Established in 1771-1772 on the banks of the Tammerkoski channel, Tampere was officially founded as a market place in 1775 by Gustav III of Sweden and four years later, 1 October 1779,^[59] Tampere was granted full city rights. At this time, it was a rather small town, founded on the lands belonging to Tammerkoski manor, while its inhabitants were still mainly farmers.

Tampere's history is closely tied to the Industrial Revolution in Finland. The city emerged as a major industrial centre in the late 19th and early 20th centuries, fuelled by the abundant hydropower provided by the Tammerkoski rapids. The rapid development of industries such as textiles, paper, and metalworking transformed Tampere into the “Manchester of the North”. The industrial boom led to significant population growth and urbanization in Tampere. Workers from rural areas migrated to the city in search of employment opportunities in factories and mills. As a result, Tampere expanded rapidly, with new neighbourhoods and industrial districts emerging to accommodate the growing population. Tampere also played a crucial role in Finland's labour movement. The city witnessed several labour strikes and protests in the late 19th and early 20th centuries, as workers fought for better working conditions, higher wages, and workers' rights. The Red Declaration, a key document advocating for workers' rights, was adopted in Tampere in 1905. During World War II, Tampere played a strategic role as a center of industrial production for the Finnish war effort. The city's factories supplied materials and equipment to the Finnish military, contributing to Finland's defence against Soviet aggression during the Winter War (1939-1940) and the Continuation War (1941-1944).

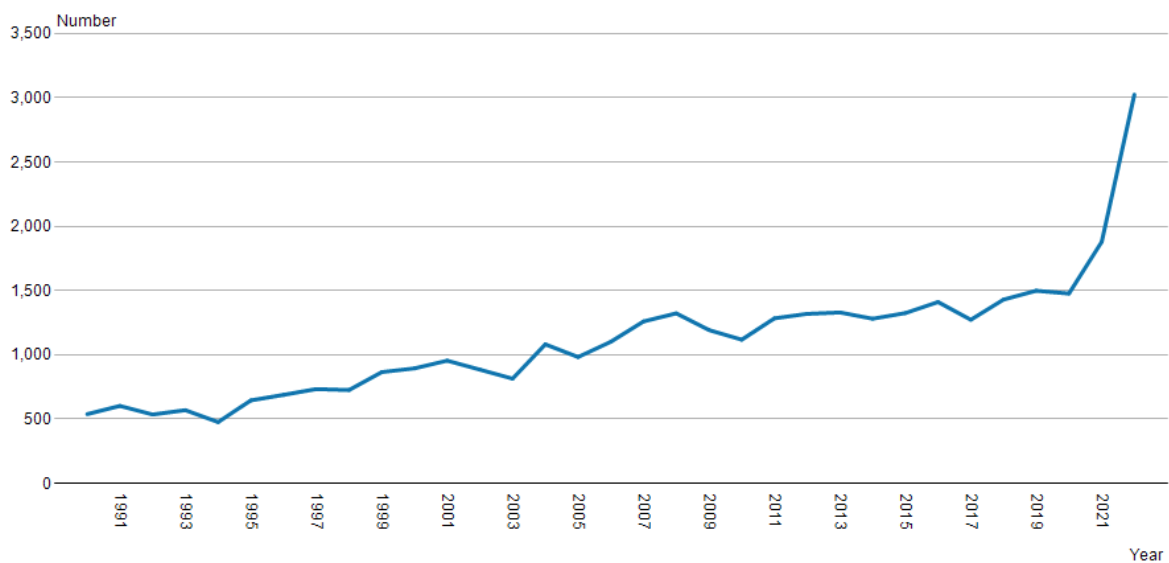
Today, Tampere has a vibrant cultural heritage shaped by its industrial past and working-class roots. The city's industrial architecture, including old factory buildings and warehouses, reflects its industrial history. Tampere is also known for its cultural institutions, such as theatres, museums, and music venues, which contribute to its rich cultural scene. Tampere is particularly attractive to students, with the largest age group in Tampere being 20-29 year olds (49 229 inhabitants). There are 134 126 people aged under 40 and 47 945 over 65. The average age of Tampere residents is 41.5 years. The proportion of children under 10 has decreased in recent years, and more than half of the household-dwelling units consist of one person. The residents of Tampere are well-educated people: of all the residents over the age of 15, more than three out of four (80 per cent) have completed degrees beyond basic education (2020).

The city is divided into five service areas: Koillinen, Eteläinen, Keskustan, Kaakkoinen, and Läntinen. The GDP per capita of the city was 42,709€ in 2020.

In Finland, people with migrant/minority backgrounds are identified based on several categories: those whose mother tongue is other than Finnish, Swedish, or Saami; individuals with foreign citizenship/background; and people with one or both parents having a foreign background. The main ethnic/cultural groups in the city are Finnish (90%) and Finnish-Swedes (0.5%). Finland officially recognizes native-born minority groups, including Finland-Swedes, Sami, and Roma.

There has been a significant change in the composition of the city population in recent years, characterized by a doubling of the migrant population every 10 years since 2000. The arrival of Ukrainian refugees, approximately 800 individuals, has contributed to this change, and net migration to the city is attributed to migrants.

Tampere. Immigration by year



Source: Tilastokeskus -Statistics Finland

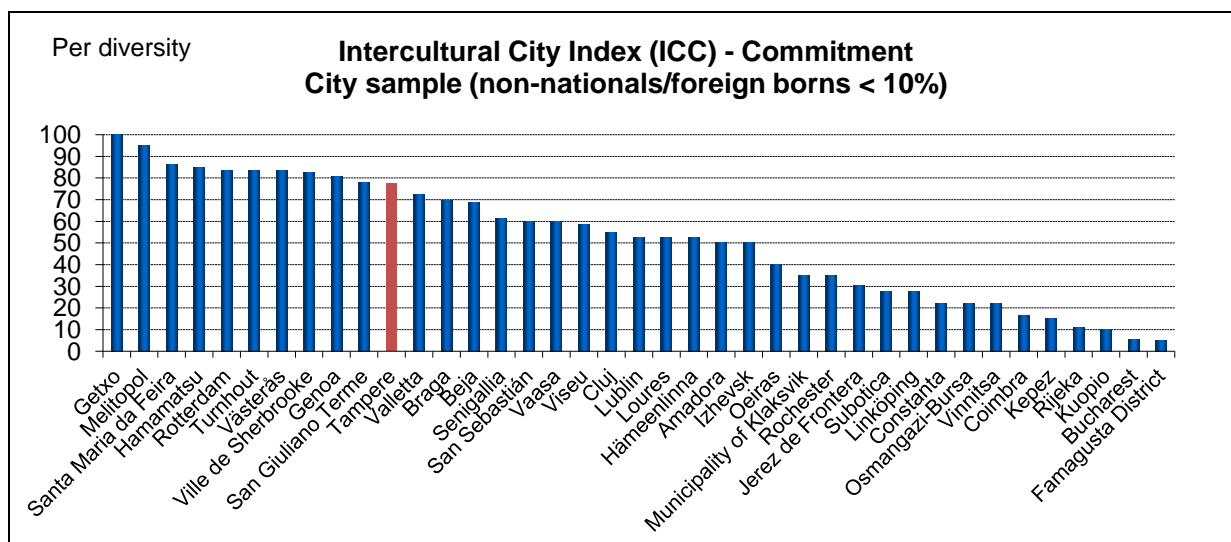
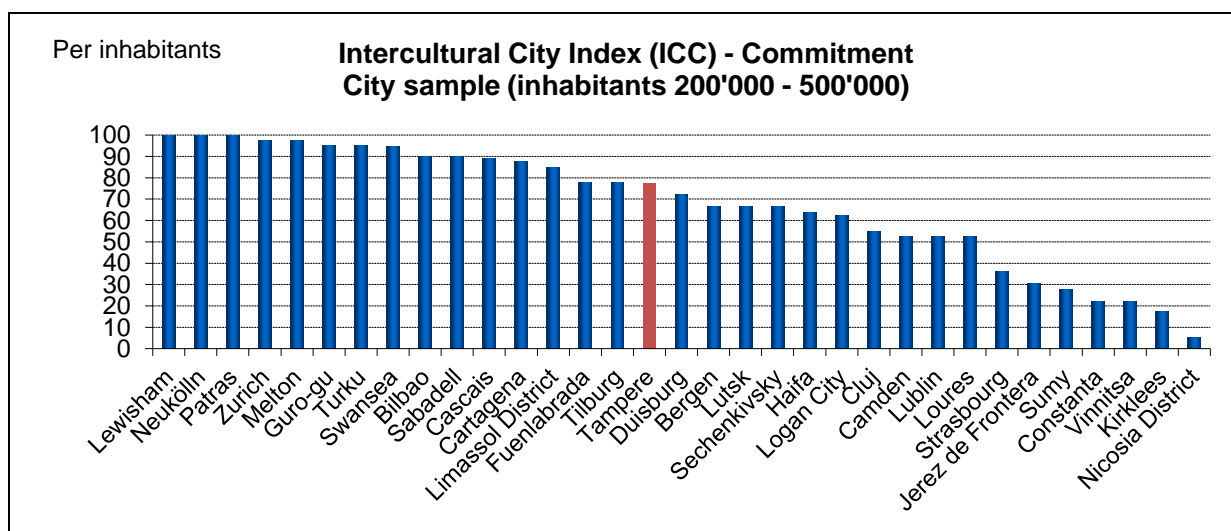
The percentage of non-national residents in the city is 5.9%. Among the non-national residents in the city, nationals from EU-EFTA countries represent 56%. The percentage of foreign-born national residents in the city is 9.4%. The largest migrant/minority groups in the city include individuals from Russia (0.43%), Afghanistan (0.41%), Estonia (0.39%), Iraq (0.32%), India (0.31%), China (0.29%), Syria (0.18%), Philippines (0.17%), Iran (0.15%), Vietnam (0.13%), and Roma people (approximately 600 individuals according to the local NGO Tamroma ry).



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.

Tampere achieved a rate of 78%, which is higher than the city sample's achievement rate of 68%.



Tampere has taken significant steps towards fostering an inclusive and intercultural environment by endorsing a public statement, supported by the local council, with the aim of becoming an Intercultural City. This commitment is reflected in various initiatives and plans, such as:

- The [Welcoming City Program](#): This program encourages residents with international backgrounds to share their experiences to contribute to the creation of an open, international, and welcoming atmosphere in Tampere. Residents are invited to participate in a questionnaire available on the city's website.
- The [Equality and Non-discrimination Plan](#): Tampere is in the process of updating its equality and non-discrimination plan. Residents are invited to attend residents' meetings and provide input by completing a questionnaire available on the city's website.
- The [Strategic Program on International Talent Attraction and Migration](#): This strategic program focuses on attracting international talent and managing migration effectively. The program outlines key objectives and strategies aimed at enhancing Tampere's attractiveness as a destination for international talent.
- The [Tampere City Strategy 2030](#): Known as "The City of Action", the Tampere City Strategy 2030 sets out the city's long-term vision and goals for development. This strategy includes initiatives and actions aimed at promoting inclusivity, diversity, and intercultural dialogue within the community.

The city has an integration strategy ([Koti Tampere. Tampereen kaupungin kotouttamisohjelma 2021-2025](#) - Home Tampere: Tampere City's Integration Program 2021-2025), with intercultural elements, although uses the term multiculturalism. The [action plan](#) adopted in the city is not intercultural. A budget has been allocated for the implementation of these initiatives, and there will be a process for evaluation and updating at a fundamental level. The [website](#) is accessible with 2 clicks. The Integration Network within the City of Tampere is the dedicated body to coordinate the implementation of the integration plan.

Tampere systematically carries out public consultations which involves all kinds of diverse groups. [Questionnaires](#) from the Migrants Advisory Board are published. [Gender and equality perspectives](#) are considered in decision-making and its effects.

Official communications rarely mention the city's intercultural commitment, although Internationalism, accessibility, and diversity are encompassed in the mayor's program and certain official marketing materials.

The city does not acknowledge or honour local residents / organisations that have done exceptional things to encourage interculturalism in the local community.

Suggestions

Tampere is making commendable efforts in its commitment to intercultural principles and policies. Introducing the intercultural approach in Tampere could be quite easy, as it implies reinforcing the storytelling about its intercultural work, including ideas already present in its programs such as equality and non-discrimination, good relations, interactivity, etc.

Several cities have made important efforts to communicate their intercultural commitment. In Hämeenlinna (Finland), "[My Integration](#)" is a comprehensive online platform offered by the city to assist individuals in their integration process. It serves as a valuable resource hub for newcomers and residents with migrant backgrounds, providing essential information and support in multiple languages to facilitate their integration into the community. The platform covers a wide range of topics such as housing, employment, education, healthcare, social services, legal matters, and cultural adaptation. Through "My Integration," users can access practical guidance, helpful tips, and relevant resources tailored to their specific needs and circumstances. The multilingual nature of the platform ensures accessibility for individuals with diverse linguistic backgrounds, fostering inclusivity and ensuring that everyone can benefit from the available information and services. In addition to offering information online, "My Integration" may also provide links or references to local support services, community organizations, and government agencies that offer assistance and guidance to individuals navigating the integration process.

The city of Zurich (Switzerland) has a set of Integration [Policy Targets of the City of Zurich 2022-2026](#). The city adopts a clear integration policy position, guided by fundamental human rights and promoting liberal values and solidarity. Specifically, the Integration Policy Targets includes, among others: (a) Enabling access. All residents benefit equally from the City of Zurich's offers and services. In particular, access for vulnerable groups is regularly reviewed and improved where necessary. The city provides information in various formats, in easily

comprehensible German and in multiple languages, where practical. City communications reflect the population's diversity. Zurich promotes and welcomes diversity in its employees. (b) Increasing participation. Zurich's residents participate as much as possible in economic, political and social life. Civil society makes an active contribution to community life. Zurich ensures that children and young people growing up in the city are helped to achieve their individual potential and complete education or training. Zurich includes the population in its integration policy work. It expects residents to be committed to integration and to a good community life. The city welcomes and supports civic activities that highlight the diverse population and that help to bring people together, promote mutual understanding or support collective action. It considers voluntary commitment to be valuable and supports the associated potential for integration. The city is committed to the rights of foreign nationals to vote locally. (c) Cultivating a welcoming culture. All Zurich residents form part of society. Their personal lifestyles will be respected in accordance with applicable legislation. Zurich welcomes newcomers to the city and provides them with information about the key facilities and services and with useful guidance. On the basis of applicable law, Zurich is committed to the cultural and religious traditions that exist in the city remaining visible and being valued. The city is committed to combatting discrimination and racism.

THE CITY THROUGH AN INTERCULTURAL LENS

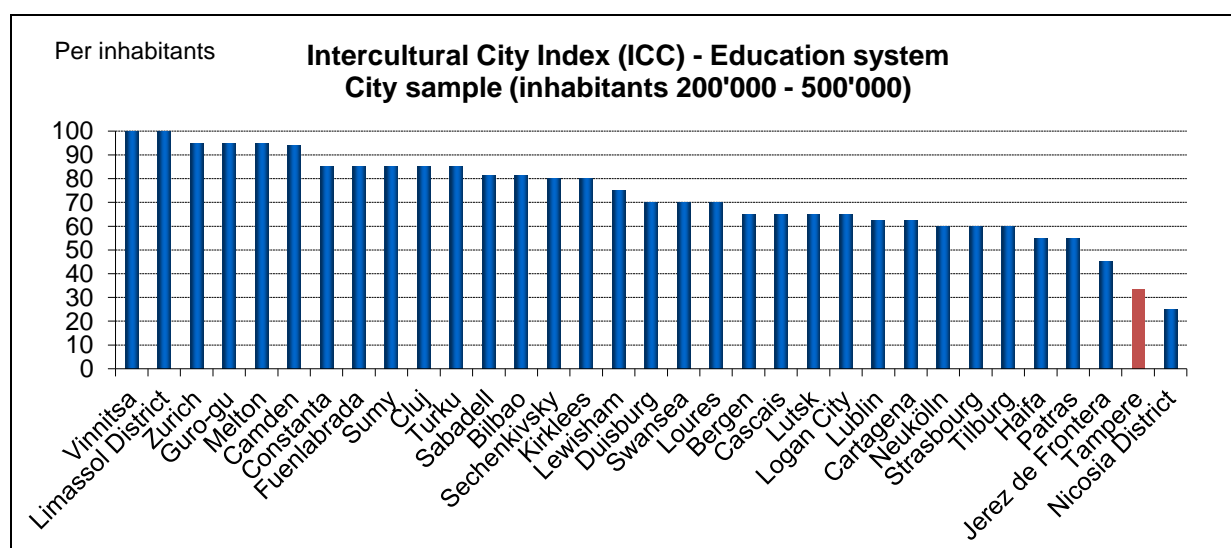
Although the formal functions cities and other local authorities assume vary considerably from one country to another, all cities have the primary responsibility for maintaining social cohesion and preserving the quality of life in the city. The policies designed to achieve these goals will therefore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

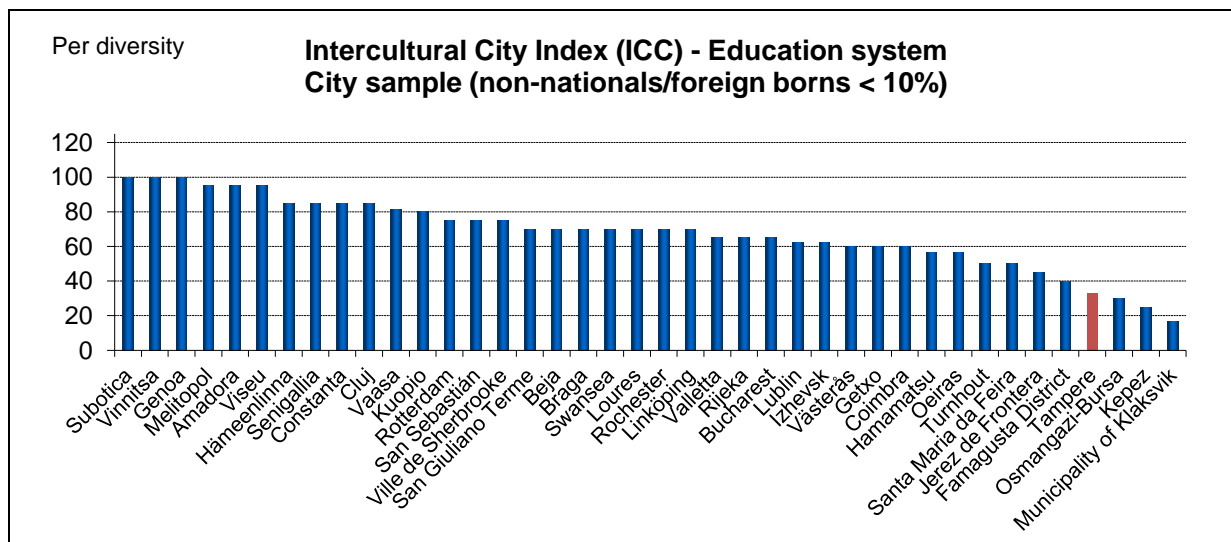
The overall rate of achievement of the urban policies of Tampere, assessed as a whole through an "intercultural lens," is slightly higher than that of the model city: 65% of these objectives were achieved while the rate of achievement of the model city reaches 62%.

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.

Tampere achieved a rate of 33%, which is considerably lower than the city sample's achievement rate of 69%.





In Tampere, as in all Finland, basic education is free of charge. Compulsory education of a child who lives permanently in Finland begins in the year they turn seven and ends when the student reaches the age of 18 or if they complete an upper secondary qualification (or equivalent). In Tampere, children are assigned to schools based on their residential address, eliminating the option of selecting schools based on preference.

The city lacks available data on the ethnic or cultural backgrounds of both teachers and pupils in primary schools. Only few schools (for example, [the Finnish International School of Tampere](#)) make strong efforts to involve parents with migrant/minority backgrounds in school life. Schools rarely carry out intercultural projects. Some programs, such as [Lupa liikkua Lupa harrastaa](#) (Permission to Move, Permission to a Hobby) are free for all school children and youths.

Suggestions

There is room for improvement for Tampere to increase the interculturalism in their city, combat segregation and support an intercultural educational environment for students.

In Sabadell (Spain), most of the schools actively implement intercultural projects and engage migrant families in parent associations to promote diversity and inclusion. These projects encompass various activities such as gastronomic days, intercultural festivities, and country-specific projects. The Youth and Cooperation project involves young people in intercultural activities and cooperation efforts. The City, in collaboration with the Department of Education, provides schools with educational initiatives that complement the curriculum and foster common values. These initiatives include learning and volunteering services, solidarity campaigns, community kitchens, and multilingualism projects. Additionally, the Council offers 20 educational proposals on diversity and coexistence for schools and high schools. These activities address various topics such as storytelling around the gypsy population, rap performances promoting coexistence, games to break prejudices around poverty, and initiatives to combat bullying by fostering empathy.

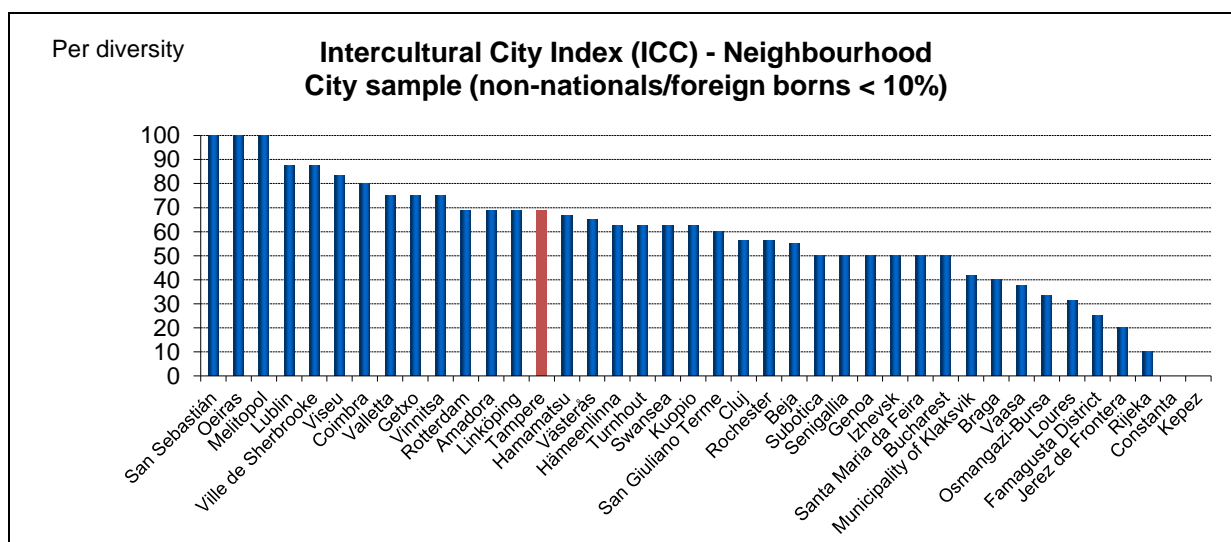
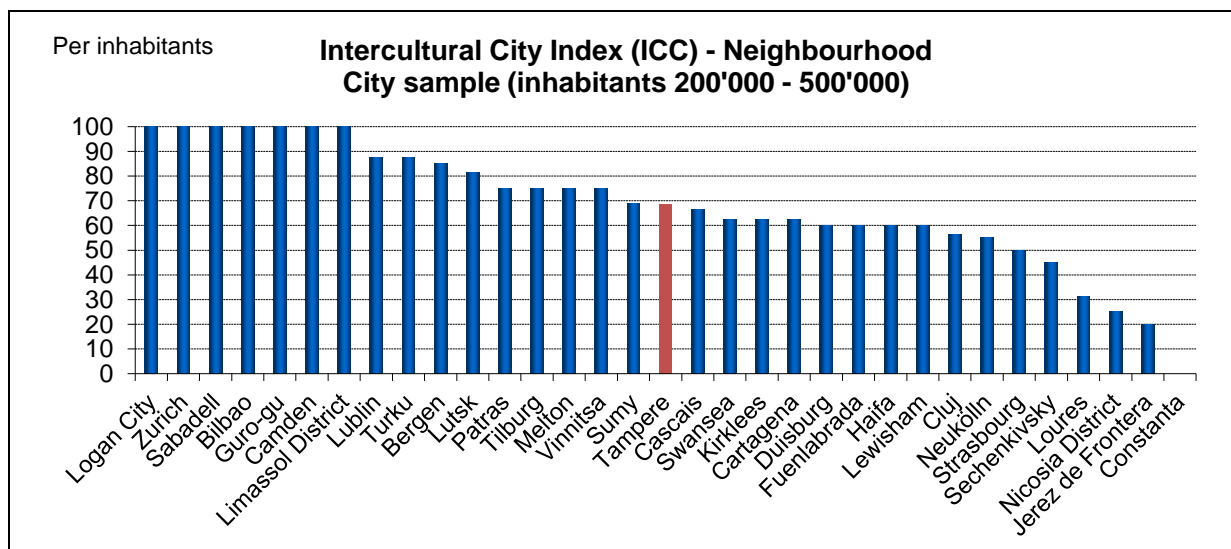
In the German city of Hamburg, more than 20 teachers at different schools participated in the pilot-project “Qualification for intercultural coordinators” in order to become intercultural change managers in their schools. They all work on intercultural school projects. Furthermore, about 200 teachers at different schools participated regularly in the “Intercultural Fair” of the department of intercultural education and are part of the intercultural “exchange forum” at the teacher training institute to get new ideas for intercultural projects in their schools.

Lastly, ICC programme resources on education are also available [here](#).

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.

Tampere achieved a rate of 69%, which is higher than the city sample's achievement rate of 68%.



In Tampere, few neighbourhoods are culturally or ethnically diverse, and the city takes occasional measures to increase the diversity of neighbourhoods and to avoid ethnic concentration.

The city does have actions to facilitate the meeting and interaction of residents from one to other neighbourhoods: see [Kaupunginosakehittämisen opas PeltsuMultsun opit tuleville kaupunginosakehittäjille](#) (Guide to Neighbourhood Development: Lessons from PeltsuMultsu for Future Neighbourhood Developers). Similarly, the city promote actions to facilitate the interaction of residents with different backgrounds in the same neighbourhood.

Different [cultural festivals](#) are arranged around the city and there are sports facilities in most neighbourhoods open to use for all.

Suggestions

There is room for improvement for Tampere, regarding neighbourhoods by promoting and raising awareness about the entire city and fostering interaction among residents in different parts of the city.

In Reggio Emilia (Italy), the city promoted the Neighbourhood Pacts, where residents and authorities agree their rights and responsibilities in renewal of multi-ethnic districts. As in many cities, the area around Reggio Emilia's railway station was always a dynamic area of social and cultural change, and had been allowed to develop a concentration of social problems. Through its association, as an arrival point, with new immigrants, its physical decline and links to crime and public fears of safety, all risked undermining intercultural trust in the city. The city council resolved special and comprehensive action was necessary and introduced a new policy innovation – a Neighbourhood Pact – and work began in 2007. Adopting consultative and participatory methods with all residents, users and property owners, the city developed a strategic plan for physical, economic and community renewal. Since the physical work was completed there has been ongoing dialogue to ensure original stakeholders remain committed and to ensure new generations also adopt the spirit and principles.

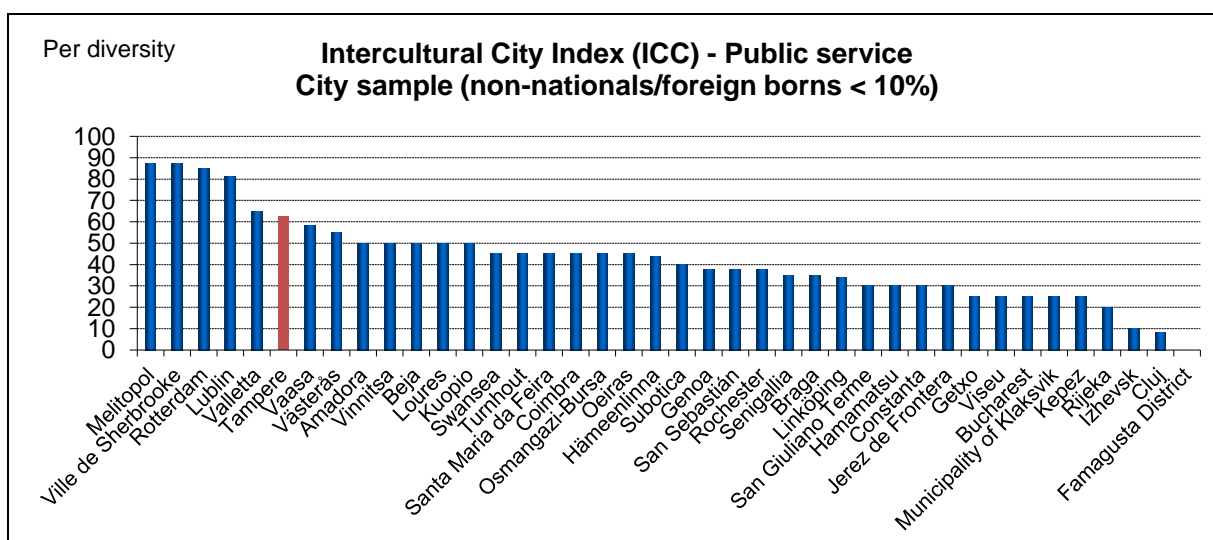
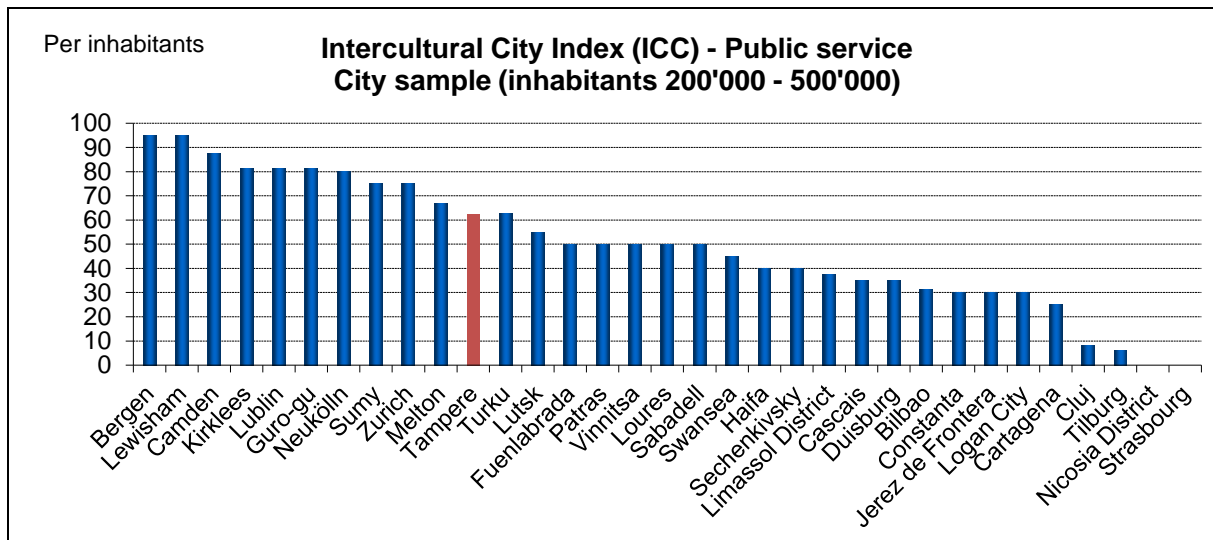
In Reykjavik (Iceland), the city has launched the “My Neighbourhood initiative” which draws citizens into online discussions about how budgets are allocated at the micro-level. The city also encourages interaction between neighbourhoods and at the origin of this process has been the [Reykjavik City Library](#). Public libraries are an often-underestimated resource but with their branches as well as online facilities they can make real connections on the ground. The city library in Reykjavik has been an inspiration in this regard, with its commitment to interculturalism and the promotion of arts and creativity. The library is reported to hold regular events, in different parts of the city, that are designed for people of all origins. Further, the city's cultural institutions are reported to aim to open their doors to a diverse group of guests and to be a venue for fellowship, creativity and interactive cultural dialogue through Roots and wings - The Reykjavik Department of Culture and Tourism's policy on diverse culture in the city 2017–2020.

The [ICC study on managing gentrification](#) offers a range of strategies and examples of how to create inclusive public space, manage positively socio-cultural mixing, nurture sense of belonging and encourage diverse businesses to thrive.

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.

Tampere achieved a rate of 63%, which is higher than the city sample's achievement rate of 46%.



In Tampere, public employees do not reflect the composition of the city's population. The city lacks a recruitment plan aimed at ensuring a diverse workforce. However, its equality plan for personnel promotes anonymous recruitment, facilitated through the recruitment webpage. In terms of summer jobs, the city prioritizes hiring young individuals with immigrant backgrounds and disabilities.

The city takes actions to encourage a diverse workforce in the private sector business. Through the Employment and Growth Services Unit and the International House of Tampere, the city provides intercultural training for company managers, highlighting in public communications the advantage of diversity for business development.

In terms of services, the city takes into consideration the migrant/minority backgrounds of all residents in providing burial and funeral services, swimming facilities for women, school meals, and hospitals. The Department of Youth also provides special support for youth with minority backgrounds.

Suggestions

Tampere already has some good policies in the field of public services but could explore other initiatives. In Barcelona (Spain), the municipality has recently approved a government measure to "[Advance towards interculturalism - Governance mechanisms and Instruments](#)" to promote the diversity of municipal human resources. This plan will include the leadership of the 'People and Development department' and the participation

of trade unions. It will set specific quantitative targets for increasing the percentage of workers of diverse origins and backgrounds. In addition, the City Council has launched a call for 259 new vacancies to join the Guardia Urbana in which knowledge of Chinese, Arabic and Urdu, as well as English, will be considered. This is an important effort, so that the Guardia Urbana becomes increasingly like the society it wants to serve.

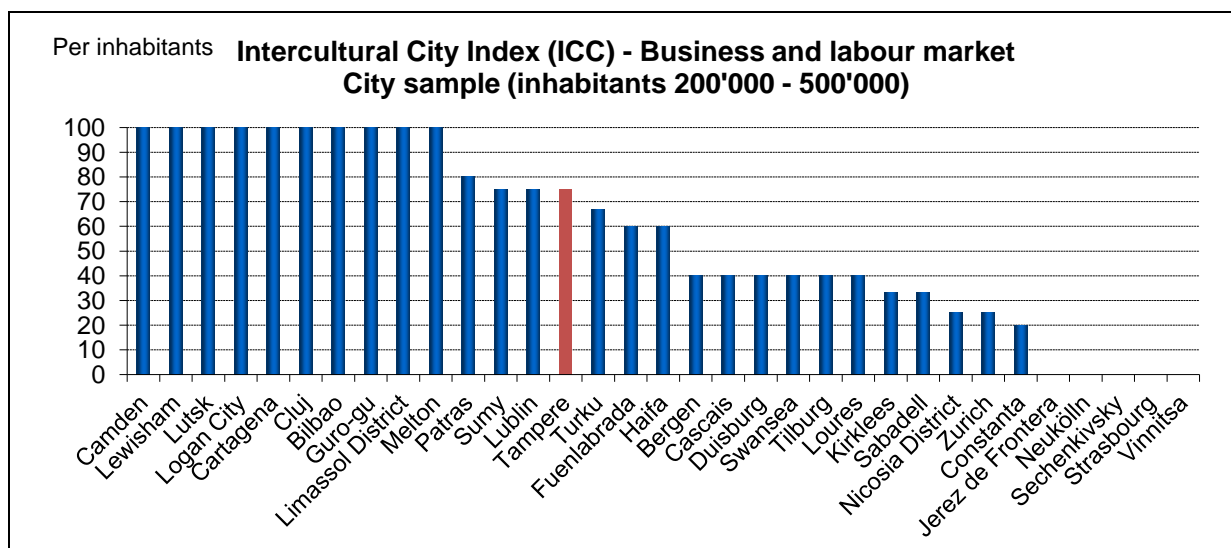
In Bergen (Norway) Inclusive Housing is a municipal initiative aimed at providing residences for migrants and refugees by ensuring access to both social housing and private sector housing. The municipality actively works to prevent urban segregation and ensures that housing for refugees is integrated into the community. According to recent data, 70% of people granted a residence permit find their housing without assistance from the municipality. However, even in these cases, the municipality plays a role in facilitating the process. For migrants and refugees facing difficulties in accessing housing, the municipality assists them in finding suitable accommodation and guides them through the rental agreement process. The municipality also checks the rental agreements in advance to ensure compliance and fairness. In the case of social housing provided by the private market, the municipality covers the guarantee deposit, while the refugee signs an agreement with the community and commits to paying the rent. This approach ensures that migrants and refugees have access to safe and affordable housing while promoting integration and community cohesion.

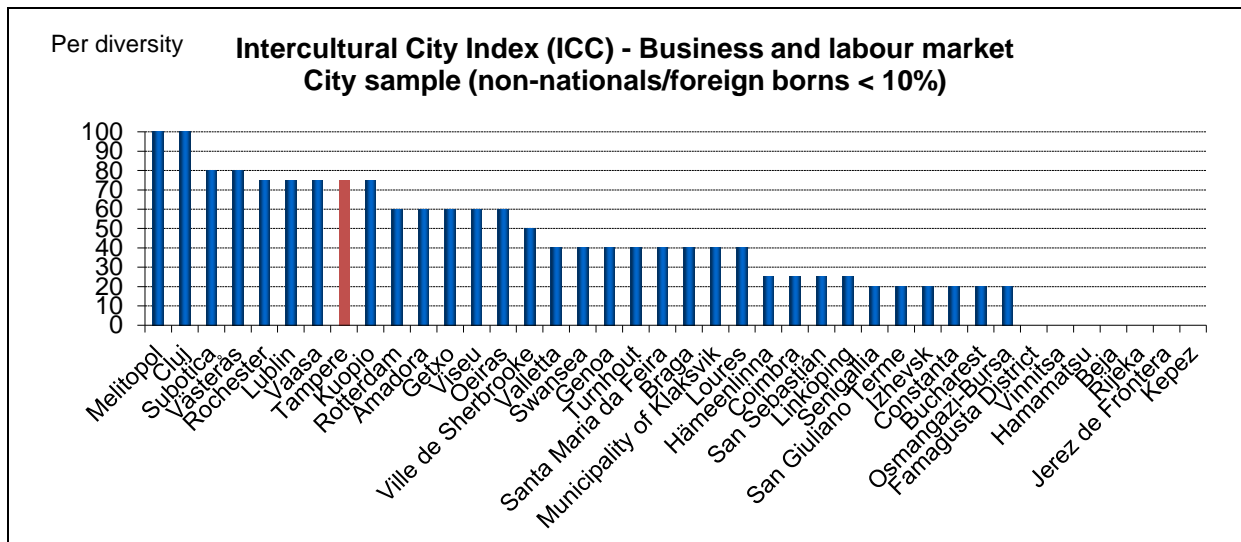
ICC programme resources on public and community services are available [here](#).

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.

Tampere achieved a rate of 75%, which is higher than the city sample's achievement rate of 52%.





The City operates the [International Talent Attraction and Migration services](#), responsible for training and integrating migrants into the labour market. These services collaborate with the private sector and other organizations to advocate for diversity and non-discrimination in employment. Additionally, the national non-discrimination ombudsman, labour unions and their representatives, equality coordinators, and refugee start-up initiatives also contribute to this effort.

Tampere supports entrepreneurship through various initiatives, including providing entrepreneurship training, dedicated advice, and supporting start-up hubs like Platform 6 and [Tribe Tampere](#). These hubs and its collaboration with Ensimetri, serve as platforms for fostering entrepreneurship and innovation in the community. Furthermore, [Platform6](#) serves as the one-stop destination for all start-up-related activities in Tampere. Additionally, it offers advisory services in the field of International House Tampere (IHT), providing comprehensive support and guidance to start-ups and entrepreneurs in the region.

There is no local normative to facilitate the procurement of goods and services in favour of companies with an intercultural inclusion/diversity strategy.

Suggestions

Although Tampere has very high achievements in this field, it is always useful to learn from the experience of others.

In Calderdale (United Kingdom), the city has committed to social value creation through its Inclusive Economy Strategy. All its procurement activity must be in line with social value requirements and organisational key targets which includes: 1) addressing the climate emergency, 2) reducing inequalities and deprivation and 3) creating thriving municipal economies. As part of the Inclusive Economy Strategy, Calderdale also has some designated initiatives to improve economic activity in the most deprived and diverse communities through community development and project funding to encourage creative and innovative approaches to improving people's economic lives. It has target groups that include the most disadvantaged people in communities with refugees, black and minority ethnic women, black and minority ethnic young people.

The City of Dublin (Ireland) is striving to involve in its stakeholder networks also large companies committed to job inclusion of people with a migratory background within the company staff. The goal is to enhance the activities carried out and the dissemination of the practices among other companies. Development of a community of social inclusion practices covering the four areas that make up the County of Dublin. For the first time, the representatives and staff working on social inclusion and integration in the four areas of Dublin County (Dublin city Council, Dublin Fingal, South Dublin and Dún Laoghaire – Rathdown) will partake in a community of practices with the aim of exchanging experiences and skills. This good practice has been drafted in connection with the project [ITACA -](#)

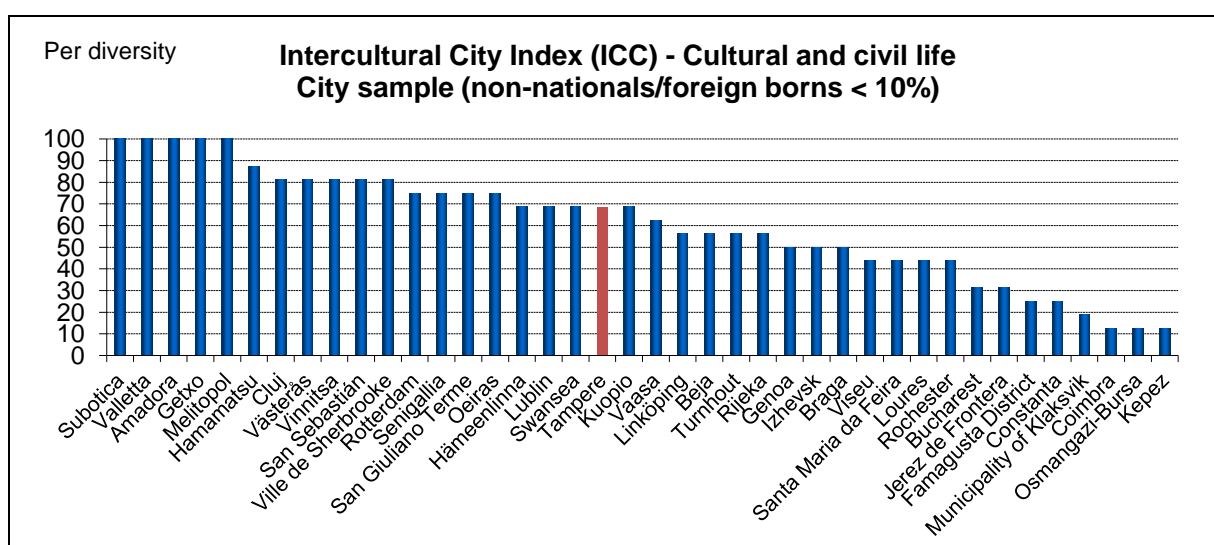
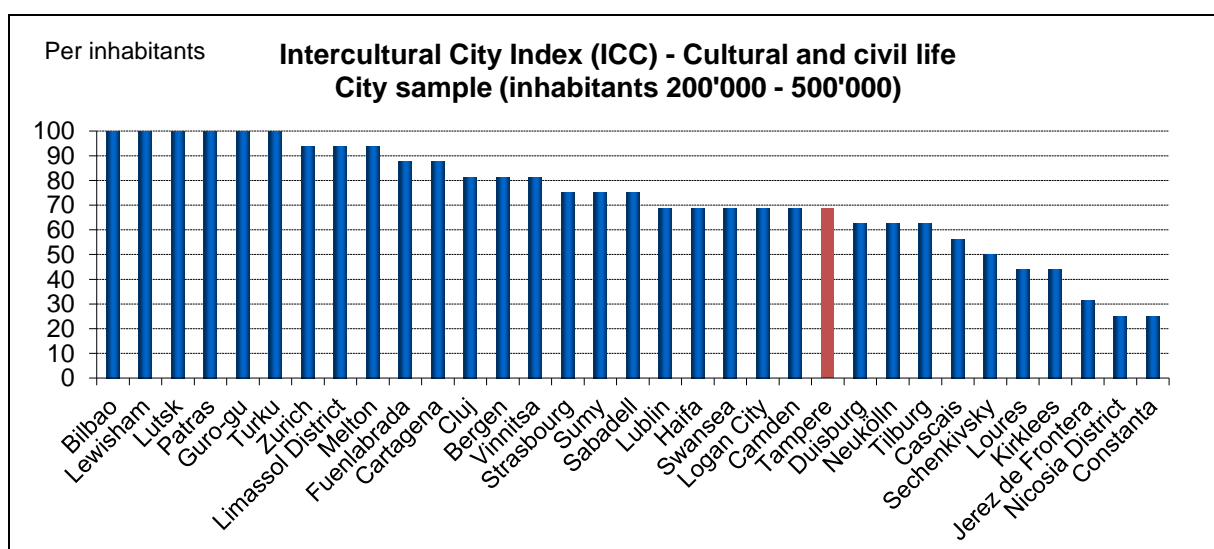
[Italian Cities Against Discrimination \(n. 963374\)](#), co-funded by the REC Programme of the European Commission and implemented by ICEI together with the Municipality of Reggio Emilia, the Municipality of Modena, Mondinsieme Foundation and ISMU Foundation.

ICC programme resources on business and employment are available [here](#).

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.

Tampere achieved a rate of 69% in cultural and civil life, which is slightly lower than the city sample's achievement rate of 72%.



The city does not use interculturalism as a criterion when allocating funds but is considering implementing safer space guidelines aimed at addressing all forms of discrimination. The objective is to have these guidelines implemented in various public settings, including public services, schools, and museums.

Tampere occasionally organise events in the fields of arts and culture to encourage people from different ethnic/cultural backgrounds to interact. The city organises events at the Cultural House [Laikku](#), as well as the annual Anti-Racism Week, FestAfrika, AfroFinns, Tuglas Seura, summer events, etc.

When possible, the city encourages cultural organisations to deal with diversity and intercultural relations in their productions. Occasionally, the city organises or participates in public debates or campaigns on the subject of cultural diversity and living together, such as the Migration Dialogue (a National Program run by the ministry of Justice) or the annual [Anti-Racism Week](#).

Suggestions

Tampere could take inspiration from other cities, particularly given the prominence of cultural infrastructures such as libraries and museums in the city.

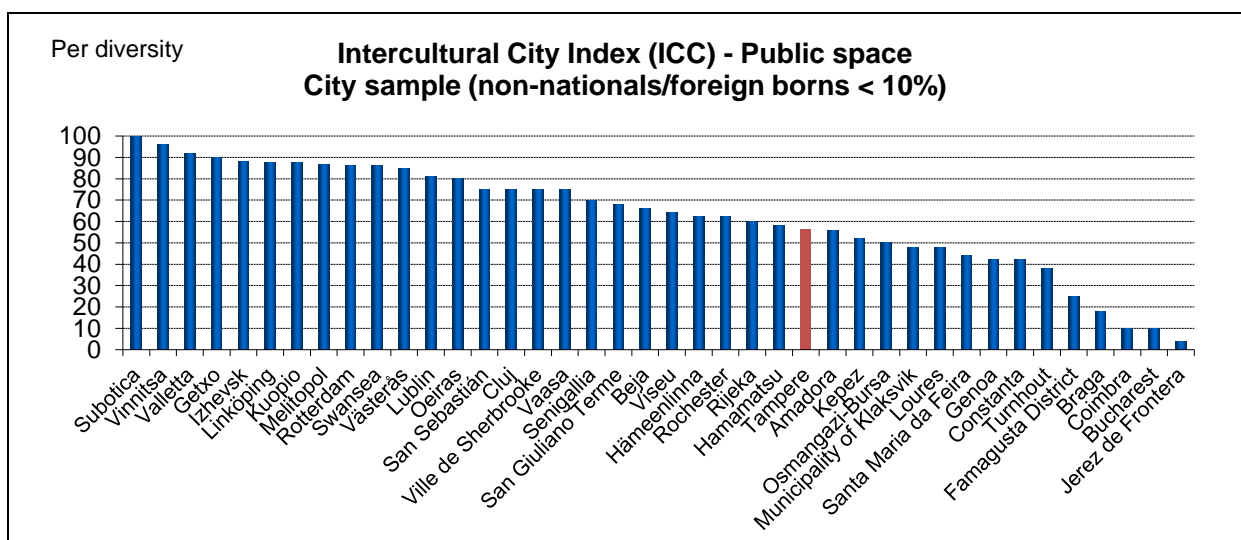
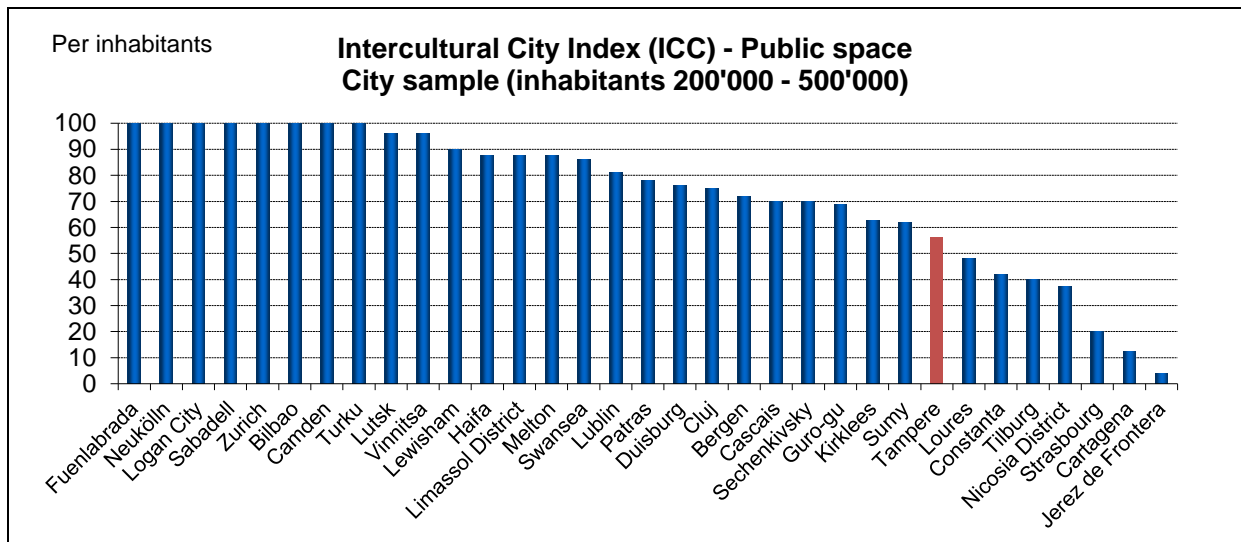
The City of Kirklees (United Kingdom) has initiated a place-based [cultural development program](#) running from 2018 to 2023, focusing on public spaces and community engagement through arts and culture. This initiative aims to deliver district-wide cultural initiatives deeply rooted in each town and village within the area. Two major programs under this initiative include WOVEN, a textile festival, and the Year of Music 2023, aimed at fostering transformational place-based system change aligned with the regional year of cultural celebration. Both programs collaborate with a diverse range of organizations, including the University of Huddersfield, schools, colleges, businesses, commercial organizations, registered charities, community-led voluntary arts groups, and individual artists and residents. Partnerships have resulted in investments from commercial businesses, contributions to projects, and strategic collaborations with the University of Huddersfield.

In Santa Maria da Feira (Portugal), the Creative Orchestra is a community project that aims to bring forward the social dimension of music. The orchestra is accessible for all, regardless of one's musical experience, age or social/cultural background. Based on pluralism and the mixing of different arts, lives and concepts, the orchestra encourages innovation and creation of alternative ways of making music, while deconstructing the conventional ways. It is a project where differences are valued and required, where various social groups unite, collaborate, and create together.

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.

Tampere achieved a rate of 56% rate, which is lower than the city sample's achievement of 67%.



Tampere takes action to encourage meaningful intercultural mixing and interaction in public space. The city promotes and encourages intercultural initiatives in libraries, museums, and squares. Libraries offer multilingual books, public museums organize international exhibitions, and intercultural markets and events are held in the city's squares.

Tampere takes into consideration the diversity of the population in the design, renovation and management of new public buildings or spaces. The redesign of public restrooms includes considerations for accessibility, gender diversity, and cultural preferences. Accessibility is prioritized across the entire city space, ensuring inclusivity. Safer space guidelines are implemented to enhance public safety and mitigate discrimination, fostering a welcoming environment for all.

The city does not have areas in which people feel unwelcome or unsafe.

Suggestions

Cities are encouraged to strengthen policies and actions to support a public space for all. Tampere has already taken several steps to increase the accessibility of the public space and could draw further inspiration from other local practices.

In Lisboa (Portugal), the Fusion Market on Martim Moniz square brings together various tastes and sounds from around the world, with food stalls serving freshly prepared street food from all continents and the square offering

a space for music and cinema. The market is open every day of the week and is a popular leisure space for both locals and tourists. Next to music and food, it also hosts cultural/educational events, such as workshops and exhibitions. The Fusion Market was set up as an initiative to counter the negative reputation of the square, located in a segregated and deprived area of Lisbon where many migrants reside. Today it has become an intercultural experience, attracting people from all over the city and beyond.

In Donostia-San Sebastian (Spain), the city transformed an old building to a new intercultural space. Tabakalera is a former tobacco factory that was converted into a contemporary culture centre. 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.). Tabakalera programmes are mostly free, and the funding is mostly public (30% comes from the municipality). By the time of 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 in rainy days. The center has been adapting its activities and spaces to these non-planned use from families, youth, etc. At some point, the centre identified a group of mainly youth male migrants who were used to spend long time at the centre, not always behaving correctly (security concerns, drugs, etc.). After discussing with them about their needs and aims, Tabakalera decided to open a programme to support them through cultural activities. A first project involved photography, and the initiative was really welcomed. Since then, the project has grown to the point of holding weekly meetings (every Friday with a mediator), during which the group has been, for example, creating music together or preparing artistic performances. The 2018 project has been a theatre play, and a group of around 25 people are participating, using the Theatre of the Oppressed as a working methodology.

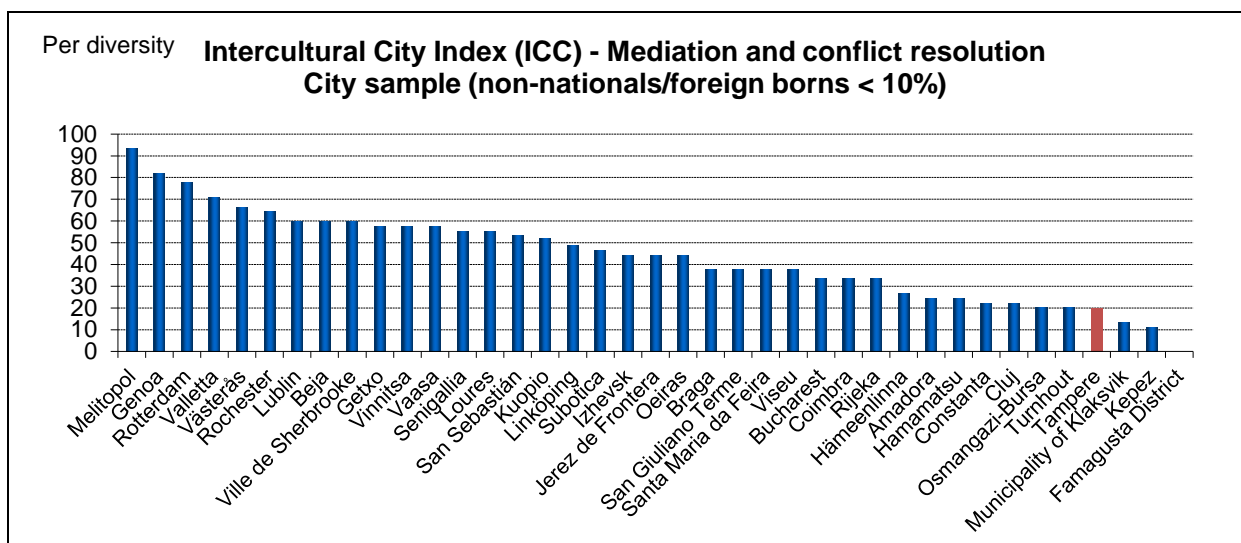
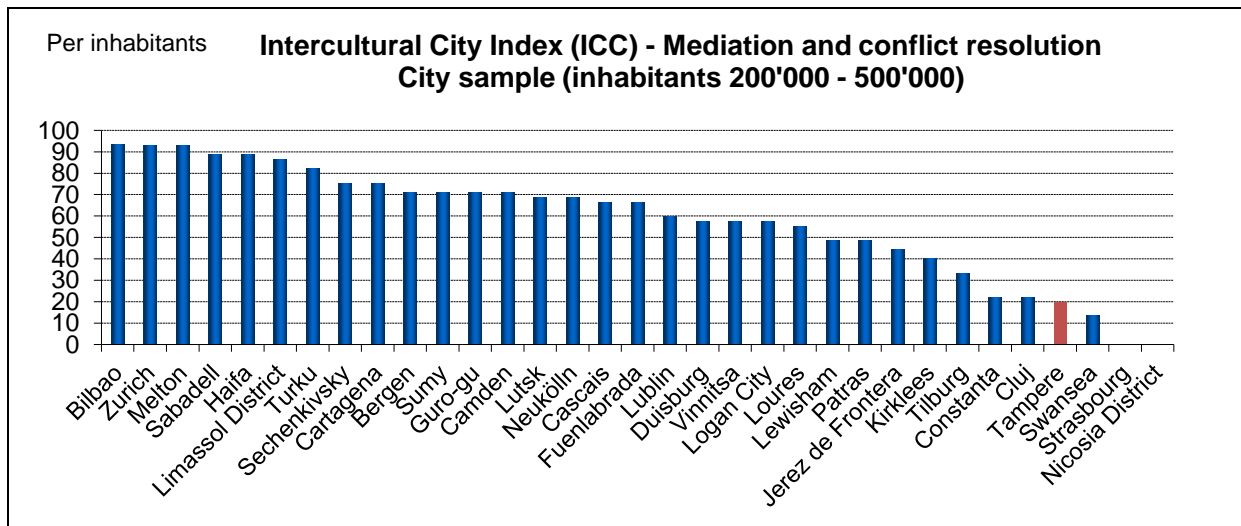
In the area of urban renewal, Montreal (Canada) has a universal design guide for new buildings and the extension, renovation and maintenance of existing city buildings; a universal design policy supplements regulations that include technical criteria to be met when designing or refurbishing buildings or public spaces. Following the entry into force of these instruments, the city has, for instance, worked on standardising the design of public spaces so as to make it easier for people who do not speak French or have intellectual or visual impairments to find their way about; it provides family changing/locker rooms accessible to everyone (persons with reduced mobility, assisted by a person of the opposite sex, prams, LGBTQ +); it provides level or gently sloping routes for persons with reduced mobility, prams, delivery workers, staff with cleaning/maintenance equipment; and it also provides new short, direct routes and resting places for elderly people and short or overweight people, convalescents or people with other mobility issues.

ICC programme resources on housing, public spaces and urban planning are available [here](#).

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.

Tampere achieved a rate of 20%, which is clearly lower than the city sample's achievement of 58%.



Tampere works with a regional mediation service funded with region/state funds. The city does not provide intercultural mediation.

In Tampere, there is currently no specific organization dedicated to inter-religious relations. However, the [Rainbow Association Malkus](#) plays a vital role in facilitating discussions between spiritual communities and sexual and gender minorities.

Suggestions

Tampere has room to improve on intercultural mediation. In Reggio Emilia (Italy), the [Centro per la Mediazioni dei Conflitti](#) (Centre for Social Conflict Mediation) identifies and support the mediation of conflicts in a network perspective (municipal police, Carabinieri, State Police, ASL, Social Services, URP, schools, voluntary associations, etc.) achieving greater integration of initiatives and projects that are located in the locality. It is particularly skilled in the integration of foreigners and locals, for example in the use of common spaces, noise, pets, private gardens; presence of animals; air pollution, informal groups of young people: and other uses of public space.

In Valladolid (Spain), the local intercultural mediation service is composed of an interdisciplinary team of professionals qualified to intervene in intercultural conflicts (conflicts for which cultural or ethnic differences are

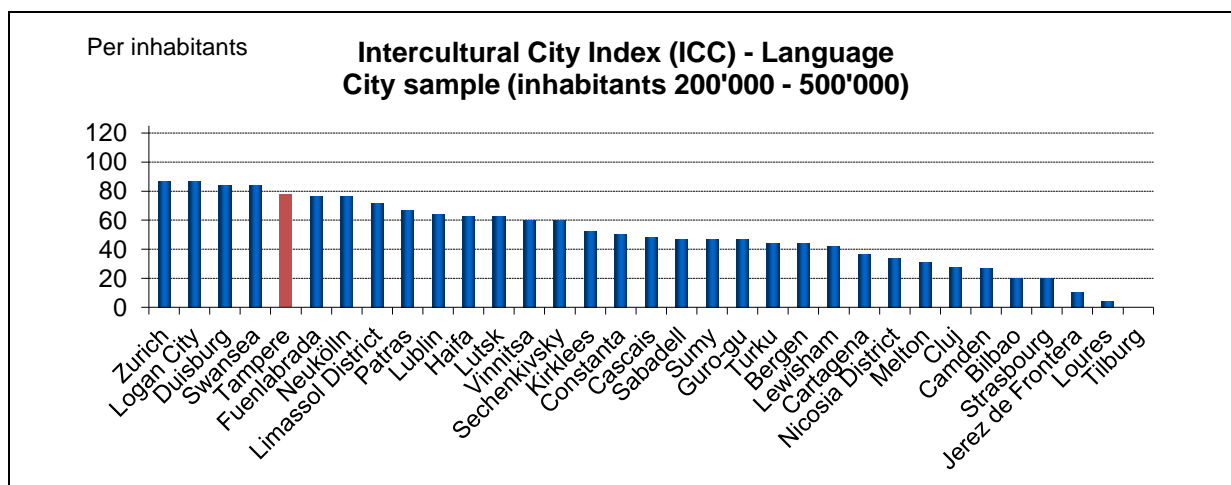
considered as explaining factors). The overall objective is the promotion of mediation as a mechanism of alternative conflict resolution that will help to foster peaceful and inclusive cohabitation in the municipality of Valladolid, in line with the principles as set out in the [Plan de Convivencia Ciudadana Intercultural 2019-2023](#) (Plan for intercultural Integration). The Service develops activities with a view to provide support and guidance for professionals from social and other municipal services, and leads the work in elaborating reports and recommendations regarding mediation of intercultural conflicts. When a conflict arises, the Intercultural Mediation Service works based on the following steps: acknowledging and notifying the conflict; analysing the claims and searching for prior information; contacting the parties in conflict; establishing mediation and/or negotiating processes with the parties involved; specifying and committing to the agreements and their follow-up; closing the conflict. In addition, activities, and actions to prevent conflicts, raise awareness and educate on the topic are carried out.

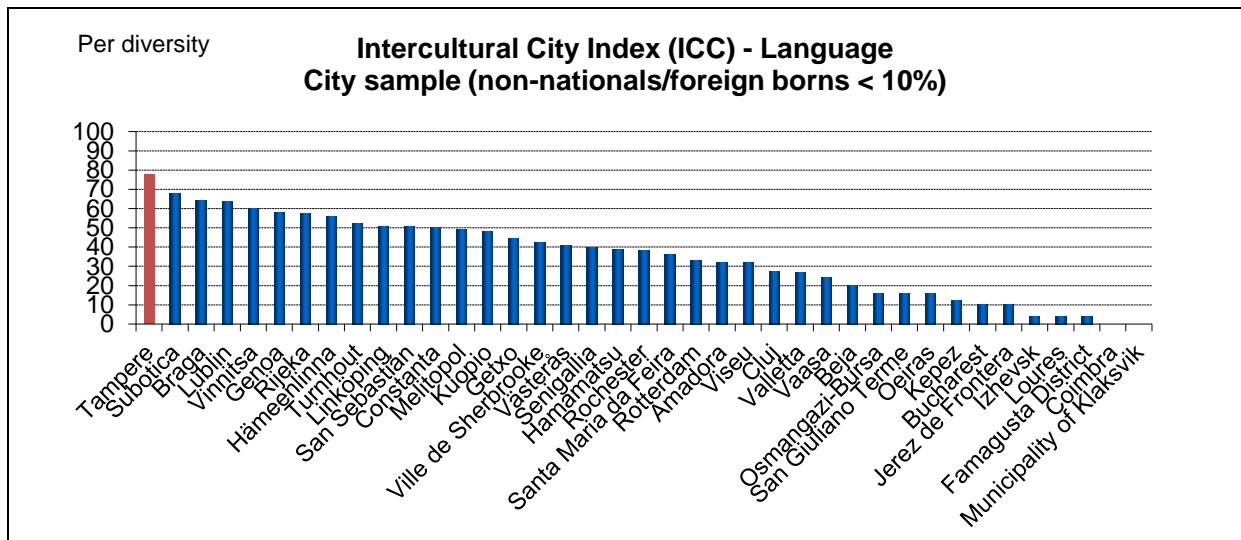
ICC programme resources on intercultural competence and mediation are available [here](#).

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.

Tampere achieved a rate of 78%, which is clearly higher than the city sample's achievement rate of 46%.





Tampere is a bilingual city in which Finnish and Swedish are part of the daily life. The city provides language services for specific groups. Migrant/minority languages are part of the regular curriculum at schools and teaching of migrant/minority languages as a mother tongue course is migrant/minority children only. Tampere provides support for third sector-led language cafes and peer groups.

The city provides support for local minority radio and television programs in migrant/minority languages. The city also supports initiatives for raising awareness on migrant/minority languages, through IHT podcasts and MAINIO videos.

Occasionally, the city supports projects that seek to give a positive image of migrant/minority languages via [Multilingual Info MAINIO](#).

Suggestions

Tampere could be interested in improving language provision, including more languages in the local services and communications.

In Stavanger (Norway), the Johannes Learning Centre is main vehicle for building language competence. Although originally all the staff were Norwegians, 40% are now of minority background. The school has developed from being only concerned with using and teaching Norwegian to bilingualism and multilingualism, with mixed staff. To achieve this, they introduced a policy of hiring former students and appointing people with bilingual skills, wherever there was a need. Therefore, the school has achieved much better results. It seems like the leadership had the courage to go beyond that which the law required of them. For Johannes the winning formula seems to be hire them and teach them; and make them part of your functional network.

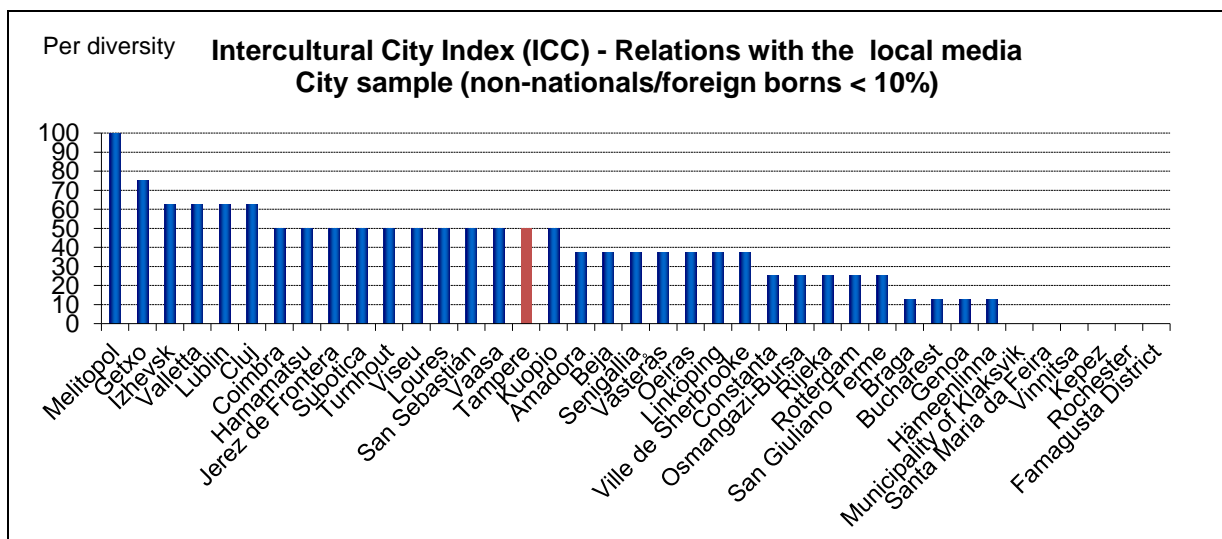
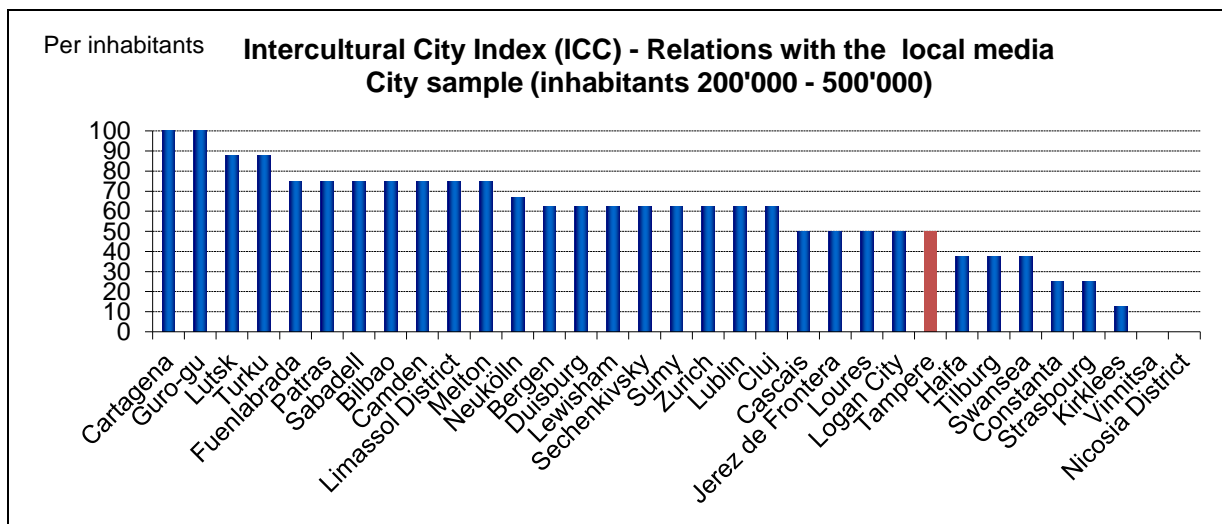
In Lisbon (Portugal), the city and the Portuguese Ministry of Health have partnered with local NGOs and hospitals to create manuals about [health in several languages](#). The leaflets were designed in partnership with local groups of migrants that were able to raise the most pressing topics to discuss including for example pregnancy, birth and STD control and diabetes. The manual further included images to describe each subject. Mediators from the designated communities were hired to moderate conversations with local groups, develop the texts and translate them and the process of developing the manuals was participatory.

ICC programme resources on multilingualism are available [here](#).

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.

Tampere achieved a rate of 50%, which is slightly higher than the city sample's achievement rate of 46%.



Tampere has a communication strategy to improve the visibility and image of people with migrant/minority background in local communication tools. Initiatives such as the [Talent Ambassadors](#) and [Tampere for All](#) work in that direction.

Whenever is possible, the city's Communication Department, highlights diversity as an advantage.

The city does not provide support for advocacy, media training or mentorship for journalists with migrant/minority background and does not monitor in which way traditional local/national media portray people with minority/migrant backgrounds. The city does not engage with local media when they portray people through negative stereotypes.

[Suggestions](#)

Tampere may be interested in developing a more comprehensive media strategy aimed at raising awareness on interculturalism and diversity, including monitoring how social and traditional media portray those with a migrant or minority background.

In the Basque city of Bilbao (Spain), the municipal communication office develops the communication strategy of the Municipal Citizenship and Diversity Plan, organising communication of the strategic milestones of Bilbao City Council’s intercultural action. Communication is made through press conferences and releases, as well as through social networks with specific intercultural content, where publications related to this content are made. Bilbao City Council provides support to different media projects, promoted by journalists with a migrant background through grants such is the TV channel from the ‘Emigrados sin Fronteras’ association and Candela Radio. The city also has an [antirumours initiative](#) that has been providing training and developing actions to fight against prejudices and to improve social cohesion for the last 10 years.

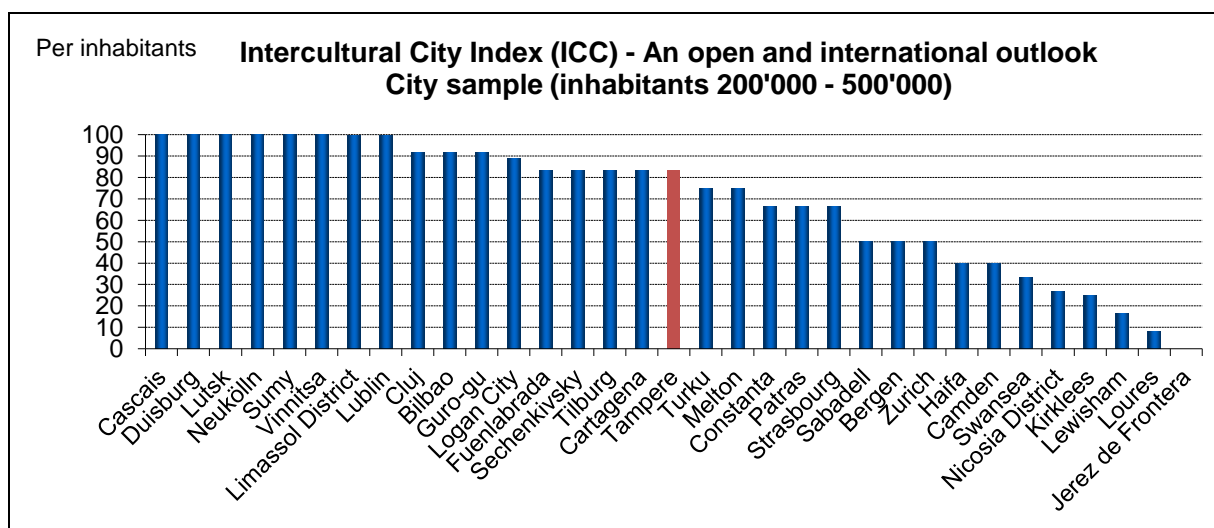
An example of city’s support in creating an online safe space for journalists of migrant origin is the “Maison des journalistes (Foreign Journalists’ House)” - an initiative implemented in Paris (France) which supports refugee journalists. The organisation helps them through all the stages of their asylum process and gives them the means to continue to produce written and audio-visual information materials freely on its [website](#).

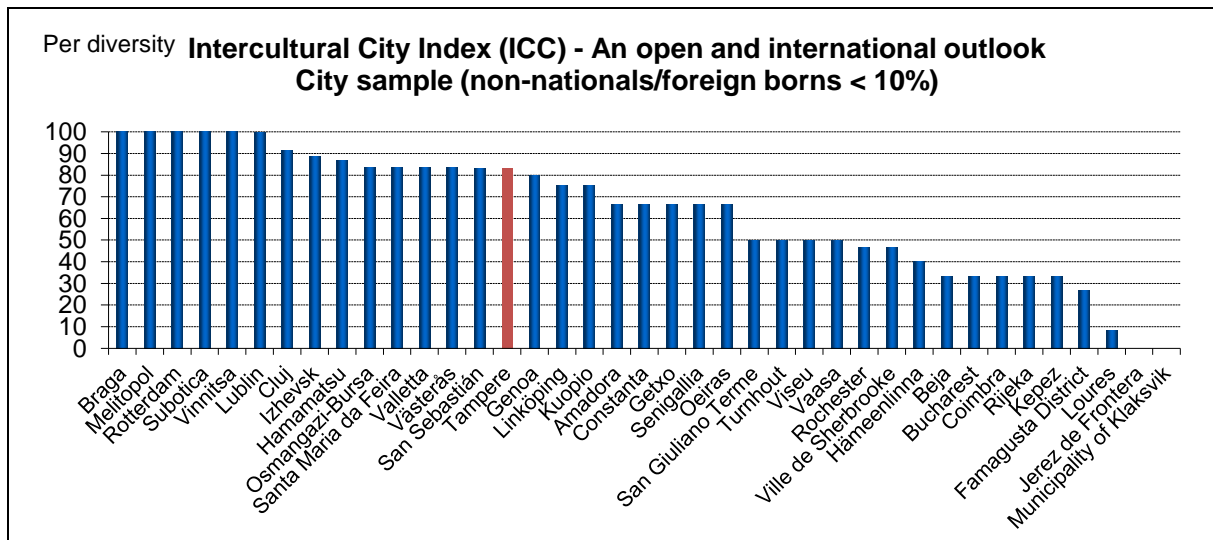
ICC programme resources on communication and public awareness are available [here](#).

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.

Tampere achieved a rate of 83, which is higher than the city sample’s achievement rate of 69%.





Tampere has a set of guidelines for international activities for fostering Tampere's international connections. The city is well connected and networked globally through various international city networks and organizations such as Eurocities, ICLEI, UNESCO Learning Cities, etc. Additionally, Tampere has twin and other partner cities, engages in international projects, and campaigns, and actively participates in initiatives like the Tampere Welcoming City, International & Inclusive Tampere, City Strategy, and Business Tampere.

Furthermore, Tampere has developed a systematic network of [Tampere Ambassadors](#) comprising internationally renowned researchers, pioneers in business, visible cultural actors, and international experts from various fields. These ambassadors advocate for Tampere as an excellent place to live, study, invest, establish businesses, or organize events and congresses. Their mission is to enhance Tampere's internationalization efforts by leveraging their skills and networks.

The city reaches out to foreign students. "Tampere Welcoming City" is a newly established development program specifically designed to make Tampere a more friendly, open, and welcoming city for internationals. Foreign students are one of the key target groups of this program, reflecting Tampere's aspiration to become the most student-friendly city in Finland. Through various activities and initiatives such as welcome events and "pulla perjantai" (Finnish for "bun Friday"), foreign students are recognized and integrated into the fabric of the city.

The city supports organisations seeking to develop business relations with countries/cities of origin of its diaspora groups, mainly through the Tampere Ambassadors initiative and the [Business and Talent Ambassadors](#).

Suggestions

Tampere could reinforce its role as a multicultural and welcoming city by improving its international outlook. Some examples from other ICC cities could be inspirational in doing that.

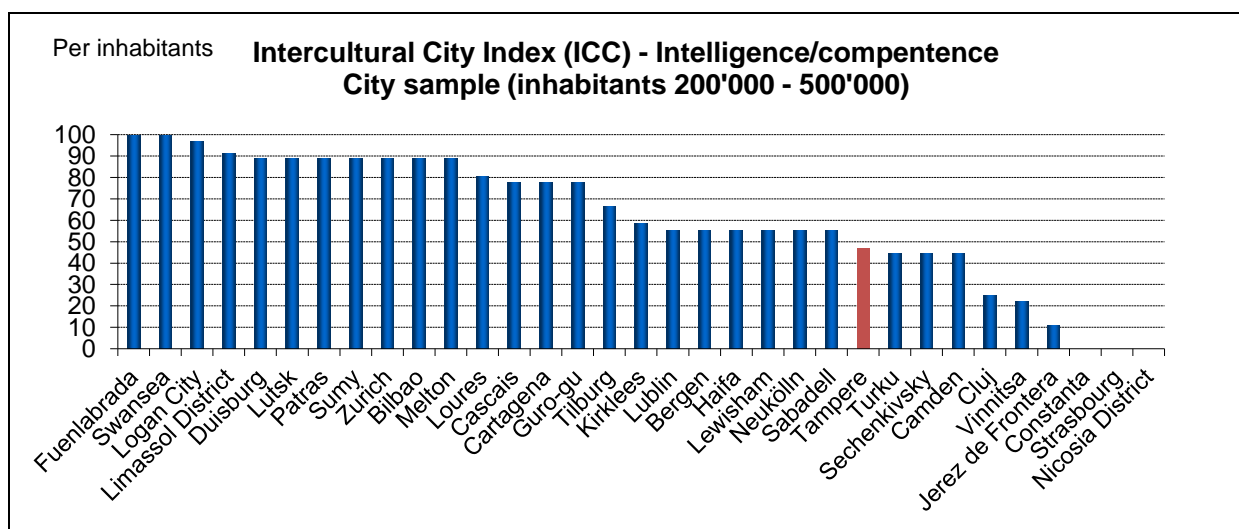
In Manchester (United Kingdom), the City Council has a long standing and sustainable approach to developing international relations which aim to support the broader social, economic and environmental objectives of the city. That includes, for example, the work with Wuhan in China to develop a joint economic collaboration study which led to the appointment of a Manchester Officer within the British Consulate General in Wuhan. This post works on a range of projects on behalf of Manchester City Council, Manchester's universities, cultural institutions and local business community. The Council provides a specific budget to the international policy. The city reaches out to foreign students and other young people arriving through exchange programmes. Finally, Manchester City Council works closely with the Greater Manchester Chamber of Commerce, MIDAS, Department for International Trade, the Manchester China Forum, the Manchester India Partnership and local Consulates to progress business relations with key countries and cities. This includes establishing joint programmes for international visits where the Council deliver presentations or host meetings with senior political and business representatives.

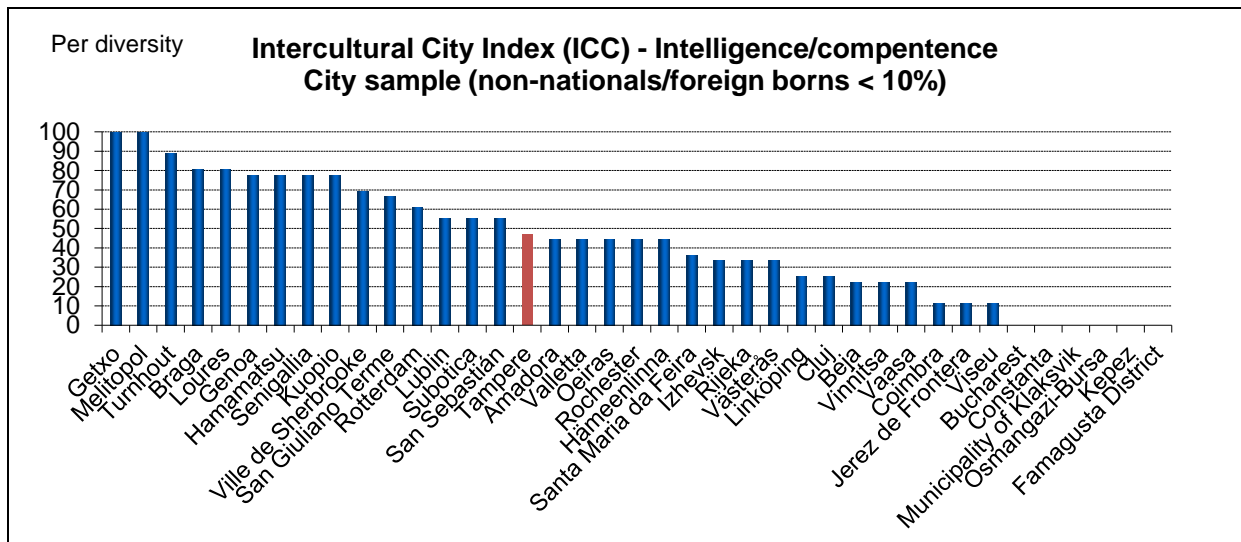
The city of Leeds (United Kingdom) has a concrete and strategic policy to encourage international cooperation in economic, scientific, cultural, or other areas. The policy further has a specific financial provision, and the city actively takes action to further the international relations. The city has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

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 are 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.

Tampere achieved a rate of 47%, which is lower than the city sample's achievement rate of 60%.





Tampere occasionally utilizes statistical and qualitative data on diversity and intercultural relations to inform the local policy formulation process. Efforts are underway to enhance and refine this process for better effectiveness.

The city does not carry out surveys that include questions about the public perception of migrants or minorities in a systematic way, although it has been done occasionally. Similarly, the city does not systematically carry out surveys on the feeling of security/safety with respect to people with migrant/minority backgrounds. In the Welcoming City Program, people could [share their experiences](#) to build and open, international and welcoming Tampere.

Tampere promotes the intercultural competences of its officials and staff through training course, interdisciplinary seminars, and networks. The city also has web courses and Moodle-based orientation material for the management overall, and especially the personnel of the International Talent Attraction and Migration services.

Suggestions

Despite the lower scoring for this indicator, Tampere could easily improve its intercultural work in this area. In that sense, it could be interesting to examine the tools developed in Botkyrka (Sweden). In this city, the “Intercultural Dilemma” methodology that was developed in the same city. The methodology is primarily designed to identify individual and structural practices that prevent or, on the contrary, facilitate an intercultural approach on the part of employees. Participants are invited to describe real situations that have posed a challenge from an intercultural point of view. Half of the audience describes a situation that occurred at the individual level, while the other half addresses a situation where the structural conditions for an intercultural approach were lacking. Proposals on how to solve the problems are then presented and analysed by different groups, and a final debate is held to draw conclusions.

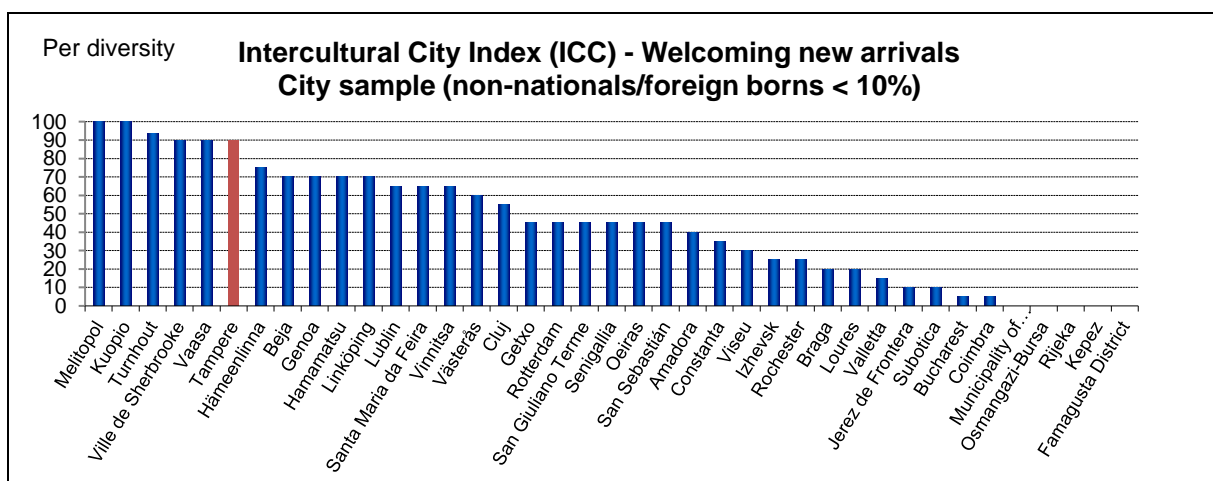
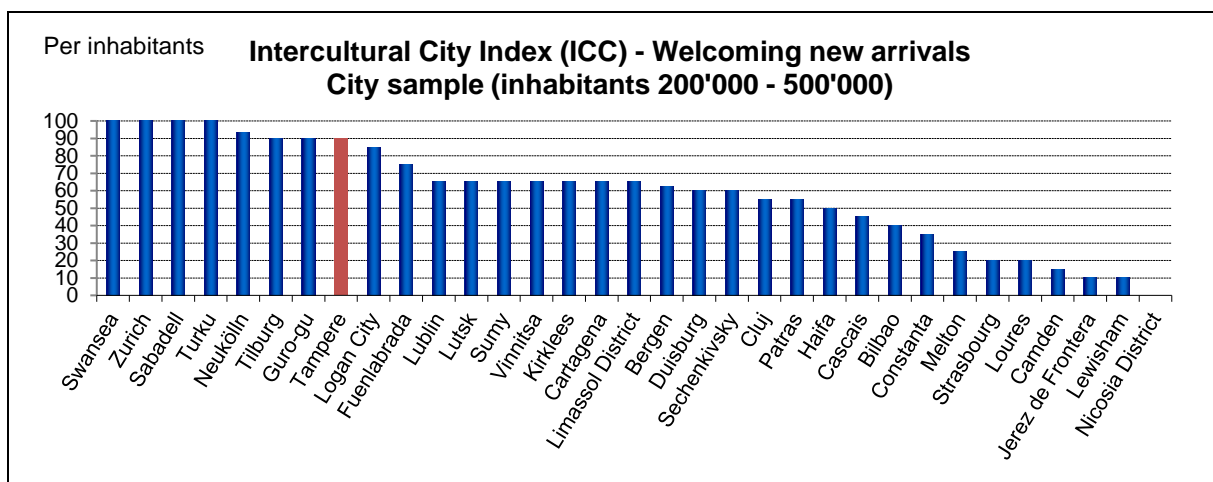
Regarding intercultural training, it could be interesting to check different experiences. [Montreal](#) (Canada) has developed and provided an interesting training initiative on intercultural communication in the workplace. This explores obstacles to efficient intercultural communication in the workplace; 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. Likewise, the [Inclusive Auckland Framework](#) developed in the Australian city of Auckland includes a focus on promoting intercultural competence to create inclusive workplaces and to enable leadership for inclusion. This includes anti-racism workshops and eLearning resources on unconscious bias. Finally, [Reykjavik](#) (Iceland) has designed a specific training course for city employees to prevent misunderstandings in a diverse workplace and to open up a dialogue about discrimination, equality, prejudice, and stereotypes. All city departments are targeted. It is specifically workplace oriented in its focus.

ICC programme resources on intercultural competence are also available [here](#).

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.

Tampere achieved a rate of 90%, which is considerably higher than the city sample’s achievement rate of 58%.



The city of Tampere has a designated unit to welcome newcomers and offers a comprehensive city package for them. The [Welcoming Tampere programme](#) collaborates with other initiatives, including [the Relocation Guide to Tampere](#), and [Multilingual Info Mainio](#), which provides guidance in 14 different languages.

The city of Tampere have a designated unit to welcome newcomers, and have a comprehensive city-package for them. The Welcoming Tampere initiative works with other projects such as the [Relocation Guide to Tampere in English](#); and a multilingual guidance in 14 different languages provided by [Multilingual info Mainio](#).

The services are provided for particular groups, including family members, students and refugees and asylum-seekers. The Tampere International Talent Attraction & Migration service unit organizes “Welcome to Tampere” events aimed at migrant workers and their family members. They also participate in pre-arrival and welcome events for students organized by educational institutions in the region, including higher education and vocational institutions. Additionally, the unit offers guidance services for internationals interested in moving to Tampere. A specialized service team welcomes and guides refugees, asylum-seekers, unaccompanied minors, and individuals at the reception centre.

A ceremony called “Welcome to Tampere” is organized four times a year, specifically targeting professional migrants and their families. Official representatives are present at the ceremony to welcome them.

Suggestions

Tampere already holds welcoming events for new citizens and provides particular welcoming support for refugees, students and family members who arrive at the city. Nevertheless, it could be always inspiring to discover what other cities are doing in this area.

The Portuguese Network of Intercultural Cities (RPCI), has developed an app called Portugal Incoming. The app launched in 2019 is a major practical contribution to the integration of migrants in Portugal, bringing all relevant information on how to navigate the Portuguese services and bureaucracy, as well as access to information about cultural and social events into one place. The app is constantly updated and is available in a number of languages. The information has also been gathered into a guide. In addition, a guide for practitioners on how to conduct welcoming sessions has been developed, together with a matrix for the creation of municipal integration plans and strategies.

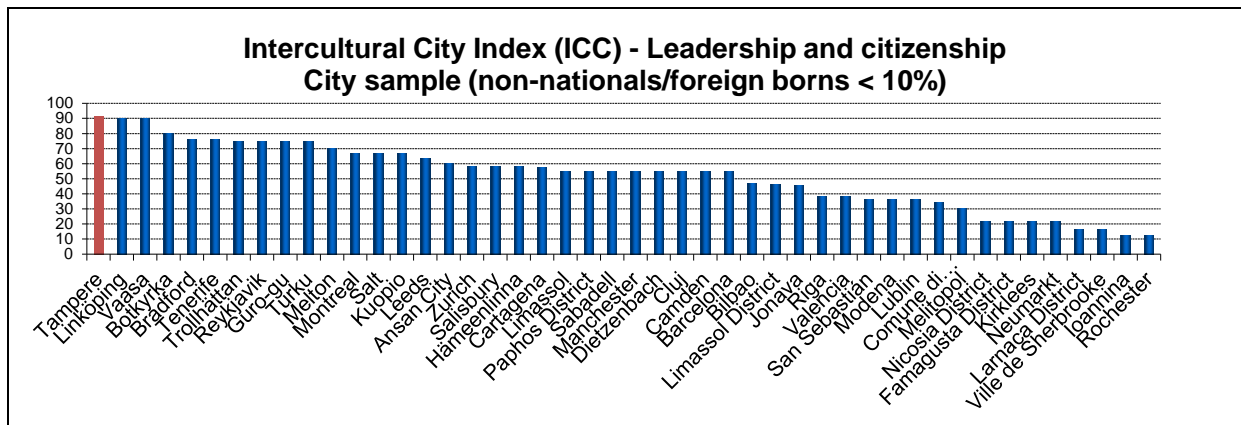
The [island of Tenerife](#) have created a welcome guide for children called ¡Hola!. The guide has created by the children working group (Amiguitos y Amiguitas) of the Together in the Same Direction programme, and it has included the participation of different actors and institution in the island.

ICC programme resources on refugees and welcoming policies are also available [here](#).

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.

Tampere achieved a rate of 92, which is considerably higher than the city sample’s achievement rate of 52.



Tampere is making commendable progress in the governance (leadership and citizenship) area. According to the Finnish law, [people who reside in a municipality](#) could vote and stand as candidate in local elections after two years of residence. EU and EFTA nationals could stand as candidates in the local elections if they have lived 51 days previous to the elections in the municipality. At this moment, there are elected members of the Tampere's [City Council](#) that are foreign-born or have dual nationality.

The [Immigrant Council](#) (Maahanmuuttajaneuvosto or MaNe) serves as the consultative body representing migrants/minorities and/or their organizations in Tampere. This institution provides a migrant/minority perspective on the representation of individuals with migrant/minority backgrounds in mandatory boards supervising schools and/or public services.

The city regularly organises initiatives to encourage people with migrant/minority backgrounds to engage in political life. The city also organizes campaigns in multiple languages in connection with local elections, with the assistance of the Immigrant Council.

Suggestions

Tampere has achieved a commendable score in this field, yet the work of others can always provide inspiration for advancing new initiatives.

Since 2014, the City of Geneva (Switzerland) has been developing a public policy on cultural diversity and fight against racism. Placed among its priorities by the Administrative Council, the policy aims, more specifically, to create conditions conducive to the integration of migrants and foreign nationals, working in particular to open up the host society and its institutions, as well as to fight against all forms of racial discrimination and discrimination based on ethnic origin, nationality, beliefs or residence status. In 2020, the evaluation of the 2016-2020 roadmap was published, and based on the assessment, it was decided to renew the initiative for the 2020-2025 period. The new roadmap for the 2020-2025 legislature was adopted by the Administrative Council in 2022 under the title "Cultural Diversity and Anti-Racism Policy". It focuses on five priority areas: welcoming, accessibility, non-discrimination, responsibility and participation. Coordinated by the Agenda 21 - Sustainable City department, it was developed jointly with the City of Geneva's Diversity Network (Rédige) and the departments concerned, on the basis of a questionnaire sent to all the departments in the administration. The 2020-2025 roadmap presents the objectives pursued to translate into actions the priorities of the policy on cultural diversity and anti-racism adopted by the Administrative Council.

It is also interesting to mention how Bradford (UK) has developed its Intercultural Strategy: Together for Stronger Communities 2018-2023). The strategy and its action plan have resulted after a important consultation process, involving both qualitative and quantitative methods (board tables, focus groups, online surveys, vox pops, interviews, etc.). The Stronger Communities Together strategy's team manage an innovation fund that will solicit proposals for innovative and collaborative projects in the area of integration and interculturalism in the broadest sense (i.e., including all forms of social integration - e.g., intergenerational, economic, sexual and disability). These funds will be allocated through participatory budgeting. Additionally, as a way to specifically address the challenge

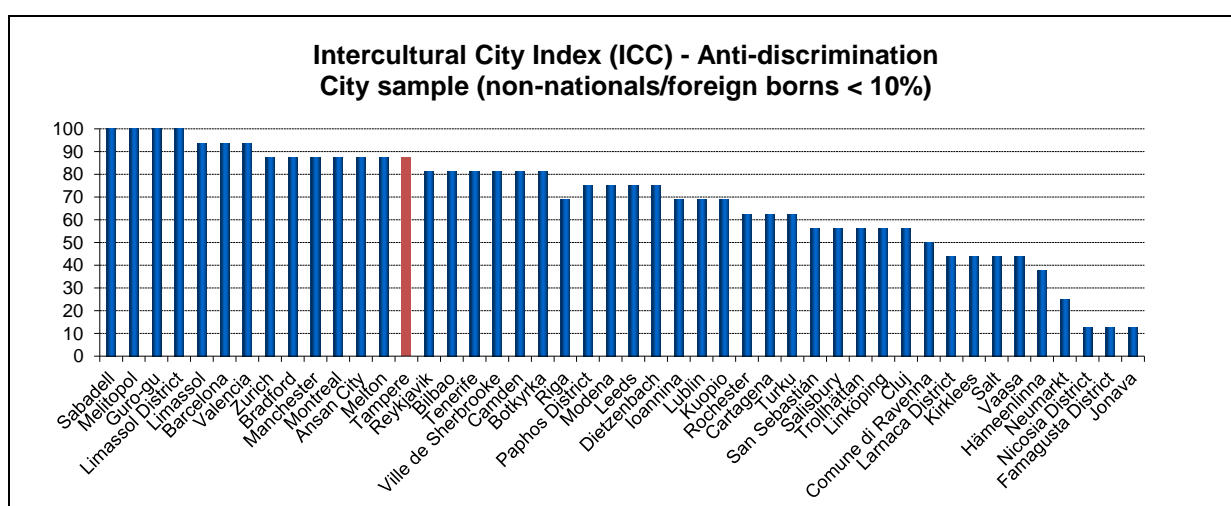
of representation at the higher level, Bradford launched the initiative “Council’s Future Leaders Experience”. This is a yearlong programme of learning, development, skills, shadowing, mentoring and networking for 20-40 employees at all levels within the organisation and beyond.

ICC programme resources on political and public participation are also available [here](#).

ANTI-DISCRIMINATION

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

Indicators on anti-discrimination have been included in the Intercultural Cities Index in 2019. The data collected so far is not yet relevant for statistical purposes. So far, 46 cities have replied to this new Intercultural Cities Index chapter. Tampere rate of achievement in the field of anti-discrimination is 88%.



Tampere conducted a systematic review of all municipal rules and regulations to identify mechanisms that may discriminate against residents with migrant/minority backgrounds. This review is carried out by the Immigration Council (MaNe) in collaboration with the local police, focusing on legal perspectives to develop tools aimed at tackling discrimination. This collaborative effort involves working with the police, the Regional State Administrative Agency (AVI), and other relevant stakeholders.

The [Plan for Equality and Parity](#) is the city’s binding document to proscribe discrimination. Following the Plan, annually the city monitors the extent and character of discrimination in the city.

The city has a dedicated service that advises and supports victims of discrimination and provides support to civil organisations that advise victims of discrimination.

The city regularly runs anti-discrimination campaigns, like the annual Anti-Racism Week, and it is member of the [Advisory Board for Ethnic Relations](#) (Etno), that serves as a national forum for dialogue.

Suggestions

There is room for improvement in the anti-discrimination area. The work done in the framework of ETNO and the Good Relations initiative could help in fighting discrimination and promoting equal treatment.

In order to fight discrimination, the city of Modena (Italy) has set up the "Anti-Discrimination Listening Point", which is part of the municipality. This service is open for everyone who is experiencing discriminatory acts based on language, ethnic or social origin, geographical origin, sexual orientation, skin colour, age, political orientation, beliefs, religious practices, or handicaps. Operators listen to complaints, help to activate relevant resources, offer guidance, and accompanies them on the most effective path to protect their rights. The service offers consultancy interviews, guidance, and accompaniment to other services, including prevention activities through pathways in schools. The city also has several centres and associations which deal with the issue of discrimination and gender-based violence. The city provides financial and/or logistical support to civil society organizations that advise and support victims of discrimination. However, it does not regularly monitor or research the extent and character of discrimination in the city, leaving this work to be done by a private organization supported by the city.

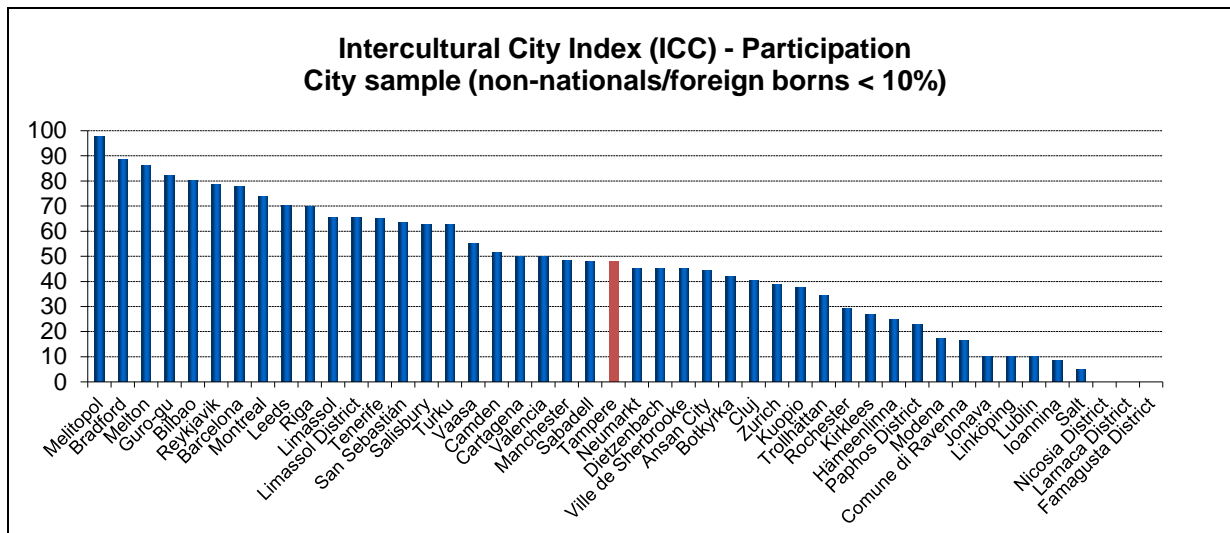
Sabadell (Spain) provides information and protection to victims of ethnic and racial discrimination through the Civil Rights Office. Besides the attention to victims and management of discrimination cases, the Office also trains and raises awareness of the rights and duties recognised in the city. Another body, the Living Together Commission, made up of municipal and political parties' representatives, third-sector organisations and the police, monitors and intervenes in cases of aggression or discrimination due to xenophobia, racism or homophobia. The city also counts on the municipal Ombudsman.

ICC programme resources on systemic discrimination are also available [here](#) and resources on anti-rumours are available [here](#).

PARTICIPATION

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

Indicators on participation have been included in the Intercultural Cities Index in 2019. The data collected so far is not yet relevant for statistical purposes. So far, 46 cities have replied to this new Intercultural Cities Index chapter. Tampere's rate of achievement in the field of participation is 48%.



Tampere has the [Plan for Equality and Parity](#), in which the Immigrant Council has participated. Intersectionality is a central topic in this plan. Furthermore, a plan for participation and communality is being prepared, and residents, city staff, and interest groups are being heard.

The city has not yet introduced participatory mechanisms to enable all city residents to participate equally in the decision-making process, but it is seriously considering introducing such mechanisms. Similarly, the city is working in a monitoring tool to have information on the participation of city residents with migrant/minority backgrounds in the decision-making process.

The city is considering taking actions to ensure that residents with migrant/minority backgrounds are fairly represented in key institutions and organisations, on boards or ruling bodies of trade unions, public schools, work councils, etc.

The city has introduced mechanisms to make sure that gender equality is respected in organisations that participate in the decision-making process.

Suggestions

Comprehensive monitoring of the participation of residents with migrant/minority backgrounds in the decision-making process is essential for designing better strategies to overcome barriers to participation. While acknowledging the difficulties in doing so, one approach could be to begin by conducting targeted research in specific areas of the city.

The city of Bradford (United Kingdom) has developed a project called “Citizen Coin Bradford” as part of the “Stronger Communities Partnership’s Strategy and Delivery plan” as one of its goals to increase civic participation. This means getting more people from all backgrounds to connect with others, participate in civic life and get involved in their own communities through local activities. The Citizen Coin scheme enables people to earn digital discount coins when undertaking social value activities, such as volunteering, that they can then use to get discounts off goods and services. Those earning the digital discount coin can also choose to donate their coins to other people and organisations. Bradford is using pioneering technology to involve all its citizens in the opportunities that the city and district offers. Through an app-based technology, the Citizen Coin scheme rewards people for doing social good, connects local voluntary organisations with their neighbourhoods, and communities with businesses, just when the local economy needs it most. Bradford believes in the power of sharing kindness, creating a culture where people help each other to feel safe, get along, get involved and get on. The project is ‘holistic’, underpinning the Council plan by promoting better skills, creating more good jobs and better health. It supports the community to ensure they create safe, strong, active communities, whilst helping the local economy to grow, sustainably.

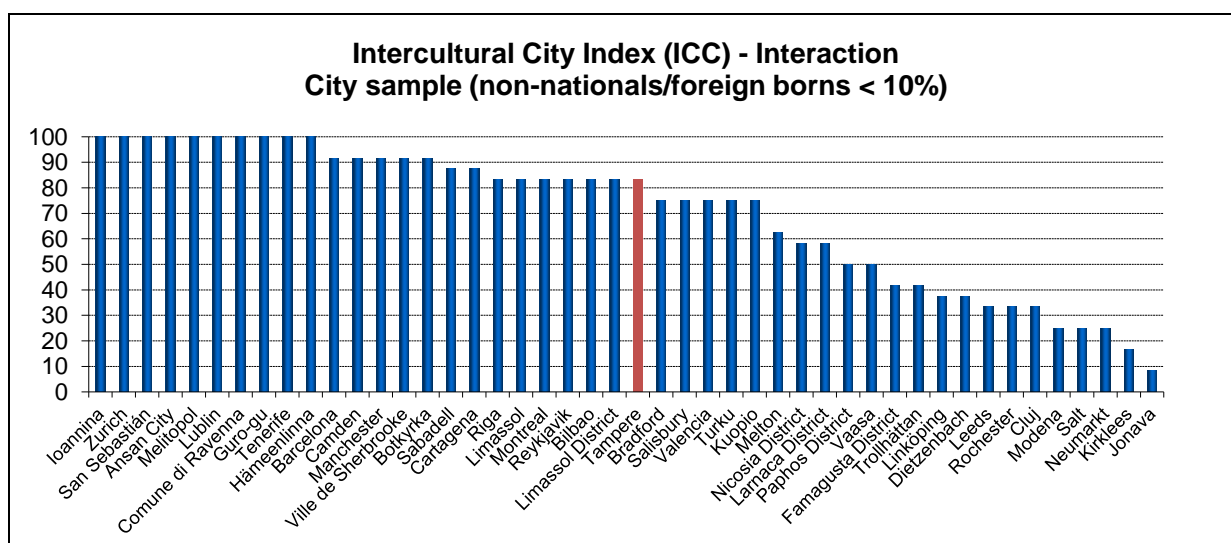
The City of Maribyrnong (Australia) facilitated informative sessions led by the Victorian Electoral Commission to educate residents about the Australian electoral process. These sessions covered essential topics such as electoral keywords, the obligation of Australian citizens aged 18 and over to enrol and vote, the importance of updating personal details when moving or changing names, and the correct voting procedures in Victorian elections. Additionally, the Victorian Electoral Commission conducted Talking Democracy sessions, aimed at training staff and community leaders, as well as voter education sessions focused on local elections, which were held at various community hubs within Maribyrnong.

ICC programme resources on political and public participation are also available [here](#).

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.

Indicators on interaction have been included in the Intercultural Cities Index in 2019. The data collected so far is not yet relevant for statistical purposes. So far, 46 cities have replied to this new Intercultural Cities Index chapter. Tampere's rate of achievement in the field of interaction is 83%.



Tampere does have a database that includes officially recognised organisations involved in these matters. The city collaborates with civil society and grassroots organizations that are active in various fields related to intercultural inclusion by holding regular meetings with them. The municipality also coordinates meet-ups for third sector organizations and facilitates networking among them.

Teachers in elementary schools receive intercultural training regularly. For example, the city has a program focused on language-conscious teaching and language-related responsibilities for teachers and headmasters.

Suggestions

Tampere has some good practices in the field of interaction. Nevertheless, there is room for improvement, and examples from other cities could be inspirational.

In Braga (Portugal), the “(Re)Writing our neighbourhood” project was developed from 2017 to 2020. The main goal was promoting integrated Approaches for Active participation in social and civic life. In addition to the physical improvement of the municipal housing in different neighbourhoods, the project integrated 8 measures to be implemented in the field to foster interaction and public participation.

In Montreal (Canada), the city uses public spaces as tools for positive interaction. Through intercultural events and initiatives geared towards integration, Montreal helps to ensure mixing between residents. Every year for the past five years, under a partnership with the Quartier des spectacles entertainment district, the city has run an open-air event called “Les Jardins Gamelin” designed to encourage living together in public spaces through an extensive cultural programme. In addition, as part of cultural trail activities, the city runs a tour of Montreal Island from an indigenous perspective, consisting of a bus tour in which participants visit various neighbourhoods to find out about the history of Indigenous peoples in urban areas down through the centuries. Lastly, Montreal sets particular store by citizen participation in identifying problems, designing policies and assessing their impact. Montreal Public Consultation Office (OCPM) is an independent organisation whose task is to carry out public consultation assignments entrusted to it by Montreal city council or executive committee. These primarily involve urban and land-use planning projects under municipal jurisdiction but may also include any project submitted by the executive committee or city council. The office also has the task of proposing rules to ensure implementation of credible, transparent and effective consultation mechanisms.

ICC programme resources on anti-rumours are also available [here](#) and resources on intercultural competence and mediation are available [here](#).

OVERALL CONCLUSIONS

Tampere's aggregate Intercultural Cities Index achievement rate was 65. This is the first step of Tampere on its intercultural journey. Tampere achieved particularly high scores in several areas, with lower achievements sometimes due to the lack of intercultural approach in its policymaking. There is room for improvement from the intercultural perspective, but it is also true that Tampere has several programmes and policies that could be easily understood and (re)framed as intercultural actions.

The following table gives more information on what Tampere does well and areas it could learn more from the experience of other cities.

COMMITMENT	✓	Tampere has taken a significant commitment towards fostering an inclusive environment included in different plans. The city has an integration strategy and an action plan that is not intercultural. A budget has been allocated for the implementation of these initiatives, and there will be a process for evaluation and updating at a fundamental level. The Integration Network within the City of Tampere is the dedicated body to coordinate the implementation of the integration plan. Tampere systematically carries out public consultations which involves all kind of diverse groups.
	✗	Official communications rarely mention the city's intercultural commitment. The city does not acknowledge or honour local residents /organisations that have done exceptional things to encourage interculturalism in the local community.
EDUCATION	✓	Tampere does not face a clear problem of segregation in schools.
	✗	Only few schools make strong efforts to involve parents with migrant/minority backgrounds in school life. Schools rarely carry out intercultural projects.
NEIGHBOURHOODS	✓	The city takes occasional measures to increase the diversity of neighbourhoods and to avoid ethnic concentration.
	✗	Tampere may explore organising activities to encourage mixing, as well as creating meeting places in every municipal district.
PUBLIC SERVICES	✓	In Tampere, public employees do not reflect the composition of the city's population. The city takes actions to encourage diverse workforce in private sector business. The city takes into consideration the migrant/minority backgrounds of all residents It provides a wide range of services.
	✗	The city lacks a recruitment plan aimed at ensuring a diverse workforce.
BUSINESS AND THE LABOUR MARKET	✓	In Tampere, local organisations encourages businesses from ethnic minorities to enter in the mainstream economy. The city has also taken actions to encourage 'business districts/incubators' and to involve an adequate percentage entrepreneur with migrant/minority backgrounds.
	✗	There is no local normative to facilitate the procurement of goods and services in favour of companies with an intercultural inclusion/diversity strategy.
CULTURAL AND SOCIAL LIFE	✓	Occasionally interculturalism is used as a criterion when allocation funds. Tampere organises public debates or campaigns about cultural diversity and living together.
	✗	Tampere does not organise regular events and activities to encourage people to meet and interact. The city occasionally encourages cultural organisations to deal with intercultural relations in their productions.

PUBLIC SPACE	✓	Tampere takes action to encourage meaningful intercultural mixing and interaction in public space. The city promotes and encourages intercultural initiatives in libraries, museums, and squares. Tampere takes into consideration the diversity of the population in the design, renovation and management of new public buildings or spaces. The city does not have areas in which people feel unwelcome or unsafe.
	✗	Tampere does not have a formal commitment to consider the diversity of the population in urban planning and/or the designing public spaces.
MEDIATION AND CONFLICT RESOLUTION	✓	Tampere works with a regional mediation service funded with region/state funds. The city provides intercultural mediation in the city administration for general purposes. The city has a generalist municipal service which deals with religious conflicts among others.
	✗	The city does not provide intercultural mediation. There is currently no specific organization dedicated to inter-religious relations.
LANGUAGE	✓	Tampere is a bilingual city in which Finnish and Swedish are part of the daily life. The city provides specific language training in the official languages for groups hard-to-reach. Non-national languages could be learnt under specific circumstances. The city facilitates the awareness-raising of migrant languages in the city. The city support radio/TV initiatives on minority languages.
	✗	The city supports only occasionally projects that seek to give a positive image of migrant/minority languages.
MEDIA AND COMMUNICATION	✓	The city has a communication strategy to improve the visibility and image of people with migrant/minority background in local communication tools. The city's Communication Department highlights diversity as an advantage.
	✗	Tampere does not provide support for advocacy, media training or mentorship for journalists with migrant/minority background and does not monitor in which way traditional local/national media portray people with minority/migrant backgrounds. The city does not engage with local media when they portray people through negative stereotypes.
INTERNATIONAL OUTLOOK	✓	Tampere as a set of guidelines for international activities for fostering its international connections. The city is well connected and networked globally through various international city networks and organisations. "Tampere Welcoming City" and Tampere Ambassadors are initiatives to make Tampere a more friendly, open, and welcoming city for internationals. The city supports organisations seeking to develop business relations with countries/cities of origin of its diaspora groups, mainly through the Business and Talent Ambassadors initiative.
	✗	Tampere does not have an explicit and sustainable policy to encourage international cooperation in economic, scientific, cultural, or other areas.
INTERCULTURAL INTELLIGENCE AND COMPETENCE	✓	Tampere occasionally utilizes statistical and qualitative data on diversity and intercultural relations to inform the local policy formulation process. Efforts are underway to enhance and refine this process for better effectiveness. Tampere promotes the intercultural competences of its officials and staff through training course, interdisciplinary seminars, and networks.
	✗	The city does not systematically conduct surveys that include questions about public perceptions of migrants or minorities, nor do they assess feelings of security or safety regarding individuals with migrant or minority backgrounds.

WELCOMING NEWCOMERS	✓	The city of Tampere has a designated unit to welcome newcomers and offers a comprehensive city package for them. The services are provided for particular groups, including family members, students and refugees and asylum-seekers. A ceremony called "Welcome to Tampere" is organized four times a year.
	✗	Welcoming services could be extended to all types of newcomers.
LEADERSHIP AND CITIZENSHIP	✓	The city has a consultative body, the Immigration Council, to advise the municipal government on diversity and integration matters. The city takes initiatives to encourage people with migrant/minority background to engage in political life. The city also organizes campaigns in multiple languages in connection with local elections, with the assistance of the Immigrant Council.
	✗	Tampere does not have a consultative body involving migrants/minorities, other citizens, as well as relevant public institutions, organisations and experts.
ANTI-DISCRIMINATION	✓	Tampere has Plan for Equality and Parity. The city reviews of all municipal rules and regulations to identify mechanisms that may discriminate residents with /migrant/minority backgrounds. The city runs anti-discrimination campaigns or raise awareness on discrimination. The city provides financial or logistical support to civil society organisations that advise and support victims of discrimination.
	✗	The city does not currently have an anti-rumours strategy in place nor does it implement anti-rumours activities following the official Council of Europe methodology.
PARTICIPATION	✓	Tampere has the Plan for Equality and Parity. A plan for participation and communality is being prepared, and residents, city staff, and interest groups are being heard. The city has introduced mechanisms to make sure that gender equality is respected in organisations that participate in the decision-making process.
	✗	The city has not yet introduced participatory mechanisms to enable all city residents to participate equally in the decision-making process. The city is considering taking actions to ensure that residents with migrant/minority backgrounds are fairly represented in key institutions and organisations.
INTERACTION	✓	The city has a database that includes officially recognised organisations. The city collaborates with civil society and grassroots organizations that are active in various fields related to intercultural inclusion by holding regular meetings with them. Teachers in elementary schools receive intercultural training regularly.
	✗	Tampere does not have a comprehensive and updated list/database of all civil society and grassroots organisations that are active in the various fields concerned by intercultural inclusion.

In view of the above, we wish to congratulate Tampere for the efforts taken and we are confident that if the city reflects more on its different areas of work and what it is already doing, as well as follows our guidelines and other Intercultural Cities' practices, the results will rapidly be visible and tangible.

RECOMMENDATIONS

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

Commitment: An intercultural storytelling could easily include several of the current programmes and plans from the city, as internationalism, accessibility, and diversity are encompassed in the mayor's program and certain official marketing materials. Tampere may wish to reference its intercultural commitments in official communications more frequently. The city may explore to acknowledge local residents/organisations that have done exceptional things to encourage interculturalism in the local community.

Education: Tampere could consider encouraging more interaction between families, especially with migrant/minority background. The city may wish to encourage schools to carry out intercultural projects.

Neighbourhoods: The city may explore organising activities to encourage mixing, as well as creating meeting places in every municipal district.

Public services: Tampere could consider developing a recruitment plan to ensure it becomes an attractive and diverse employer.

Business and the labour market: The city may wish to explore local regulations to favour the procurement of goods and services in favour of companies with an intercultural inclusion/diversity strategy.

Cultural and social life: Tampere may wish considering organising more events and activities to encourage people to meet and interact. Additionally, the city may explore encouraging cultural organizations to incorporate intercultural relations into their productions on a more regular basis.

Public space: The city could explore a more formal commitment to consider the diversity of the population in urban planning and/or the designing public spaces.

Mediation and conflict resolution: The municipality could explore providing mediation and conflict resolution by itself, including specialised institutions such as hospitals, youth clubs and retirement homes.

Language: Tampere may consider supporting initiatives seeking to give a positive image of migrant/minority languages in a more regular basis. The city may explore how to engage with local media when they portray people through negative stereotypes.

Media and communication: The city may explore providing support for advocacy, media training or mentorship for journalists with migrant/minority background and does not monitor in which way traditional local/national media portray people with minority/migrant backgrounds. The city could also engage with local media when they portray people through negative stereotypes.

International outlook: Tampere could benefit from developing an explicit and sustainable policy to encourage international cooperation in economic, scientific, cultural, or other areas in the context of interculturalism.

Intercultural intelligence and competence: The municipality could implement systematic surveys that include questions about public perceptions of migrants or minorities, as well as assess feelings of security or safety regarding individuals with migrant or minority backgrounds.

Welcoming newcomers: The city could extend the welcoming services to all types of newcomers.

Leadership and citizenship: Tampere might wish to reinforce its consultative body by involving migrants/minorities, as well as other citizens, relevant public institutions, organisations and experts.

Anti-discrimination: The city may explore the possibility to develop an anti-rumours strategy following the official Council of Europe methodology.

Participation: Tampere may consider introducing participatory mechanisms to enable all city residents to participate equally in the decision-making process. The city could take actions to ensure that residents with migrant/minority backgrounds are fairly represented in key institutions or organisations.

Interaction: Tampere could consider a comprehensive and updated database of all civil society and grassroots organisations that are active in the various fields concerned by intercultural inclusion.

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

The Member States of the European Union have decided to link together their know-how, resources and destinies. Together, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders.

The Council of Europe is the continent's leading human rights organisation. It comprises 46 member states, including all 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.

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