



AGENDA

FOR INTERCULTURAL STRATEGY AND PARTNERSHIPS SUB COMMITTEE MEETING TO BE HELD ON

**14 OCTOBER 2024 AT THE CONCLUSION OF THE SALISBURY LIVING SUB
COMMITTEE**

**IN WITTBER & DR RUBY DAVY ROOMS, SALISBURY COMMUNITY HUB,
34 CHURCH STREET, SALISBURY**

MEMBERS

Cr Johnny Chewparsad (Chair)
Mayor G Aldridge (ex officio)
Deputy Mayor Cr C Buchanan
Cr S McKell
Cr S Ouk (Deputy Chair)
Cr S Reardon

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
Deputy Chief Executive Officer, Mr C Mansueto
General Manager City Infrastructure, Mr J Devine
General Manager Community Development, Mrs A Pokoney Cramey
General Manager City Development, Ms M English
Manager Governance, Mr R Deco

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Intercultural Strategy and Partnerships Sub Committee Meeting held on 8 April 2024.

REPORTS

ISPS1	Future Reports for the Intercultural Strategy and Partnerships Sub Committee	8
ISPS2	Intercultural Strategic Plan Implementation Report 2023-2024	11
ISPS3	Council of Europe Intercultural Cities No Hate Speech Week and Active Citizenship and Participation Key Learnings	85

MOTIONS ON NOTICE

There are no Motions on Notice.

OTHER BUSINESS

(Questions Without Notice, Motions Without Notice, CEO Update)

CLOSE



**MINUTES OF INTERCULTURAL STRATEGY AND PARTNERSHIPS SUB
COMMITTEE MEETING HELD IN WITTBER & DR RUBY DAVY ROOMS,
SALISBURY COMMUNITY HUB,
34 CHURCH STREET, SALISBURY ON**

8 APRIL 2024

MEMBERS PRESENT

Cr Johnny Chewparsad (Chair)
Mayor G Aldridge (ex officio)
Cr C Buchanan
Cr S McKell
Cr S Reardon

OBSERVERS

Cr L Brug

STAFF

Chief Executive Officer, Mr J Harry
General Manager City Infrastructure, Mr J Devine
A/General Manager Community Development, Ms V Haracic
General Manager City Development, Ms M English
Manager Governance, Mr R Deco
Manager People & Performance, Ms K Logan
A/Manager Sport, Recreation and Community Planning, Mr B
Hopkins
Senior Social Planner, Ms L Grant
Personal Assistant – Executive Office, Ms M Healy

The meeting commenced at 8.38pm.

The Chairman welcomed the Elected Members, members of the public and staff to the meeting.

APOLOGIES

An apology was received from Cr S Ouk.

LEAVE OF ABSENCE

Nil.

PRESENTATION OF MINUTES

Moved Mayor G Aldridge
Seconded Cr S McKell

The Minutes of the Intercultural Strategy and Partnerships Sub
Committee Meeting held on 4 December 2023, be taken as read and
confirmed.

CARRIED

REPORTS

ORDER TO EXCLUDE THE PUBLIC

MWON1 Diversitours – Salisbury

Moved Cr C Buchanan
Seconded Mayor G Aldridge

The Intercultural Strategy and Partnerships Sub Committee orders that:

1. Pursuant to Section 90(2) and (3)(b)(i) and (b)(ii) of the Local Government Act 1999, it is necessary and appropriate to exclude the public for the consideration of Agenda Item ISPS2 Diversitours Salisbury with the exception of the following persons:

- Chief Executive Officer
- General Manager City Infrastructure
- A/General Manager Community Development
- General Manager City Development
- Manager Governance
- Manager People & Performance
- A/Manager Sport, Recreation and Community Planning
- Senior Social Planner, Ms L Grant
- Personal Assistant – Executive Office, Ms M Healy

On the basis that:

- *it relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and*
- *information the disclosure of which would, on balance, be contrary to the public interest.*

2. *In weighing up the factors related to disclosure,*

- *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*

On that basis the public's interest is best served by not disclosing Agenda Item ISPS2 Diversitours Salisbury and discussion at this point in time.

CARRIED

The meeting moved into confidence at 8.39pm.

Mayor G Aldridge left the meeting at 8:51 pm.

Mayor G Aldridge returned to the meeting at 8:53 pm.

The meeting moved out of confidence at 8.56pm.

ISPS1 Future Reports for the Intercultural Strategy and Partnerships Sub Committee

Moved Cr C Buchanan
Seconded Cr S McKell

That Council:

1. Notes the report.

CARRIED

QUESTIONS ON NOTICE

There were no Questions on Notice.

MOTIONS ON NOTICE

There were no Motions on Notice.

OTHER BUSINESS

(Questions Without Notice, Motions Without Notice, CEO Update)

There were no Other Business items.

ORDER TO EXCLUDE THE PUBLIC

ISPS3 First Nations Strategic Group Recruitment Strategy

Moved Mayor G Aldridge
Seconded Cr S McKell

The Intercultural Strategy and Partnerships Sub Committee orders that:

1. Pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, it is necessary and appropriate to exclude the public for the consideration of Agenda Item ISPS3 First Nations Strategic Group Recruitment Strategy with the exception of the following persons:

- Chief Executive Officer
- General Manager City Infrastructure
- A/General Manager Community Development
- General Manager City Development
- Manager Governance
- Manager People & Performance
- A/Manager Sport, Recreation and Community Planning
- Senior Social Planner, Ms L Grant
- Personal Assistant – Executive Office, Ms M Healy

On the basis that:

- it relates to information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

- 2. In weighing up the factors related to disclosure,
 - disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations
 - Non-disclosure of the matter and discussion of this item in confidence would protect information related to the personal affairs of any person (living or dead) and proposed action by Council.

On that basis the public's interest is best served by not disclosing Item ISPS3 **First Nations Strategic Group Recruitment Strategy** item and discussion at this point in time.

CARRIED

The meeting moved into confidence at 8.58pm.

The meeting moved out of confidence and closed at 8.58pm.

CHAIRMAN.....
.....

DATE.....
.....

ITEM ISPS1

INTERCULTURAL STRATEGY AND PARTNERSHIPS SUB COMMITTEE

DATE 14 October 2024

HEADING Future Reports for the Intercultural Strategy and Partnerships Sub Committee

AUTHOR Hayley Berrisford, PA to General Manager Community Development, Community Development

CITY PLAN LINKS 4.2 We deliver quality outcomes that meet the needs of our community

SUMMARY This item details reports to be presented to the Intercultural Strategy and Partnerships Sub Committee as a result of a previous Council resolution.

RECOMMENDATION

That Council:

1. Notes the report.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 A list of resolutions requiring a future report to Council is presented to each subcommittee and standing committee for noting.
- 1.2 If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

2. REPORT

- 2.1 The following table outlines the reports to be presented to the Intercultural Strategy and Partnerships Sub Committee as a result of a Council resolution:

Meeting Item	- Heading and Resolution	Officer
28/08/2023	Sister Cities Update	Leandro Lopez Digon
1.1.2 ISPSC1	– 3. Approves for the Administration to conduct a strategic review of the City of Salisbury’s Sister City and Friendship City program. This will be reported back to Council in February 2024.	
Due:	February 2024	
Deferred to:	December 2024	
Reason:	Will be included as part of the Economic Development Strategy	

18/12/2023 ISPS1	Reconciliation Action Plan Strategy 3. Requests Administration to compile a schedule of possible chairs and members for the First Nations Strategic Group as outlined in Attachment 2 of the report (ISPS1 Intercultural Strategy and Partnerships Sub Committee 4 December 2023) and provide it to the next meeting of the ISPSC for consideration and decision.	Chandler Giles
Due:	December 2024	

3. CONCLUSION / PROPOSAL

- 3.1 Future reports for the Intercultural Strategy and Partnerships Sub Committee have been reviewed and are presented to Council for noting.

ITEM	ISPS2 INTERCULTURAL STRATEGY AND PARTNERSHIPS SUB COMMITTEE
DATE	14 October 2024
HEADING	Intercultural Strategic Plan Implementation Report 2023-2024
AUTHOR	Myfanwy Mogford, Diversity & Inclusion Project Officer, Community Development
CITY PLAN LINKS	1.3 People are valued and they feel safe, included and connected 1.4 We are proud of our strengths, achievements and cultural diversity 4.2 We deliver quality outcomes that meet the needs of our community
SUMMARY	The implementation of the Intercultural Strategic Plan 2022-2027 for the 18 month reporting period of 1 Jan 2023 to 30 June 2024 is currently on track. Implementation of the Intercultural Strategy is led by Community Diversity and Inclusion and is a Critical Action of the City Plan 2035. City of Salisbury is an accredited member of the Council of Europe Intercultural Cities Network and has undertaken a third party review of policies and practices to achieve this status. Salisbury Intercultural Strategic Alliance and Salisbury Intercultural Community Alliance are two networks that were established by the City of Salisbury to help support meaningful implementation of the Strategy.

RECOMMENDATION

That Council:

1. Notes the implementation report of the Intercultural Strategic Plan 2023-2024 (Attachment 1, Item ISPS2, Intercultural Strategy and Partnerships Sub Committee, 14 October 2024).

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Intercultural Strategic Plan Implementation Report 1 Jan 2023 to 30 June 2024
2. Council of Europe Intercultural Cities Feedback Report

1. BACKGROUND

1.1 Interculturalism is defined by the Council of Europe as a framework with deep understanding, respect and exchange between and amongst cultural groups. It is a model of inclusion that moves beyond multiculturalism by focusing on all population groups including First Nation People, minority groups, majority groups, and other sub-cultures including LGBTIQ+ communities. Where multiculturalism seeks to support individual cultural community groups to live

well, interculturalism seeks to support all cultural groups living well together, embracing similarities and honouring individual cultural norms and differences, and allowing flexibility for complex cultural identities.

- 1.2 City of Salisbury adopted Interculturalism in 2017 in response to community demand. As one of South Australia's most culturally diverse local governments, with over 35% of the population born outside Australia and approximately 70% of all refugees entering South Australia settling in the region, City of Salisbury residents approached staff to develop ways to better understand, meet and exchange with the changing demographic in a way that traditional multicultural approaches did not facilitate.
- 1.3 Interculturalism is a government framework and methodology that was developed by Council of Europe and is practiced widely across the world. The Council of Europe's Intercultural Cities Network has 177 member cities across Europe, Australia, Canada, Mexico, United Kingdom, Morocco, Korea, United States of America. City of Salisbury joined the network by completing a third-party accreditation process in 2021.

2. DISCUSSION

- 2.1 The implementation of the Intercultural Strategic Plan is reported using a traffic light system showing that of the 45 actions, 41 are ongoing and on track and 4 require further attention (attachment one).
- 2.2 The implementation of the Intercultural Strategic Plan is across the whole of Council administration and supported by the Salisbury Intercultural Strategic Alliance (SISA) and the Salisbury Intercultural Community Alliance (SICA).
- 2.3 Key highlights achieved through SISA include:
 - 2.3.1 Access to housing was raised as a priority by SICA and SISA, and through SISA relationships, City of Salisbury was able to facilitate new connections leading to increased access to housing for migrants and new arrivals in the area. The SA Housing Authority attended Council to meet with SISA members and new relationships between the Real Estate Institute of Australia and AMES Service Provider enabled more people to find secure housing.
 - 2.3.2 Relationships through SISA enabled a successful partnership with Australia Refugee Association's BOOST program that supports emerging small businesses run by people with refugee experience in the City of Salisbury. City of Salisbury partnered with BOOST to deliver the market component of the Harmony Week celebration which provided economic exposure, learning and opportunity to BOOST participants and showcased the valuable contribution of refugees to the community in a wider community environment.
 - 2.3.3 Dr Hass Dellal, Panel Chair of the Multicultural Framework Review travelled interstate to City of Salisbury to meet the Salisbury Intercultural Strategic Alliance, City of Salisbury staff and community members to inform the review of the Multicultural Framework on 4 September 2023. This visit was in recognition of City of Salisbury's leadership in cultural inclusion and the review discussions outlined the strong benefits of adopting interculturalism as a framework to cultural inclusion.

2.4 Key highlights achieved through SICA include:

- 2.4.1 SICA members were involved at an empowering level of consultation in the review and update of the Intercultural Strategy Action Plan. Effective workshops enabled open discussion and led to a range of new strategic focus areas regarding youth engagement, LGBTIQ and gender diverse engagement, emphasis on employment and housing, active participation and decision making.
- 2.4.2 SICA was approached to participate in research on a range of University funded projects including 'Cald use of green space' and 'access to sport vouchers'. This was in recognition of City of Salisbury's strong community relationships and success in interculturalism.

2.5 Key strategic plan highlights:

- 2.5.1 Islamic Society Family Sports Day led by Islamic Society of South Australia was held at Bridgestone Athletics Centre with the aim of connecting the Islamic Community to local clubs and services. This event included a number of information stalls from service providers, Council and Community Centres, Aboriginal organisations and wellbeing organisations that helped foster new relationships with cald community.
- 2.5.2 The Jack Young Centre Aboriginal Social Group has continued to grow and strengthen, with members having more spontaneous and informal interactions with culturally diverse people through programming at Jack Young Centre.
- 2.5.3 Harmony Week Celebration is a significant highlight event for the community and activation for the Salisbury Civic Centre. The Intercultural Parade is led by the Jack Young Centre Social Group and Indian drummers and has participants with diverse cultures (including Anglo-Saxon Australians), faiths, sexual orientation, disability and ages. New additions to the 2024 event included an Intercultural Sing-a-long, a trial sensory space guided by autistic people and a larger market with Australian Refugee Association BOOST participants which are emerging businesses founded by City of Salisbury residents with refugee experience.
- 2.5.4 City of Salisbury staff and community are involved in the Red Cross climate change resilience project: RediCommunities. RediCommunities co-designs disaster ready plans with culturally and linguistically diverse community to have understandable, culturally relevant plans and support in place for climate change related disasters. Team Leader Diversity and Inclusion Strategy is also a steering group member.
- 2.5.5 Manal Younus was engaged to deliver Unconscious Bias training in October 2023 through the Intercultural Strategic Plan with 95% of staff participant feedback stating the training was valuable and they would attend again. This training was voluntary and 59 staff chose to attend.

- 2.6 External recognition and engagement of the Intercultural Strategic Plan
- 2.6.1 City of Salisbury was invited to present at the Planning Institute of Australia South Australia 2023 State Planning Conference on its diversity and inclusion strategies: Intercultural Strategic Plan, Age Friendly Strategic Plan, Ability Inclusion Strategic Plan.
- 2.6.2 City of Salisbury was invited to present at the Intercultural Cities Conference at Swinburne University, Melbourne in March 2023 on its Intercultural Strategic Plan.
- 2.6.3 City of Salisbury was awarded the national Planning Institute of Australia Community Wellbeing & Diversity Award, and the state level Planning Institute of Australia South Australia Community Wellbeing & Diversity Award.
- 2.6.4 City of Salisbury invited and funded by Council of Europe to participate in the Active Citizenship and Participation Week and Anti-Rumours Workshops at the Council of Europe in Strasbourg in recognition of City of Salisbury as a leader in interculturalism. A report summarising key learnings of this will be provided.
- 2.7 The existing Intercultural Strategic Plan currently aligns with the needs and demographic of the community. Although the Intercultural Strategic Plan is a 10-year strategy, the implementation plan is based on a five yearly action plan. This action plan is reviewed annually by staff, and for full review and renewal every five years by SICA and SISA. In 2023, workshops were conducted with SICA and SISA to review the alignment of the Intercultural Strategic Plan with the needs of the community. SICA and SISA identified areas requiring further attention, particularly the intersections of cald/youth, cald/women and cald/lgbtiqa+. Accordingly, the action plan (attachment one) was updated to reflect these amendments.
- 2.8 Staff also provide regular 12–18 month reports to the Council on the implementation of the Intercultural Strategic Action Plan.
- 2.9 Further to internal, regular review of the Intercultural Strategic Plan, the City of Salisbury has had a third-party comprehensive review of its interculturalism conducted by the Council of Europe as part of the Intercultural City accreditation process (attachment two). This review involved an in-depth questionnaire of 90, multi-part questions with examples and supporting evidence to demonstrate how interculturally inclusive City of Salisbury's whole organisation policies, practices, services are. Council of Europe provided a comprehensive feedback report, noting that City of Salisbury was the second highest performing city in Australia and provided suggestions for how we can continue to improve based on best practice and examples from other intercultural cities. In addition to this, the City of Salisbury regularly meets with the Intercultural Cities Network to share information and provide updates on current projects, and this is a further opportunity for staff to receive feedback on how the City of Salisbury's intercultural practices are performing.

- 2.10 Partnerships established and maintained through the delivery of the Intercultural Strategic Plan have improved the City of Salisbury's capacity as an intercultural city. Currently, through the establishment of the Salisbury Intercultural Strategic Alliance, City of Salisbury is working in partnership with Department of Premier and Cabinet, Multicultural Community Council of SA, Migrant Resource Centre, Australian Refugee Association, AMES and community representatives from several backgrounds. The City of Salisbury also established an Interfaith Network with over 30 faith leaders as part of the opening of the Salisbury Community Hub, and this network is now a valuable information-sharing network. Examples of the benefits of these relationships include:
- 2.10.1 City of Salisbury was the only local government in South Australia contacted directly by the Department of Home Affairs from Canberra to be directly consulted on the new Multicultural Framework.
 - 2.10.2 Partnership with Australian Refugee Association BOOST Program participants to engage emerging businesses founded by refugees living in the City of Salisbury to provide the market stalls for Harmony Week event.
 - 2.10.3 Improved efficiency in planning events and participation by leveraging existing relationships with service provider members of SISA. For example, the Refugee Week event Afternoon Tea with the Mayor and Elected Members.
 - 2.10.4 City of Salisbury is better able to plan for emerging issues due to relationships with settlement service providers who can advise staff of migration patterns and expectant new arrivals to the City of Salisbury.
- 2.11 In order to engage with the community to gather feedback on the intercultural initiatives, staff host regular meetings with SICA and SISA. These meetings provide formal opportunities for members to provide feedback. Staff also receive regular and positive feedback from participants of intercultural programs. To increase and improve engagement, the City of Salisbury is currently recruiting a Diversity and Inclusion Project Officer to increase staff resourcing.
- 2.12 To ensure diverse voices are heard, staff are aware of complex barriers and recognize biases, and are committed to continuous improvement and learning in the evolving space of interculturalism.
- 2.13 The City of Salisbury is an active member of the Council of Europe's Intercultural Cities Network and regularly attends informative sessions to build capacity and improve intercultural practices, such as the Anti-Rumours Workshops and DiversiTours projects.

3. CONCLUSION

- 3.1 The implementation of the Intercultural Strategic Plan has been successful for the 18 month reporting period of 1 Jan 2023 to 30 June 2024 as evident by internal review, community feedback and external recognition.

Intercultural Strategic Plan: Action Plan 2023-2028

Progress Report: 18 months from 1 Jan 2023 – 30 June 2024

Theme & Direction	Action	Key achievements 1 Jan 2023 – 30 June 2024
Advocacy and Partnerships		
Direction 1. Gather and disseminate information about the diversity of our community and its needs		
1.1	Foster strong, positive relationships and communications with and between community groups. Engage with diverse groups to understand and document their needs.	<p>Community Capacity and Learning staff across the division engage with diverse groups regularly as part of the continuous improvement. Examples of this include, the Salisbury Early Years Collective, which is a collaboration of local service providers to young families who have come together to address the challenges/barriers to young children being able to thrive and be school ready. The Neighbourhood Development team also have engaged closely with First Nations groups to understand their unique needs and from this Bagster Road has successfully developed a range of new partnerships on site delivering First Nations programs and services. Further to this, as part of the DHS funding, the team undertook an annual survey that looked at service improvements across our community centres and hubs.</p> <p>Sport, Recreation and Community Planning: Salisbury Intercultural Community Alliance consulted on swimming pool design. Sports open day at Bridgestone Athletics Centre partnership with Islamic School.</p> <p>Community Diversity and Inclusion: The City of Salisbury strive to provide continuation of relationships and networking with Cultural, Linguistic and Spiritual Diverse community and organisation, providing Cultural Diversity training to staff and ensuring staff and volunteers has the opportunity to attend cultural celebrations and special events. Respect for Diversity is one of the main principles that underpin Salisbury view sense of Cultural Oneness and Community Wellbeing. Cultural Diversity is about having awareness, respect, appreciative understanding , living and honouring the diversity around us.</p>

		Salisbury Intercultural Community Alliance (SICA) functions as a platform for council staff to engage with culturally diverse community groups through community leaders in a formalised way.
1.2	Regularly review migration and demographic data relating to City of Salisbury. Provide and source information about changing community needs to/from Council's internal and external service providers.	<p>Polaris Business Centre</p> <p>The Polaris Business Development Centre continues to provide support to business intenders, entrepreneurs and business people through workshops, One2One mentoring and networking event opportunities. During 2023, The Polaris Centre engaged with over 900 people, provided 240 Business consultations and 218 people participated in a Business Fundamentals Workshop. In 2023, 372 people attended a Polaris Business Networking Event. The Polaris Centre collects and monitors demographic data and has identified that 10.6% of Polaris clients identified as a migrant or refugee and 14.4% identified as CALD or from a non-English speaking background. 2.4% of Polaris clients identified as Aboriginal or Torres Strait Islander. The Polaris Centre is an inclusive intercultural environment and proactively supports participants from CALD backgrounds including referral to other complimentary services such as LaunchMe for multicultural women provided by Good Shepherd and funded by DPC and Many Rivers for Aboriginal people. The Polaris Centre also supports the Morella Community Centre deliver their Microbusiness 101 – ACE Program which typically has a significant number of CALD participants. In November 2023, the Polaris Centre was a proud partner in the organising and delivery of the Intercultural Employment and Business Expo where the Polaris team promoted opportunities and pathways into entrepreneurship, self-employment and business.</p> <p>Community Diversity and Inclusion</p> <p>Staff meet with settlement organisations through the Salisbury Intercultural Strategic Alliance to understand the most recent migration patterns,</p>

		and regularly refer to the ABS Census and Profile ID demographic data.
1.3	Identify service gaps in the three tiers of government and advocate for these needs.	<p>Community Development Salisbury Intercultural Strategic Alliance assists in identifying and advocating for service gaps e.g. meeting with SA Housing Authority, maintaining the alliance.</p> <p>Service gap identified example: additional barriers to employment for cald communities. CHW led the planning and delivery of Intercultural Jobs Expo with approx 30 job providers and event was success for community.</p>
1.4	Investigate housing needs including the needs of diverse cultural groups and housing affordability and identify ways to address the housing needs through City of Salisbury’s residential property projects.	<p>Community Diversity and Inclusion, Social Participation and Diversity Housing support provided to 136 people experiencing homelessness or urgent risk of homelessness. Over half (53%) of these clients were born outside Australia. Further support including referral to support services, furnishing and removalist support was provided. A barrier is the lack of affordable housing.</p> <p>Strategic Development Projects 35 allotments at Lake Windemere, Salisbury North are being developed with over 30% (11) of which have been delivered at 10-15% below the State Government gazette affordable housing figure. Five SDA homes have been delivered. Walkleys Road Development is currently being planned. Committed to one of three demonstration homes will go over and above Universal Guidelines. Council is advocating for these demonstration homes to be suitable for multigenerational living to be culturally inclusive. It is expected there will be overlap between the three demonstration homes demonstrating affordability, sustainability and disability and inclusion.</p>
Direction 2. Advocate to the Australian and State Governments, service providers and the private sector about diverse community needs.		
2.1	Advocate for the needs of diverse communities through the Salisbury Intercultural Strategic Alliance.	Community Diversity and Inclusion SISA meets to advocate for needs of culturally diverse communities and has membership of Senior Management from settlement service organisations. Key priority areas of last 18 months have included affordable housing, employment, and access to sport. Examples on actions

		<p>include developing relationships for stakeholders to assist with housing provision.</p> <p>Salisbury Intercultural Strategic Alliance has met and addressed priorities raised by stakeholder organisations, SICA community leaders and general migrant communities. Topics covered include access to sport for cald communities, meeting with Welcoming Sports Australia, addressing housing inaffordability and access, coordinating the visit from Dr Hass to review interculturalism in City of Salisbury. Through SISA, relationships between Real Estate Institute Australia and SISA organisations have been established that have led to increased access to housing for migrant communities.</p> <p>Partnerships through SISA with Australian Refugee Association has enabled a partnership with BOOST program where new small businesses established by refugees living in City of Salisbury have held a stall at the market on Harmony Week event.</p>
Direction 3. Encourage intercultural exchanges		
3.1	<p>Facilitate and organise initiatives/events aimed at developing intercultural partnerships, connections and collaboration among community groups and service providers.</p> <p>Facilitate and support intercultural awareness in the City of Salisbury, fohr example through social media campaigns.</p>	<p>Sport Recreation and Community Planning</p> <p>Islamic Society Family Sports Day – An event led by the Islamic Society of South Australia, held at Bridgestone Athletic Centre, with the aim of connecting the Islamic community to local services and clubs. Council assisted with Providing the Facility, finding sporting clubs and local services to join and connect with the community (OneCulture, Salisbury Athletics Club, Morella, etc.)</p> <p>Community Diversity and Inclusion</p> <p>CDI led the inaugural Intercultural Jobs and Employment Expo in November 2023 in partnership with Polaris Business Centre. Approximately 30 job providers and employment agencies held info stalls on the day, with key speakers to provide education about employment tailored to cald communities. Feedback from the community indicates the day was a success.</p> <p>Communications</p> <p>Social media promotes all Council cultural event.</p>

		Negative comments are automatically blocked or manually hidden.
3.2	Strengthen and maintain the relationship with sister city Mobarra, Japan and friendship city Linyi, China.	<p>Community Capacity and Learning</p> <p>CoS continues to enhance their strategic relationships with Mobarra and Linyi. Whilst an in-person delegation has not been possible, a range of on-line interactions between the mayors have been delivered and community exhibitions have been delivered in celebration of this relations.</p> <p>However, Cos is currently planning to host a Mobarra delegation in October 2024 to celebrate the 20th anniversary of Mobarra Park in Mawson Lakes.</p>
Direction 4. Develop Intercultural Community Alliances		
4.1	<p>Coordinate the Intercultural Community Alliance that consists of leaders from diverse communities who will advise Council on the implementation of the strategic plan as well as influencing future priorities.</p> <p>Attract more youth to SICA.</p>	<p>Community Diversity and Inclusion</p> <p>SICA has met regularly and invited guest speakers on important topics. SICA was also available at an 'empower' level of consultation through 2x meetings dedicated to reviewing the Intercultural Action Plan resulting in this framework.</p>
4.2	Coordinate the Salisbury Intercultural Strategic Alliance and advocate for the strategic needs of diverse communities.	<p>Community Diversity and Inclusion</p> <p>Salisbury Intercultural Strategic Alliance has successfully met regularly and elevated priority topics to relevant government agencies e.g. SA Housing Trust.</p>
4.3	Strengthen relationships with interfaith communities.	<p>Community Diversity and Inclusion</p> <p>Our Cultural, Linguistic and Spiritual Diverse programs have attracted new referrals and connections. The Holistic Inclusiveness of the Intercultural Social Programs continue thrive and grow, deliberate messaging in promotions making people of all backgrounds feel welcome, safe and accepted. Many opportunities for information sharing and celebration about faith diversity at seniors centres.</p>
Communication, Engagement and Participation		
Direction 5. Strengthen community groups communication, engagement and participation		

5.1	Identify cultural groups active across the City of Salisbury and maintain a register of contact details.	<p>Community Diversity and Inclusion</p> <p>Action achieved through a variety of methods e.g. SICA community leaders, outreach with info-stalls at shopping centres and popular places, info desks at major council events, and connection to cald community through community and seniors centres. Large Council events e.g. Harmony Week help bring people together and enable staff to connect with new communities.</p>
5.2	Identify and promote grant and capacity building opportunities to diverse communities.	<p>Community Capacity and Learning</p> <p>Staff regularly promote the grant opportunities to groups across our LGA and support where needed the capacity of those groups to apply. CoS also reviewed their Community Grant Program this year to streamline the process and make it easier for community groups to apply. CoS also promotes these opportunities regularly across their platforms.</p> <p>Community Development</p> <p>38 Community Grants and 178 Youth Sponsorships awarded between 1 July 2023 – 30 June 2024, and 54 Community Grants awarded the year prior. New Grant process as of 1 July 2024: Active and Connected stream asks if recipient is from culturally diverse background and there is a question asking how the grant will benefit broader community for grants above \$2000.</p> <p>Sport & Recreational Planning:</p> <p>Minor capital works grants provide opportunities for community groups to improve their facilities through the use of Council funds. Community event sponsorships grants are also a great avenue for support. Council has provided grants to community groups to deliver events and activities that engage existing and prospective members.</p>
Direction 6. Promote leadership opportunities and active citizenship		
6.1	Consider monitoring diversity in leadership through diversity of Elected Member candidates and uptake of youth leadership programs.	<p>Governance</p> <p>The 2026 Local Government Elections will be supported with a marketing campaign coordinated and managed by the LGA, which typically strongly focuses on diversity and targets diversity. Focus is on 3 stages: enrol (to vote), nominate (as a candidate) and vote (as an eligible voter).</p>

		<p>The Local Government Participation and Elections Survey Local Government Participation and Elections Review YourSAy has now closed and we are awaiting any potential statutory changes.</p> <p>The survey was extended and widely promoted to maximise opportunity for community input.</p> <p>We will only see the uptake results when Election participation data has been made available by ECSA.</p>
6.2	Support engagement with other agencies such as ABS Census, Australian Electoral Commission.	<p>Community Diversity and Inclusion</p> <p>Community Diversity and Inclusion is frequently approached by external agencies to support projects due to the reputation of holding trusting relationships with culturally diverse communities. Recent examples include UniSA Reserach project into uptake of State Government Issued Sports Vouchers by CALD community living in Salisbury, cald use of Green Space, and impact of wellbeing of thermal comfort in housing. CHW frequently support NAWMA to reach community to provide information and education about sustainability, as well as Red Cross for the Disaster Management Project.</p>
Direction 7. Increase diversity in participation in City's life and employment		
7.1	Encourage, monitor and increase participation of people from diverse backgrounds in City life.	<p>Community Diversity and Inclusion</p> <p>Promotions of seniors services are designed for the community, i.e. staff attend common places in the community for outreach to provide personal invitation which is the most powerful method for culturally diverse communities to ensure they feel welcome in a council space. E.g. info stalls at shopping centres and personal invitation drops to Harmony Week event around the City.</p> <p>Centre based reviews at end of year were reflective of the people that use the centre, this is a tool to identify which cultural groups are using the service and identify gaps and understand the qualitative and cultural data of their clientele.</p> <p>Community Capacity and Learning</p> <p>In 23/24, the community centres had almost 134,000 instances of participation and the libraries 530,000. The Salisbury Library service continue to supply a range of materials available in 26 different languages and include books, large print, CDs, DVDs, magazines and newspapers, and we have</p>

		<p>accommodated several new groups including a Muslim Men’s and Bhutanese garden group.</p> <p>Sport, Recreation and Community Planning Council has accommodated new sporting clubs and groups diverse backgrounds and memberships by providing licences to access formal sporting grounds and clubs. Eg the development of Hausler Reserve as an avenue for Maiwand FC and other sporting clubs.</p>
7.2	<p>Council to investigate and understand the barriers to participation and empower women, gender diverse people and people with disability who are also from culturally diverse backgrounds in employment, education, entrepreneurship, recreation and sporting activities.</p>	<p>Sport Recreation and Community Planning City of Salisbury involved in University of South Australia research project into uptake of sporting vouchers. Further work to be prioritised in this area as this is a priority of SICA members.</p>
Recognition, Celebration and Events		
Direction 8. Welcome new residents		
8.1	<p>Maintain and enhance the Welcome to Salisbury Booklet.</p> <p>Consider new formats of welcoming messages e.g. through videos on social media.</p> <p>Distribute Welcome Booklet via settlement agencies.</p> <p>Connect new arrivals to sources of information for learning opportunities, celebrations and events.</p>	<p>Community Diversity and Inclusion Development of video where local community members shared how intercultural and inclusive Salisbury is: https://vimeo.com/946408839</p> <p>Comms & CDI working together to review Welcoming Booklet and find new ways of sharing messaging, however due to logistics such as changes in Elected Members, changes to Hub and Library branches, this is currently on hold.</p> <p>Community Capacity and Learning CCL supported 10 residents to deliver Neighbour day events/activities and hosted 6 meet and greets targeting new residents, many of whom are new arrivals to Salisbury.</p>
8.2	<p>Position and promote citizenship ceremonies as intercultural events and opportunities to welcome new people and make</p>	<p>Citizenship Ceremonies are positioned as opportunities to welcome cald residents to City of Salisbury. Ceremonies are conducted by Mayor Gillian Aldridge OAM. Further information</p>

	<p>friends in the City of Salisbury.</p> <p>Integrate multilingual multimedia presentations, performances and information provision into ceremonies.</p>	<p>https://www.salisbury.sa.gov.au/council/about-our-city-of-salisbury/citizenship-ceremonies</p>
8.3	<p>Provide welcome messages in many languages on the website, at Council offices and large events.</p>	<p>Communications</p> <p>'Welcome' provided in 72 languages on website, and important information is translated to diverse languages. Including Welcome in language at events is priority action for future.</p>
8.4	<p>Create opportunities for CaLD communities to connect with Aboriginal and Torres Strait Islander communities, acknowledge their place in and contribution to the region's history and actively contribute to reconciliation.</p>	<p>Community Diversity and Inclusion</p> <p>JYC Aboriginal Social Group is coordinated intentionally at JYC to create informal interactions between Aboriginal, migrant, and Australian born communities. Aboriginal Group lead the Intercultural Parade at Harmony Week event, where over 300 community members parade in cultural traditional dress.</p>
<p>Direction 9. Recognise achievements and contributions of diverse community groups and individuals</p>		
9.1	<p>Research and promote resident and community success stories on the Council's website and media.</p>	<p>Salisbury Aware articles celebrating diverse community success stories:</p> <p>Issue 70:</p> <ul style="list-style-type: none"> • Citizens of the year - Mention of Senior Citizen of the Year in this article - page 15 • Full STEM ahead - article about Phoebe Wanganeen scholarship recipient studying STEM - Page 17 • Clock tower art unveiled - article about Kurna architect's artwork on the clock tower to shine light on Aboriginal history and identity - page 20 • Ready to get active - article about a grant for ages 50+ - going towards the Be Active - Find your Why program - page 21 • Adult changing facilities Pooraka - small feature on page 31 • Volunteer your way with Helping Hand - back page (for ages 55+) <p>Issue 71:</p> <ul style="list-style-type: none"> • A new era for our First Nations peoples - Reconciliation week article - page 13



- Out and About: Harmony Week and Reconciliation Week - page 17
 - Everybody needs good neighbours - about 'Neighbours every day campaign' - page 19
- Issue 72:**
- Front page - Phoebe Wanganeen scholarship recipient Mani Welch
 - Vision impaired youth leading the way – article about the videos we made with their division and local vision impaired young people to raise awareness on pedestrian safety - page 7
 - Mani Welch - The Phoebe Wanganeen Aboriginal and Torres Strait Islander Scholarship article - page 11
 - Salisbury athletes on the world stage - article about local para athletes training at Bridgestone Athletics Centre for international competitions - Page 15
 - Warringa Committee connecting to country - Page 19
 - Out and About - Be active - Find Your Why wellness expo (older audience), Women's Feel Good Luncheon - for women ages 50+ - page 21
 - Dr Dellal's impactful visit - Executive Director of Australian Multicultural foundation visited Salisbury to meet with cultural groups and youth representatives - page 23
 - Salisbury shopfronts granted a fresh look - more Leandro's division but it featured a business that supports people with disabilities in Salisbury - page 27
- Issue 73:** to go out in the next few weeks
- Here's to volunteers! - article about recognising volunteers for Volunteer Week page 13
 - Out and About - International Women's Day event with Dorinda Hafner, Harmony Week - page 21
 - Salisbury's unity through diversity - Article about Refugee Week event - page 27
 - Walking through a songline - organised by Jenny Henry so not their division, but focused on First Nations art exhibition around the time of NAIDOC week, Reconciliation Week, National Sorry Day - page 29

		Salisbury Seniors Alliance also features diverse community members each issue.
Direction 10. Promote and support intercultural celebrations and events		
10.1	Stage Harmony Week and other celebrations honouring diverse community groups and their specific ethnicities, cultures and languages. Encourage opportunities for connection between existing and new migrant groups.	Community Diversity and Inclusion Harmony Week event continues to grow in size and success each year, with 2024 event attracting approx 1000 people, Intercultural Parade with over 300 people, unique line up of cultural performances and partnership with Australian Refugee Australia BOOST program for market stalls supporting local businesses run by people with refugee experience.
10.2	Collate and provide information in language about local community events and celebrations to promote wider participation.	Community Diversity and Inclusion Seniors Centre staff understand that written information is not as effective as face to face and personal conversation, particularly regarding culturally diverse communities. As such, staff go out to the community to develop trusting relationships and speak to community leaders to ensure information is shared and understood.
Services and Programs		
Direction 11. Plan and provide leisure, sporting, community and recreational infrastructure, facilities, services and programs that are inclusive.		
11.1	Build on Council's approach to designing services, which reflect the needs of diverse community groups.	Community Development Co-design principles are used to develop programs, programs are designed from community input as bottom-up not top-down. New initiative of Community Conversations helps staff understand why programs succeed or otherwise with diverse cultural groups, e.g. understanding which days work, the atmosphere or food required to create a culturally safe space. Eg balancing karaoke music for Filipino group with quiet libraries. City Shaping The City of Salisbury is reviewing its key strategic plan, the City Plan. In doing so, the Council is identifying a series of objectives and actions that meet the needs of the community, whilst planning for the future as informed by regional, state and national influences and trends. Under the Direction to be 'A welcoming and liveable city', the following objectives, called Foundations, are proposed: <ul style="list-style-type: none"> • "Foundation 2 – Our community is physically and mentally healthy and

		<p>connected".</p> <p>This Foundation addresses ways for Council to help facilitate the improvement of community wellbeing through programs, recreation centres and planning for future social infrastructure needs, including for diverse community groups.</p> <p>The also links to the Thrive Strategy and Action Plan, which has actions to enable the community to be more social connected, physically active, culturally enriched, civically engaged, safe and secure and continue to be learning and aspiring.</p> <ul style="list-style-type: none"> • "Foundation 3 – Our city is welcoming to people of all ages, backgrounds and abilities, and recognises First Nations peoples". <p>This Foundation addresses ways for Council to be a leader as an Intercultural City, Welcoming City and Refugee Welcome Zone, including the implementation of the Intercultural Strategic Plan.</p> <p>A new large arts and cultural event is also investigated to celebrate people from different backgrounds.</p> <p>In addition, the Council commits to continue to build relationships and engage with First Nations peoples, including establishing a First Nations Strategic Group.</p>
11.2	<p>Engage members of diverse cultural groups during consultation stages for the provision and co-design of infrastructure, services and facilities to ensure they meet the changing needs of diverse communities.</p> <p>Ensure that consultation on projects and programs captures information about culture and ethnicity of the consultation participants.</p>	<p>Strategic Development Projects Community consultation of neighbouring residents to development sites.</p> <p>City Infrastructure Large scale projects consult with diverse community groups ie SICA, DAIN, SSA. E.g Pool, John / Church Street.</p> <p>This action is a priority for further work and engagement.</p>
11.3	<p>Encourage sporting clubs to provide education to</p>	<p>Sport, Recreation and Community Planning</p>

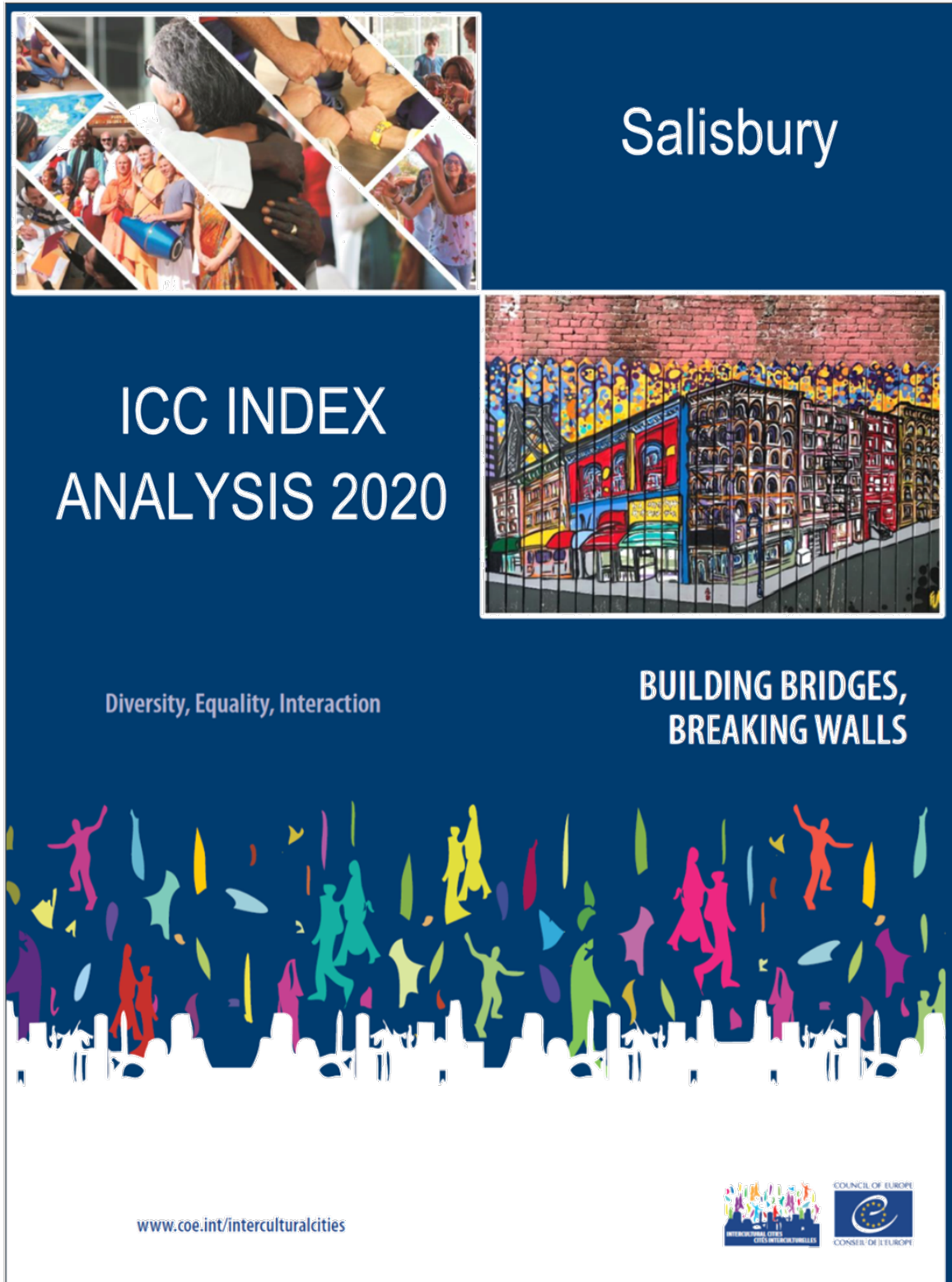
	diverse communities in regards to participation. Educate clubs on inclusive practices.	This action requires further prioritisation moving forward.
Direction 12. Reshape programs and services to address priority needs		
12.1	Sustain and build on the initiatives for older people from diverse cultural backgrounds and build relationships between older people of diverse backgrounds.	Community Diversity and Inclusion Staff have an events volunteer pool for seniors centre events where community members can have ownership and pride of seniors centres and relate to new connections in the community to attract to seniors centres. Staff attend cold community events to raise awareness of volunteer opportunities.
12.2	Review current English learning programs in and around the City of Salisbury and assess their fit against cultural diverse community needs and address gaps.	Community Capacity and Learning English learning programs are regularly reviewed to ensure community needs and gaps with the guide currently being updated by staff to ensure accuracy before being made live on our website. Examples include the Mawson Centre's Conversation English program on Fridays and Morella host a range of classes including communication, writing, study, numeracy and reading skills. We have also supported organisations such as TAFE and ARA to host their learning programs within our Salisbury Hub site as part of the Hub After Dark program.
12.3	Develop, implement, promote and encourage participation in new and existing programs for diverse cultural groups (e.g. playgroups, sport, recreation).	Community Diversity and Inclusion Programs and services are co-designed, community are encouraged to share their ideas and staff work with the community to make these happen and the particular design features needed for success to diverse communities. 'Thematic program planning' is used to help keep program designs interesting, fun and meaningful for communities, and mistakes are celebrated. CoS have supported a range of new initiatives across the LGA. Examples of new initiatives include the PFCC multicultural woman's social group and multicultural playgroup, Morella's cultural kitchen and shared meal sessions.
12.4	Consider cold communities in planning for climate change.	Community Diversity and Inclusion

		<p>CDI supporting Red Cross Disaster Redi Communities which is a community led climate change disaster readiness education project.</p> <p>Community Diversity and Inclusion are represented in the Sustainability Strategy Working Group to ensure cald and diverse communities are advocated for in the development and implementation of the Environmental Sustainability Strategy.</p>
Council's Internal Capacity		
Direction 13. Improve training and awareness of Council staff of the needs of diverse community groups		
13.1	Increase staff's knowledge of emerging needs and issues in relation to diverse communities through centralised provision of information and training.	<p>Community Diversity and Inclusion</p> <p>Unconscious Bias training arranged by Community Diversity and Inclusion for staff, Disability Awareness staff training arranged via Ability Inclusion Strategy, other training e.g. Easy Read, Universal Design training for relevant staff arranged. Cultural awareness training included as onboarding staff training.</p>
13.2	Provide access to interpreters for Council services, maintain and update procedures. Train staff on how to work with interpreters and people with diverse communication needs.	<p>Customer Experience</p> <p>Internal staff translator list maintained with staff across the organisation who speak other languages. Information about working with interpreters available on staff intranet.</p>
Direction 14. Create an inclusive working environment		
14.1	Continuous review of policies and procedures to ensure the workplace is welcoming, inclusive and free of racism, discrimination and exclusion. Develop a Diversity and Inclusion Action Plan to further enhance the Council as an inclusive workplace.	<p>People and Performance</p> <p>Organisational Development position and team established which will enable development in this space.</p>
14.2	Identify inclusion/exclusion patterns in relation to recruitment, staff development and career progression	<p>People and Performance</p> <p>New Organisational Development staff roles established to progress this action further in future.</p>

	opportunities; and address barriers.	
14.3	Provide readily accessible unconscious bias training.	Community Diversity and Inclusion Unconscious Bias education session was arranged by CHW for 3 October 2023 with the guest speaker Manal Younus. This session was held in the hub and 59 staff registered to attend. Staff feedback showed that 95% of participants felt this session was valuable and would like similar sessions in the future.
14.4	Support the CHW LGBTIQ+ Inclusion Working Group and expand LGBTIQ+ Inclusive Practices across the organisation.	Community Diversity and Inclusion The LGBTIQ+ internal working group has reviewed the Rainbow Tick Accreditation as a guideline for improving practices in the CHSP services. This area has been identified as a priority for the Intercultural Strategy moving forward.
Direction 15. Commit to achieving progress in shaping a diverse and welcoming community.		
15.1	Regularly assess whether diversity of employees, volunteers and committee members reflects the City's diversity.	Community Diversity and Inclusion, People and Performance Surveys of staff cultural identity have been conducted on an optional basis for staff to assess the cultural diversity of staff.
15.2	Participate in Council of Europe's Intercultural Cities Index and Welcoming Cities Australia.	Community Diversity and Inclusion City of Salisbury is an active participant in both the Welcoming Cities Australia and Council of Europe Intercultural Cities Network.
15.3	Review and revise the Intercultural Strategic Plan and Implementation Actions as required to maintain Council's commitment to actions and strategies aimed at addressing issues and barriers experienced by our diverse communities. Establish a direct reporting line between the General Manager and the CEO for the Plan.	Community Diversity and Inclusion Direct reporting for Intercultural Strategy achieved through Intercultural Partnerships Sub-committee, reporting to Council, reports as required to Exec, and reporting to Intercultural Cities Network and Welcoming Cities network as required.
Direction 16. Boost Council's image as an intercultural organisation.		
16.1	Translate Council documents where viable.	Community Experience Communications Team Committed to three staff to do Easy Read training Community Diversity and Inclusion

	Use Easy English and symbols in Council communication.	Select staff have participated in Easy English training and regularly assess communications from division to ensure they are clear and simple. For example, website pages reviewed and simplified to better reach the community.
16.2	Ensure the Council's promotional materials, printed and electronic materials are reflective of the Council's intercultural population.	<p>Communications BAU for comms to have range of cultures reflected. New branding guidelines will reflect this.</p> <p>Community Diversity and Inclusion CDI develop a range of publications and use images showing diverse representation of the community e.g. Salisbury Seniors Magazine.</p>
Direction 17. Increase staff's capacity to engage with diverse community groups in planning for the future of our City		
17.1	Review resources and capability requirements to improve engagement with diverse community groups. Address the needs.	<p>Community Diversity and Inclusion Resource and capability is regularly reviewed with SISA, SICA and staff. A review of the Community Diversity and Inclusion, formally Community Health and Wellbeing Division resource and structure underway.</p>
17.2	Develop processes and staff's capacity to engage with diverse community groups in strategy development and planning for the future of the City of Salisbury.	<p>Community Diversity and Inclusion Community Diversity and Inclusion has strong relationships with the community groups that improve the ability to deeply and meaningfully connect with community.</p> <p>Through the Ability Inclusion Strategy, work advancing staff capacity to engage with autistic persons has improved. Staff are also proactively prioritising ability to engage with LGBTBI communities and people with invisible disability through sunflower project.</p>
17.3	Maintain internal staff translator list.	<p>Customer Experience Internal staff translator list available. List of professional interpreters readily available and guidelines on how to work with them available on staff intranet.</p>

<p>17.4</p>	<p>Investigate opportunities for aligning actions of the ISP with other strategic plans and directions of the council.</p>	<p>Community Diversity and Inclusion and City Shaping Through reviewing the City Plan, the City of Salisbury is looking at ways to better align its strategic management plans (City Plan, Strategic Asset Management Plan and Long Term Financial Plan) with other mandatory and discretionary strategies and plans such as the Intercultural Strategic Plan.</p> <p>Through its Directions and Foundations, the City Plan sets the framework for the organisation to align to, including being a welcoming and liveable city for its diverse community.</p> <p>The next plan, the City Plan 2040, is currently under review and will be finalised mid to late-2024.</p>
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CITY of SALISBURY
INDEX ANALYSIS

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INTRODUCTION

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

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

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

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

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

INTERCULTURAL CITY DEFINITION

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

METHODOLOGY

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

These indicators comprise the following (including the two new indicators 11 and 12):

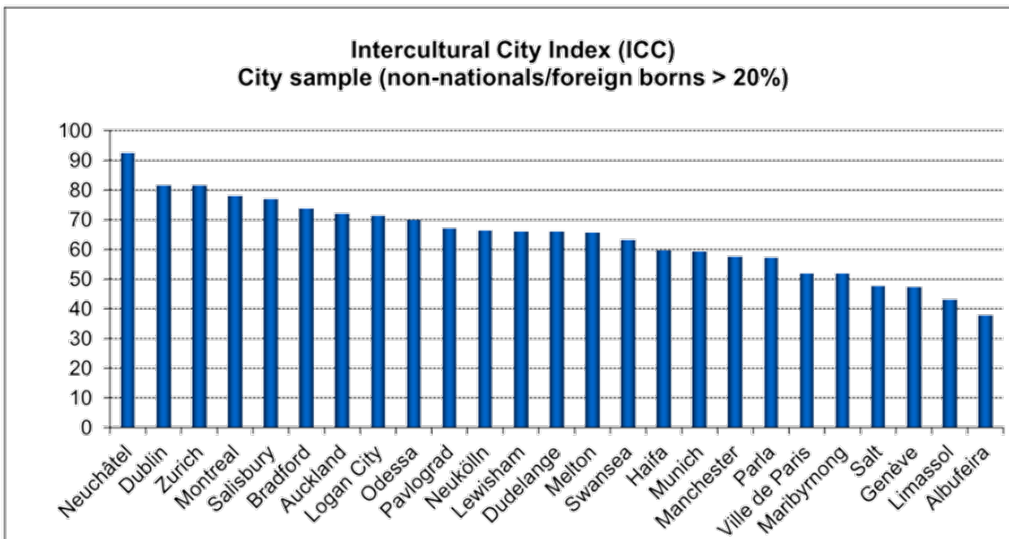
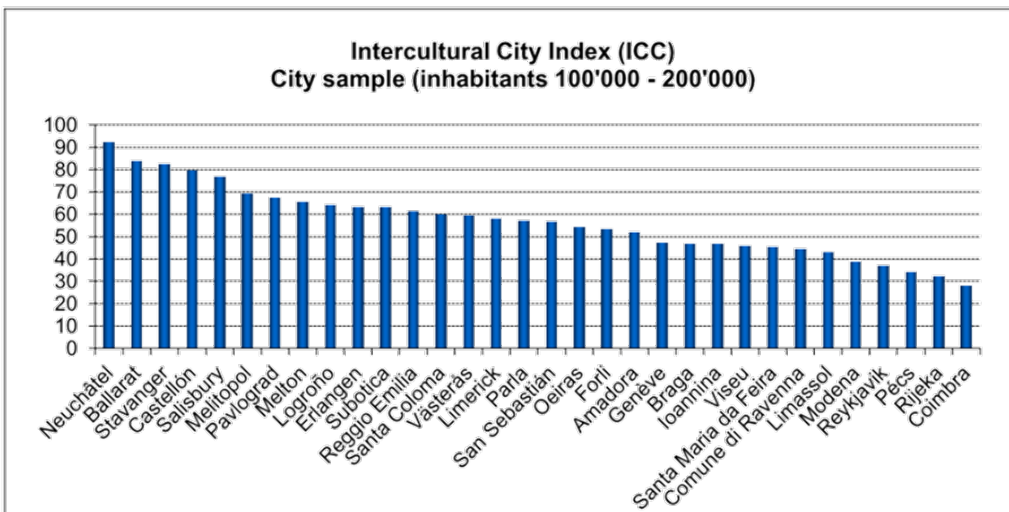
1. Commitment	
2. Intercultural lens	Education
3. Mediation and conflict resolution	Neighbourhoods
4. Language	Public services
5. Media and communication	Business and the labour market
6. International outlook	Cultural and social life
7. Intercultural intelligence and competence	Public space
8. Welcoming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

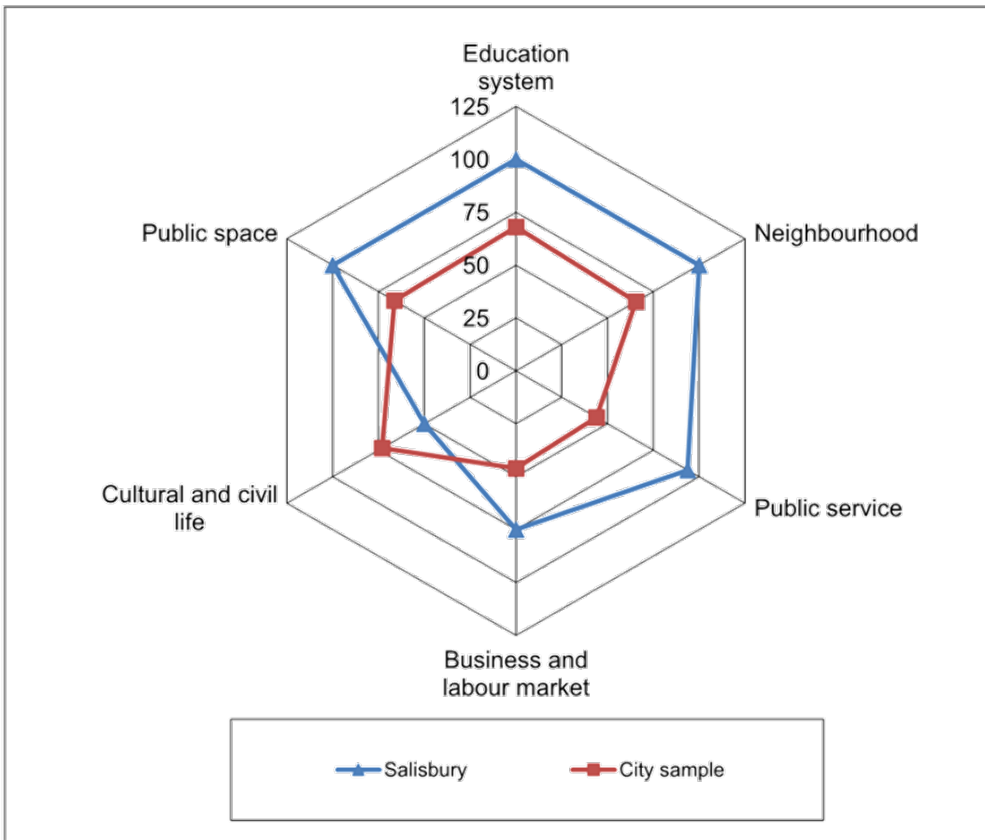
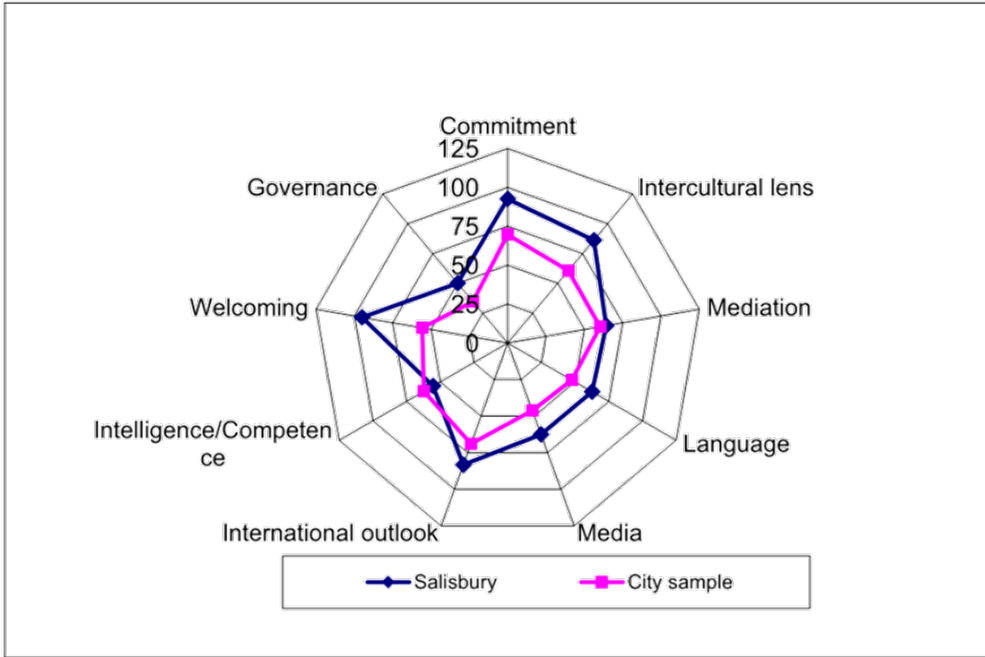
The comparison between cities is strictly indicative, given the large difference between cities in terms of historical development, type and scale of diversity, governance models and level of economic development. The comparison is based on a set of formal criteria related to the intercultural approach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

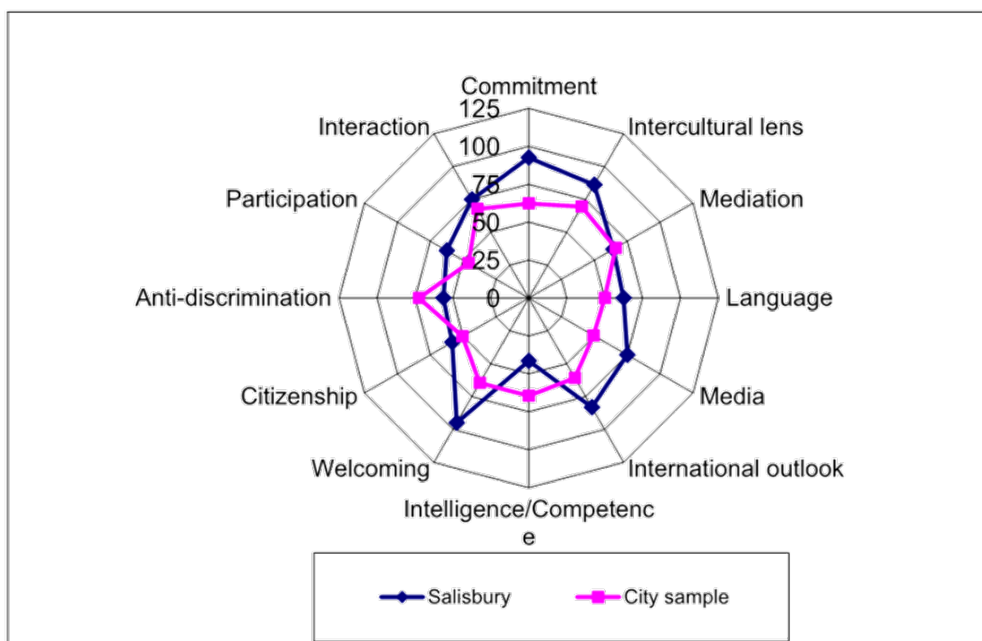
Taking into account the above-mentioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled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

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

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







CITY OF SALISBURY: AN OVERVIEW

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

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

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

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

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

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

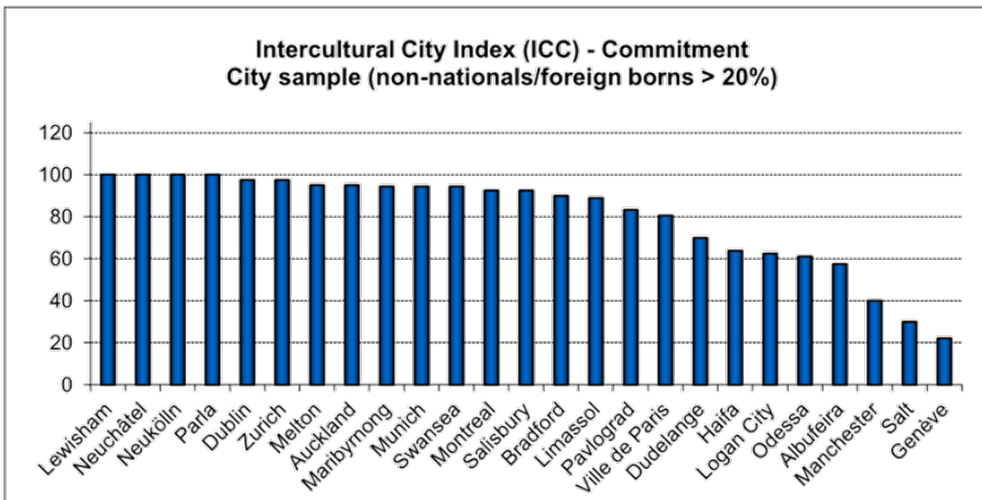
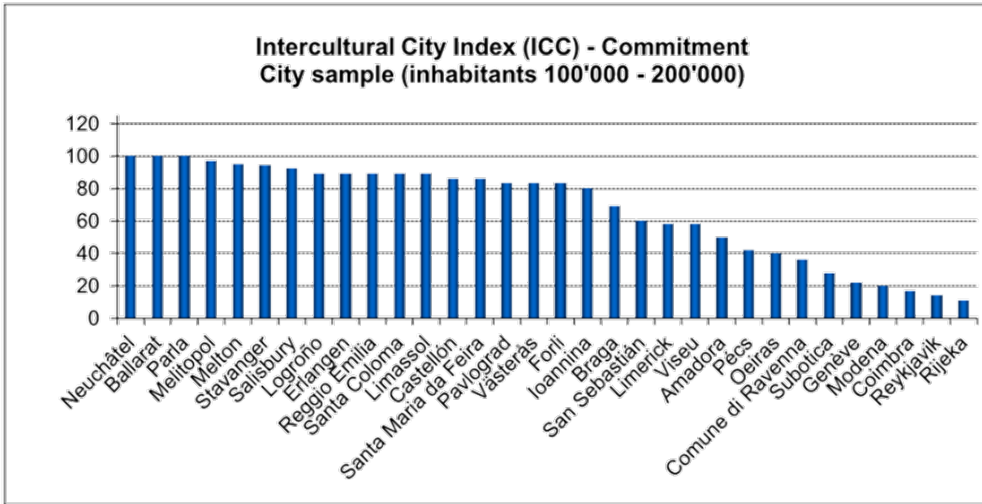
¹ One of the Aboriginal peoples in Australia.

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

COMMITMENT

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

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



The city's commitment to the intercultural approach is demonstrated through the formal adoption of a public statement, such as the **declaration of the Mayor of the City of Salisbury, Miss Gillian Aldrige³** where she presents the Intercultural Strategic Plan 2017-2027. The adoption of the [Intercultural Strategic Plan 2017-2027](https://www.salisbury.gov.uk/intercultural-strategic-plan-2017-2027) is

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

a strong commitment from the authorities of Salisbury. Additionally, the official communication by the City make clear reference to the city's intercultural commitment.

The Intercultural Strategic Plan 2017-2027 is evaluated and updated every year through the Intercultural Strategic Implementation Plan. The report is prepared by the Division of Community health and Wellbeing of the Department of Community Development and reviewed by the Executive and Council annually. The review process is an opportunity to recommend updates or additions to the implementation plan, as well as amend the priorities assigned to each action. The majority of the actions implemented based on the Intercultural Strategic Plan are funded through the operating budget of the Community Development department, while other actions are either externally funded through State or Federal funding, or are categorised as "resources to be identified" (funded through partnerships and reallocation of internal existing budgets or new initiative bids). Furthermore, Salisbury has a dedicated body (the Diversity and Inclusion Project Officer) responsible for implementing the Intercultural Strategic Plan.

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

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

Suggestions

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

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

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

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

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

THE CITY THROUGH AN INTERCULTURAL LENS

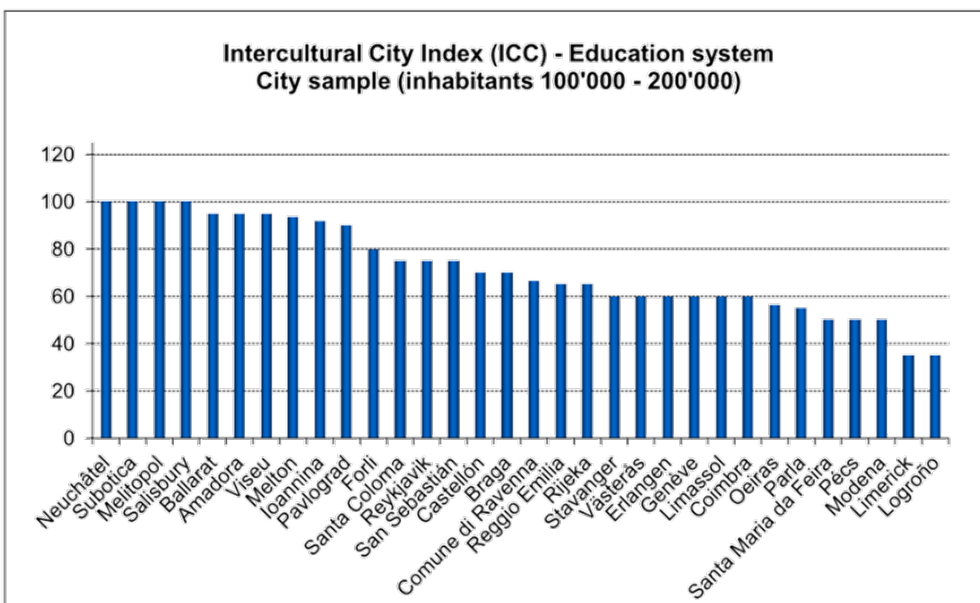
Although the formal functions cities and other local authorities assume vary considerably from one country to another, all cities have the primary responsibility for maintaining social cohesion and preserving the quality of life in the city. The policies designed to achieve these goals will therefore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

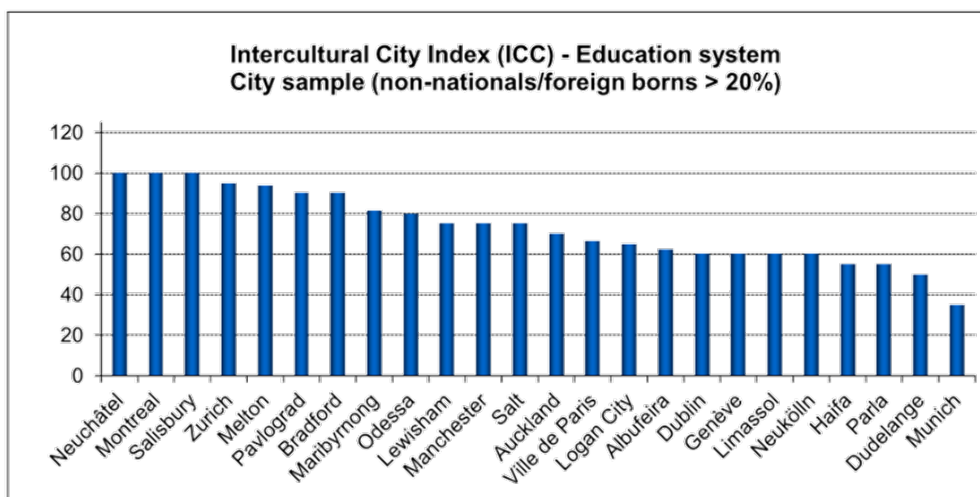
The overall rate of achievement of the urban policies of the Salisbury, assessed as a whole through an "intercultural lens" is higher to that of the model city: 86% of these objectives were achieved while the rate of achievement of the model city's engagement policy reaches 61%.

EDUCATION

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

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





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

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

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

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

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

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

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

Suggestions

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

The good practice in Oslo where the educational segregation is tackled through the raising of the standards can serve as inspiration. Educational professionals in Oslo noted that kindergartens tended to be very ethnically mixed but there were signs that primary and secondary schools were gradually becoming more ethnically-polarised as more affluent parents opted out of some schools and into others. This is now being countered by limiting the right to parental choice, but mainly by heavily investing in those schools that are most threatened by 'white flight'. By ensuring that even schools in the poorest districts are able to offer teaching standards and facilities as good as those in the wealthiest parts, Oslo aims to conquer a challenge faced by many cities.

For example, the **Gamblebyen Skole** is a classic inner-city primary school with a wide range of languages and a combination of complex social and cultural issues. The school has been given the funds to enable it to compete effectively in the teacher recruitment market, and has a strong and very high-profile head teacher. Its physical environment is shaped to involve references of migrant children's culture of origin such as the climbing wall made up of letters of all world alphabets, the original carved wood pillar of a destroyed Mosque in Pakistan, kilims and other objects which create a warm, homely atmosphere. The curriculum in the school involves cultural and intercultural learning. There is a benchmarking tool allowing teachers to check whether they stand in diversity matters such as engaging parents from different origins. The school has edited a book from a joint project from Ankara and is now running a film project with schools from Denmark and Turkey.

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

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

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

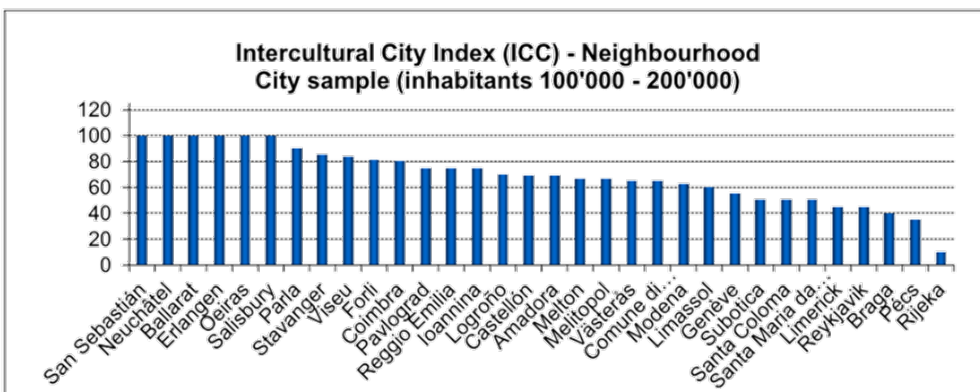
The first meeting is followed by class visits to both schools, where the learners experience being hosts and guests by turn. Great care is taken in structuring these visits, including reflection time to unpack learning and experiences. Through-out the linking year ongoing curriculum work on the themes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

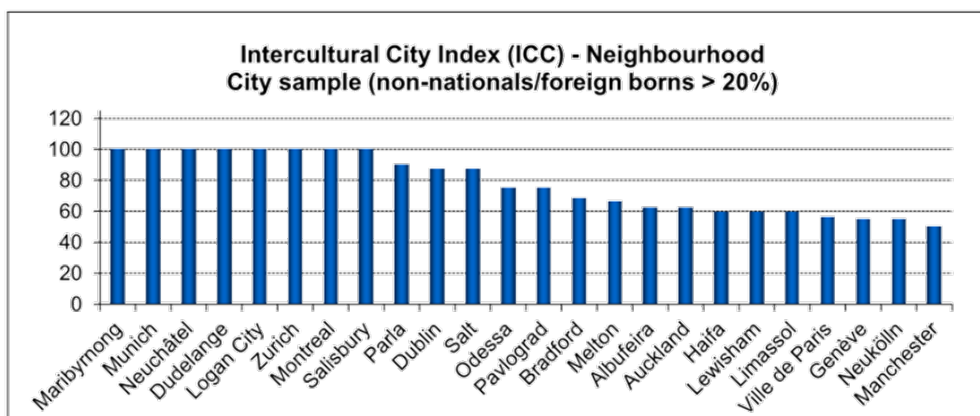
A good example also comes from Montreal in Canada where young people are empowered to be young ambassadors. The project is called 'a light on our talents' and accompanies 10-12 young ambassadors for diversity who run their own sensitisation campaign for employers. The young people receive training from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

NEIGHBOURHOODS

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

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





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

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

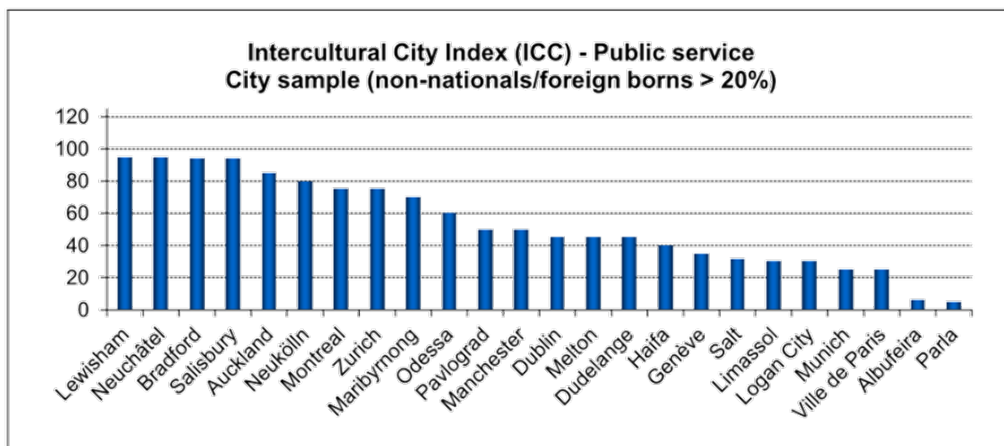
Suggestions

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

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

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

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



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

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

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

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

Suggestions

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

Montreal applies a good practice that can be interesting for the Salisbury's City Council. Minorities account for some 20% of the workforce in the city. The city's [recruitment policy is clearly inspired by the concept of promoting diversity](#) and is geared towards talent of all kinds in terms of gender, age, background, experience and culture.

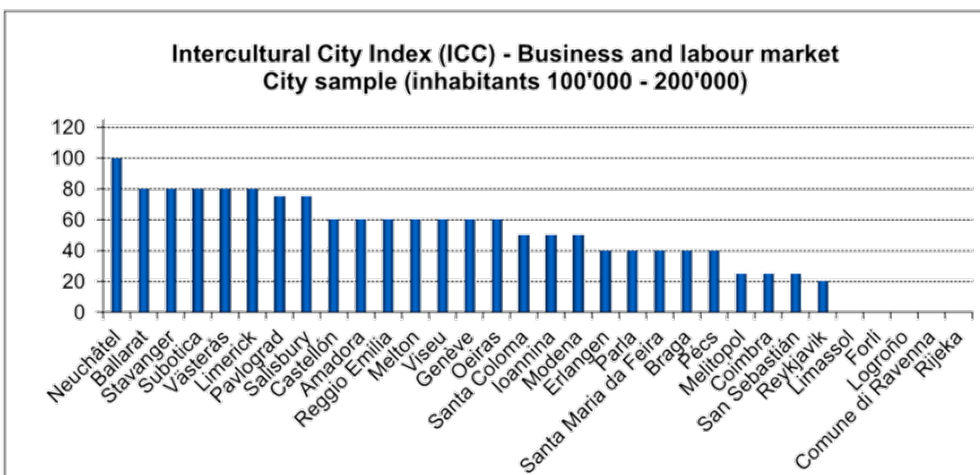
Specific measures and programmes are implemented to ensure employment equality, with a specific focus on under-represented groups such as women, people with disabilities, Indigenous groups, visible minorities and ethnic minorities. Once again, these measures apply to all city departments. By way of example, reference is made here to departments which are not usually very closely involved in cities' intercultural activities.

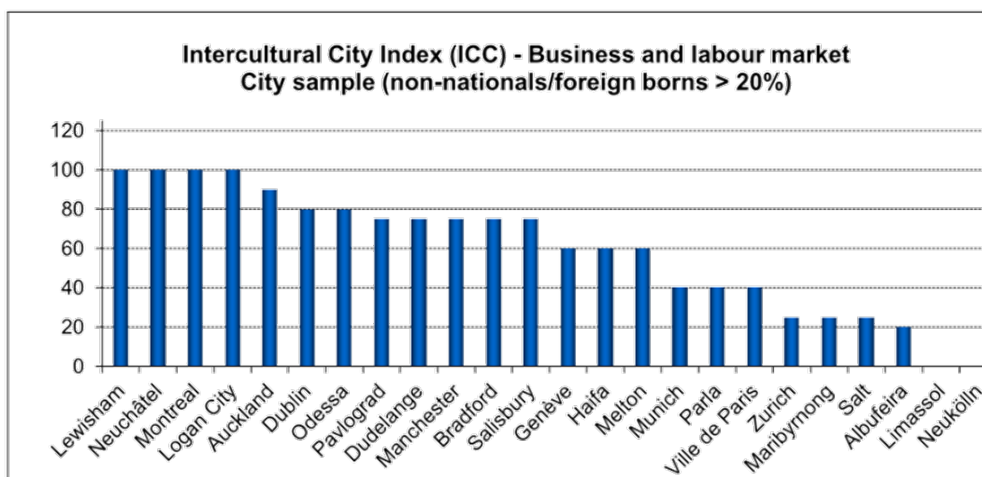
The City Council in Sabadell, Spain has also promoted the community process "We are Torre-Romeu" with the aim that residents, associations and professionals work together to plan actions and projects that improve the life of the neighbourhood. An evaluation was made to determine the aspects of improvement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

BUSINESS AND THE LABOUR MARKET

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

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





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

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

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

Suggestions

The City Council could look to favour companies with an intercultural strategy when taking decisions relating to the procurement of goods and services. A great example is the Auckland's support for its diverse entrepreneurs through the council-controlled organisation "[Auckland Tourism, Events and Economic Development](#)" (ATEED) who created a range of programmes and facilities that can support entrepreneurs from all cultural backgrounds. The below examples could be inspirational:

- [GridAKL](#) is part of Auckland City's Wynyard Quarter Innovation Precinct. The GridAKL ethos is one of inclusivity and prosperity for all of Auckland. GridAKL looks to bring together Place, Community and Services with a mission of growing innovative businesses, creating jobs and entrepreneurial talent to enrich the wider innovation community for Auckland's economic future. GridAKL also has a memorandum with Fukuoka (Japan) to encourage co-operation in the start-ups.

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

- [AR/VR Garage](#) is a Research and Development space for companies looking to create, develop and prototype augmented reality and virtual reality applications, technologies and services, connecting their talent internationally.
- The FoodBowl - Te Ipu Kai is Auckland's state-of-the-art facility for food and beverage producers to test and develop new products. Emerging food entrepreneurs in west Auckland can now apply for "The Kitchen Project", a local initiative that offers affordable kitchen space for product development as well as a mentoring programme. This is inspired by a project in San Francisco where this has been life-changing, particularly for local migrant women.
- [DIGMYIDEA Māori Innovation Challenge](#) for Māori entrepreneurs with a digital idea that could go global.
- [Young Enterprise Scheme \(YES\)](#) is an experiential programme where students set up and run a real business. Each YES company creates its own product or service and brings this to market. This programme is characterised by high ethnic diversity, reflecting the secondary school population.

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

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

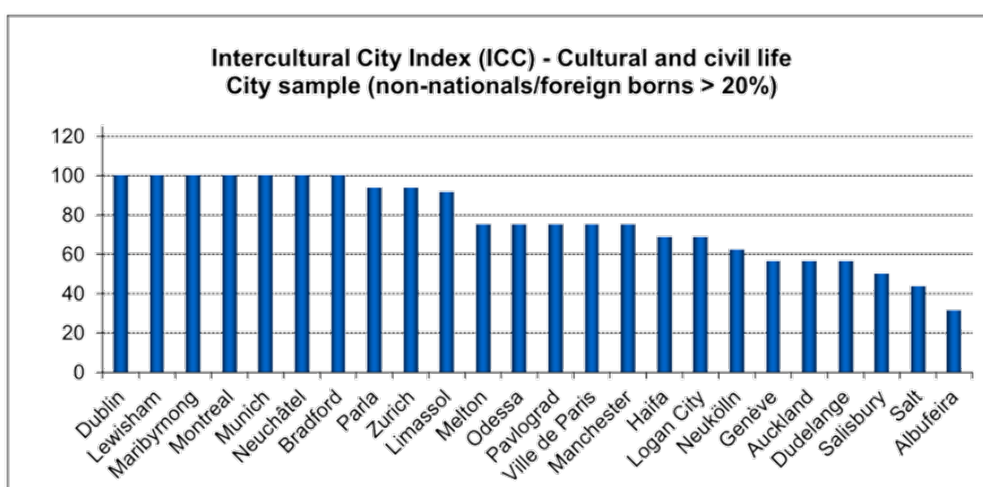
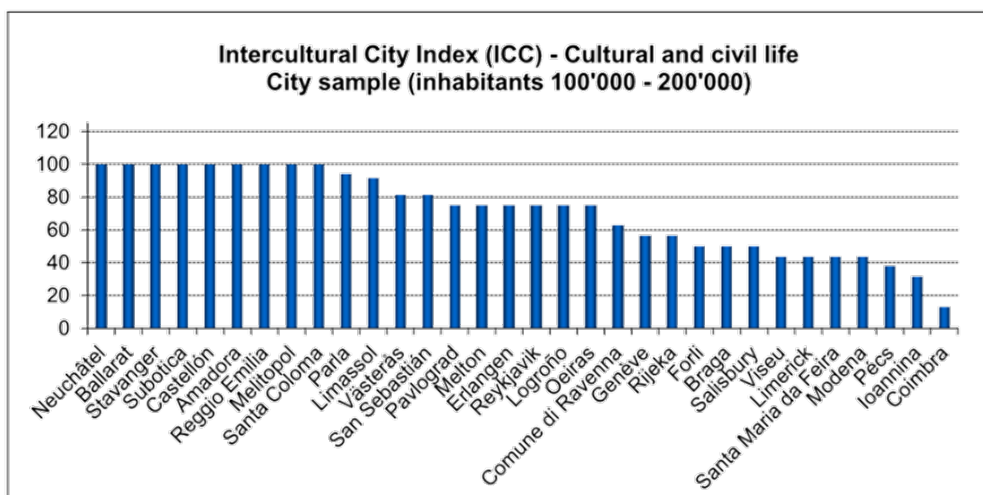
- A certain number of people per canton have the opportunity to be trained. The prospect of securing a fixed-term employment contract if the objectives are met acts as a strong pull factor.
- For the restaurants: they are able to adjust the objectives according to their situation and to train people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

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

CULTURAL AND SOCIAL LIFE

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

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



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

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

Another good practice from the authorities is the encouragement of people from different ethnic and cultural backgrounds to interact. This is done by organising different events and activities in the fields of arts, culture and

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

Recommendations

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

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

Another good example can be found in Lyon, France where the **Association Tabadol** is training professionals across all fields to adopt intercultural and interfaith approaches. Tabadol is an association which takes an 'anti-bias' approach involving four steps:

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

The organisation leads training programs for professionals to integrate intercultural issues related to different aspects of identity (gender, religion, nationality, cultural group, social class, etc.) in their work practices. This includes running workshops for different groups, in educational institutions or sociocultural structures. Tabadol also organises International youth meetings for young people from France, Lebanon and Germany concentrating on issues of discrimination and intercultural interaction. These activities include using various media including artistic approaches to enable people to reflect critically on the relationship between culture and religion in terms of how they impact upon discrimination.

Another good example comes from Spain, where the Barcelona prevents social exclusion encouraging participation in the cultural life. "**Apropa Cultura**" is a network of cultural facilities, such as theatres, concert halls, festivals and museums, whose main purpose is to encourage inclusiveness and to promote cultural activities and events. The initiative started during the season 2006/2007 when L'Auditori launched the Auditori Apropa: a programme targeted to attract groups at risk of social exclusion and to encourage minorities to attend events at a lower price. Nowadays, Apropa counts 15 cities and a total of 55 cultural centres, involving 20,000 spectators each season. In addition to music, theatre, dance and circus, Apropa offers a wide range of activities including free visits to exhibitions in museums and cultural centres. Some activities have been designed exclusively for vulnerable groups and are carried out throughout the season in different theatres and auditoriums. Moreover, courses of arts, music, plastic and visual arts are organised.

The Cultural Development Policy of Montreal encompasses an ambitious range of actions in the field of cultural and social life. It includes commitment to programmes to encourage cultural organisations to engage with diversity and intercultural relations in their approaches and activities, action to promote recognition and inclusion of all artists

and art forms, support for works addressing diversity and intercultural relations and intercultural art forms, and initiatives to foster participation by all residents in all neighbourhoods.

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

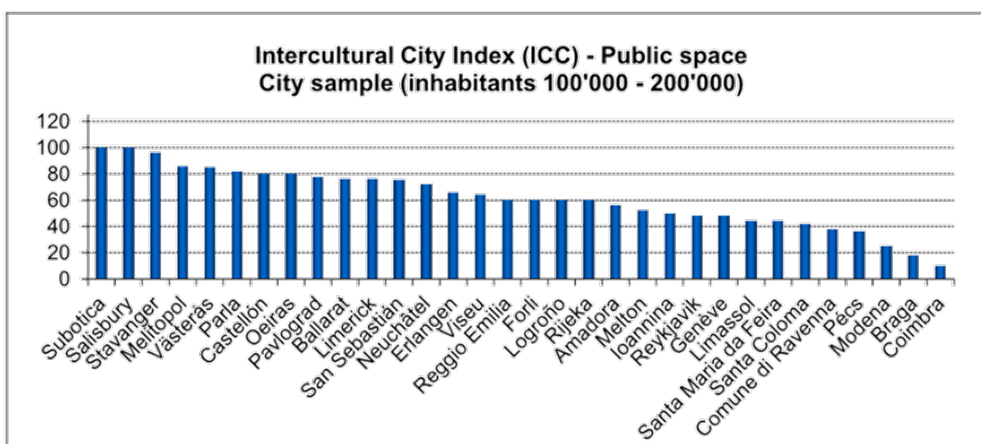
EatinCommon in Stavanger, Norway, is an interesting concept for all of who love food and like to meet new people. With EatinCommon anyone can host an event in the comfort of their own home, or join someone else's. Anyone can register and join someone's dinner or create their own, and be part of a new social trend of eating in common. The event welcomes locals, new-in-town's, families with kids, expats and open-minded souls to join.

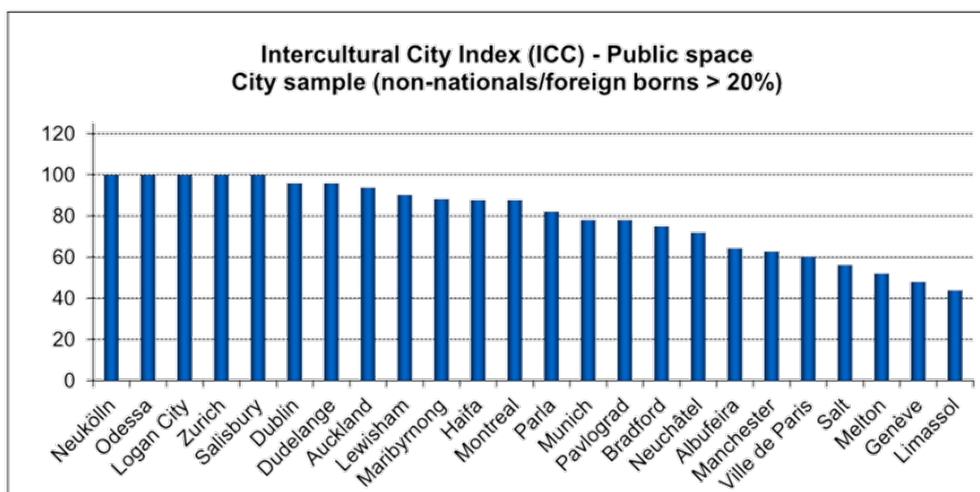
Finally, Ballarat promoted a unique festival to encourage its citizens to meet and get to know each other. Since then, every year during the month of March colours, music and flavours invade the city and the residents crowd streets and avenues to celebrate diversity. The Harmony Fest usually begins with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

PUBLIC SPACE

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

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





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

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

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

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

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

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

Suggestions

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

Arts have the uncanny ability to overcome cultural and ethnic differences: art is like a universal language that brings people together. "Muraliza" is a Mural Art Festival that takes place every summer since 2014 and lasts for nine days. During these days, it is possible to meet artists and talk about their masterpieces. In fact, Muraliza maintains the desire to renew the status of Cascais as the cradle of all street artistic expressions in Portugal. The event attracts many tourists every year that also have the opportunity to take part in guided visits to achieve a deep understanding of the pieces. The event involves all facets of Portuguese culture and it witnesses its transformation and evolution: the 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.

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

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

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

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

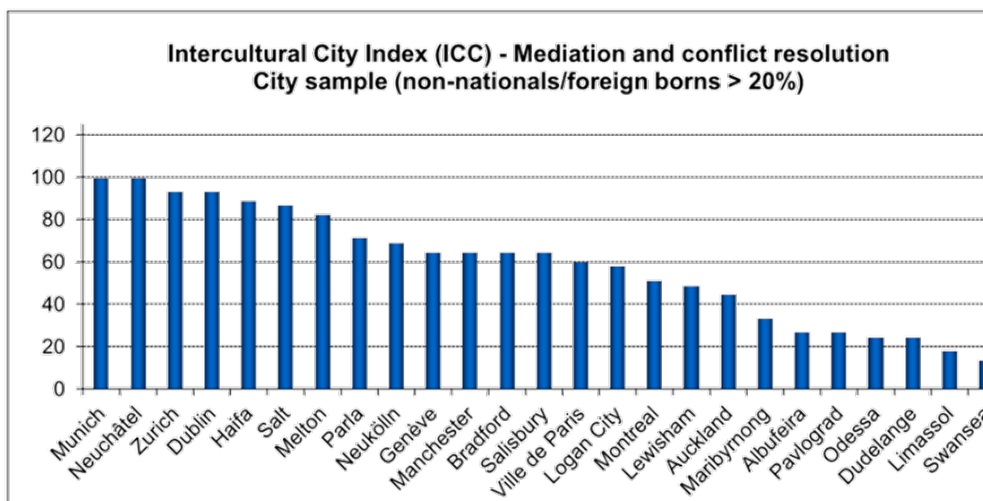
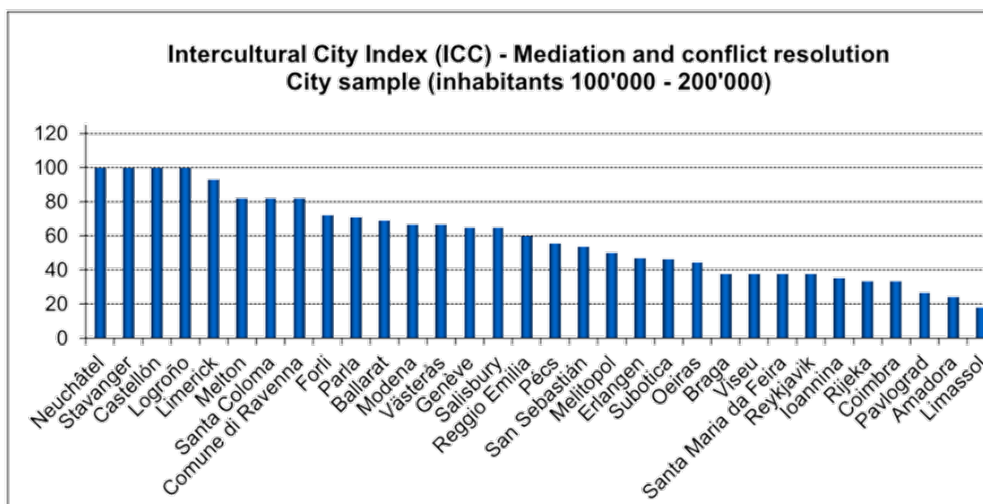
- Inter-group roundtables that could involve representatives from urban planning and, for example:
 - Committee for public spaces
 - Committees for coexistence
 - Inter-group committee for immigration
- Promotion of bilateral relations through bridges for dialogue, between the area for urban development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

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

MEDIATION AND CONFLICT RESOLUTION

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

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



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

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

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

Recommendations

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

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

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

A precise action that can serve as a good example of mediation is the inner-city district of Berlin- Neukölln. The main thematic is the mediation between cultures and languages to promote intercultural integration in schools.

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

Berlin-Neukölln supports the organisation "[LebensWelt](#)" ("**Living Environment**") in its intercultural mediation project at the Rixdorfer Primary School in Neukölln, which is visited by 19 different nationalities and by many children with families who do not speak German or English. The intercultural mediators work with parents and teachers to solve specific conflicts or problems, such as learning difficulties or other problems that teachers and pupils have with one another.

Moreover, the mediators familiarise parents and children from minority/migrant background with the German school system and offer advice on upbringing and how to support their children's education. Parents are thereby encouraged to take part in their children's school life and to see that their children's education is the task of both school and parent.

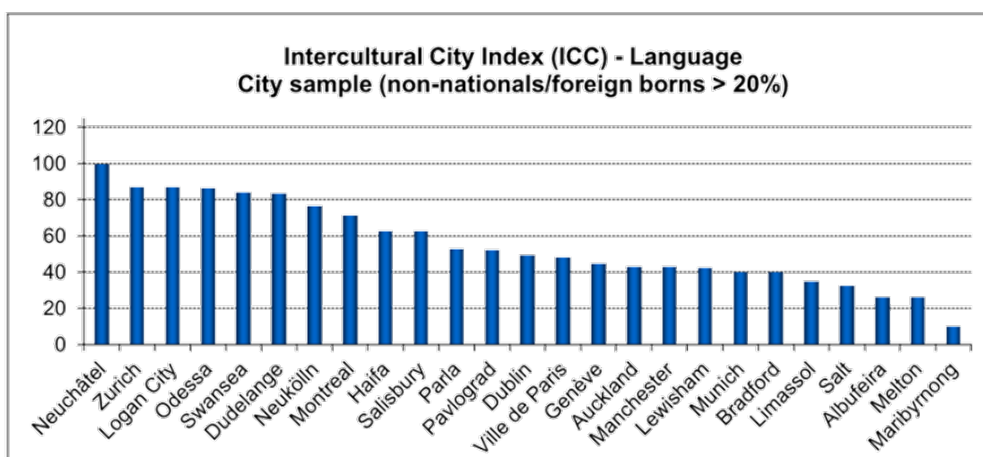
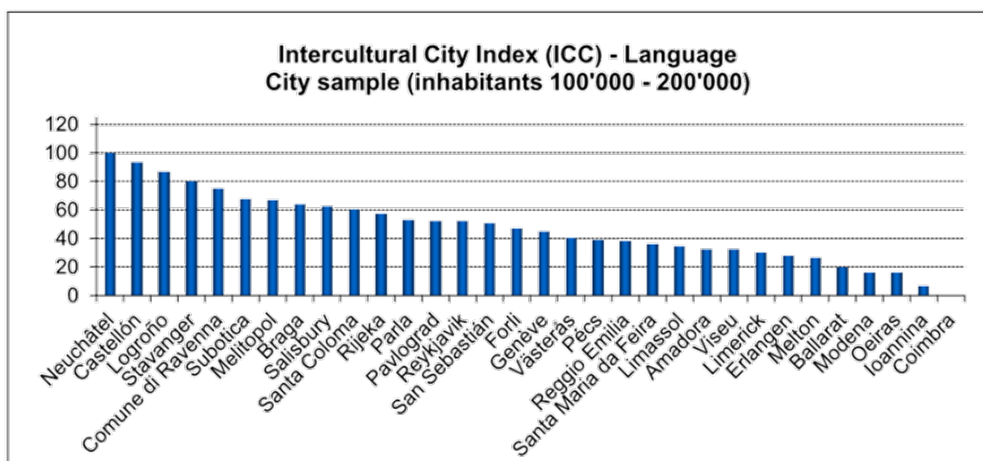
A good example also comes from Reykjavik, Iceland where the group of officers is diverse and includes representatives of many minority groups, for example immigrants, people with disability, or LGBTQ people. To prevent potential misunderstandings and to open up a dialogue about discrimination, equality,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

Finally, in 2018 the ICC cities of Milan, Palermo and Turin, with support from many organisations have launched the project [#iorispetto](#) (I respect). The project promotes civic awareness and active empowerment oriented towards the realization of a more inclusive society. The project methodology combines training for teachers, intercultural mediators and volunteers; workshop and labs in schools; and finally, the launch of initiatives of active citizenship, with the use of participatory methodologies and the involvement of all realities present at local level.

LANGUAGE

The provision of courses and other facilities for people with migrant backgrounds to learn the receiving country's language(s) is important to ensure social and economic integration. It does however need to be supplemented with activities which highlight the value of other languages, and enable people with migrant origins not only to preserve and transmit their languages to their children and other members of the community, but also to take pride in them as a heritage enriching the local community. An intercultural city promotes multilingualism as a resource for education, business, tourism, cultural life, etc. It underlines the value of all languages present in the city, for instance by giving opportunities to diverse language speakers to express themselves in their mother tongue in public and at cultural events and by promoting all events that offer opportunities for linguistic exchanges and mixing.

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



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

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

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

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

Recommendations

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

- foster multilingualism in the city and within the educational system
- enable and strengthen links between the educational community – schools and Parents' Associations (AMPAs) – and the communities of each neighbourhood
- turn schools into a welcoming and meeting space for families from various cultural contexts.

Implemented in different districts of Barcelona, the project has been launched through different actions aiming to encourage children to learn their mother tongues outside school hours. The programme was made possible thanks to the collaboration between schools, AMPAs and AFA, associations from the neighbourhoods working with children, families and diverse groups, and several areas at Barcelona City Council.

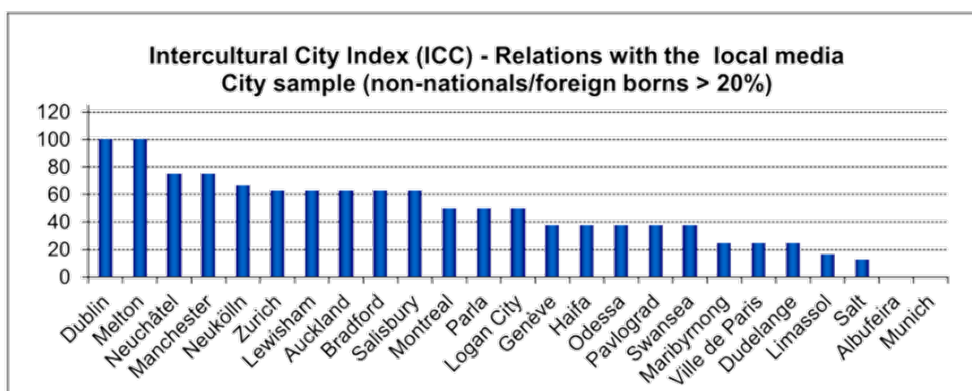
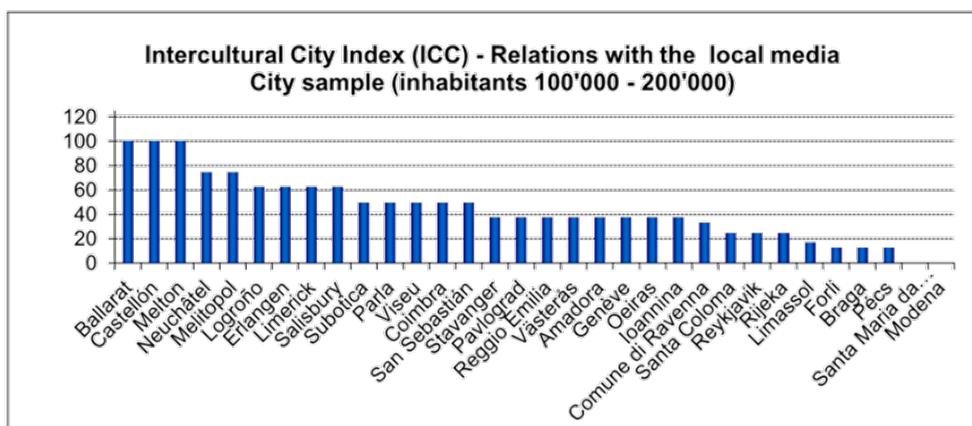
The City of Sabadell, Spain, provides a variety of services in the field of language competences. First, specific language trainings are offered to the migrant community in the host languages: training for women with little knowledge of the official languages (Women's Space) and language support for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

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

MEDIA AND COMMUNICATION

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

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



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

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

Recommendations

A dedicated communication strategy to improve the visibility and image of people with migrant/minority backgrounds in the local media could be recommended for the intercultural inclusiveness of Salisbury. When possible, providing support for advocacy/media training/mentorship/setting up of online media start-ups for

journalists with migrant/minority backgrounds is also recommended. The City council can also be inspired by for example the following good practices:

The awareness-raising campaign against cyber racism and intolerance on the social media in Tenerife, Spain. Set-up under the cultural diversity management strategy “**Together in the same direction**” of the Island Council of Tenerife, the Tenerife Antirumours Group launched a new awareness-raising campaign to counter cyber-racism and intolerance spreading through the internet and social media. Under the slogan, #Liberalareddedodio (free the net from hate), this campaign aims at raising awareness on the risks and prejudice deriving from the spreading of hate speech and intolerance online. The campaign implements several awareness actions on social media, in the streets and in schools.

The actions of the campaign target online racism, which stands out for being more dangerous, faster and immediate, persisting in time and having a greater impact and scope. The volunteers, part of the Tenerife Antirumours Group have already carried out a first awareness-raising activity in the framework of the “4th Canarian Islands’ Festival of the scientific and professional fields”, organised by the La Laguna University. Topics of discussion with secondary school and baccalaureate students from 5 metropolitan areas were the attitudes and behaviours spread on social networks, and the dangers deriving from the cyber-racism.

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

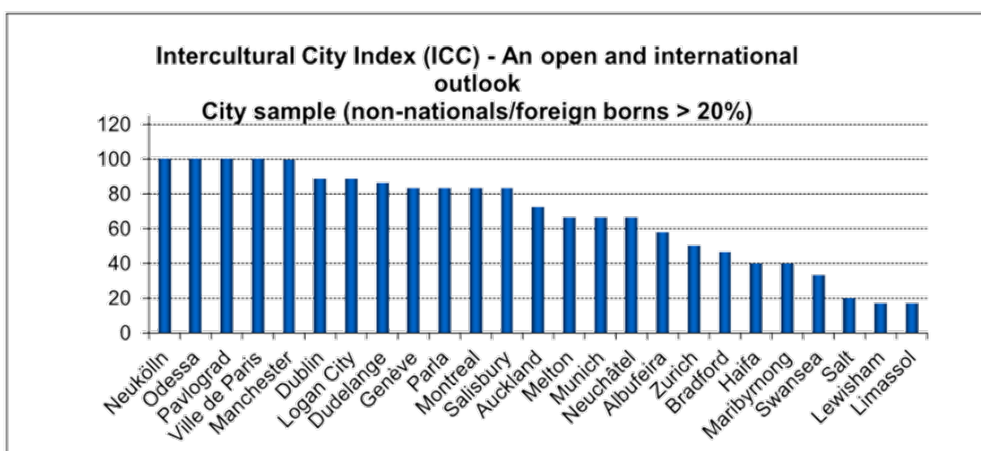
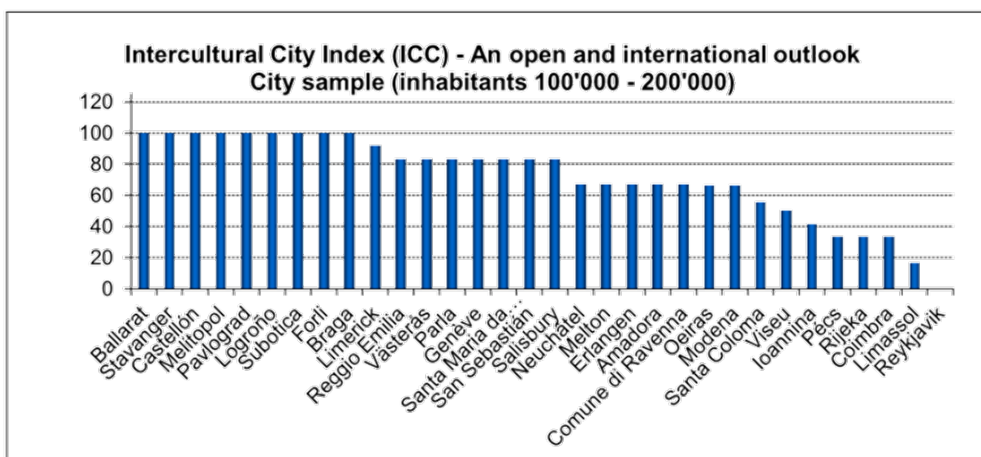
Another good example is **the Geneva’s anti-racism campaign where the City tackles hurtful words**. At a time when social networks and digital communication are having a major impact on the everyday interaction, raising awareness of discriminatory remarks and speech is a real challenge for public authorities.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

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

INTERNATIONAL OUTLOOK

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

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



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

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

Additionally, Salisbury seeks to develop business relations with countries of origin of its diaspora groups by supporting organisations who want to develop these business relations. One of these organisations is the Polaris Business Centre run by Salisbury Council which is responsible for the development of international business relationships, as is the Strategic and International Partnerships Committee. In 2017, the Polaris Business Centre facilitated a survey of local businesses to identify interest in export opportunities. The potential countries of greatest

interest were New Zealand, Singapore, the United States of America and countries in South East Asia. These countries of interest do not necessarily represent the countries of origin of the Salisbury's diaspora.

Suggestions

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

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

Reggio Emilia (Italy), member of the Intercultural cities network, has made a major step in this respect. It has signed; through the Intercultural centre Mondinsieme, an agreement with the Moroccan Ministry in charge of relations with the diaspora. The agreement underpins Reggio's holistic intercultural policy and seeks to "promote socio-cultural mixing and openness towards the other". Both are providing significant financial contributions to the activities included in the agreement, which are as follows:

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

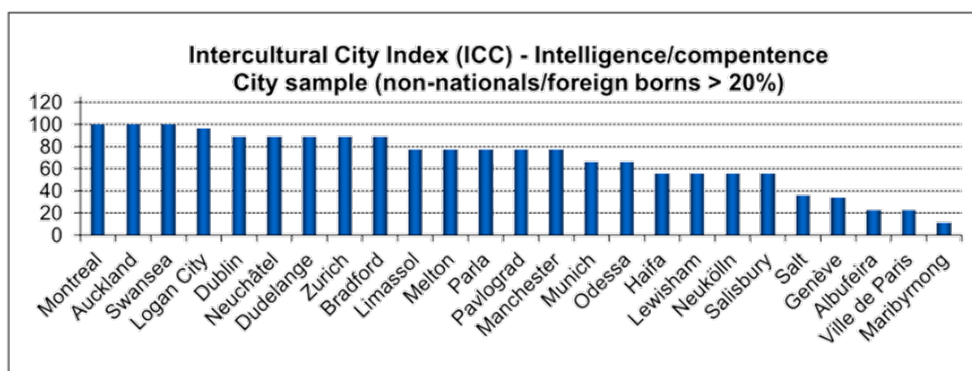
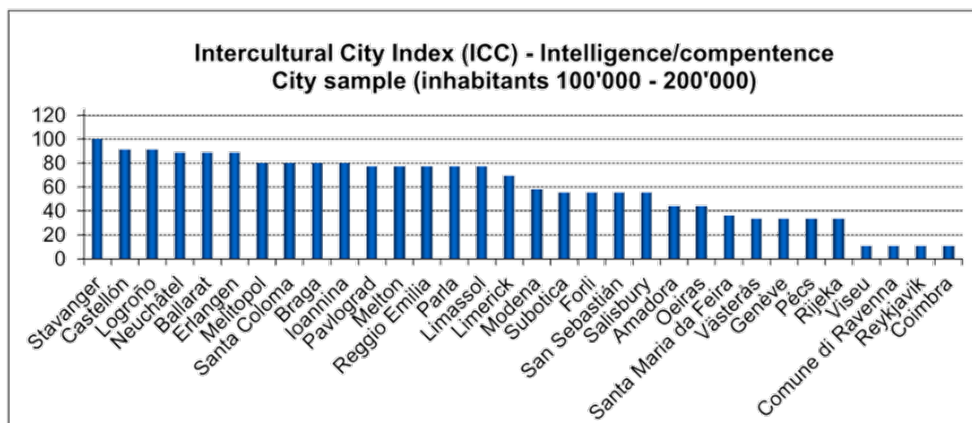
Mondinsieme has already opened an Arabic class for non-Arabic speakers – the demand for which exceeded by far the expectations. The Municipality of Reggio Emilia has a wide network of international contacts and projects aiming to share the city's best practices and opinions worldwide. The city has established through the years a set of twinning and friendship agreements reaching to 15 official international institutional relations which are to be implemented through continuous exchanges of study visits, conferences on topics of common interests, international joint project (such as EU projects or development cooperation projects). In 2000 it set up an Agency to sustain the management & improvement of all the city's international contacts and projects: Reggio Nel Mondo. It acts as a crosscutting tool supporting all municipal departments in developing a continuous international exchange and dialogue.

The city of Santa Maria da Feira in Portugal shows another interesting practice. Diversity and migration are perceived as a window to explore new opportunities and new markets. The municipality is planning the **launch of an online platform that will link local business owners of all backgrounds with the Portuguese diaspora and with the countries of origin of local immigrants**. The launch of this platform is the culmination of a number of initiatives that reach out through business partnerships. The municipality has regular business exchanges with Kenitra, in Morocco.

INTERCULTURAL INTELLIGENCE AND COMPETENCE

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

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



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

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

example is the Communication Strategy which encourages communications with representation of diverse cultural backgrounds, diverse ages and young families.

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

The intercultural competence is an important skill for every intercultural city official. Consequently, the promotion of this skill is very important. The City of Salisbury is committed to continually advancing the intercultural competence of its staff through interdisciplinary seminars and networks and training courses. The cultural awareness training opportunities are open to all staff with a mix of compulsory and optional attendance. As directed in the Intercultural Strategic Plan, the staff receives an inclusion awareness training which includes intercultural awareness. The intercultural competence of staff is highlighted and promoted (e.g. internal emails and externally published magazines⁹).

Recommendations

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

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

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

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

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

- Understand and empathise with different people and cultures within the Auckland community;
- Respect and embrace differences and diversity in a non-judgemental way;
- Support equal and fair treatment and opportunity for all;

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

- Understand tikanga Māori, the Māori Responsiveness Framework and the council’s responsibilities under the Treaty of Waitangi;
- Make an effort to support and use Māori and other languages where possible and appropriate;
- Respectfully participate in cultural activities and ceremonies when required.

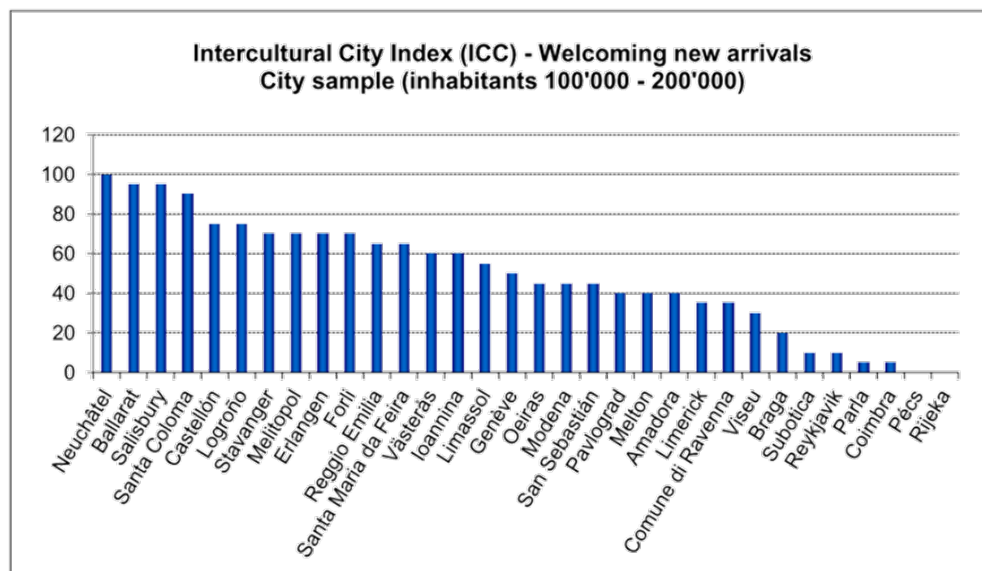
Montreal, Canada has developed and provided an interesting training initiative on intercultural communication in the workplace. This explores obstacles to efficient intercultural communication in the workplace; how people perceive others and themselves in an intercultural setting; cultural diversity in the workplace and the factors behind certain behaviours; and develops skills and attitudes which foster co-operation. A reference document on intercultural skills is also being developed.

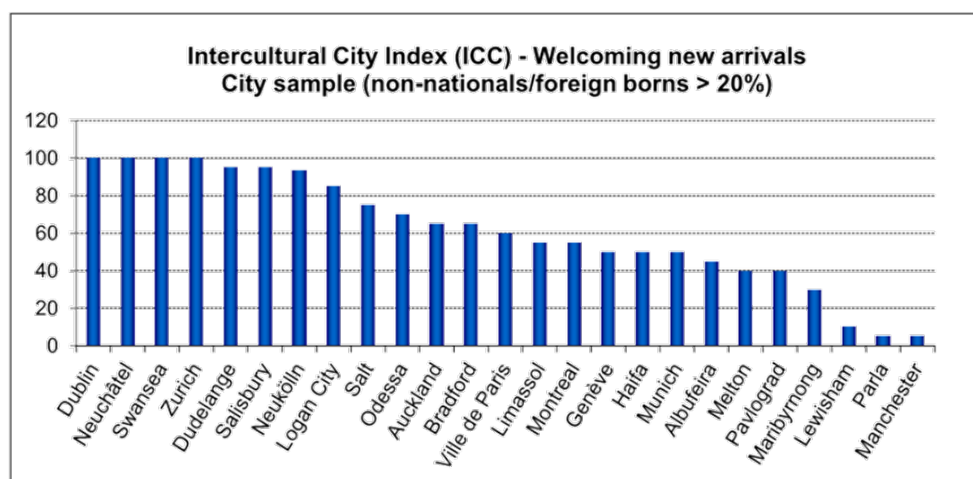
The city of Dudelange, Luxembourg can also provide interesting examples. An awareness-raising training on how to write easy-to-read information was for example organised. The main objective was to build skills for participants so that their communication could reach people with disabilities, as well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

WELCOMING NEWCOMERS

People arriving in a city for an extended stay, whatever their circumstances (expats, migrant workers, spouses, refugees, unaccompanied minors, retired persons, etc.), are likely find themselves disorientated. The less familiar they are with the new environment, the more support they will need to feel comfortable and confident enough to start building a new social and professional network. The way in which the city coordinates and effectively delivers various support measures strongly conditions their capacity to integrate or, conversely, their tendency to remain confined to a cultural "ghetto". This also depends to a great degree on whether the rest of the city’s population is open to the idea of welcoming newcomers in their capacity as residents and citizens or, on the contrary, is accustomed to viewing newcomers as outsiders who pose a potential threat. Again, it is the message the authorities convey on diversity, in communication or through concrete actions, that determines to a certain degree attitudes towards newcomers.

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





The City of Salisbury is doing very well in the area of welcoming newcomers. This is partially due to the fact that the city has a designated agency, unit, person, or procedure to welcome new arrivals and also a comprehensive city-specific package of information and support called “**Welcome to Salisbury Information Booklet**” and available in 14 languages (English, Arabic, Bosnian, Chinese, Dari, Hindi, Khmer, Malayalam, Nepalese, Swahili, Tagoalog, Tamil, Vietnamese & Spanish). The booklet is translated into an additional 4 languages.

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

Additionally, residents who arrive in Salisbury who are not already Australian Citizens may have the opportunity of becoming Australian Citizens. Every 6 weeks, the City of Salisbury hosts Citizenship Ceremonies for approximately 300 new Citizens, which is a formal Celebration and Welcome with officials present. Whilst many of these residents are new to Salisbury, some of them become Citizens after already living in Salisbury/Australia.

Suggestions

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

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

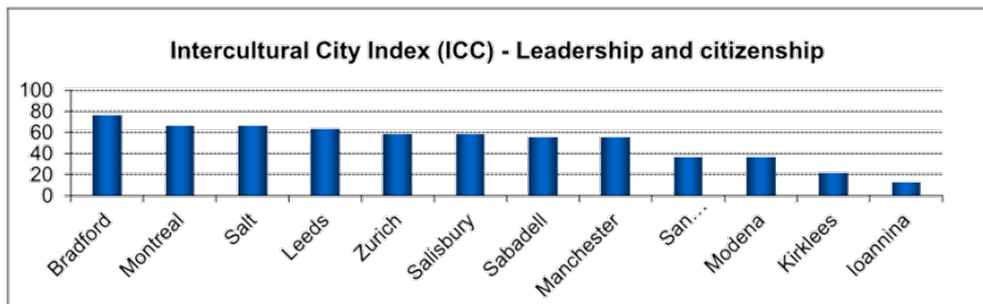
English classes, English support in schools, training and assistance with employment and general orientation.

“**EatinCommon**” is an interesting practice from the City of Stavanger in Norway that can show the local hospitality and create new intercultural friendships. EatinCommon is a concept for all of who love food and like to meet new people. With EatinCommon you can host an event in the comfort of your own home, or join someone else’s. Whether it is breakfast, brunch, lunch, dinner, picnic, potluck or dessert it can all be arranged at the website. Anyone can register and join someone’s dinner or create their own, and be part of a new social trend of eating in common. EatinCommon welcomes locals, new-in-town, families with kids, expats and open-minded souls to join. The company was created by three entrepreneurs who met up at a Start-up Weekend in Stavanger in 2013. Their mission is to create a food movement to empower more people, to have cultural and social experiences around the table, by creating a website with a simple concept and a constant developing service.

LEADERSHIP AND CITIZENSHIP

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

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



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

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

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

Recommendations

An important part of an intercultural city is the democratic representation, participation and decision-making of all residents of the city irrespective of their origin, nationality or residence status. It is recommended that the City Council take action to promote the presence of minority groups in all supervisory bodies in the city. Additionally, Salisbury can take an example from other cities of the ICC network. An example is the **Young Mayor programme** in England. The London Lewisham Young Mayor is a robust attempt to put real power and responsibility in the hands of young people and treat them seriously. The Young Mayor is elected by direct ballot every year and – along with a cabinet of young advisors – is given a budget of at least £25,000 to initiate a programme of work, as well as to advise the Lewisham Mayor and the city Council on issues relating to young people

Another interesting example comes from Canada. **The Montreal Intercultural Council (CiM) advises, and issues opinions to the City Council** and the executive committee on all issues of interest to the cultural communities and on any another matter relating to intercultural relationships. It seeks opinions and receives and hears requests and suggestions from any person or group relating to intercultural relationship issues. It carries out or commissions studies and research that it deems useful or necessary to the exercise of its functions.

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

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

In Vinnytsia, Ukraine, residents have been invited to participate in regeneration, via a scheme known as "A Budget of Public Initiatives". This is a democratic process where citizens select the projects they want budgets to be spent on. The budget has been spent on renovating some of the historic buildings, while also encouraging tourism whilst supporting lower income residents to remain living here. There is no evidence that the properties have been sold or rented at a higher value after the renovation. Vinnytsia also uses a platform for participation processes where all regeneration issues can be openly discussed. The hub is used by active citizens, pro-active NGOs and city council representatives, including the mayor, for open discussions.

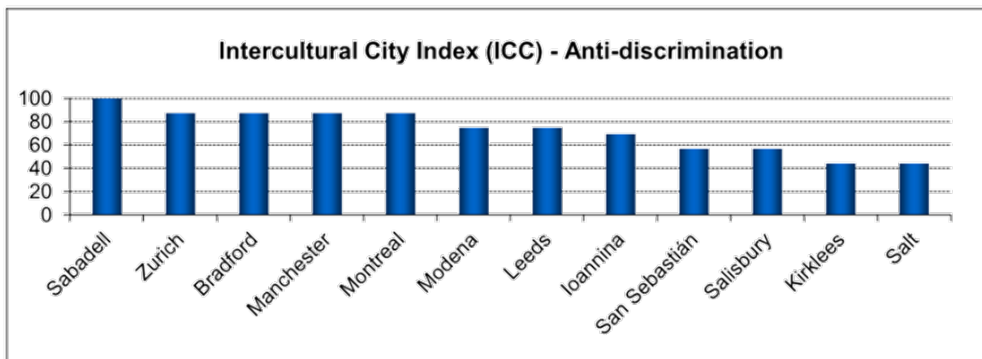
Montreal, Canada has taken steps to ensure the presence of minority representatives in consultative and decision-making bodies to which the city has the power to make appointments. It has commissioned Concertation Montréal to develop and support innovative and structural regional initiatives to achieve this goal. This includes action to

promote successful models, develop a pool of candidates, and increase participation of under-represented groups in decision-making bodies.

ANTI-DISCRIMINATION

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

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



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

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

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

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

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

Recommendations

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

A good practice that can serve as inspiration is the Bilbao creative anti-rumour writing initiative. In 2017, within the framework of the city [anti-Rumour strategy \(ARS\)](#), a creative anti-rumour writing initiative has been developed to involve the local community in the implementation of the ARS strategy. In Bilbao, many people are fond of creative writing; this has been used to connect the interest of citizens with the ARS to raise awareness about diversity and coexistence. The activities implemented in this framework consist of writing training and workshops about diversity and coexistence as well as an annual contest of short novels. The results showed that more people are involved in the general anti-rumour strategy taking part in other activities of the ARS project. A yearly publication of selected short Novels is also realised. The cooperation appears on the local level with local writers, professors and writing schools. The local observatory of immigration also cooperates as well as local associations.

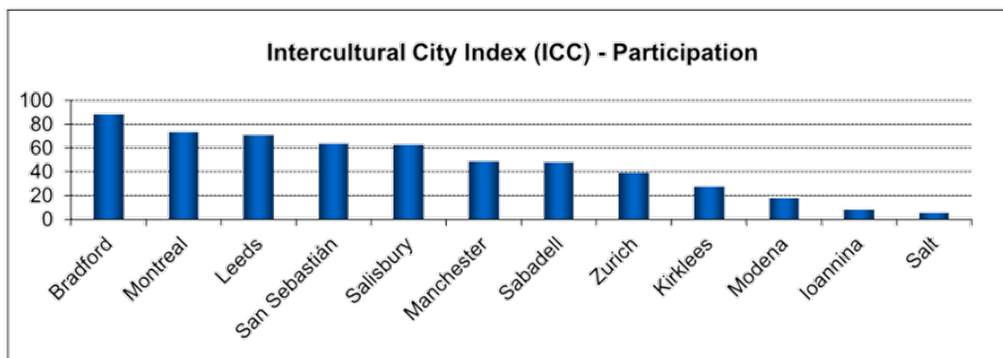
Another excellent initiative comes from Spain. In 2000, **Sabadell signed the European Charter for the Safeguarding of Human Rights in the City**¹⁰, committing itself to incorporate its principles and norms into its local legislation. This charter recognises the guarantee of rights to all persons residing in the city without discrimination on the basis of colour, age, sex, sexual choice, language, religion, political opinion, national or social origin or income level. Municipal regulations have been revised to ensure that they comply with successive legislative changes, such as the law on places of worship and the law to guarantee LGTBi rights. All the new ordinances are elaborated taking into account the perspective of diversity and in particular it is being contemplated as a priority in the legislation on coexistence that is currently being elaborated. Additionally, the Civil Rights and Gender Department is working on the review of all municipal legislation to incorporate the articles of the European Charter for the Safeguarding of Human Rights in the City.

PARTICIPATION

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

Indicators on participation were included in the ICC Index in January 2019. Twelve cities have so far replied to this new index chapter. Salisbury's score in the field of participation is 63, higher than the city sample result of 46.

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



The adoption of the Intercultural Strategic Plan of the City of Salisbury is the result of consultation process including people with migrant/minority backgrounds. The Intercultural Strategic Plan was heavily informed by extensive and meaningful community engagement, focussing on culturally and linguistically diverse communities. This consultation was done at multiple stages and at varying depths throughout the process. Five community workshops were delivered, with heavy participation of culturally and linguistically diverse residents. A survey was completed by over 600 people, with substantial completion by culturally and linguistically diverse members. Prior, in 2016, a survey of 91 culturally and linguistically diverse youth was conducted.

Complementing this engagement, the voices of the community was also heard through informal engagement. With 850 people from 8 different culturally and linguistically diverse communities accessing programs at the Community and Seniors Centres, the staff were able to consider information anecdotally passed onto cultural group coordinators, through their relationships with culturally and linguistically diverse communities and their depth of understanding of cultural issues.

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

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

Recommendations

Inclusion and participation are the keys to intercultural policy-making. An intercultural city actively seeks the participation of all residents in the various decision-making processes that affect life in the city. It recommended therefore recommended the City monitor the overall participation and representation of residents with

migrant/minority backgrounds in the decision-making process and, if necessary, introduce further mechanisms to ensure equality and representation is respected in organisations participating in the decision-making process.

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

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

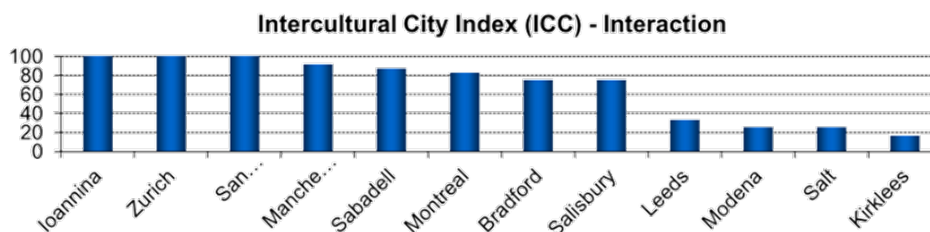
An example is the project of political participation of young women in the inner city district of Berlin-Neukölln, Germany. The **Schilleria Girl's Café** is addressed at girls and young women, most of who have a migrant background and are socially and educationally disadvantaged. Due to the increasing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

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

INTERACTION

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

As mentioned above, indicators on interaction are also new. Salisbury's score in the field of participation is 75, higher than the city sample of 68.



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

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

Recommendations

The Norwegian city of Bergen shows a good practice where mixing and interaction between diverse groups is made through making music together. **Fargespill (Kaleidoscope)** focuses on what happens when differences meet through traditional music and dance: Ethiopian shoulder dance meets Norwegian "gangar". Mogadishu meets Kollywood, "fallturillturaltura" meets "habibi habibi". Children-rhymes from all over the world unite in one grand polyphonic mantra. The result is an intimate, musical meeting with young peoples' stories about who they are and where they come from, told through music and dance from their respective cultures. The experience is elevated by professional musicians, choreographers, instructors, sound- and light designers and set designers.

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

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

OVERALL CONCLUSIONS

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

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

ANTI-DISCRIMINATION	X	Salisbury has not carried out a systematic review of all municipal rules and regulations to identify mechanisms that may discriminate residents with migrant/minority backgrounds. The City does not have a dedicated service that advises and supports victims of discrimination. The City does not have an anti-rumours strategy or implement anti-rumours activities following the official Council of Europe methodology.
PARTICIPATION	✓	The adoption of the Intercultural Strategic Plan of the City of Salisbury is the result of consultation process including people with migrant/minority backgrounds. Salisbury enables all residents to participate in the decision-making processes. The City has not introduced mechanisms to make sure that gender equality is respected in organisations that participate in the decision-making process on matters related to the inclusion of city residents with migrant/minority backgrounds.
INTERACTION	✓	Salisbury has a list of officially recognised civil society and grassroots organisations that are active in the various fields concerned by intercultural inclusion. The City also collaborates with locally run organisations that are active in the field of intercultural inclusion for a range of services.
INTERACTION	X	Teachers in elementary/primary schools do not receive training in intercultural communication and pedagogy.

In view of the above, we wish to congratulate the City of Salisbury for the efforts taken and we are confident that if the city follows our guidelines and other Intercultural Cities' practices the results will rapidly be visible and tangible.

RECOMMENDATIONS

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

Commitment: Salisbury may want to look into an enrichment of the official intercultural webpage, specifically with the practical actions, programs and activities that are put in place by the City Council. In this regard, Berlin shows a good example on event communication where together with the integration representatives of each Berlin district, Neukölln co-manages [Berlin's Intercultural Calendar](#) which integrates the various holidays celebrated in the city.

Education: Salisbury may wish to look into a policy to increase cultural diversity. A good practice comes from Montreal where young people themselves are empowered to be young ambassadors. The project accompanies young ambassadors for diversity who run their own sensitisation campaign for employers. The young people receive training from experts in employability, business and diversity before visiting employers to tell them positive stories of young people, recent immigrants and ethnic minorities. There are also 'young ambassadors against prejudice' who mobilise young people from primary and secondary schools and promote the importance of fighting discrimination and valuing diversity in their neighbourhood or region.

Neighbourhood: The Intercultural Strategic Plan 2017-2027 creates the vision and encouragement for a number of initiatives and events to promote diversity and intercultural inclusion. Thus, additional precise measures are suggested for sustainable results. An inspirational example could be the policy from [Zurich](#) which aims at the increasing diversity in the neighbourhood.

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

Business and labour market: A suggestion is to favour companies with an intercultural strategy when taking decisions relating to the procurement of goods and services. A great example which can help the Salisbury City Council is the Auckland's support for its diverse entrepreneurs through the council-controlled organisation "[Auckland Tourism, Events and Economic Development](#)" (ATEED) who created a range of programmes and facilities that can support entrepreneurs from all cultural backgrounds.

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

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

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

Language: We recommend providing logistical and/or financial support to local minority media in migrant/minority languages. Salisbury may wish to consider specific language training in the official language(s) for hard-to-reach groups. A good practice that can serve as an inspiration comes from Spain. Barcelona deploys steady [efforts to boost the learning of languages](#) that make up the linguistic ecology of its neighbourhoods in accordance with the Universal Declaration of Linguistic Rights.

Media and communication: A dedicated communication strategy to improve the visibility and image of people with migrant/minority backgrounds in the local media would positive for the intercultural inclusiveness. Providing support for advocacy/media training/mentorship/setting up of online media start-ups for journalists with migrant/minority backgrounds is also recommended. Salisbury may wish to look into [Geneva's anti-racism campaign where the City tackles hurtful words](#). At a time when social networks and digital communication are having a major impact on the everyday interaction, raising awareness of discriminatory remarks and speech is a real challenge for public authorities.

International outlook: An aspiring intercultural city should have an international policy that seeks to promote relations which can help the city understand the geopolitical, cultural and economic context in which newcomers have been socialised, and shape its policies of welcome and integration accordingly. The City may consider the good example of Reggio Emilia. The Italian city has signed, through the Intercultural centre Mondinsieme, an agreement with the Moroccan Ministry in charge of relations with the diaspora. The agreement underpins Reggio's holistic intercultural policy and [seeks to "promote socio-cultural mixing and openness towards the other"](#).

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

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

Leadership and citizenship: It is recommended the City Council take action to promote the presence of minority groups in all supervisory bodies in the city. A great example is the [Young Mayor programme](#) in England. The London Lewisham Young Mayor is a robust attempt to put real power and responsibility in the hands of young people and treat them seriously. The Young Mayor is elected by direct ballot every year and – along with a cabinet of young advisors – is given a budget to initiate a programme of work, as well as to scrutinise the work of Lewisham Mayor and of the city Council.

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

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

Interaction: Salisbury may consider that teachers in elementary/primary schools receive training in intercultural communication and pedagogy. The city may want to look into another good practice of Donostia-San Sebastian where [the city promotes participation and interaction through the renovation of public spaces](#). An example of this action is **Tabakalera** which is former tobacco factory that was converted into a contemporary culture centre. Located in the Egia district, the building is an impressive space where a wide sort of activities (exhibitions, short film screenings, etc.) are organised.

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

Diversity has become a key feature of societies today and is particularly tangible in urban centres. While people of diverse national, ethnic, linguistic and faith backgrounds have immensely contributed to post-war prosperity, inequalities related to origin, culture and skin colour persist, and anxiety about pluralism, identity and shared values is often politically instrumentalised. The challenge of fostering equity and cohesion in culturally diverse societies has become more acute. Cities are uniquely placed to imagine and test responses to this challenge.

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

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

The Council of Europe is the continent's leading human rights organisation. It comprises 47 member states, 27 of which are members of the European Union. All Council of Europe member states have signed up to the European Convention on Human Rights, a treaty designed to protect human rights, democracy and the rule of law. The European Court of Human Rights oversees the implementation of the Convention in the member states.



ITEM	ISPS3 INTERCULTURAL STRATEGY AND PARTNERSHIPS SUB COMMITTEE
DATE	14 October 2024
HEADING	Council of Europe Intercultural Cities No Hate Speech Week and Active Citizenship and Participation Key Learnings
AUTHOR	Myfanwy Mogford, Diversity & Inclusion Project Officer, Community Development
CITY PLAN LINKS	1.3 People are valued and they feel safe, included and connected 1.4 We are proud of our strengths, achievements and cultural diversity 4.4 We plan effectively to address community needs and identify new opportunities
SUMMARY	City of Salisbury was invited to participate in Council of Europe’s No Hate Speech Week event and Active Citizenship and Participation workshops in Strasbourg, France in June 2024. This invitation was in recognition of City of Salisbury being an Intercultural City and member of the Council of Europe’s Intercultural Cities Network. Team Leader Diversity and Inclusion participated and presented key learnings to Executive at its meeting on 14 August 2024. This report is a summary of key learnings derived from the two events.

RECOMMENDATION

That Council:

1. Notes the key learnings outlined in the report (Item ISPS3, Intercultural Strategy and Partnerships Sub Committee, 14 October 2024).

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 City of Salisbury is an Intercultural City and is a member of the Council of Europe’s Intercultural Cities Network. The Intercultural Cities Network is the highest-level network for intercultural cities worldwide and has approximately 180 members. Whilst coordinated by Council of Europe, the network also includes cities from countries outside Europe including from Canada, United Kingdom, Japan, Mexico, United States of America and Australia.
- 1.2 Council of Europe and the Intercultural Cities Network coordinates No Hate Speech Week and Active Citizenship and Participation Week annually. The theme of No Hate Speech Week in 2024 was anti-rumours and the theme of Active Citizenship and Participation Week was increasing meaningful interaction with culturally and linguistically diverse (CALD) communities.

- 1.3 Participation in both programs provided valuable networking opportunities, information sharing and learning about best practices for interculturalism. These key learnings were presented to Executive at its meeting on 14 August 2024 and this report is a summary of the key learnings that are relevant to City of Salisbury.
- 1.4 Interculturalism is a policy approach to cultural inclusion that is defined as moving beyond the passive acceptance of multiple cultural groups (multiculturalism) towards meaningful cross-cultural dialogue, interaction and inclusion. Interculturalism includes all people, including people born in Australia, First Nations People and people with complex and unique cultural identities. Interculturalism considers the definition of ‘culture’ to include sub-cultures, such as LGBTIQ+ communities, survivors of torture and trauma, people with refugee experience.

2. EXTERNAL CONSULTATION / COMMUNICATION

- 2.1 Council of Europe
- 2.2 Council of Europe’s Intercultural Cities Network.

3. DISCUSSION

- 3.1 No Hate Speech Week was held between 17 June and 20 June 2024 and had the theme *Addressing Racism with Anti-Rumours*. The week includes International Day for Countering Hate Speech (18 June 2024) which was proclaimed by United Nations in 2021. The purpose of No Hate Speech Week is to provide a space for exchange on recent legal, policy and local government good practices. A multi-stakeholder approach was used and there were over 75 participants including European parliamentary representatives, local governments, elected members, human rights organisations and intercultural city representatives. The event is arranged by Anti-Discrimination Department, Council of Europe and the Lithuanian Presidency of Council of Europe.
- 3.2 No Hate Speech presenters advised that hate speech and racism are increasing in society. Modern day hate speech and racism however appear different to traditional forms of racism. Modern day racism and hate speech can spread wider and faster due to social media, technology, artificial intelligence and globalization. It is harder to identify and tackle than previous forms.
- 3.3 Four key workshops were attended with the findings and recommendations including the following:
- 3.4 Anti-rumours Methodology Workshop

Anti-rumours is the Council of Europe’s approach to addressing racism as it considers that racism happens when rumours are spread from misinformation and a lack of education. This approach is a proactive approach to address the root cause (rumours) rather than a reactive approach of addressing racism. The workshop explained that rumours are heightened during times of crisis, political change and natural and social disasters. For example, during Covid there was an increase in rumours about the cause and spread of Covid that led to vilifying cultural groups and increased racism nation-wide. Due to social media and globalisation, the spread of these rumours is rapid and harder to address.

3.5 The 'Psychology of Rumours' workshop

This workshop explained why rumours spread noting it is commonly because they are a quick way to build relationships, they provide simplified answers to complex questions, by providing answers they can lower anxiety caused by unknowns and change, and they can affirm pre-existing ideologies. The best methods to stop the spread of rumours are education, understanding and addressing the root cause of a rumour, increasing exposure to diversity and socialising alternative, positive and accurate narratives instead.

3.6 Trusted Flagger System for Local Governments Workshops

The Trusted Flagger System is a policy approach for European Union member cities and is a method for managing online racism and hate speech. Whilst any civilian can flag and report online publications as racism or hate speech, two of the major online platforms META and Google remove less than 40% of reported content. Local governments have responded to this by becoming Trusted Flaggers due to their trust and credibility. Content reported by a Trusted Flagger, i.e. a local government has a higher success rate for being removed. The Trusted Flagger system is effective because by removing racism and hate speech there is a reduction in the spreading of misinformation, rumours and racism. There is increasing capability to use artificial intelligence technology to identify and report racism and hate speech. The risk of this methodology is that the level of tolerance of what is classified as hate speech or racism is aligned with the political party or elected member body in power at the time and their own attitude to racism.

3.7 Everyday Racism with Everyday Language Workshop

Modern day racism tends to be more subtle than historic racism and therefore harder to identify and harder to address. The workshop on everyday racism explained the role of language, biases, micro-aggressions and stereotypes in daily conversation and interaction. It explained how due to a lack of education on cultural safety, people can inadvertently make racist comments despite good intention. For example, providing a compliment subject to someone's race rather than based on merit alone is commonly observed in workplaces, including statements such as 'you speak well for someone from ___ country' or 'you are smart for someone from ___ country'. Other examples include neutral remarks commonly observed in local government workplaces, such as asking people 'where are you really from?' or 'your name is too hard, I will call you ___'. This language is entrenched in stereotypes and assumptions based on race and deny or challenge a person's identity. They are also comments that typically Caucasian people do not experience these comments, highlighting the significance of race in this behavior. Education and exposure to increased diversity is an effective method to addressing this form of racism in the workplace.

3.8 What Local Governments Can Do Workshop

3.8.1 Education is the most effective solution and prevention to racism, and local governments can provide education to their staff, Elected Members and community. Creative initiatives that were suggested in this workshop to raise awareness and cultural safety include:

- 3.8.2 Leveraging off success of existing, smaller events rather than creating events specifically targeted at tackling racism. This is a more efficient use of resources and has wider reach, especially to mainstream members of the community who may not be interested in intentionally learning about cultural safety.
- 3.8.3 Leverage off human curiosity by implementing unlabeled QR codes at places where people congregate that direct people to positive stories or educative resources about interculturalism. As society has become accustomed to scanning QR codes, these can be used as an effective tool to passively engage with community, for example at the Salisbury Community Hub café, libraries, community centres, public parks, recreation centres and points of interest. The QR codes could link to videos of Harmony Week showcasing the cultural diversity, promotions of the local businesses run by migrants and refugees, novelty language lessons of commonly spoken languages in the council area, positive news stories in existing Council publications and magazines, or attractive infographics about the cultural diversity and demographics of City of Salisbury. Publishing QR codes with no label or written information helps to reach mainstream community who may not seek out information on interculturalism.
- 3.8.4 Visible displays of inclusion such as rainbow flags, cultural artwork on table clothes, and culturally relevant book displays in libraries are effective, affordable and simple initiatives that raise the profile and create positive narratives about cultural diversity. One participating local government used tablecloths at its Hub café that had been painted by different cultural groups. These tablecloths drew attention to the cultural diversity and sparked spontaneous conversation in the community.
- 3.8.5 Repurposing council logos to mark events and inclusivity is an effective way that councils can communicate their commitment to inclusion and benefit from council's established trust in the community. This marketing technique is successful because communities trust the brand of local government. Examples given were temporarily colouring council logos with the rainbow flag during Pride Month, Aboriginal flag colours during NAIDOC Week, and purple during World Edler Abuse Awareness Day, for example.
- 3.8.6 Adapting to youth trends to promote positive messages of inclusion. One member city shared their success with giving out free temporary tattoos at youth events with inclusive and positive messaging such as 'Intercultural City' 'Refugees Welcome Here' 'Anti-Rumours'. The temporary tattoos were popular with youth and had a lasting impact with people sharing and wearing the tattoos for days at a time.
- 3.9 Active Citizenship and Participation Week.
- 3.9.1 An intercultural approach to civic participation and engagement has four elements: diversity, participation, meaningful interaction and equality. In this context, diversity means that all cultures are recognised and involved, participation means that there is shared decision-making power by all groups, meaningful interaction means that everyone feels a sense of ownership and belonging to place, and equality refers to fundamental

human rights and fair treatment. Four examples of successful active citizenship and participation initiatives by Stavenger Kommune, Norway, New York City, New York, Camden Council, United Kingdom, and Lewisham United Kingdom were presented that are applicable to the City of Salisbury.

3.10 Intercultural Committee, Stavenger Kommune, Norway

The Stavenger Kommune’s Intercultural Committee in Norway is a network that is comparable to the City of Salisbury’s Salisbury Intercultural Community Alliance. The Intercultural Committee has nine members: five women and four men. Membership eligibility prescribes that each member must have diverse age, nationality and reason for migration. This committee seeks to connect not only people from diverse cultures, but people with different reasons for migration and visa statuses such as humanitarian visa holders, student visa holders, skilled migrants and partner visas. This helps build understanding not only of cultural diversity, but of migration, politics and the reason and conditions that people migrate for.

3.11 Participatory Budget, New York City, New York

New York City’s participatory budget program aims to share decision making power with intercultural communities. The Council ensures that all residents understand the program to ensure a fair application and voting process. Staff proactively visit places where communities meet to educate residents on the program, and to bring polling booths to places where people meet, in addition to mainstream online voting. The council commits to funding and delivering whichever project receives the most votes.

3.12 Planning Guidance Document, Camden Council, United Kingdom

Camden Council has reviewed and improved its consultation process for place activation and urban development projects to ensure wider and more meaningful reach to its culturally diverse communities. In 2022, Camden Council transitioned to using digital methods of consultation, and as a result this decreased engagement with local communities and minority groups. To reinstate intercultural active citizenship, the council now uses a variety of consultation techniques to complement digital methods, and specifically goes to sites where culturally diverse and minority groups congregate. In addition, the council developed a specific planning guidance document for use alongside planning applications that were relevant and understandable to the communities using them to provide a fairer foundation to successful development applications.

3.13 Young Mayor Program, Lewisham, United Kingdom

The Young Mayor Program of Lewisham Council, United Kingdom has been implemented with great success in empowering and involving diverse and minority communities in politics and decision making. The Young Mayor, Young Deputy Mayor and a cabinet of Young Advisors are elected by ballot annually. This youth elected body is provided with a budget to action their decisions and deliver projects. The participants are also provided a safe platform to scrutinise the work of Lewisham’s Mayor and Elected Members and the program is highly respected by Elected Members, staff and residents. This program is a robust initiative to provide political skills, decision making power and responsibility to young people.

3.14 The Active Citizenship and Participation Workshop provided a greater understanding of modern day barriers to participation and creative initiatives to increase participation. These initiatives are transferable and could be considered for trial in City of Salisbury.

4. CONCLUSION

4.1 No Hate Speech Week and Active Citizenship and Participation Week provided valuable networking, relationship building and learning opportunities for City of Salisbury. The Team Leader, Diversity and Inclusion was able to promote initiatives of City of Salisbury’s Intercultural Strategic Plan and learn directly from other intercultural cities at the two Council of Europe events. These practical examples that were presented to Executive on 14 August 2024 align with the Intercultural Strategic Plan and are worth considering in City of Salisbury.