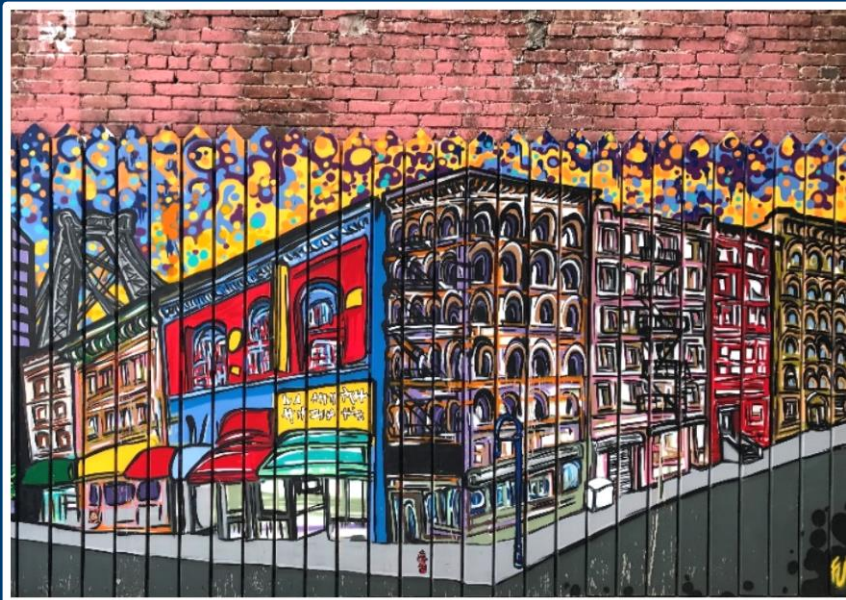




# TROLLHÄTTAN

## ICC INDEX ANALYSIS 2020



Diversity, Equality, Interaction

**BUILDING BRIDGES,  
BREAKING WALLS**



TROLLHÄTTAN  
INDEX ANALYSIS

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## INTRODUCTION

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

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

While this report is being written (July 2020) 140 cities have embraced the ICC programme and approach, and 168 (including Trollhättan) have analysed their intercultural policies using the Intercultural City Index. The respective reports can be found here: <https://www.coe.int/en/web/interculturalcities/index-results-per-city>.

Among these cities, 28 cities (including Trollhättan) have less than 100,000 inhabitants and 26 (including Trollhättan) have more than 20% of foreign-born residents.

This document presents the results of the Intercultural City Index analysis for Trollhättan, Sweden, in 2020, and provides related intercultural policy conclusions and recommendations.

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## INTERCULTURAL CITY DEFINITION

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

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## METHODOLOGY

The Intercultural City Index analysis is based on a questionnaire involving 86 questions (73 of which are mandatory) grouped in 12 indicators with three distinct types of data. Indicators have been weighed for relative importance. For each indicator, the participating cities can reach up to 100 points (which are consolidated for the general ICC Index).

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

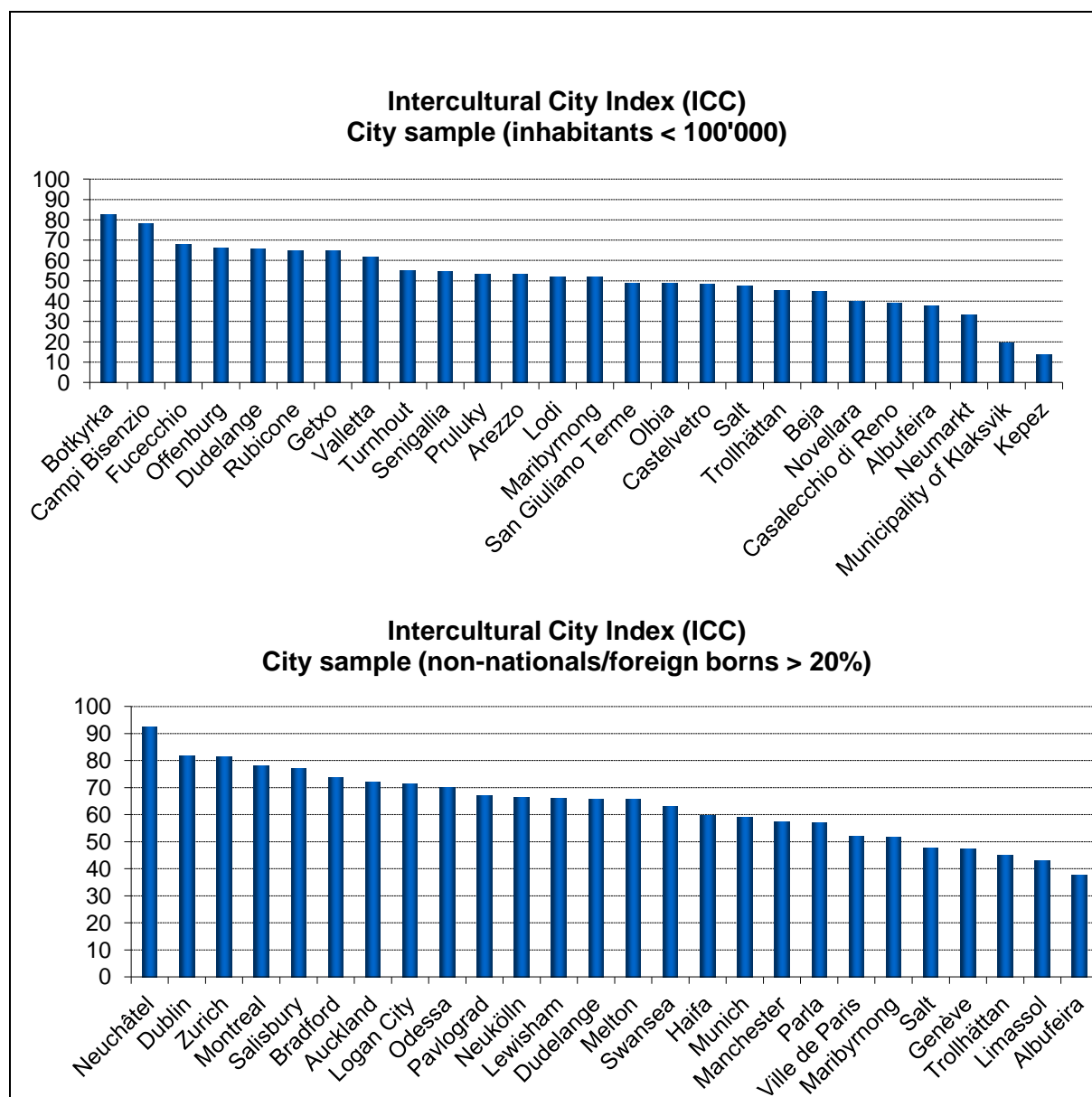
1. Commitment	
2. Intercultural lens	Education
3. Mediation and conflict resolution	Neighbourhoods
4. Language	Public services
5. Media and communication	Business and the labour market
6. International outlook	Cultural and social life
7. Intercultural intelligence and competence	Public space
8. Welcoming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

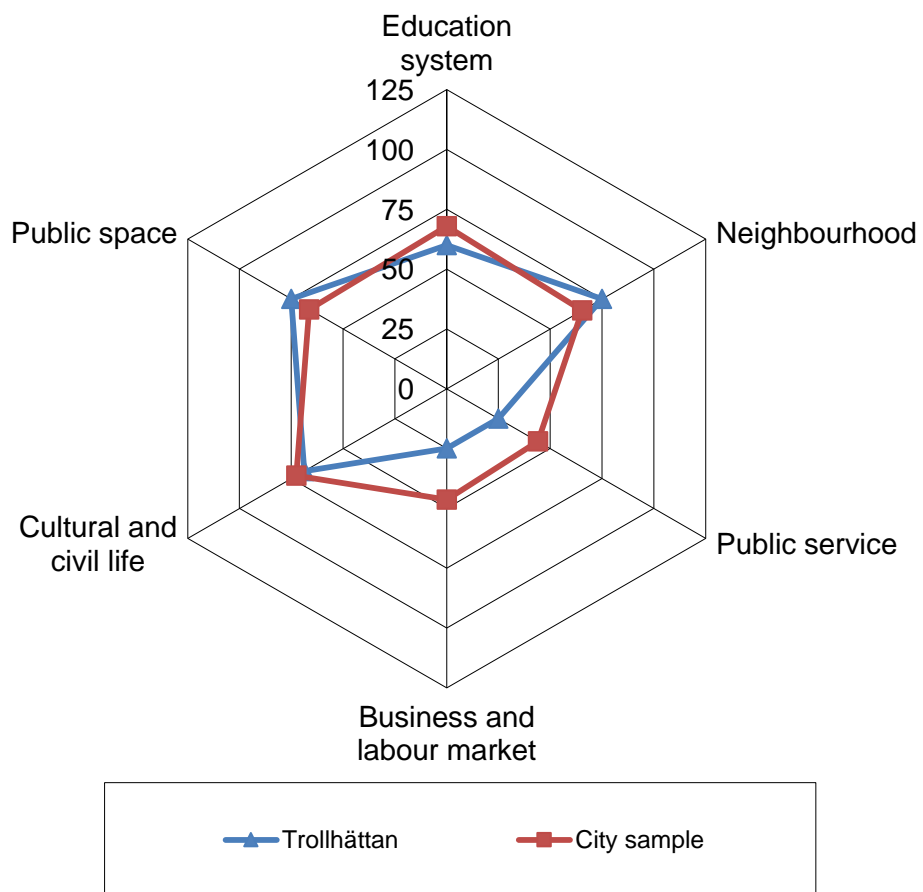
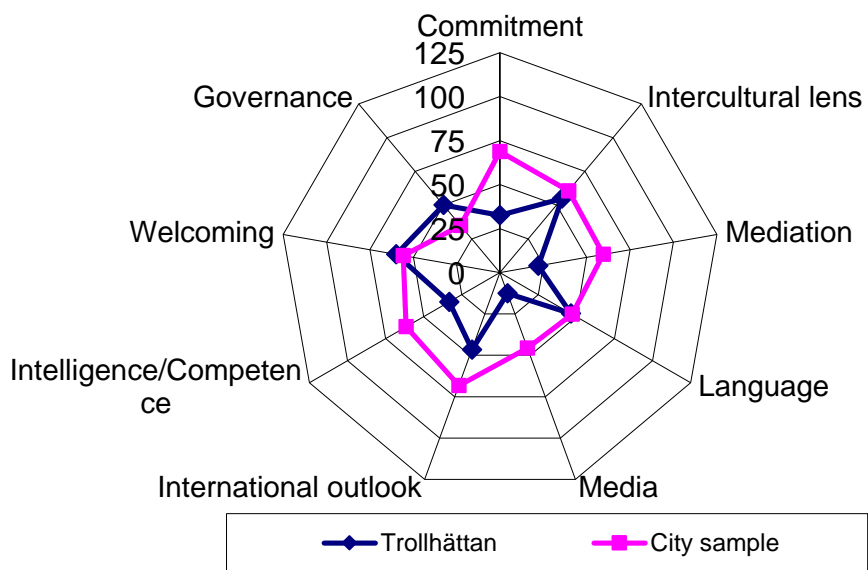
The comparison between cities is strictly indicative, given the large difference between cities in terms of historical development, type and scale of diversity, governance models and level of economic development. The comparison is based on a set of formal criteria related to the intercultural approach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

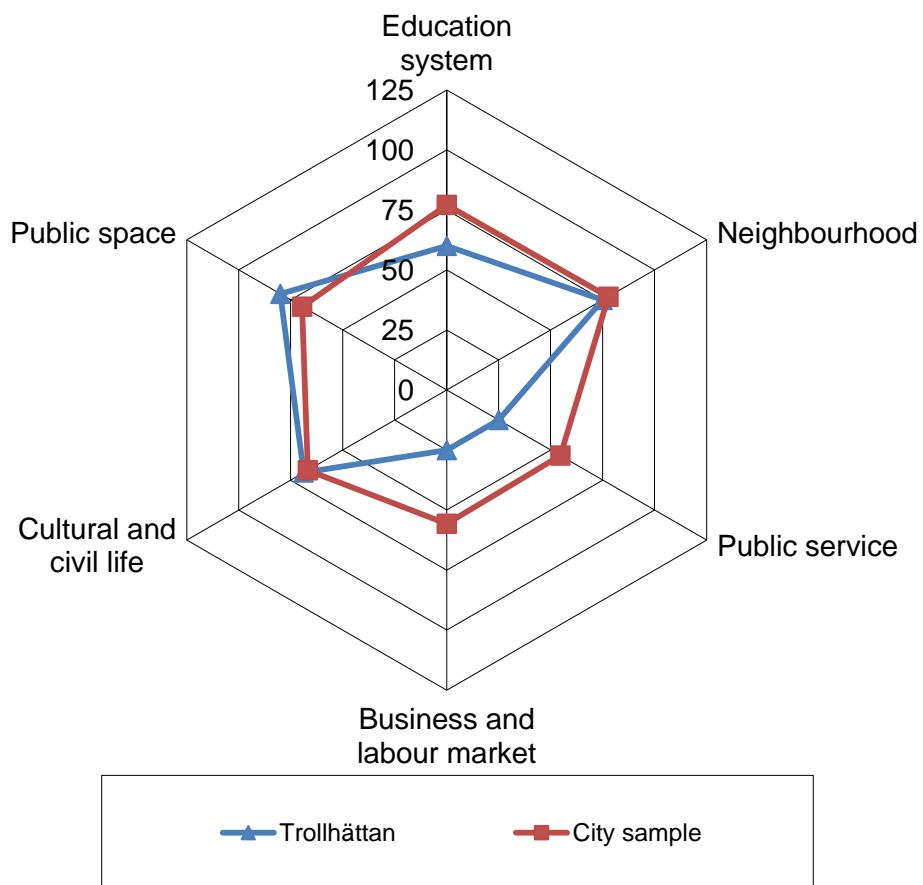
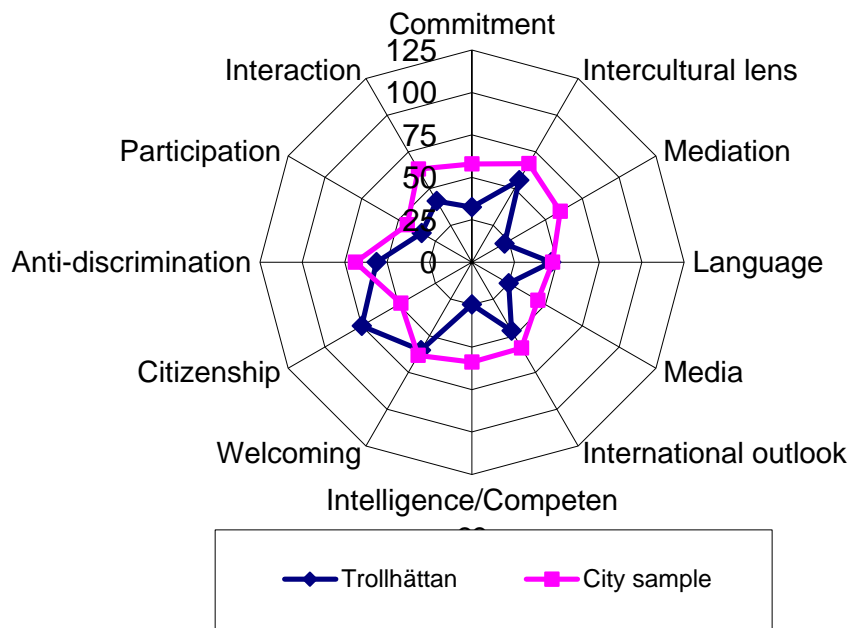
Taking into account the above-mentioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled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

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

According to the overall index results, *Trollhättan* has an aggregate intercultural city index of 45 (out of 100 possible points). The details of this result will be explained below.







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## TROLLHÄTTAN: AN OVERVIEW

Trollhättan was founded on the river Göta älv and was granted historical city rights in 1916. It was a strategic stop on the road between Västergötland and Norway. It was also commercially and politically important in shipping to and from Vänern.

The name *Trollhättan* comes from folklore. People once believed that large trolls lived in the river and that its islands were the trolls' hoods or hats. There is now a famous annual festival 'Waterfall Days' that attracts tourists from around the world.

In the twentieth century the city was known for its industry and the city is also the film capital of Sweden. More than 300 feature films have been produced in and around the area.

Today Trollhättan has a population of almost 60 000 with 21.2% of its population non-nationals. The main groups of the population who are foreign born or where both parents were born outside of Sweden are from: Syria (1921 persons, 3.27%); Somalia (1759 persons, 3%); Finland (1703 persons, 2.9%); former Yugoslavia (1626 persons, 2.77%); Iraq (1432 persons, 2.44%), Lebanon (886 persons, 1.51%); Bosnia and Herzegovina (839 persons, 1.43%) and other smaller groups. An increasing number of immigrants from Syria and Somalia arrived in Trollhättan between the years 2010-2017, with a peak in 2014-2016. In 2018 and 2019 the numbers decreased.

Sweden officially recognises native-born minority groups of Jews, Sami, Tornedalians, Swedish-speaking Finns and Roma, which means that there are often wide-ranging provisions for minority languages. There are several populations with diverse needs that need special attention in Trollhättan including people who cannot read or write, persons whose cultural and/or religious practices leads to oppression of people with the same background (mainly women and LGBTI) but who do not follow the cultural or religious practice themselves. There can also be people with no or very small networks to rely on.

Regional GDP per inhabitant in 2017 for the [Trollhättan municipality](#) was 397,000 SEK. This put the city at the 86<sup>th</sup> percentile, below the Swedish average of 100.

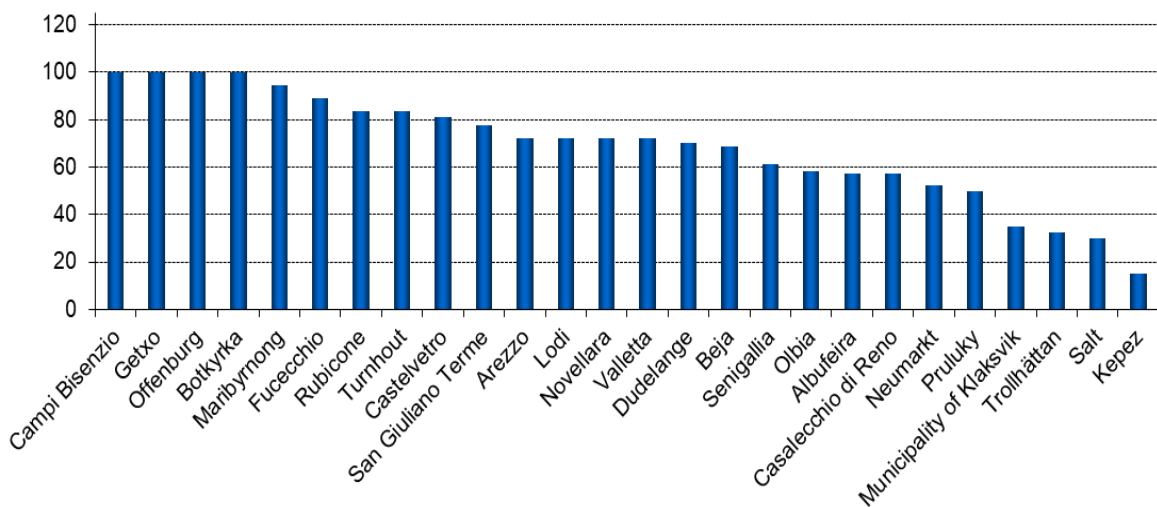


## COMMITMENT

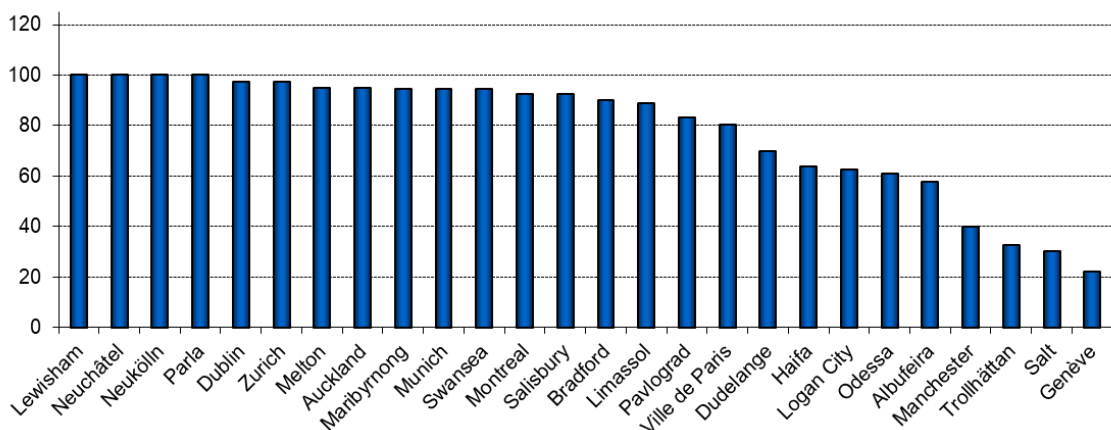
For intercultural inclusion to occur, city authorities need to send out a clear and well-publicised message emphasising their commitment to intercultural principles, i.e. diversity, equality and interaction. Ideally, a majority of elected officials and senior policy officers will have a clear understanding 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.

Trollhättan's score in the field of commitment is 33, considerably lower than the city sample result of 58. This is mainly because as a new city to Intercultural Integration, Trollhättan is still at the stage of preparing some of the elements of its intercultural strategy.

**Intercultural City Index (ICC) - Commitment**  
City sample (inhabitants < 100'000)



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



Trollhättan is planning an official announcement that it is an Intercultural City but does not yet have one at the time of writing. There is an integration strategy, which is part of the city's strategy for social sustainability. It is planned to include the intercultural approach in an updated version. The city has adopted a process of policy consultation and co-design including people of all ethnic or cultural backgrounds, but at the moment it is not used for all policies. A webpage for the city's intercultural work will also be designed.

There is a cross-departmental group that is responsible for monitoring, developing and informing the City on social sustainability in each department. The intercultural strategy and approach will be developed by this group. It will also be subject of the cross-departmental management group (lead by the municipal chief) and the committee for social sustainability. It is excellent that this framework will be in place.

The city currently does not acknowledge or honour local residents or organisations that have done exceptional things to encourage interculturalism in the local community systematically although it does in a more ad hoc way, for example, on its Facebook page.

### Recommendations

As the city is at the stage of developing its first intercultural strategy, other cities can offer good examples. [Limassol](#), Cyprus, used its first ICC Index evaluation to build up and adopt a comprehensive intercultural strategy covering all policy areas detailed in the Index. It prepared it in a participatory way, foreseeing cooperation with the civil society for its implementation. [Neukölln](#), Germany recently adopted a policy document including principles for good governance, such as promoting equality in education and empowering citizens.

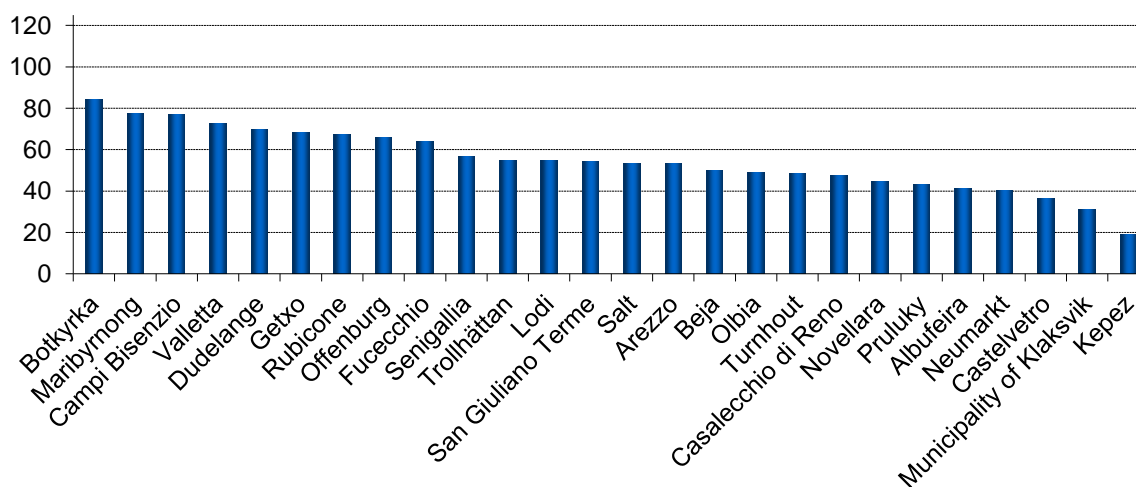
In terms of honouring residents or organisations that have done exceptional things to encourage interculturalism, Cascais, Portugal created the Municipal Merit Award and Santa Maria da Feira, Portugal promotes the Awards Solidarity, which aims to honour organizations or institutions which, by their actions, innovations and good practices contribute to the promotion of cohesion and social development of the municipality.

### **THE CITY THROUGH AN INTERCULTURAL LENS**

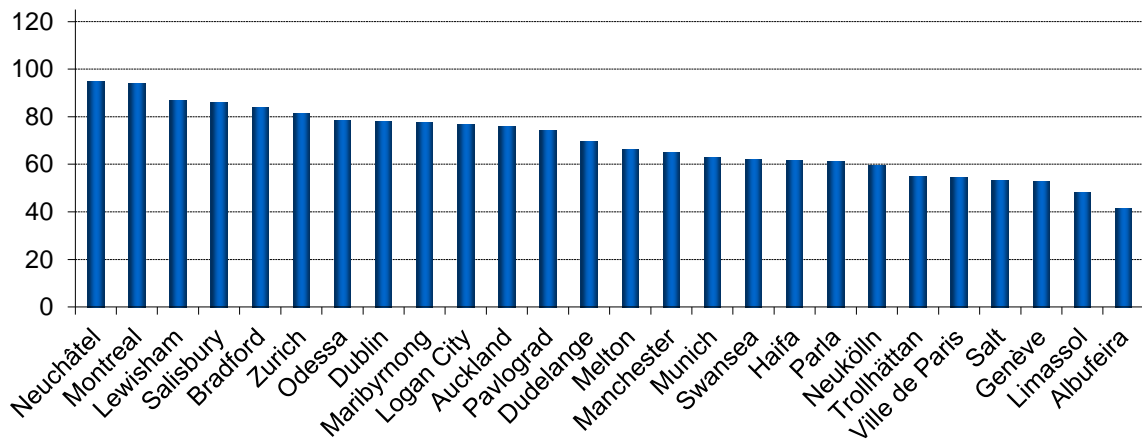
*Although the formal functions cities and other local authorities assume vary considerably from one country to another, all cities have the primary responsibility for maintaining social cohesion and preserving the quality of life in the city. The policies designed to achieve these goals will therefore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

The overall rate of achievement of the urban policies of Trollhättan, assessed as a whole through an "intercultural lens" is slightly lower than that of the model city with 55% of objectives achieved for Trollhättan, while the rate of achievement of the model city's engagement policy is 61%.

**Intercultural City Index (ICC) - Intercultural lens**  
**City sample (inhabitants < 100'000)**



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

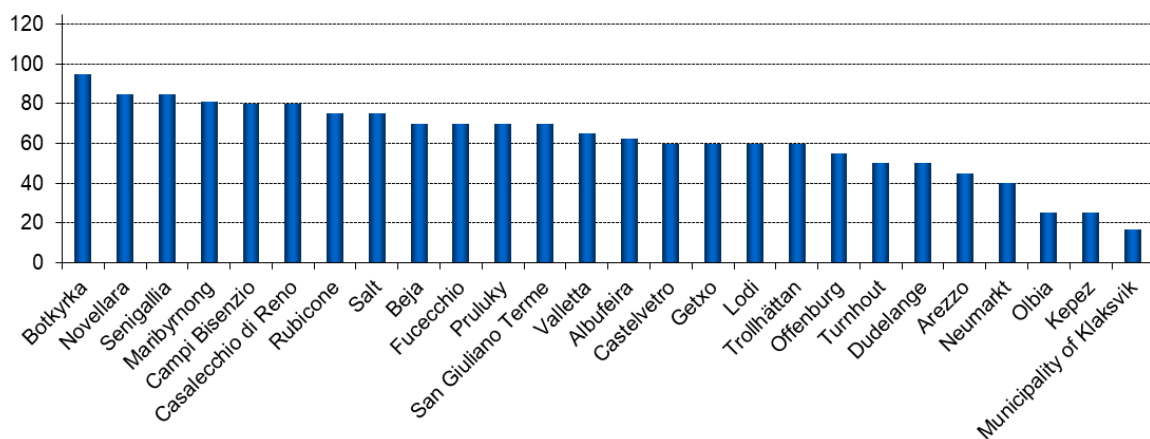


## EDUCATION

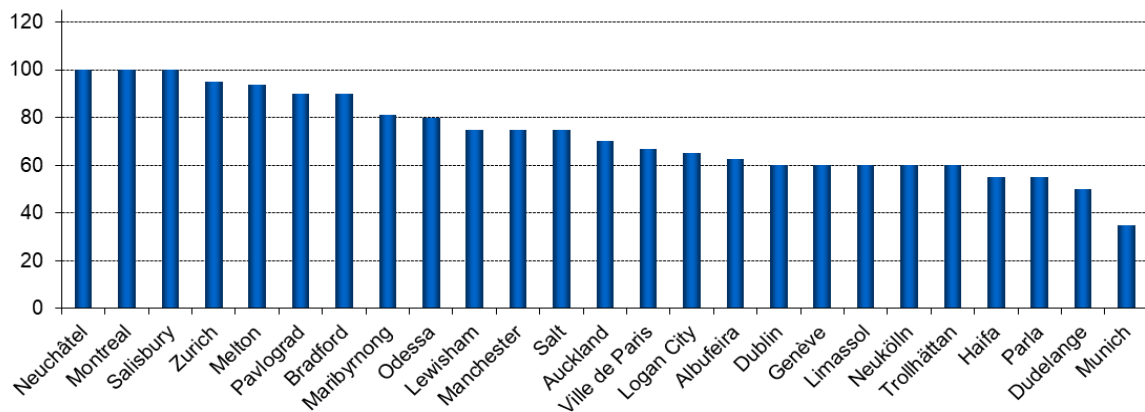
Formal education and extracurricular activities have a powerful influence on how children will perceive diversity as they grow up. Schools therefore have a strong potential to reinforce or, on the contrary, challenge prejudices and negative stereotyping. Although school programmes are defined primarily 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.

Trollhättan's score in the field of education is 60, lower than the city sample result of 68, although it already has some useful practices to share with other cities in the network in this field.

### Intercultural City Index (ICC) - Education system City sample (inhabitants < 100'000)



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



In Trollhättan some primary schools have children mainly from the same ethnic/cultural background. The ethnic/cultural background of teachers in schools rarely reflect the composition of the city's population but the city makes efforts to attract specially trained teachers to schools where pupils with migrant backgrounds form a majority. Some schools make strong efforts to involve parents with migrant/minority backgrounds in school life but not all have this practice. Youth centres in all areas of the city cooperate to help children and youth with different backgrounds meet, since there are very segregated schools in the city.

The City of Trollhättan has a preschool with Finnish-speaking staff for those guardians who so wish. This activity is offered at Vällinglockan preschool, located in the central area.

There is a state-run English-Speaking School (ESS) called Paradisskolan that opened in 1992. It is available to students staying in Sweden for a limited time with students also taught Swedish and the Swedish curriculum.

University West in Trollhättan collaborates with more than 130 universities and institutions of higher education all over the world as well as welcoming international students, taking part in teacher exchange programmes and international research.

### Recommendations

Raising awareness in society about the benefits of inclusive education on aspects such as educational performance, reduction of school dropout and labour market integration, are critical to achieve school desegregation. This is highlighted in the Council of Europe Commissioner for Human Rights' position paper on "[Fighting school segregation in Europe through inclusive education](#)".

Given the fact that there are a relatively high number of children with a migrant background in the city and the city has said that there is some segregation in the school system, it could consider a detailed mapping of the situation and any intercultural work that is already underway in its schools as well as consider some of the examples of good practice from other cities in the network.

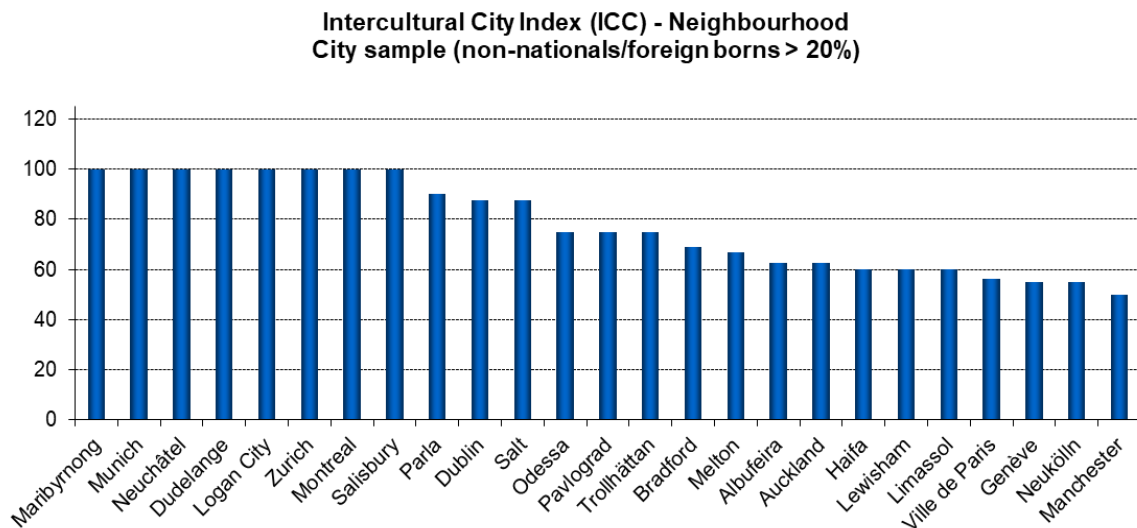
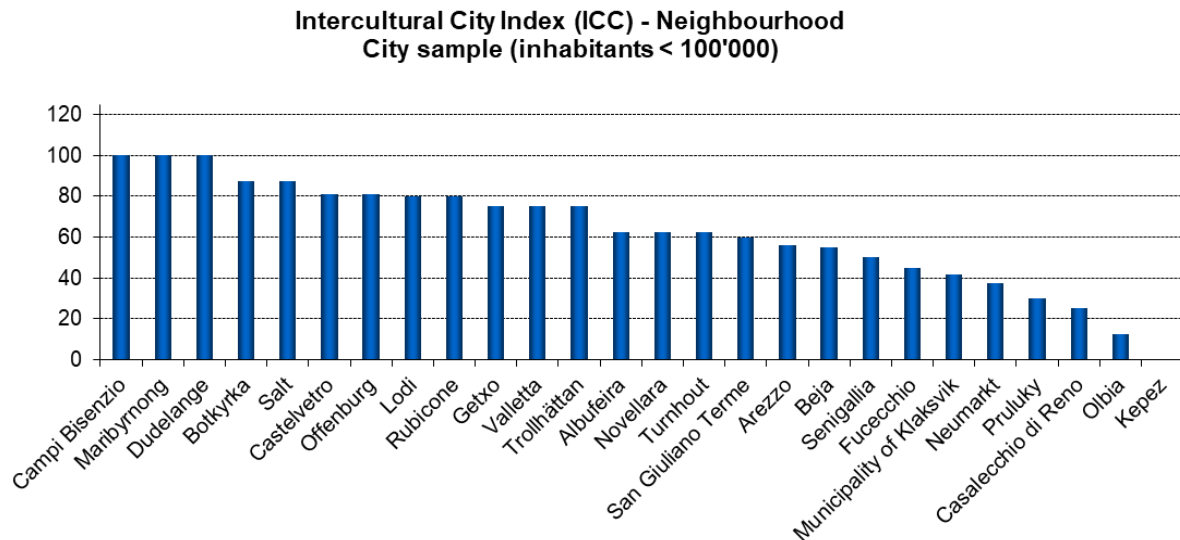
[Bradford](#), United Kingdom, for example, has a school linking network, working with primary, secondary and special schools in localities that have been identified as having segregated communities. Through a carefully planned and research-led approach, underpinned by Social Contact Theory, the city supports teachers to facilitate meaningful and positive sustained social mixing. A year-long programme of structured visits for paired classes and curriculum work equips learners with the skills, confidence and knowledge to thrive in modern Britain. The training enables teachers to support their learners to develop trust, empathy, awareness and respect. Tried and tested resources are employed in the classroom and the resulting work is exchanged between the pairs of schools. Learners first meet at a neutral venue, such as a museum, where they engage in joint co-operative, enjoyable activity before further activities are developed.

[Montreal](#), Canada, has a wide range of different initiatives in schools, including initiatives to increase connections and understanding in the private sector. [Oslo](#), Norway, has also implemented actions to decrease segregation in schools, while [Geneva](#), Switzerland has worked on a programme to include parents in the school.

## 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.

Trollhättan's score in the field of neighbourhoods is 75, considerably higher than the city sample result of 65 with particularly strong actions in getting neighbourhoods to interact.



Few districts in Trollhättan are ethnically diverse. In the past the city was called one of the most segregated municipalities in Sweden in [media](#). The city, however, is positively implementing policies that lead to more diversified neighbourhoods.

The city encourages actions where residents of one neighbourhood meet and interact with residents with different migrant/minority backgrounds from other neighbourhoods. This is done by organising or encouraging art/cultural events in various neighbourhoods that are likely to attract people of all backgrounds and by holding meetings with people from different neighbourhoods to develop common initiatives. For example, art exhibitions are held in the culture house in one of the more remote areas, or there are activities in the city centre library for residents from

across the city, or lectures and conferences for all associations in the city. There is also a popular yearly culture festival in one of the municipality's more remote areas.

The city has built attractive public spaces such as a library, sport centres and a culture house in the more remote areas that have a high number of foreign-born inhabitants.

Finally, youth centres in all areas of the city cooperate to make children and youth with different backgrounds meet, to counter the fact there are some quite segregated schools in the city.

### Suggestions

Cooperation between different departments in the city such as transport or social housing programmes can also be beneficial to diversity in neighbourhoods. Working with housing teams could allow for assigning apartments in city buildings to people and families with a variety of backgrounds and socio-economic status, investing in infrastructure and projects that attract people and businesses from other neighbourhoods and would complement the city's work to place cultural and other attractions in diverse locations across the city.

The city of [Bergen](#), Norway offers an excellent example of inclusive policies – in the case of housing specifically targeting refugees and newcomers. The city owns around 3 400 dwellings for social renting to particularly vulnerable people with low incomes. Within these, families are given priority. Moreover, the city demands the private rental market to provide around 260 dwellings per year. The municipality works to ensure that the private sector is open to rent accommodation to refugees and newcomers and controls each rental offer to ensure that housing for refugees does not convert into urban segregation. The municipality further checks that the offers for accommodation reply to a series of minimum standards, including the connection with the public transport, and ensures that prices fit within the average in the market.

The city of [Zurich](#), Switzerland has implemented a policy to increase diversity in neighbourhoods. The city encourages actions where residents of one neighbourhood meet and interact with residents with different backgrounds from other neighbourhoods. Generally, the Integration Policy, the housing programme, and the social culture strategy (Soziokultur) include useful guidelines. More specifically, projects that promote an improved cohabitation of 'locals' and 'foreigners', can sometimes be financed by the City of Zurich.

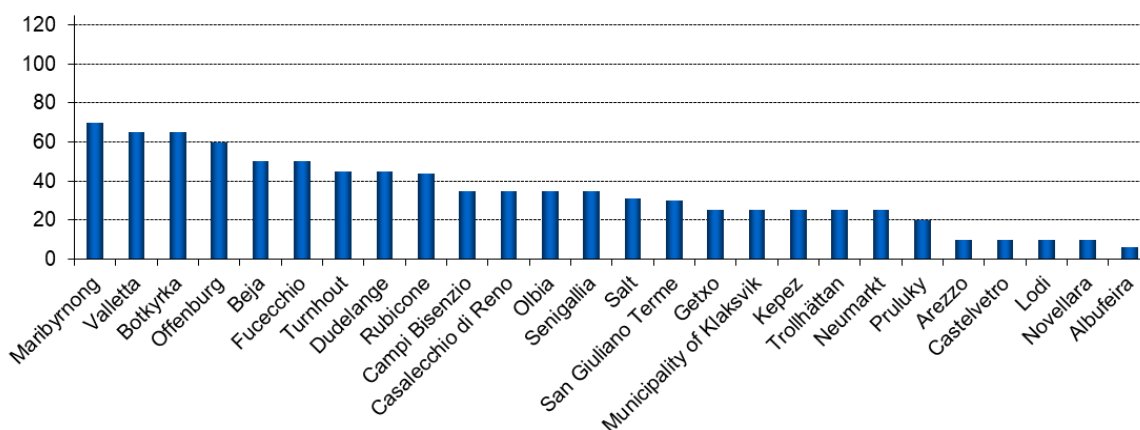
A great inspiring initiative can be found in Spain. The City of [Donostia-San Sebastian](#), Spain promotes participation and interaction through the renovation of public spaces. An example of this action is Tabakalera which is former tobacco factory that was converted into a contemporary culture centre where everybody feels welcome and can explore different ways to express themselves. Located in the Egia district, the building is an impressive space (13,277m<sup>2</sup>) that organises, since 2007, a wide sort of activities (exhibitions, short film screenings, etc.).

### **PUBLIC SERVICES**

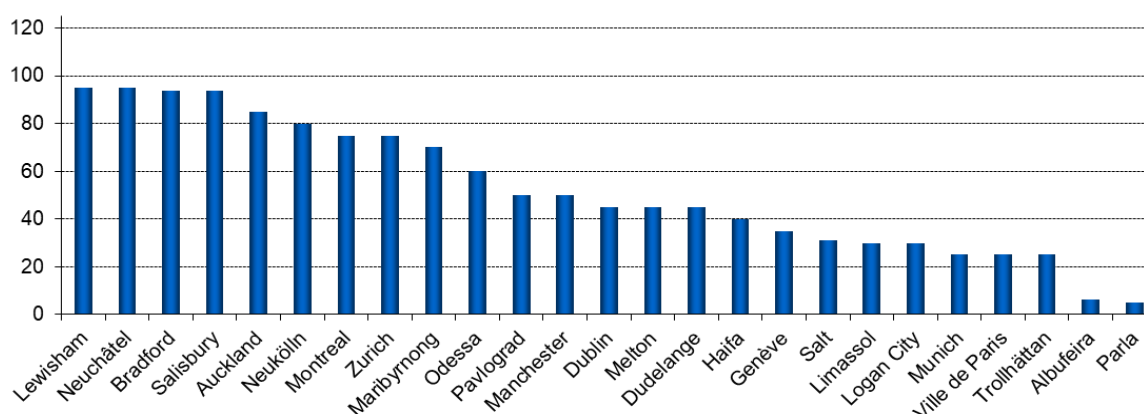
*As their very name implies, public services work for the benefit of the public as a whole. If the population is diverse, public services will be more efficient in delivering adequate benefits and information if city officers, at all levels of seniority, are as diverse as the population in general. This 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.*

Trollhättan achieved a rate of 25 in the field of public services, which is considerably lower than the city sample's achievement rate of 44. One reason is a lack of actions promoting diversity among public and private employers. The city is encouraged to draw inspiration from the many cities in the network who have implemented successful actions in this field.

**Intercultural City Index (ICC) - Public service  
City sample (inhabitants < 100'000)**



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



The migrant/minority background of public employees does not currently reflect the composition of the city's population. The city does not have a recruitment plan to ensure an adequate rate of diversity within its workforce at the moment. However, Trollhättan is lobbying for more competences in this area. The city does not take action to encourage diverse workforce, intercultural mixing and competence in private sector enterprises.

The city does take minority residents into account when providing some services. In particular, funeral services can be held in the city for people who are not a part of the Swedish church (other religions or a non-religious funeral). It is also possible to apply for special school meals in schools. The city had women-only times in the swimming facility but as there is only one swimming facility in the city, it was not possible to continue longer term due to time pressures.

[Recommendations](#)

It is recommended for cities to promote diversity amongst public and private employees at all levels. The city of [Bergen](#), Norway has some good practice in this regard. The city of Bergen was concerned to learn the findings of a survey which revealed that the ethnic background of public employees only reflected the composition of the city's population at the lower echelons. The city council passed an action plan called The Future Workplace which aimed to tackle this issue, paying special attention to the role of the municipality of Bergen as employer for minorities. Non-nationals are now encouraged to seek employment in the local public administration, and the city encourages intercultural mixing and competences in private sector enterprises. Different initiatives are promoted in this field, such economic support to the project 'Global Future', led by the Confederation of Norwegian Enterprises, and co-partnership in the annual International Career Fair with the Bergen Chamber of Commerce and Industry.

Similarly, to ensure diversity in the public services offered, [Montreal](#), Canada has implemented a diversity policy in recruitment. Further [policies](#) have been made to ensure that all residents, irrespective of status, can access the municipal services and an event for [inclusion](#) in the workplace.

Trollhättan could also continue to review specific services through a cultural inclusive lens, considering whether these are appropriate for all regardless of their ethnic/cultural background. The health sector, for example, is especially dependent on cultural competence and cultural sensitivity when wanting to assure health and well-being amongst all members of a society. Cultural differences, such as health related norms and beliefs, the extent of interdependence/independence or simply linguistic differences can cause miscommunication and inappropriate treatment if the patient is not approached with a certain level of cultural competence and sensitivity. An example for reducing linguistic barriers in the health sector is the project "Italy – Learn Arabic!" in [Reggio Emilia](#), Italy, initiated by the Local Health Authorities in collaboration with the Intercultural Centre Mondinsieme, aiming to improve linguistic cultural relations between foreign citizens and health services.

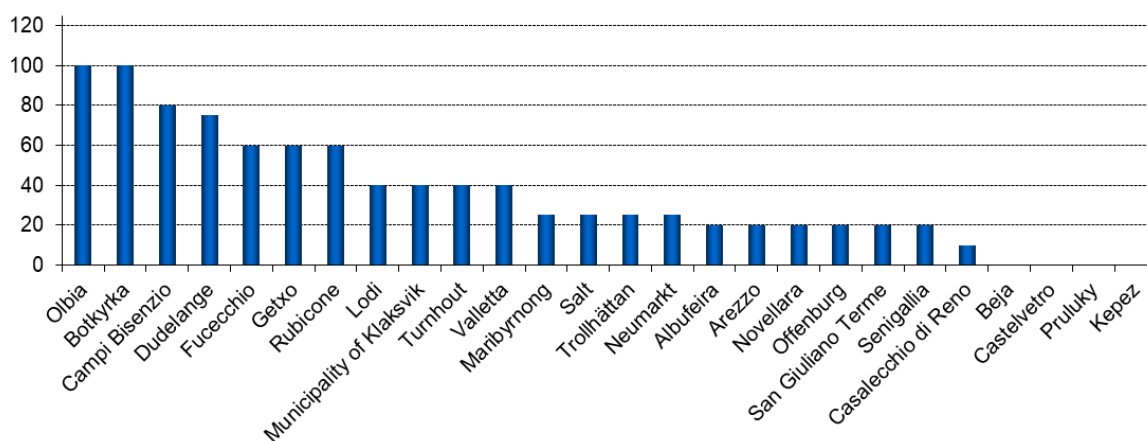
Cities also have local councils or refugee councils which include a diverse population in the decision-making, such as in for example [Bilbao](#), Spain, while in [Sabadell](#), Spain they have taken several measures to guarantee that gender equality is well represented in organisations that work with the municipality and participate in the decision-making on issues related to the reception and inclusion of migrants and ethnic minorities.

## BUSINESS AND THE LABOUR MARKET

Access to the public sector labour markets are 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.

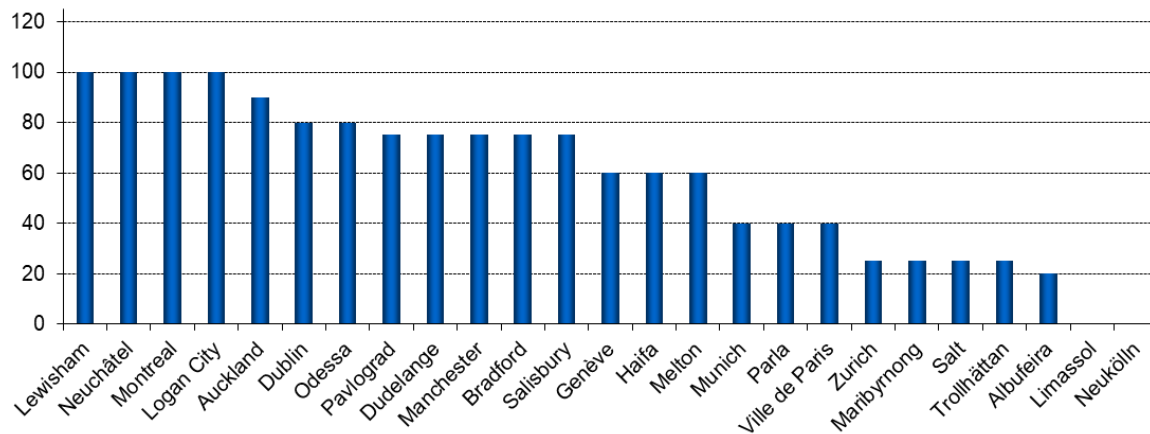
Trollhättan achieved a rate of 25 in the field of Business and the Labour Market. This is considerably lower than the average city sample's achievement rate of 46, although a local business incubator is providing a good foundation for the city to develop work in this field.

**Intercultural City Index (ICC) - Business and labour market**  
City sample (inhabitants < 100'000)





**Intercultural City Index (ICC) - Business and labour market**  
**City sample (non-nationals/foreign borns > 20%)**



The Innovatum Startup in Trollhättan (a local start-up incubator) knows the difficulties faced by new arrivals and foreign-born residents in starting innovative companies. The incubator has started activities to ensure a greater proportion of people with a foreign background have the confidence to start businesses as well as getting involved in existing start-up companies. In addition, collaboration and partnerships with others within the local innovation system have been developed to help start-ups to achieve their ambitions.

However, there is no local, regional or national umbrella organisation, which has among its objectives the promotion of diversity and non-discrimination in the labour market. The city currently takes no action to encourage businesses from ethnic minorities to move beyond the ethnic economy and enter the mainstream economy and higher value-added sectors.

### Recommendations

To achieve the diversity advantage, societies need to ensure not only equal rights but also equal opportunities for all, including in the economic sphere. Local governments can help realise this potential by means of innovative and inclusive economic policies. Several cities in the network have pioneering approaches to promoting access to the labour market for migrants and minority groups as well as helping their cities to prosper. There are several tools available from ICC such as the [Rating Diversity in Business tool](#).

Oslo, Norway launched the Oslo Global Mobility Forum and the OXLO Business Charter which is a network for collaboration between the city and the business community, making migrants visible as a resource for business and economic growth. It serves as a frame for a wide range of activities such as:

- Breakfast seminars on diversity in City Hall (5 each year)
- [Rating Diversity – measuring diversity in business leadership](#)
- Allocating grants to projects promoting diversity and inclusion in business
- Allocating grants to promote diverse recruitment to business incubators (IT entrepreneurs, social entrepreneurs)
- Running “Torchlight (Fakkeltog)” – a network for business dedicated to diversity, showcasing best practice

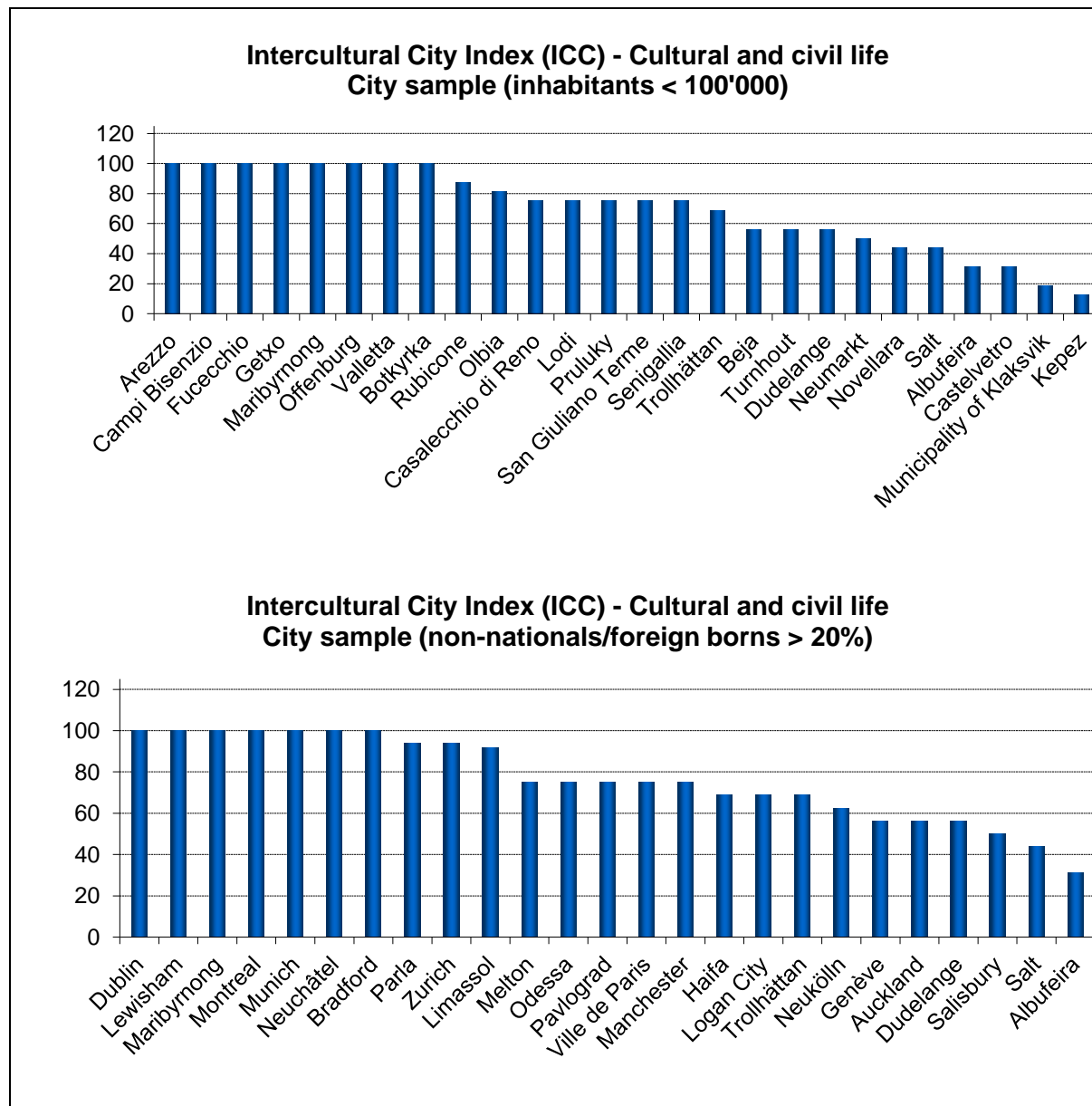
There is also the OXLO Mentorship scheme for master students with diverse backgrounds, who are matched with mentors in municipal services, based on their master thesis. Companies and others that join the charter get access to knowledge about intercultural recruitment, diversity management, welcome services and inclusive work environments. Since its launch, some 400 businesses and other organizations have joined the network.

Other cities such as Reggio Emilia have looked at positive ways of engaging with countries of origin of diaspora groups to promote business opportunities both in their cities and with partner countries. Others such as the Australian City of Salisbury have an explicit policy to encourage international cooperation in the economic, scientific, cultural and other areas. The [“Sister City and Friendship Selection and Maintenance Policy”](#) is a strategic document which encourages international cooperation of Salisbury and its sister and friendship cities Mobarra in Japan and Linyi in China.

## 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.

Trollhättan's score in the field of cultural and social life is 69, just slightly lower than the city sample result of 73. This shows there are some useful examples of good practice that are already taking place in the city and can be shared with others. More ideas from others in the network for inspiration can be found below.



Trollhättan runs regular activities in culture, art and sport. There is a weekly sport activity called Sporty Friday for youth where they can take part in sports and interact. Youth recreation centres organize everyday activities and camps where kids with different background meet and interact. One of the most important cultural events is called "Hela Kronan Gungar" (the whole crown swings) and is a chance for the community, civil society and different associations to meet. The library has a special project where young adults with different ethnic backgrounds support elderly persons on how to use computers, smartphones, the internet etc. There are sometimes public

debates or campaigns on the subject of cultural diversity and living together. There are other festivals in the town, such as Waterfall Days one of the city's oldest festivals. The municipality specifically supports and encourages initiatives that aim at integration and interculturalism.

### Suggestions

As the city runs several events and festivals and has tried hard to spread these events across the city to encourage interaction, it could bring this work together with an 'intercultural map' to promote the events as well as positive promotion for different areas of the city.

[Melitopol](#), Ukraine has included intercultural tourism and hospitality as one of its priority areas and has designed an "Intercultural Map" to showcase different ethnic restaurants in the city that specialize in cuisines such as Georgian, Karaim, Tatar, Hungarian, Jewish, German. A short video was also prepared about each ethnicity featuring costumes, music and traditions. The action raised awareness of Melitopol residents and its visitors about the intercultural history of Melitopol and boosted the number of customers for the participating ethnic cuisine restaurants. This action also relied on the close collaboration of local SMEs, local University historians and students and the Melitopol City Hall. Trollhättan may focus on different aspects of culture or events more generally but the idea may be worth considering more.

As the city has spoken of concerns from residents about certain areas of town and segregation in some areas including schools, the city could look more into the [anti-rumour methodology](#) and how it has been used in different cities including in the sphere of culture and social life to tackle negative rumours and stereotypes and disinformation.

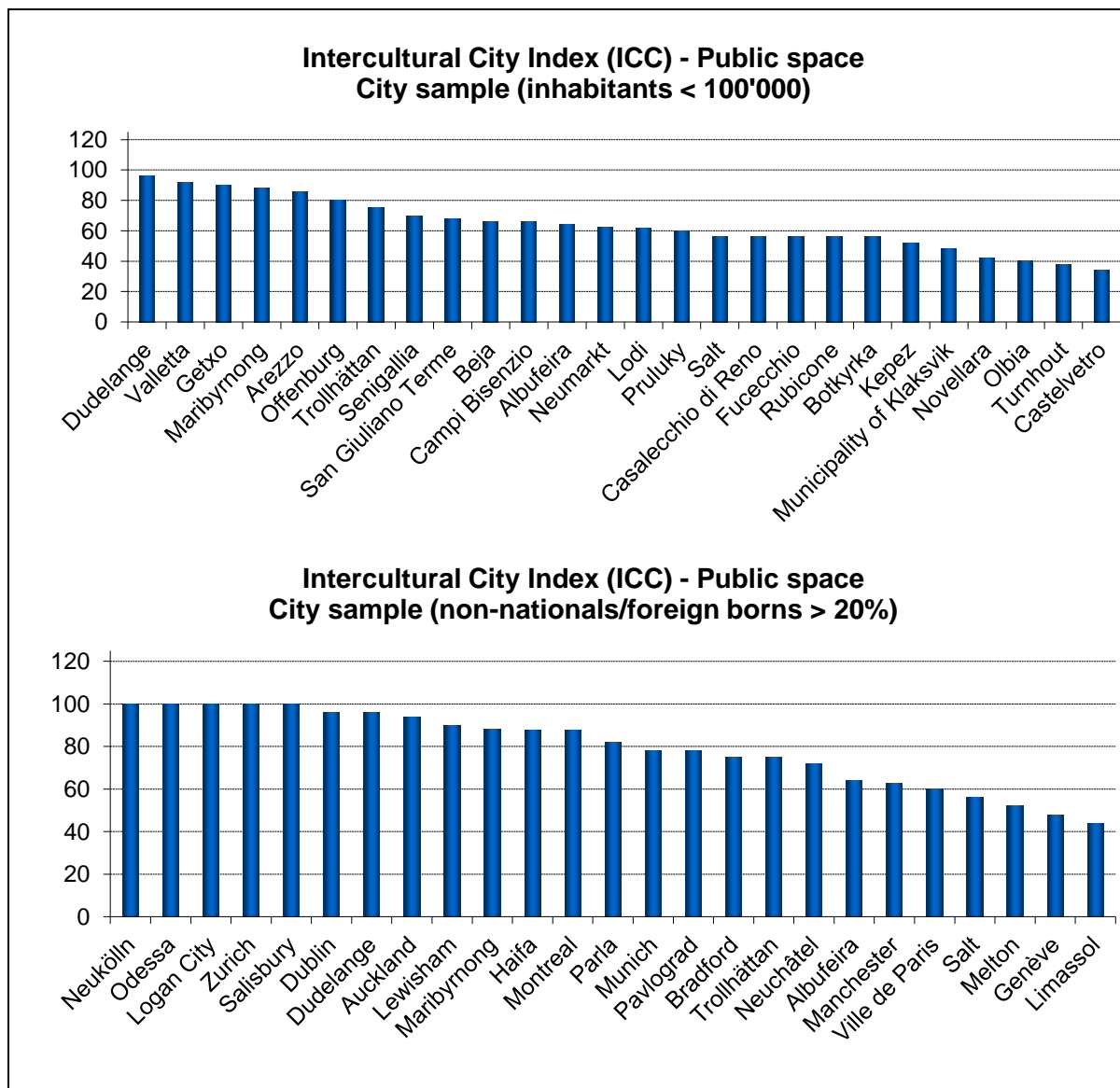
[Erlangen](#), Germany has also used cultural events to tackle head on rumours about prejudices with a particular emphasis on refugees. The city built a banquet table over 180 meters in length and hosted a giant picnic along the main street of the city. About 1,000 native Erlangers and asylum-seekers directly communicated with each other and took away with them information about rumours and how to counter them. The positive ambience - live music, flower bouquets, white tablecloths and balloons was key to conveying a positive feeling, in addition to 'knowledge of the facts' that refugees are not 'a threat' but can be an enriching source for the city. The banquet was a highly cross-departmental action, including various public institutions such as the public library, the public safety unit, the public refuse collection unit, the press and PR department, the Mayor's office, etc. Strikingly, the media coverage was positive throughout, showcasing Erlangen as good example of engaging in discourse about refugees, at a time where the arrival of large numbers of refugees to German cities was largely portrayed in a negative light.

A similar concept on a smaller scale has been anti-rumour cafes in [Botkyrka](#), Sweden in libraries as a public platform to discuss and explore rumours and prejudices. Libraries were chosen as they are well attended by young persons aged 18-25 years old. Four anti-rumour cafés were set up and each one focused on a particular rumour. The initial theme was "Criminality" (the most prominent theme of rumours in Botkyrka), followed by "Incompatibility of the Swedish and immigrant cultures", "Unequal distribution of public resources" and "Swedish culture is under threat". The rumour-theme, "Swedish culture is under threat", was among the most visited cafés.

## **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.*

Trollhättan achieved a rate of 75, which is considerably higher than the city sample's achievement rate of 66 in the field of public space. This is testament to the city's excellent initiatives in encouraging meaningful interaction between diverse groups in the public sphere.



The city takes action to encourage intercultural mixing and interaction in public spaces including in public libraries, culture houses, parks and squares. The city also takes into account the diversity of the population in the design, renovation and management of new public buildings or spaces using the social consequence analysis method in the planning process.

When Trollhättan reconstructs an area, it uses different methods and places for consultation to ensure the meaningful involvement of people with different migrant/minority backgrounds. For examples, consultations have taken place in schools that have children with different backgrounds, in the city's immigrant council and so on.

There are several areas that are dominated by either majority or minority groups. Many people feel unsafe in the more remote areas that are dominated by minority groups even if they have never been there or almost never visit those areas (this has been evidenced in different dialogue activities). People who live in those areas also sometimes feel unsafe but not to the same extent. There is a multi-sectoral policy to address this combining policing, social work and communication and defined after consultation of the population of the area. All departments of the city are involved. For example, the city organizes meetings and "safety rounds" for people living in the area. There are also volunteers that walk different areas of the city or if there is a special event to increase residents' feelings of safety.

## Suggestions

As the city is already working in a multi-disciplinary way including with the police to address issues on feelings of safety, it could be interesting to read the recent "[Community policing manual](#)" which provides local police, including high-rank police managers, public safety directors, managers, and decision-makers, with guidance to implement policing principles to design new procedures, protocols, structures and specialised units in their police community, to effectively address the challenges that diversity may pose to the achievement of peaceful coexistence, in the medium and long term.

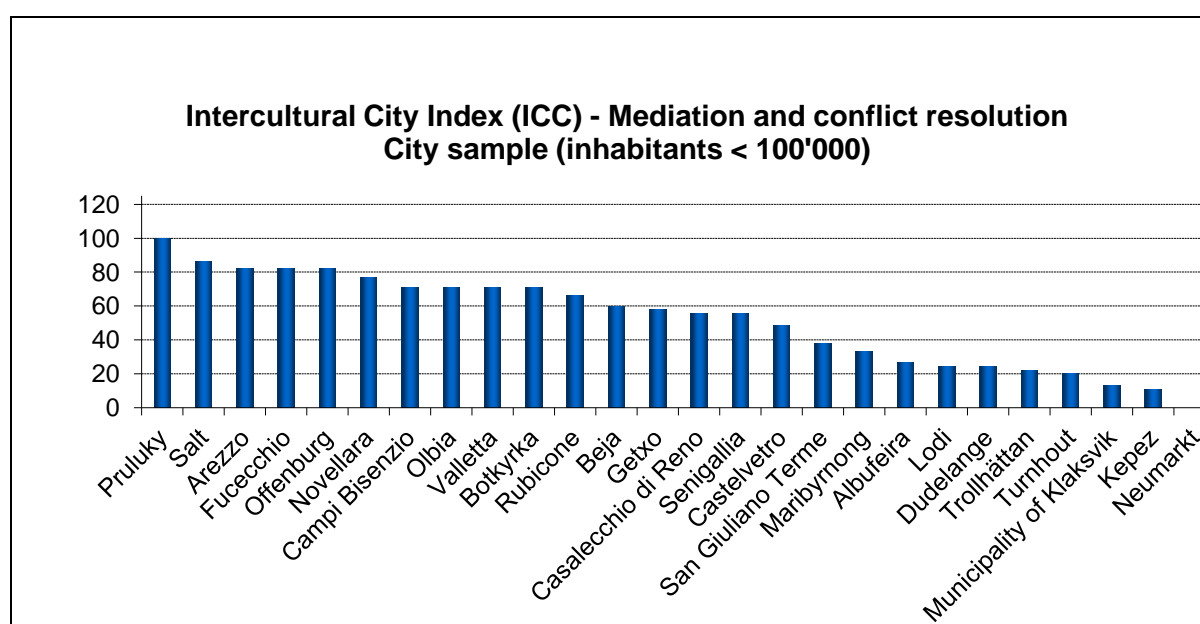
Additional steps could include identifying the needs of specific groups such as families, women, the elderly, children, adolescents, etc. and designing public buildings/spaces so that no one feels excluded, adapting opening hours and providing services tailored to the needs of a diverse population, etc.

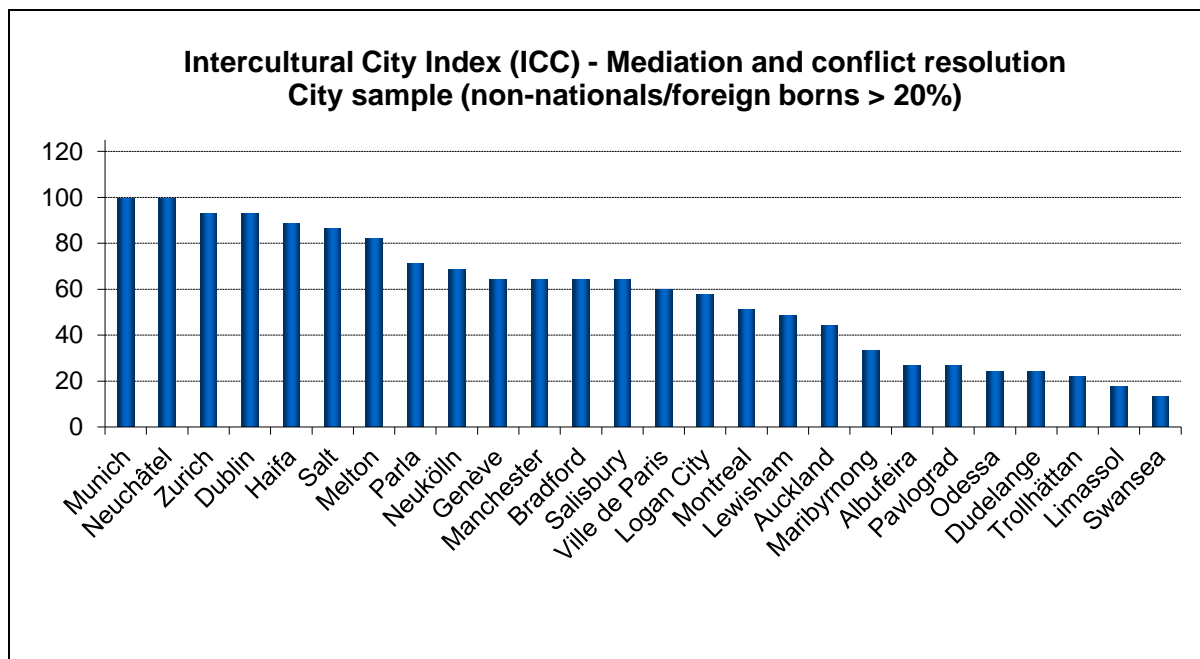
"[Muraliza](#)" is a Mural Art Festival in Cascais, Portugal, which takes place every summer since 2014 and lasts for nine days. Arts have the uncanny ability to overcome cultural and ethnic differences: art is like a universal language that brings people together. During the festival, it is possible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

## 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.*

Trollhättan's score in the field of mediation and conflict resolution is 22, considerably lower than the city sample result of 60. There are many positive examples of work from other cities that can support the city to build on its foundation in this area.





Trollhättan has no professional service for mediation of intercultural communication or conflict but intercultural mediation is provided in specialised institutions and the city administration. For example, this can take place in the immigrant council, although intercultural mediation has not been the focus of the work of that group. Youth centres and schools can also deal with intercultural mediation in their daily work, but it is not systematic.

### Recommendations

Cities can take different approaches to improving mediation and conflict resolution. Identifying city 'hotspots' where intercultural mediation may be necessary and can include housing and segregation issues, such as those identified by Trollhättan. Staff within the authority may need additional training.

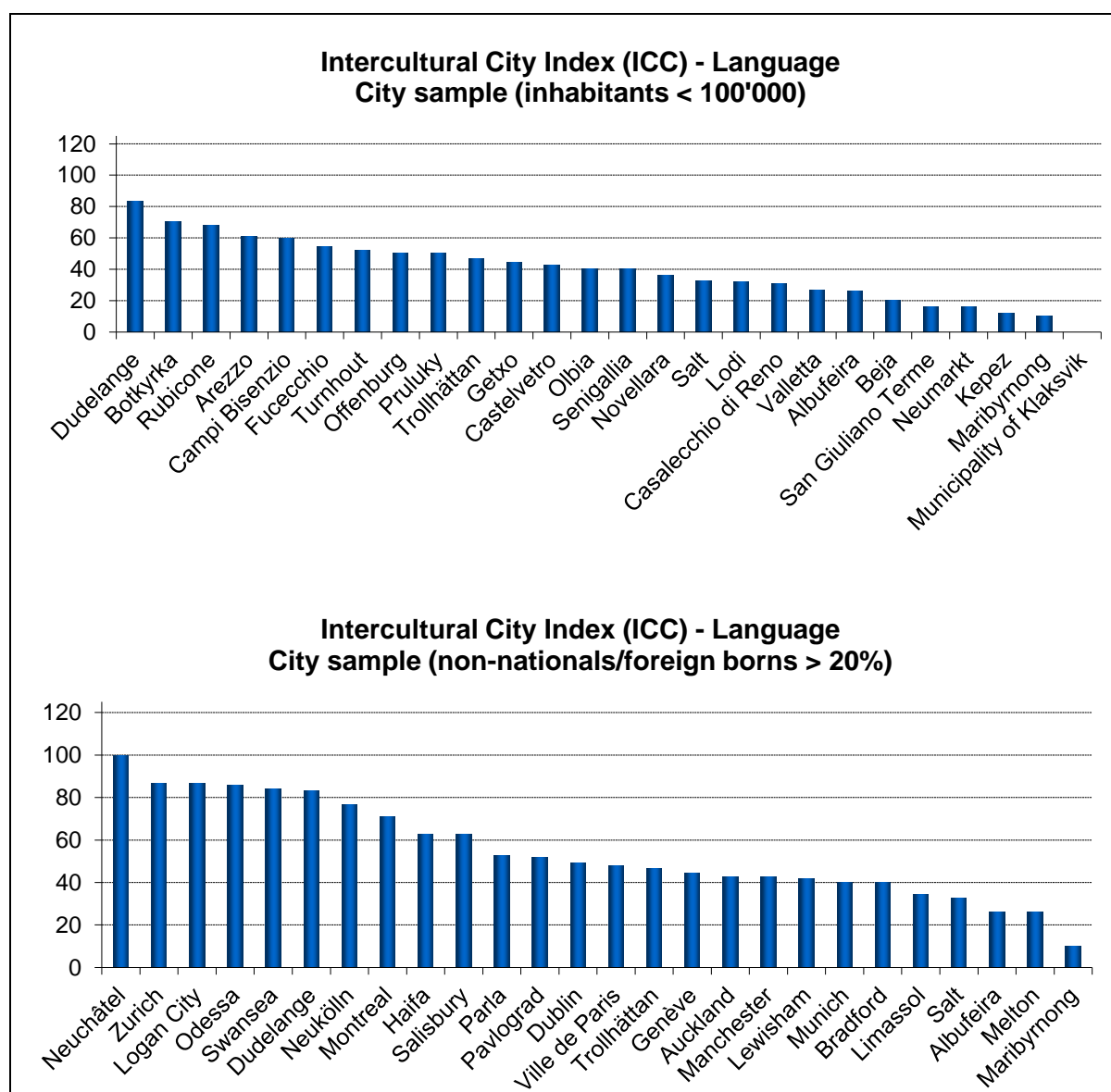
Many cities also work with other professionals and NGOs who specialize in this area. For example, [Berlin-Neukölln](#), Germany supports the organisation "LebensWelt" ("Living Environment") in its project "Frauen im interkulturellen Dialog" ("Women in intercultural dialogue"), offering a space for mothers from different backgrounds (including refugees and asylum-seekers) to come together and share their experiences, worries and questions. The aim is to build a network between mothers, whatever their background and to promote knowledge about democratic values, women's rights and options to participate in political and civil life. Ideally, these mothers will pass these values on to their children. Next to discussion and conversation, the women learn and connect through various activities, such as role-play, "healthy cooking" classes or by exploring their area together. LebensWelt organises a session every two weeks for three hours.

Other cities make use of intercultural mediators available across the city system. Patras, Greece has developed an [online Training Platform](#) for Intercultural Mediators as part of the European project SONETOR. The platform combines social networking applications and training methodologies to help intercultural mediators during their work through specialised educational content and services.

### 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.*

Trollhättan's score in the field of language is 47, exactly the same as the city sample result, showing the importance that the city places on this area.



The city has specific language training in the official language(s) for hard-to-reach groups. Migrant and minority languages are taught as a mother tongue course for migrant and minority children as well as a regular language option available to everyone. Trollhättan also provides support for private/civil sector organisations providing language training in migrant/minority languages.

Adult education organisations try to customize their language programmes to fit the needs of non-working mothers, for example, or persons who are unemployed, persons who are unemployed but have internships etc. Support is also given to a civil society organisation for women-only who teach language and civic information.

Suggestions

Trollhättan could consider issuing a press release in celebration of International Mother Language Day (21 February). Manchester, United Kingdom makes the most of this day as the lead city for International Mother Language Day for the international UNESCO network. In 2019 an exciting programme of events across the city celebrating Manchester's cultural and linguistic diversity was delivered. The celebrations included a Multi-language Mushaira hosted by The Manchester Writing School (Manchester Metropolitan University), artist Emma Martin (Stanley Grove Primary School) and Longsight Library - a lively and interactive poetry performance, where people were invited to share poetry in any language of their choice, around the theme of food. During the day Longsight,

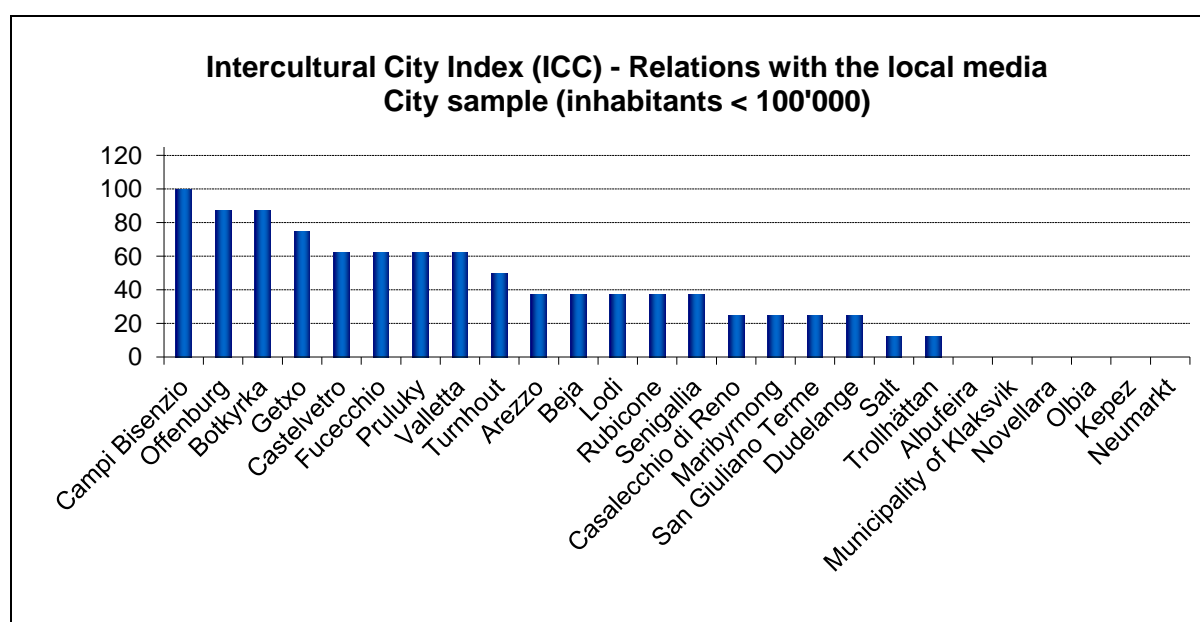
North City and Wythenshawe Forum libraries also hosted poetry workshops, musical events and celebrations of languages spoken within the city.

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

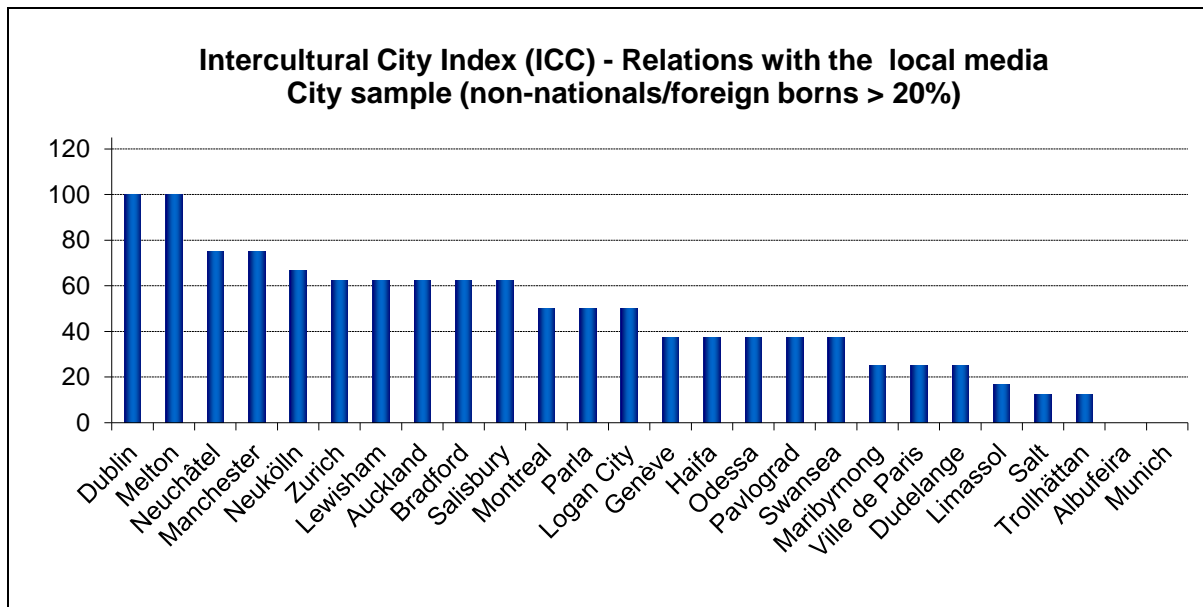
## MEDIA AND COMMUNICATION

*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.*

Trollhättan achieved a rate of 13 in the field of media and communication, which is considerably lower than the city sample’s achievement rate of 46 but can much improve this score with some simple steps.







The City has not publicised much information on its work with the media so it may be that some reflection on what is already underway is useful. The city does occasionally interact with the press on intercultural issues. When it does so the communication department contacts the local media directly, so it has useful relationships in place to aid the development of this work further.

### Recommendations

Some ways that the city could consider going forward are: Developing a communication strategy to improve the visibility and image of persons with migrant/minority backgrounds in local media; instructing the communication department of the city to highlight diversity as an advantage; monitoring how the local and social media portray people with a diverse background; support for advocacy, media training for journalists with a minority or migrant background.

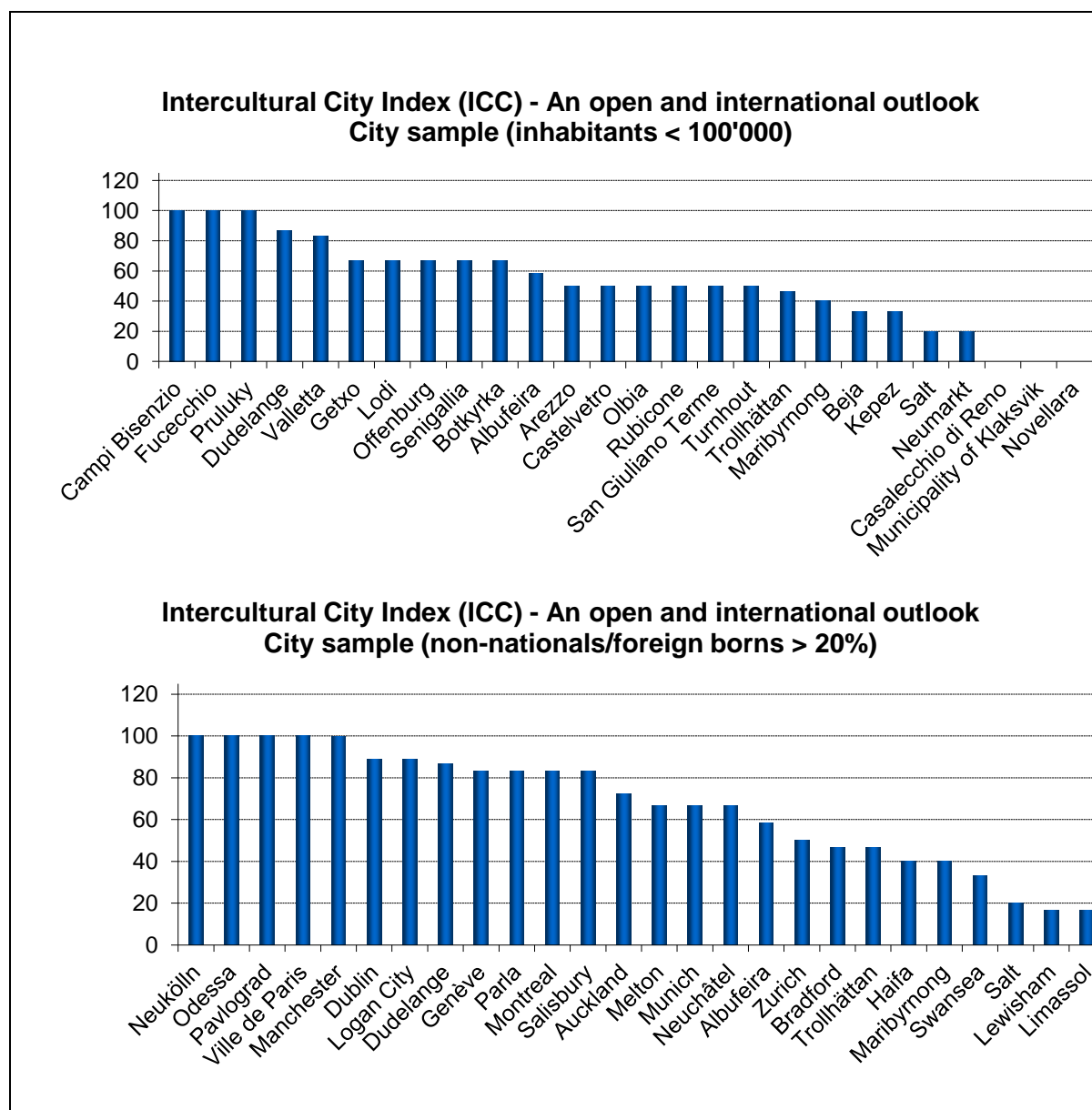
As examples, the city of Bergen, Norway monitors the way in which minorities are portrayed in the local media. In addition, four or five times a year, the city publishes a newspaper with information about activities in the city that is distributed to all households in the city. This helps spreading information about minority groups as well as fighting rumours or any other harmful or incorrect information. In addition, “Tomar Claro” is an Intercultural Prize for Local Journalists organised in Cascais, Portugal whose objective is to promote news/articles on the themes of interculturality and identity, sense of belonging to the community, migratory pathways, social integration and education for intercultural citizenship.

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

### **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.*

Trollhättan's score in the field of international outlook is 47 considerably lower than the city sample result of 68 but the fact that the city has an international strategy is a useful basis for the future.



Trollhättan has an international strategy adopted by the city council. The strategy was developed and is monitored in collaboration with civil society organisations and private businesses. There is currently no budget for the strategy, however.

The city has various forms of international collaborations. Some are regulated in twin cities agreements and some with collaboration agreements. The city is also member of several international networks. The city reaches out to foreign students or other youth groups arriving through exchange programmes. A student housing guarantee is open for all students, as well as welcoming events and information at student gatherings. Trollhättan also seeks to develop business relations with countries or cities of origin of its diaspora groups by involving diaspora and mainstream entrepreneurs in international visits and meetings. Trollhättan's twin city agreement in the US is a direct consequence of diaspora groups. The twin cities include Tempe in the USA, Reykjanesbær in Iceland, Kristiansand in Norway and Kerava in Finland.

## Recommendations

Different cities have developed their international outlook through twinnings, agreements and cooperation protocols. The city of [Santa Maria da Feira](#), Portugal shows an interesting practice. Diversity and migration are perceived as a window to explore new opportunities and new markets. The municipality is planning the launch of an online platform that will link local business owners of all backgrounds with the Portuguese diaspora and with the countries of origin of local immigrants. The launch of this platform is the culmination of a number of initiatives that reach out through business partnerships. The municipality has regular business exchanges with Kenitra, Morocco.

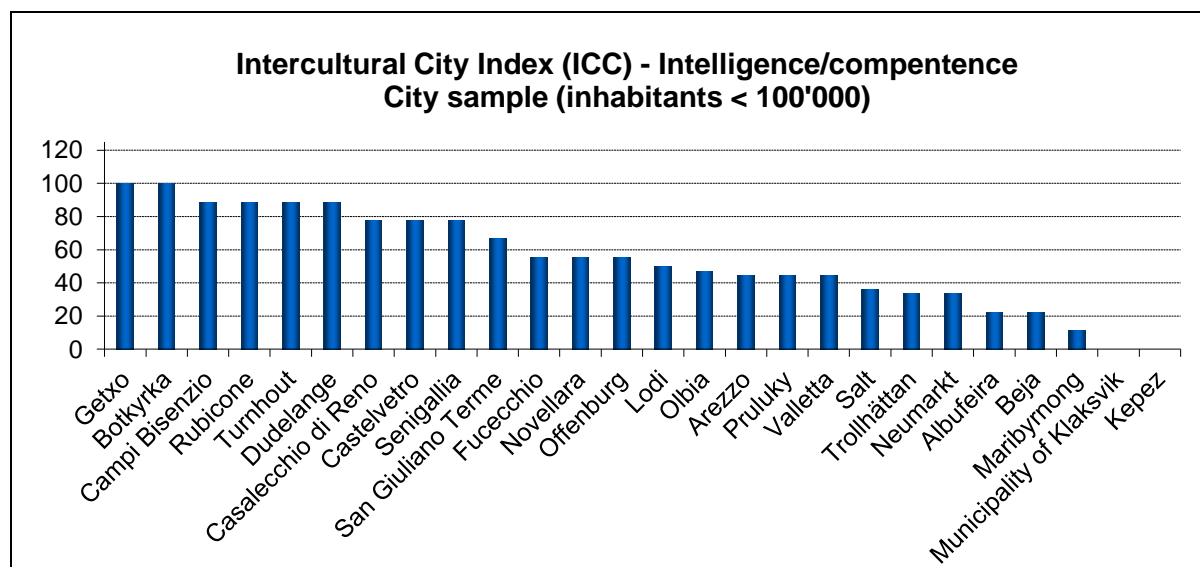
Other cities such as Izhevsk, Russia support the city university to attract foreign students and take actions to encourage foreign students to participate in the city life and to remain after graduation. Izhevsk also enhances economic relations with countries of origin of its migrant groups through partnerships and business agreements.

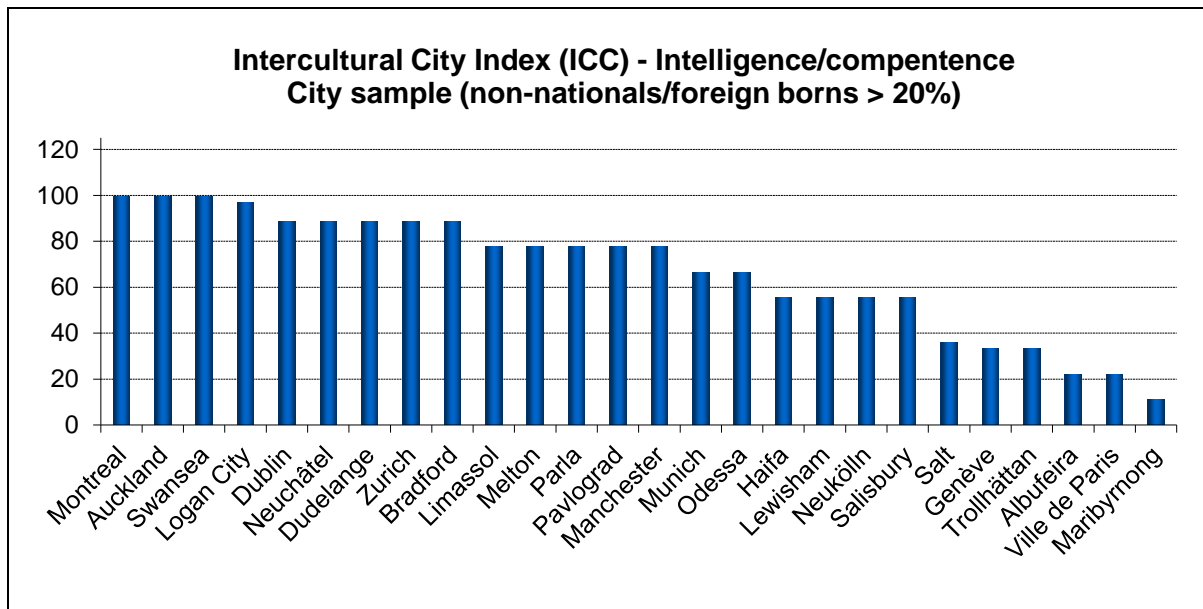
Barcelona, Spain has introduced the initiative "[Do It in Barcelona](#)". This programme includes a multitude of initiatives whose goals are: 1) to strengthen the city's competitiveness; 2) Incorporate new methodologies into existing entrepreneurial support programmes that allow people with a business background in their home country to make the most of their experience; 3) Support the creation of intercultural teams to develop business efficiency and productivity; 4) Support initiatives aimed at finding multi-linguistic solutions; 5) Support the creation of social networks that encourage the integration of new residents into the city and that also make it possible to establish economic bridges with their home countries.

## INTERCULTURAL INTELLIGENCE AND COMPETENCE

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

Trollhättan achieved a rate of 33 in the field of intercultural intelligence and competence, which is considerably lower than the city sample's achievement rate of 62.





Trollhättan collects statistical information about diversity and intercultural relations to inform the council's process of policy formulation. The city works with NGOs who can carry out surveys including questions about the public perception of migrants/minorities.

The city does not directly or through an external body, carry out surveys including questions about the public perception of migrants/minorities nor on the feeling of security/safety with respect to people with migrant/minority backgrounds.

### Recommendations

One city that uses data well is Manchester, United Kingdom where the Council's Equality Impact Assessment (EIA) framework is designed to mainstream the use of qualitative and quantitative data into the analysis of policy and service design. The Communities of Interest report is periodically updated to provide an emerging evidence base of Manchester population trends, including community relations. Manchester is carrying out surveys including questions about public perception of migrants and minorities. The Manchester online survey for residents includes a question on 'do you think people from different backgrounds get on well together in your local area?'. The community sentiment analysis tool also assesses public perceptions where events, incidents, national international and local media stories may have the potential or are creating tension or fears.

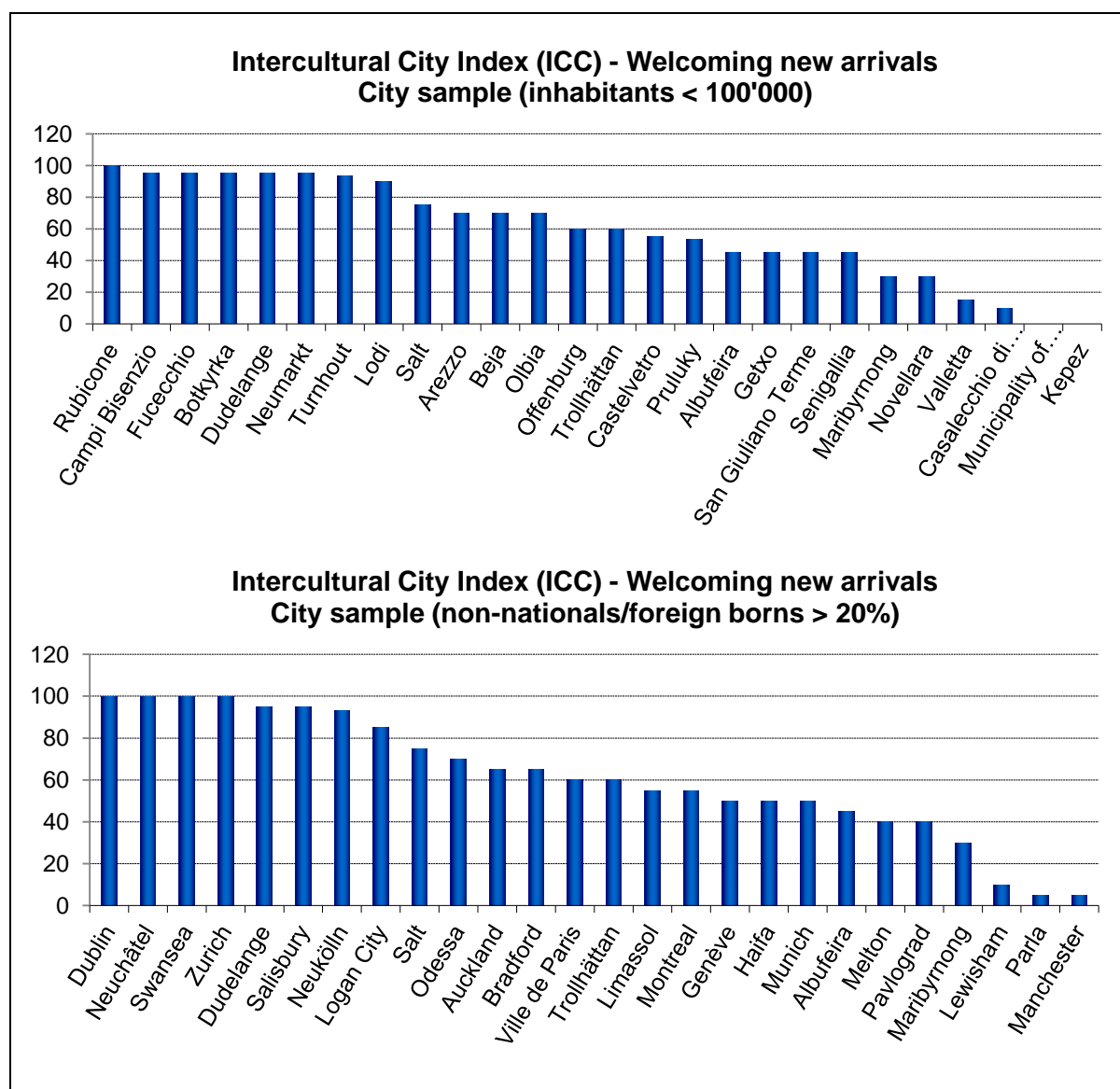
In Manchester staff does receive training courses. In particular training on holding difficult conversations are delivered. The city of Botkyrka, Sweden has a training in intercultural competence to the city's politicians and elected representatives. A shorter online module has been specially designed for managers, leaders and executives. In addition, every year, employees receive capacity building courses and city administration officials have to act and plan from an intercultural perspective. [Reykjavík](#), Iceland has also designed a specific training course for city employees to prevent misunderstandings in a diverse workplace and to open up a dialogue about discrimination, equality, prejudice, and stereotypes. All city departments are targeted, and the action is specifically workplace-oriented in its focus.

Trollhättan could provide intercultural trainings for its staff, for example, by exposing officials and staff with situations where they cannot use language to express their needs and feelings, by arranging visits, informal meetings and discussions with leaders of migrant groups or religious organizations, organizing seminars on intercultural principles, or providing mandatory training (also online through intranet) for all its public servants, including high-level staff, etc.

## 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.

Trollhättan’s score in the field of welcoming newcomers is 60, higher than the city sample result of 56. There are some interesting examples of good practice that the city can share with others in the network.



At the Unit for New Arrivals in the City of Trollhättan, integration consultants work on and investigate financial compensation and supply support, as well as referring persons to Swedish for Immigrants and community orientation.

There is both individual and group information about the city and the services provided. There is an office to help newcomers with different matters in their own language.

Children and youth consultants work to support families in matters relating to childcare, primary and secondary education. There is also support and contact with various authorities that primarily concern school and child health care. There is a special unit to provide support for unaccompanied minors.

There is a ceremony on the Swedish national day for people who live in Trollhättan and who received citizenship that year.

### Suggestions

It is clear that Trollhättan recognises their essential role when it comes to support the orientation of newly arrived people. A specific action plan could help in structuring and facilitating this strand of actions. A good example comes from the city of [Montreal](#), Canada, which has developed an inclusion 2018-2021 Action Plan to integrate newcomers, with measures divided into four main strands. The first strand is about making the municipal administration an example of openness, safety and inclusiveness. The second strand focuses on integrated and accessible service provision while the third is aimed at those involved in the employment process and civil society and seeks to improve their reception and inclusion capacities. The last strand is about ensuring protection and access to services for migrants without legal status or whose status is uncertain. The municipal administration wants to boost the participation of newcomers in the economy, ensure that their rights are observed, reduce the gap between immigrant and Canadian-born unemployment levels, and make it easier for immigrants to find decent, affordable housing.

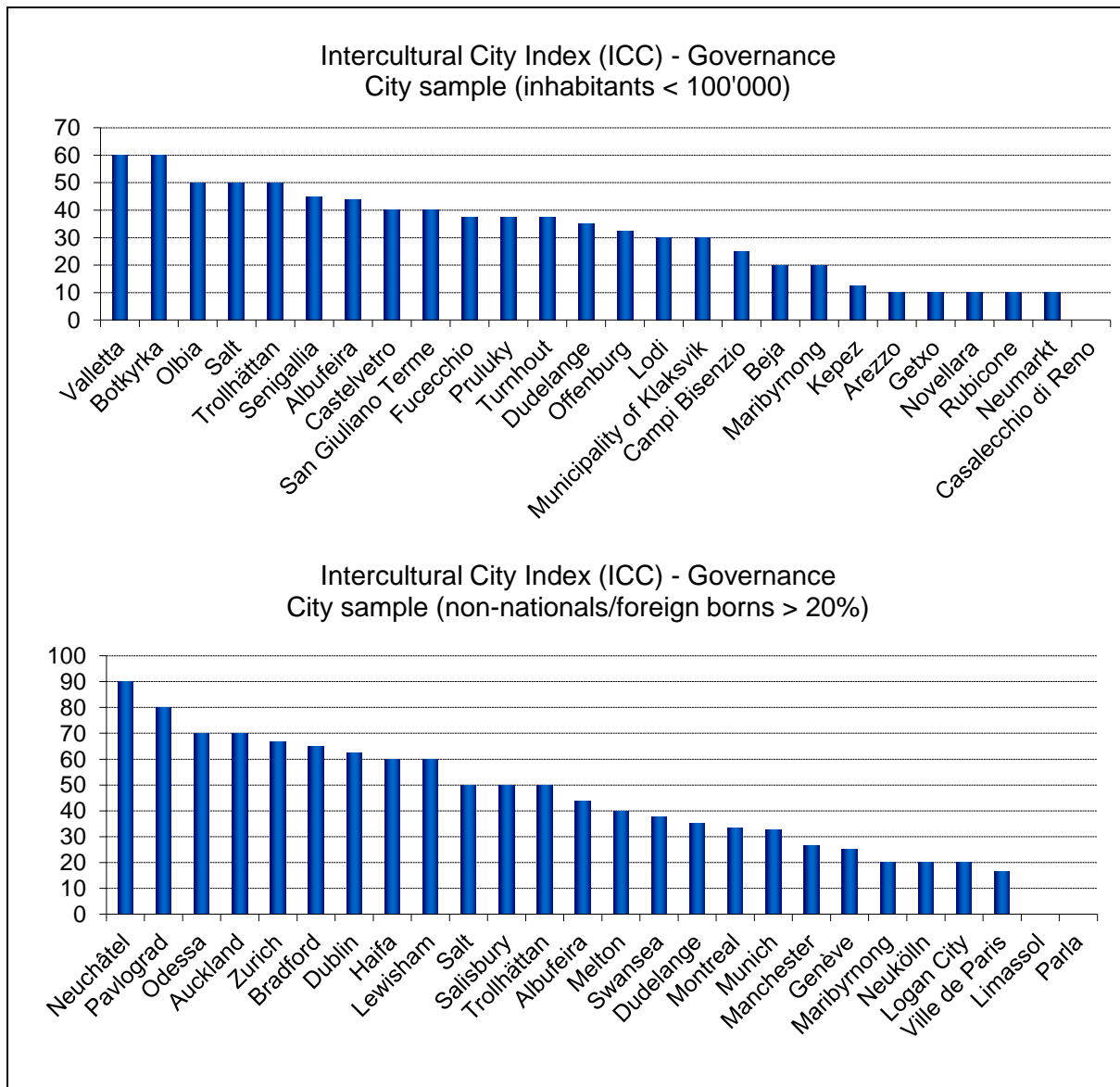
A dedicated service for newcomers is a good practice, such as in [Zurich](#), Switzerland. Zurich has a specialized agency to welcome newcomers with a dedicated strategy and a complete set of information tools available in 14 languages, as well as specific assistance. Each year, six welcoming events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

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

### 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.*

Trollhättan achieved a rate of 50 in the field of leadership and citizenship, which is considerably higher than the city sample's achievement rate of 35. This is an excellent result.



Foreign nationals can stand as candidates in local elections and vote if they have lived in Sweden for three consecutive years. This means that there can be elected representatives in the city from a foreign born or migrant background. There is a consultative body involving migrants, minorities, other citizens, as well as relevant public institutions, organisations and experts.

Newcomers are informed about the Swedish election system, about the democratic system in the city as are those living in parts of the city where there is low voter turnout. The theme of democracy is taught in school to encourage young people in political life.

### Suggestions

As a city where foreign nationals can stand as candidates and be elected this is an area of strength for Trollhättan. For other ideas to encourage persons with migrant/minority backgrounds to engage in political life it may be interested in the example of Zurich, Switzerland that uses several methods to increase the participation of the foreign population in political processes. These include participatory methods and a broad scope for gathering information, taking an active interest in the wishes of the local population, getting involved at children's schools and collaborating with parents, neighbourhood associations, giving everyone the right to present a request, and a Foreigners' Advisory Council which conveys the foreign residential population's concerns and needs to the City Council.

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

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

## ANTI-DISCRIMINATION

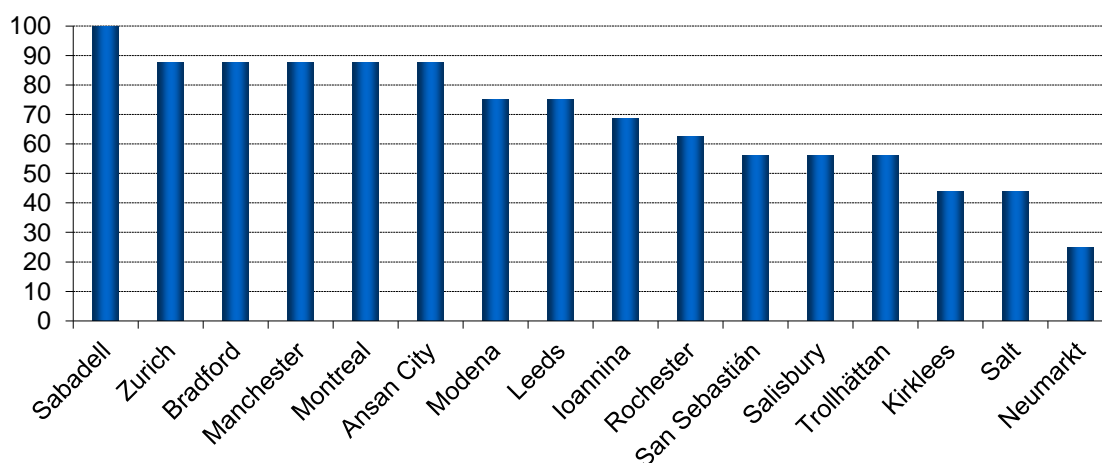
*Racism, xenophobia, homophobia, intolerance against certain religious groups, gender discrimination, prejudice and ethnocentrism, are all conducive to discriminatory attitudes and practices. They often subsist in people's minds despite laws proscribing discrimination against persons or groups of persons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

Trollhättan has a binding document proscribing discrimination against persons or groups of persons on grounds of race, colour, language, religion, nationality, national/ethnic origin or sexual orientation in the municipal administration and services - [Jämställdhets- och mångfaldsplan För medarbetare i Trollhättans Stad](#) (Gender equality and diversity plan, For employees in the City of Trollhättan).

The city provides financial support for Brottsofferjouren (BOJ) an organisation that helps people who are victims of crime. Different crimes can have discriminatory elements. Trollhättan also supports different activities performed by the Anti-discrimination bureau, an NGO that advises people who have experienced discrimination. The city also has its own support programme for young victims of crime.

The city hasn't carried out a systematic review of all municipal rules and regulations to identify mechanisms that may discriminate residents with migrant/minority backgrounds but is considering doing so.

### Intercultural City Index (ICC) - Anti-discrimination



### Recommendations

A systematic review of all municipal rules and regulations to identify mechanisms that may discriminate residents with migrant/minority backgrounds is always a useful process for cities to undertake.



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

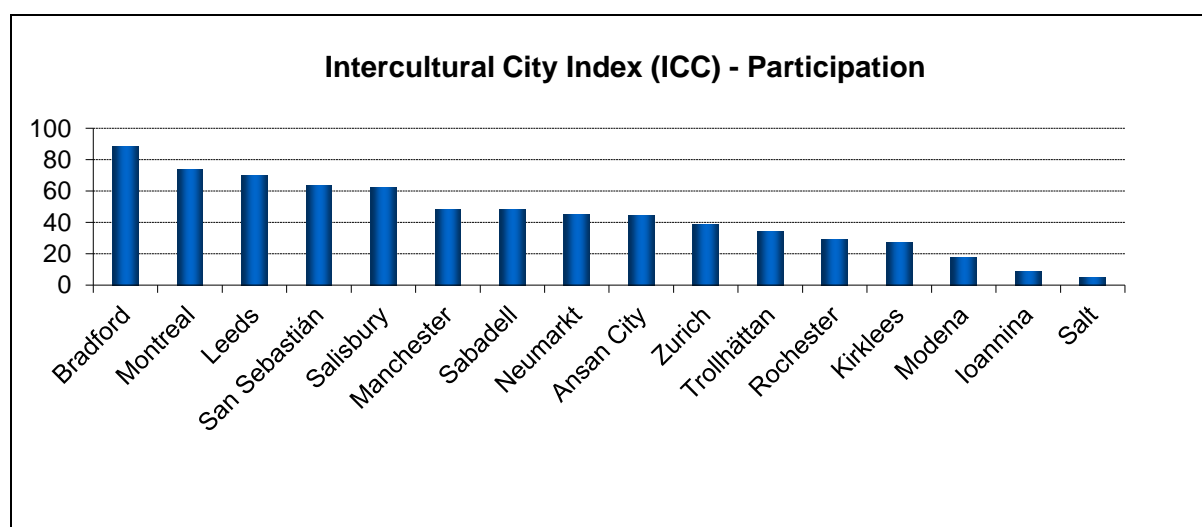
In [Donostia/San Sebastián](#), Spain the local ombudsman deals with complaints against the public administration; provides a critical assessment of public policy; and promotes human rights. Similarly, in [Barcelona](#), Spain an office for non-discrimination has been instated. There is also the very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

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

## PARTICIPATION

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

Indicators on participation have been included in the ICC Index since January 2019. The data so far collected is not yet relevant for statistical purposes. Sixteen cities have so far replied to this new index chapter. Trollhättan's score in the field of participation is 34.



There is a consultative body in the city that involving migrants, minorities, other citizens, as well as relevant public institutions, organisations and experts.

### Recommendations

It would be useful for to think more about the types of participatory processes that are currently in place and how they could be improved as they are key to increasing intercultural competences of the city. The city could develop a set of instruments to facilitate the intercultural participation in public processes.

Dublin, Ireland is an interesting example the city could consider. It uses Public Participation Networks (PPN) as a mechanism for greater community participation in local government and for input into policy and decision making. The PPNs are independent structures with one network being set up in each Local Authority Area. The Dublin City PPN is the main link through which Dublin City Council connects with the community and voluntary, social inclusion and environmental sectors. It is conceived as a formal structure for active citizenship and participation, providing a link for the Local Authority to connect with Community groups promoting consultation, as well as to facilitate and articulate a diverse range of views and interests.

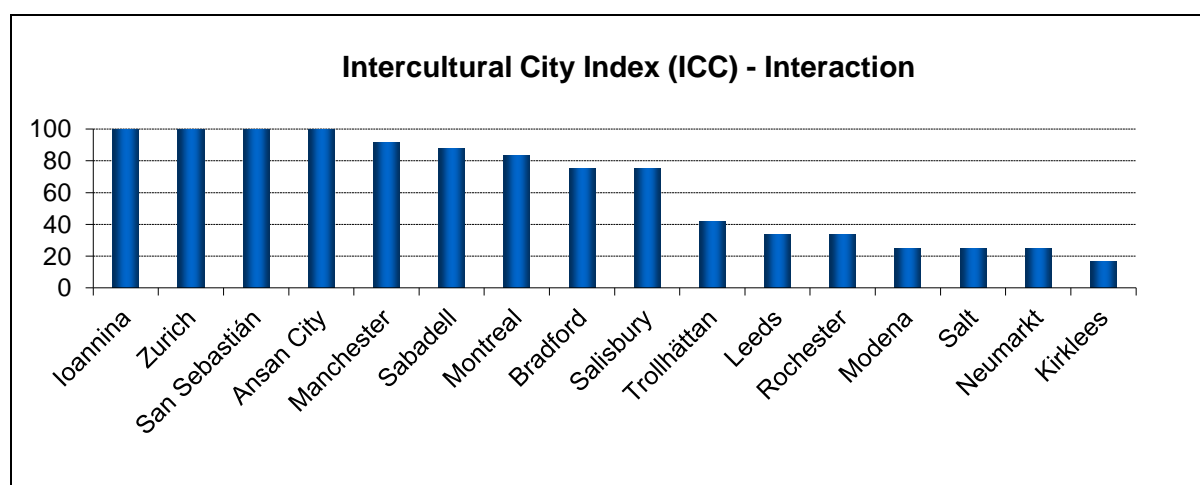
Bradford, United Kingdom has also used some interesting methods for increasing participation in its Intercultural Strategy (Together for Stronger Communities 2018-2023) and the corresponding action plan through extensive consultation with citizens. The consultation was both quantitative and qualitative and involved the use of the following methods: Bord tables for feedback and prioritization; Focus Groups; Open-ended/Open composition commissions to explore broader views on integration; Online Surveys (conducted in the community); Vox Pops; Recorded one-to-one interviews.

The Stronger Communities Together strategy's team also manages 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 are allocated through participatory budgeting.

### **INTERACTION**

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

As mentioned above, indicators on interaction are also new. Trollhättan's score in the field of participation is 42.



Trollhättan undertakes many measures in the field of interaction between neighbourhoods and in public spaces and has some competences in its educational department which is excellent. The city currently does not implement any particular monitoring measures in this field but is considering measures to monitor the participation of city residents with migrant/minority backgrounds in the decision-making process as well as in key institutions and organisations such as boards or ruling bodies of trade unions, public schools, work councils, etc. The city is also considering extending mechanisms to monitor gender equality.

### Recommendations

The city could reflect more on the competences it has already such as in its educational department. If it does not already do so, the city could ensure that it has up-to-date contacts with all associations and entities in the city working in the field to better communicate with them about their work, activities and planning. Furthermore, promoting spaces of interaction could be interesting, not just to introduce and better know the work of every stakeholder, but also to discuss and plan together.

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

## OVERALL CONCLUSIONS

According to the overall index results, *TROLLHÄTTAN* has an aggregate intercultural city index of 45 (out of 100 possible points).

<p><b>COMMITMENT</b></p>	<p>✓</p>	<p>The city is at the beginning of its Intercultural City journey but there is already a cross-departmental group that is responsible for monitoring, developing and informing the City on social sustainability in each department. The intercultural strategy and approach will be developed by this group. It will also be subject of the cross-departmental management group (lead by the municipal chief) and the committee for social sustainability. It is excellent that this framework will be in place.</p>
	<p>✗</p>	<p>The city does not yet have an official webpage to communicate news and initiatives; the city has not adopted an intercultural integration strategy.</p>
<p><b>EDUCATION</b></p>	<p>✓</p>	<p>The city makes efforts to attract specially trained teachers to schools where pupils with migrant backgrounds form a majority. Some schools make strong efforts to involve parents with migrant/minority backgrounds in school life. Youth centres in all areas of the city cooperate to help children and youths with different backgrounds meet, since there are some segregated schools in the city.</p>
	<p>✗</p>	<p>Raising awareness in society about the benefits of inclusive education on aspects such as educational performance, reduction of school dropout, labour market integration, are critical to achieve school desegregation. Given the fact that there are a relatively high number of children with a migrant background in the city and the city has said that there is some segregation in the school system, it could make a more detailed mapping of the situation and any intercultural work that is already underway in its schools as well as consider some of the examples of good practice from other cities in the network.</p>
<p><b>NEIGHBORHOOD</b></p>	<p>✓</p>	<p>The city encourages actions where residents of one neighbourhood meet and interact with residents with different migrant/minority backgrounds from other neighbourhoods. There is also a popular yearly culture festival in one of the municipality's more remote areas. The city has built attractive public spaces such as a library, sport centres, culture house in the more remote areas that have a high number of foreign-born inhabitants.</p>
	<p>✗</p>	<p>Cooperation between different departments in the city such as transport or the social housing programme can also be beneficial to diversity in neighbourhoods. Working with housing teams could allow for assigning apartments in city buildings to people and families with a variety of backgrounds and socio-economic status, investing in infrastructure and projects that attract people and businesses from other neighbourhoods and would complement the city's work to place cultural and other attractions in diverse locations across the city.</p>
<p><b>PUBLIC SERVICE</b></p>	<p>✓</p>	<p>The city does take minority residents into account when providing some services. In particular, funeral services can be held in the city for people who are not a part of the Swedish church (other religions or a non-religious funeral). It is also possible to apply for special school meals in schools. The city had women-only times in the swimming facility but since that is the only swimming facility in the city it was not possible to continue longer term due to time pressures.</p>
	<p>✗</p>	<p>The migrant/minority background of public employees does not currently reflect the composition of the city's population. The city does not have a recruitment plan to</p>

		<p>ensure an adequate rate of diversity within its workforce at the moment because it is not within the city's competences. However, Trollhättan is lobbying for more competences in this area. The city does not take action to encourage diverse workforce, intercultural mixing and competence in private sector enterprises.</p>
<p><b>BUSINESS AND LABOUR</b></p>	<p>✓</p> <p>✗</p>	<p>The Innovatum Startup in Trollhättan (a local start-up an incubator) knows the difficulties faced by new arrivals and foreign-born residents in starting innovative companies. The incubator has started activities to ensure a greater proportion of people with a foreign background have the confidence to start businesses as well as getting involved in existing start-up companies. In addition, collaboration and partnerships with others within the local innovation system have been developed to help start-ups to achieve their ambitions.</p> <p>There is no local, regional or national business umbrella organisation, which has among its objectives the promotion of diversity and non-discrimination in the labour market. The city currently takes no action to encourage businesses from ethnic minorities to move beyond the ethnic economy and enter the mainstream economy and higher value-added sectors.</p>
<p><b>CULTURE AND SOCIAL LIFE</b></p>	<p>✓</p> <p>✗</p>	<p>Trollhättan runs regular activities in culture, art and sport. There is a weekly sport activity called Sporty Friday for youth where they can take part in sports and interact. Youth recreation centres organize everyday activities and camps where kids with different background meet and interact. One of the most important cultural events is called "Hela Kronan Gungar" (the whole crown swings) and is a chance for the community, civil society and different associations to meet. The library has a special project where young adults with different ethnic backgrounds support elderly persons on how to use computers, smartphones, the internet etc. There are sometimes public debates or campaigns on the subject of cultural diversity and living together. There are other festivals in the town, such as Waterfall Days, which is one of the city's oldest festivals. The municipality specifically supports and encourages initiatives that aim at integration and interculturalism.</p> <p>As the city has spoken of concerns from residents about certain areas of town and segregation in some areas including schools, the city could look more into the anti-rumour methodology and how it has been used in different cities including in the sphere of culture and social life to tackle negative rumours and stereotypes and disinformation.</p>
<p><b>PUBLIC SPACE</b></p>	<p>✓</p> <p>✗</p>	<p>The city takes action to encourage intercultural mixing and interaction in public spaces including in public libraries, culture houses, parks and squares. The city takes into account the diversity of the population in the design, renovation and management of new public buildings or spaces using the social consequence analysis method in the planning process. When Trollhättan reconstructs an area, it uses different methods and places for consultation to ensure the meaningful involvement of people with different migrant/minority backgrounds.</p> <p>Additional steps could include identifying the needs of specific groups such as families, women, the elderly, children, adolescents, etc. and designing public buildings/spaces so that no one feels excluded, adapting opening hours and providing services tailored to the needs of a diverse population, etc.</p>
<p><b>MEDIATION</b></p>	<p>✓</p>	<p>Intercultural mediation is provided in specialised institutions and the city administration. Youth centres and schools can also deal with intercultural mediation in their daily work.</p>

	✗	Identifying city 'hotspots' where intercultural mediation may be necessary can include housing and segregation issues, such as those identified by Trollhättan. Staff within the authority may need additional training. Many cities also work with other professionals and NGOs who specialize in this area or with cultural mediators.
LANGUAGE	✓	The city has specific language training in the official language(s) for hard-to-reach groups. Migrant and minority languages are taught as a mother tongue course for migrant and minority children as well as in form of a regular language option available to everyone. Trollhättan also provides support for private/civil sector organisations providing language training in migrant/minority languages.
	✗	The city could celebrate its multilingualism more for example through International Mother Language Day that takes place in February each year.
MEDIA AND COMMUNICATION	✓	The City did not provide a great deal of information on its work with the media so it may be that some reflection on what is already underway is useful. The city does occasionally interact with the press on intercultural issues. When it does so the communication department contacts the local media directly, so it has useful relationships in place to aid the development of this work further.
	✗	Some ways that the city could consider going forward are: Developing a communication strategy to improve the visibility and image of people with migrants/minority backgrounds in local media; Instructing the communication department of the city to highlight diversity as an advantage; Monitoring how the local and social media portray people with a diverse background; Support for advocacy, media training for journalists with a minority or migrant background.
INTERNATIONAL OUTLOOK	✓	Trollhättan has an international strategy adopted by the city council. The strategy was developed and is monitored in collaboration with civil society organisations and private businesses. The city has various forms of international collaborations such as Twin city agreements and collaboration agreements.
	✗	The city could consider giving a budget to some of its work in this field or perhaps developing its work with countries of origin of diaspora groups.
INTELLIGENCE AND COMPETENCE	✓	Trollhättan collects statistical information about diversity and intercultural relations to inform the council's process of policy formulation. The city works with NGOs who can carry out surveys including questions about the public perception of migrants/minorities
	✗	Trollhättan could assess the comprehensiveness of the data it collects and how it is input into policies. It could also provide intercultural trainings for its staff.
WELCOMING	✓	At the Unit for New Arrivals in the City of Trollhättan, integration consultants work on and investigate financial compensation and supply support, as well as referring persons to Swedish for Immigrants and community orientation. There is both individual and group information about the city and the services provided. There is an office to help newcomers with different matters in their own language.
	✗	A specific action plan could help in structuring and facilitating these different actions in this field.

<p><b>LEADERSHIP AND CITIZENSHIP</b></p>	<p>✓  ✗</p>	<p>Foreign nationals can stand as candidates in local elections and vote if they have lived in Sweden for three consecutive years. There is a consultative body involving migrants, minorities, other citizens, as well as relevant public institutions, organisations and experts.</p> <p>The city could investigate other ways that foreign nationals and minorities can be better involved in the city's decision-making and leadership. Other cities explore input through schools, neighbourhood committees and making it easy for citizens across the board to make suggestions and give input on specific issues.</p>
<p><b>ANTI-DISCRIMINATION</b></p>	<p>✓  ✗</p>	<p>The city has a binding document proscribing discrimination against persons or groups of persons on grounds of race, colour, language, religion, nationality, national/ethnic origin or sexual orientation in the municipal administration and services. It also provides services for victims of racism and discrimination.</p> <p>The city hasn't carried out a systematic review of all municipal rules and regulations to identify mechanisms that may discriminate against residents with migrant/minority backgrounds.</p>
<p><b>INTERACTION</b></p>	<p>✓  ✗</p>	<p>Trollhättan undertakes different positive measures in the field of interaction between neighbourhoods and in public spaces.</p> <p>If it does not already do so, the city could ensure that it has up-to-date contacts with all associations and entities in the city working in the field to better communicate with them about their work, activities and planning.</p>
<p><b>PARTICIPATION</b></p>	<p>✓  ✗</p>	<p>The city did not give many examples of how it encourages participation at the current time. This can be difficult to envisage at the start of the process as an intercultural city but hopefully the examples from other cities in the network will be an inspiration and enable the city to understand more about what it is already doing in this field and how to progress.</p> <p>The city could reflect more on this field and its current work and develop a set of instruments to facilitate more intercultural participation in public processes.</p>

In view of the above, we wish to congratulate Trollhättan 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 following 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, TROLLHÄTTAN could enhance the sectors below by introducing different initiatives:

**Commitment:** As the city is at the beginning of its journey in the Intercultural Cities network it is at an important stage of defining its intercultural strategy and how it will evaluate its work. Statements of commitment and working through this process as a city with support and ideas from others in the network will soon bring meaningful results.

**Education:** Given the fact that there are a relatively high number of children with a migrant background in the city and the city has said that there is some segregation in the school system, it could consider a detailed mapping of the situation and any intercultural work that is already underway in its schools as well as consider some of the examples of good practice from other cities in the network.

**Neighbourhood:** Cooperation between different departments in the city such as transport or social housing programmes can also be beneficial to diversity in neighbourhoods. Working with housing teams could allow for assigning apartments in city buildings to people and families with a variety of backgrounds and socio-economic status, investing in infrastructure and projects that attract people and businesses from other neighbourhoods and would complement the city's work to place cultural and other attractions in diverse locations across the city.

**Public Service:** Trollhättan could do more to promote diversity amongst public and private employees at all levels. The city could also continue to review specific services through a culturally inclusive lens, considering whether these are appropriate for all regardless of their ethnic/cultural background. The health sector, for example, is especially dependent on cultural competence and cultural sensitivity when wanting to assure health and well-being amongst all members of a society.

**Business and the Labour Market:** To achieve the diversity advantage societies need to ensure not only equal rights but also equal opportunities for all, including in the economic sphere. Local governments can help realise this potential by means of innovative and inclusive economic policies. Several cities in the network have pioneering approaches to promoting access to the labour market for migrants and minority groups as well as helping their cities to prosper. There are several tools available from ICC such as the Rating Diversity in Business tool. Cities can often use charters or networking opportunities to bring different entrepreneurs together, as well as engaging with diaspora communities and their countries of origin to harness the potential there.

**Culture and Social Life:** As the city runs several events and festivals and has tried hard to spread these events across the city to encourage interaction, it could bring this work together with an 'intercultural map' to promote the events as well as positive promotion for different areas of the city. As the city has spoken of concerns from residents about certain areas of town and segregation in some areas including schools, the city could look more into the [anti-rumour methodology](#) and how it has been used in different cities including in the sphere of culture and social life to tackle negative rumours and stereotypes and disinformation.

**Public Space:** As the city is already working in a multi-disciplinary way including with the police to address issues on feelings of safety, it could be interesting to read the recent "[Community policing manual](#)" which provides guidance to implement policing principles to design new procedures, protocols, structures and specialised units in their police community, to effectively address the challenges that diversity may pose to the achievement of peaceful coexistence, in the medium and long term. Additional steps could include identifying the needs of specific groups and designing public buildings/spaces so that no one feels excluded, adapting opening hours and providing services tailored to the needs of a diverse population, etc.

**Mediation:** Identifying city 'hotspots' where intercultural mediation may be necessary and can include housing or segregation issues, such as those identified by Trollhättan. Staff within the authority may need additional training. Many cities also work with other professionals and NGOs who specialize in this area or with cultural mediators.

**Language:** Trollhättan could consider issuing a press release in celebration of International Mother Language Day (21 February). The city could consider co-operation with community organisations and schools.

**Media:** The city did not provide a lot of information on its current work with the media. It would be useful to reflect on that more and how some other cities engage such as through: Developing a communication strategy to improve the visibility and image of people with migrants/minority backgrounds in local media; Instructing the communication department of the city to highlight diversity as an advantage; Monitoring how the local and social media portray people with a diverse background; Support for advocacy, media training for journalists with a minority or migrant background.

**International Outlook:** The city could consider good practices such as from Barcelona, Spain and the initiative "[Do It in Barcelona](#)". This programme includes a multitude of initiatives whose goals are: 1) to strengthen the city's competitiveness; 2) Incorporate new methodologies into existing entrepreneurial support programmes that allow people with a business background in their home country to make the most of their experience; 3) Support the creation of intercultural teams to develop business efficiency and productivity; 4) Support initiatives aimed at finding multi-linguistic solutions; 5) Support the creation of social networks that encourage the integration of new residents into the city and that also make it possible to establish economic bridges with their home countries.

**Intelligence and Competence:** Trollhättan could consider to provide intercultural trainings for its staff, for example, by exposing officials and staff with situations where they cannot use language to express their needs and feelings, by arranging visits, informal meetings and discussions with leaders of migrant groups or religious



organizations, organizing seminars on intercultural principles, or providing mandatory training (also online through intranet) for all its public servants, including high-level staff, etc.

**Welcoming:** It is clear that Trollhättan recognises their essential role when it comes to support the orientation of newly arrived persons. A specific action plan could help in structuring and facilitating this strand of actions. A good example comes from the city of [Montreal](#), Canada, which has developed an inclusion 2018-2021 Action Plan to integrate newcomers, with measures divided into four main strands. The municipal administration wants to boost the participation of newcomers in the economy, ensure that their rights are observed, reduce the gap between immigrant and Canadian-born unemployment levels, and make it easier for immigrants to find decent, affordable housing.

**Leadership and Citizenship:** As a city where foreign nationals can stand as candidates and be elected this is an area of strength for Trollhättan. For other ideas to encourage persons with migrant/minority backgrounds to engage in political life it may be interested in the example of Zurich, Switzerland that uses several methods to increase the participation of the foreign population in political processes. These include participatory methods and a broad scope for gathering information, taking an active interest in the wishes of the local population, getting involved at children's schools and collaborating with parents, neighbourhood associations, giving everyone the right to present a request, and a Foreigners' Advisory Council which conveys the foreign residential population's concerns and needs to the City Council.

**Anti-discrimination:** A systematic review of all municipal rules and regulations to identify mechanisms that may discriminate residents with migrant/minority backgrounds is always a useful process for cities to undertake. Next to specific support services for victims of discrimination, cities can also engage with those discriminating and holding racist and radical attitudes as it is important to speak with them, to try to understand their views and concerns, encouraging them to reflect on these.

**Participation:** It would be useful for to think more about the types of participatory processes that are currently in place and how they could be improved as they are key to increasing intercultural competences of the city. The city could develop a set of instruments to facilitate the intercultural participation in public processes.

**Interaction:** The city could reflect more on the competences it has already such as in its educational department. If it does not already do so, the city could ensure that it has up-to-date contacts with all associations and entities in the city working in the field to better communicate with them about their work, activities and planning. Furthermore, promoting spaces of interaction could be interesting, not just to introduce and better know the work of every stakeholder, but also to discuss and plan together.

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

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

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

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

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

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

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

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

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

COUNCIL OF EUROPE



CONSEIL DE L'EUROPE