

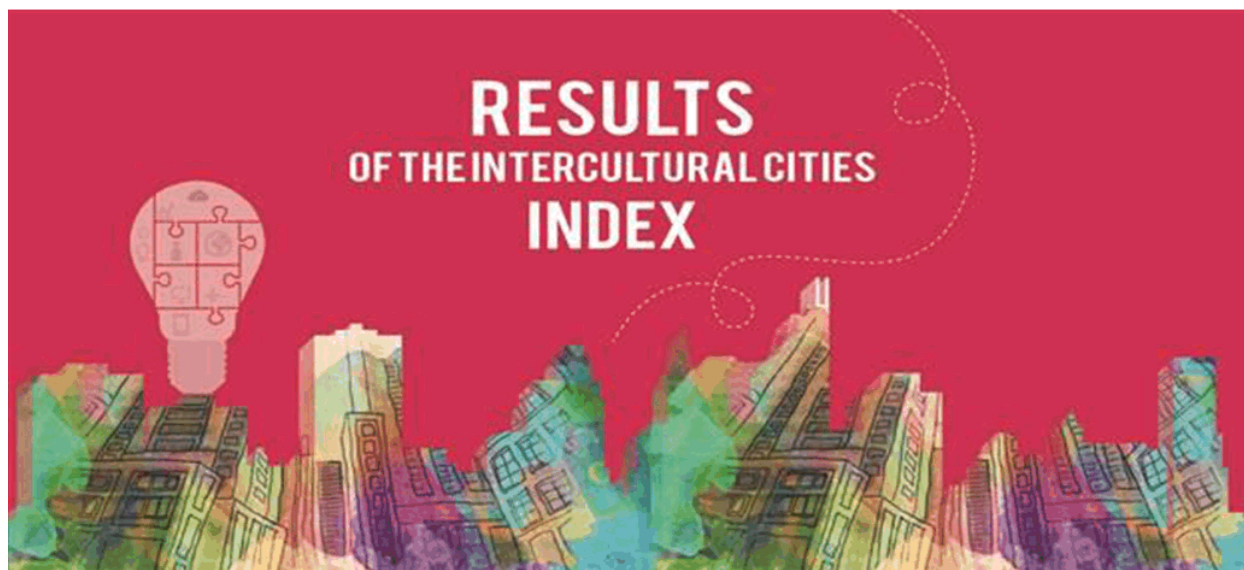
**RESULTS  
OF THE INTERCULTURAL CITIES  
INDEX**

**Melton**

**December 2017**

**Intercultural cities**  
Building the future on diversity  
[www.coe.int/interculturalcities](http://www.coe.int/interculturalcities)

COUNCIL OF EUROPE  
CONSEIL DE L'EUROPE



A comparison between 93 cities<sup>1</sup>

### **Introduction**

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

As of today 93 cities have undergone their intercultural policies analysis using the Intercultural City Index: Albufeira (*Portugal*), Amadora (*Portugal*), Arezzo (*Italy*), Ballarat (*Australia*), Barcelona (*Spain*), Beja (*Portugal*), Bergen (*Norway*), Bilbao (*Spain*), Botkyrka (*Sweden*), Braga (*Portugal*), Bucharest (*Romania*), Campi Bisenzio (*Italy*), Cartagena (*Spain*), Casalecchio di Reno (*Italy*), Cascais (*Portugal*), Castellón (*Spain*), Castelvetro (*Italy*), Catalonia (*Spain*), Coimbra (*Portugal*), Comune di Ravenna (*Italy*), Constanta (*Romania*), Copenhagen (*Denmark*), Donostia-San Sebastian<sup>2</sup> (*Spain*), Dortmund (*Germany*), Dublin (*Ireland*), Duisburg (*Germany*), Erlangen (*Germany*), Forlì (*Italy*), Fucecchio (*Italy*), Fuenlabrada (*Spain*), Geneva (*Switzerland*), Genoa (*Italy*), Getxo (*Spain*), Haifa (*Israel*), Hamamatsu (*Japan*), Hamburg (*Germany*), Ioannina (*Greece*),

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

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

Izhevsk (*Udmurt Republic, Russia*), the municipality of Klaksvík (*Faroe Islands*), Jerez de la Frontera (*Spain*), the London borough of Lewisham (*United Kingdom*), Limassol (*Cyprus*), Limerick (*Ireland*), Lisbon (*Portugal*), Lodi (*Italy*), Logroño (*Spain*), Lublin (*Poland*), Maribyrnong (*Australia*), Melitopol (*Ukraine*), Mexico City (*Mexico*), Montreal (*Canada*), Munich (*Germany*), the canton of Neuchâtel (*Switzerland*), Neukölln (*Berlin, Germany*), Novellara (*Italy*), Offenburg (*Germany*), Olbia (*Italy*), Oslo (*Norway*), the district of Osmangazi in the province of Bursa (*Turkey*), Parla (*Spain*), Patras (*Greece*), Pécs (*Hungary*), Pryluky (*Ukraine*), Reggio Emilia (*Italy*), Reykjavik (*Iceland*), Rijeka (*Croatia*), Rotterdam (*the Netherlands*), Sabadell (*Spain*), San Giuliano Terme (*Italy*), Santa Coloma (*Spain*), Santa Maria da Feira (*Portugal*), Unione dei Comuni-Savignano sul Rubicone<sup>3</sup> (*Italy*), Sechenkivsky (*District of Kyiv, Ukraine*), Senigallia (*Italy*), Stavanger (*Norway*), Strasbourg (*France*), Subotica (*Serbia*), Sumy (*Ukraine*), Swansea (*United Kingdom*), Tenerife (*Spain*), Tilburg (*The Netherlands*), Turin (*Italy*), Turnhout (*Belgium*), Unione Terre dei Castelli<sup>4</sup> (*Italy*), Valletta (*Malta*), Västerås (*Sweden*), Ville de Paris (*France*), Vinnitsa (*Ukraine*), Viseu (*Portugal*) and Zurich (*Switzerland*).

Among these cities, 50 (including Melton) have less than 200,000 inhabitants and 39 (including Melton) have more than 15% of foreign-born residents.

This document presents the results of the Intercultural City Index analysis for **Melton (Australia)** in 2017 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. It encourages greater mixing and interaction between diverse groups in the public spaces.

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

<sup>4</sup> Former Castelvetro di Modena.



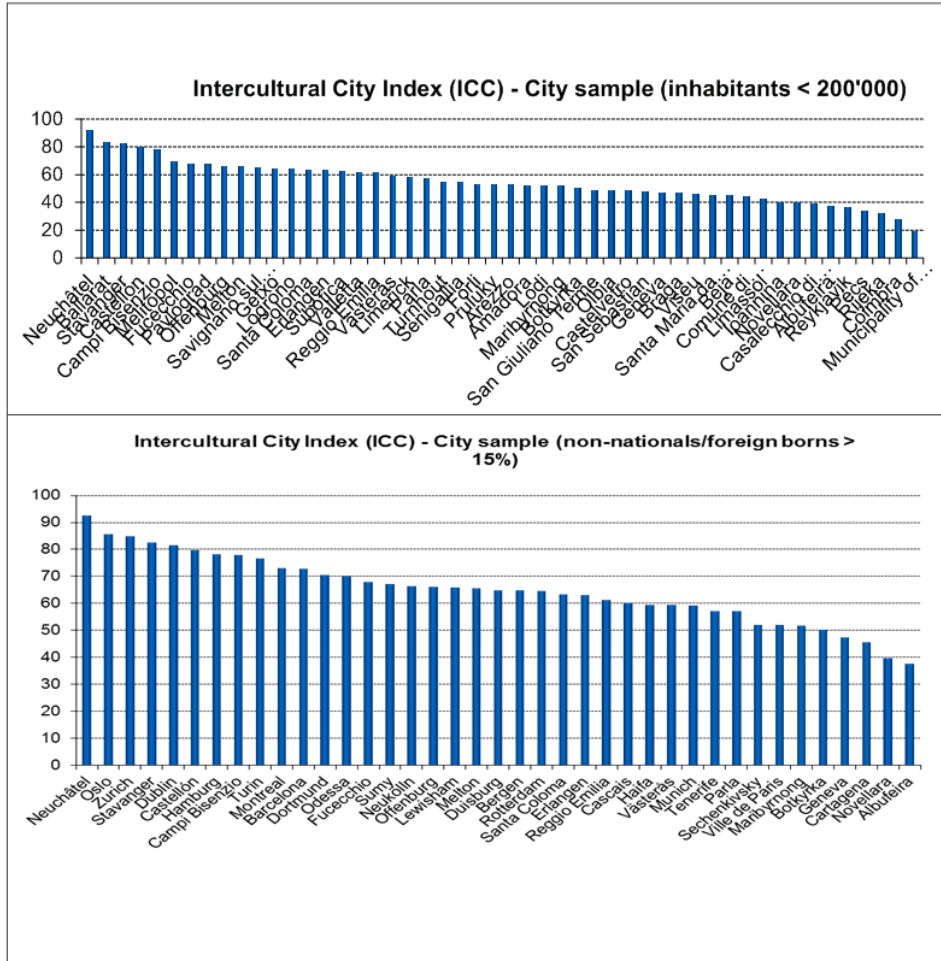
The Intercultural City Index analysis is based on a questionnaire involving 73 questions grouped in 11 indicators with three distinct types of data. Indicators have been weighed for relative importance. For each indicator, the participating cities can reach up to 100 points (which are consolidated for the general ICC Index).

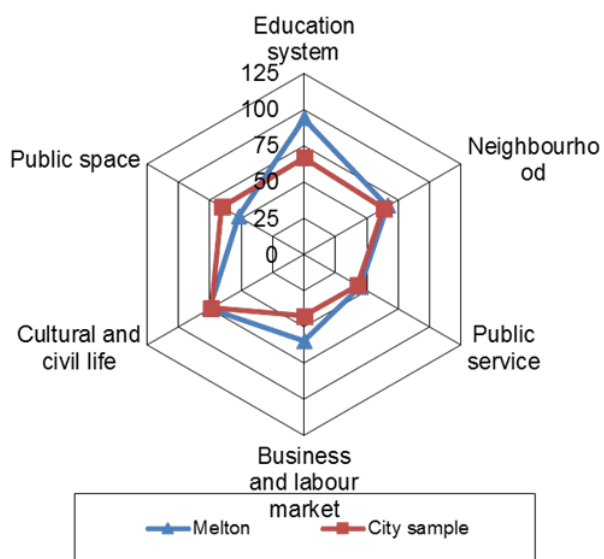
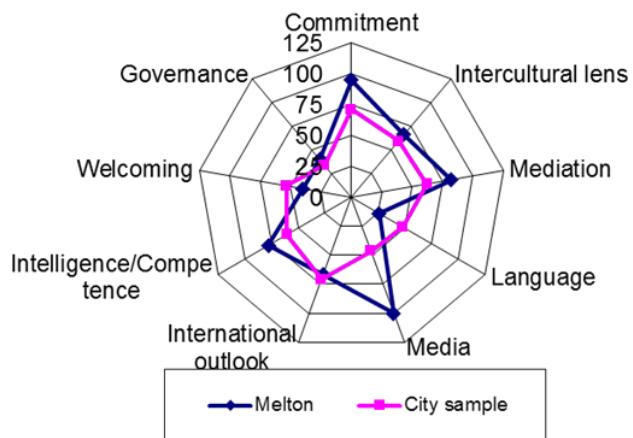
These indicators comprise: commitment; education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces; mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of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

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

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

According to the overall index results, Melton has been positioned **27th** among the 93 cities in the sample, with an aggregate intercultural city index of **66%**, along with Neukölln, Germany (66%), Offenburg, Germany (66%), Lewisham, United Kingdom (66%), after Sumy, Ukraine (67%), and before Duisburg, Germany (67%). Melton has been ranked **9th** among cities with less than 200,000 inhabitants and **19th** among cities with more than 15% of foreign-born residents.





**Melton – an Overview**

The City of Melton is located in the outer western fringe of metropolitan Melbourne, about 40 kilometers west of the Melbourne CBD. The City is one of the fastest growing municipalities in Australia. In 2017 its estimated population is 143,003 with an annual growth rate of 4%<sup>5</sup>.

The population projection indicates that by 2036 the City will have more than 315,908 residents, adding to the City's rich cultural diversity.

The Australian Census uses the following categories to identify people: ancestries, country of birth, birthplace of parents, religious affiliation, and language spoken at home<sup>6</sup>.

According to the 2011 Australian Census, more than 28% of the City of Melton population (30,322 people) was born overseas. This represents many decades of migration to Melton from outside Australia, and increasing migration of people born overseas from other parts of Victoria. Melton has long been an attractive area for migrants than Greater Melbourne, with a higher percentage of people from the Philippines, New Zealand, Malta, Former Yugoslav Republic of Macedonia and Croatia<sup>7</sup>.

Specifically, the city of Melton's total percentage of usual residents are as follows: Australian 24.1% (as of 2016 - 32,662 people), English 22.5% (as of 2016 - 30,431 people), Maltese 7.6% (as of 2016 - 10,274 people) Italian 6.6% (as of 2016 8,974 people), Irish 6.0% (as of 2016 - 8,158 people), Scottish 5.1% (as of 2016 - 6,851 people), Indian 5.0% (as of 2016 - 6,832 people), and finally Filipino 4.1% (as of 2016 - 5,535 people).

Linguistically, as for the language spoken at home, the population that speaks only English is 82,985 persons (61.3%), non-English 43,552 persons (32.2%), and others 8,871 persons (6.6%).

Demographically, the percentage of residents who are not Australian citizens in the local government area is also very diverse. Indeed, as for the Citizenship of Migrants – representing not an Australian citizenship – is the 28.6% (as at June 2011).

Between the years 2006 and 2011, the number of people born overseas increased by 11,138 or 58.1%, and the number of people from a non-English speaking background increased by 9,526 or 64.7 % in the City of Melton.

Interestingly for comparative purposes, residents of second or third generation migrants are as follows: as of both parents born overseas 47,537 residents (46.9%), as of father only born overseas 7,704 residents (7.6%), and mother only born overseas 4,928 residents (4.9%), both parents born in Australia 41,156

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<sup>5</sup> Australian Bureau of Statistics, Census of Population and Housing, 2006 and 2011 (Usual residence data). Compiled and presented in profile.id by id, the population experts.

<sup>6</sup> Limitation and Review

Council acknowledges that the demographics section this document is based on Census data from 2011. It is a constantly changing space. We expect an increase in the number of people from diverse backgrounds making Melton their home in the new Census data to be released in 2017.

<sup>7</sup> Australian Bureau of Statistics, Census of Population and Housing, 2006 and 2011 (Usual residence data). Compiled and presented in profile.id by id, the population experts.

residents (40.6%)<sup>8</sup>. Definitely, Melton holds the promise to potentially make the growing number of residents more diverse.

Economically, the city of Melton's Gross Regional Product is estimated at \$3.25 billion, which represents 0.9% of the state's GSP (Gross State Product). Specifically, fewer households (15%) earn low income (in Greater Melbourne, 19%), and fewer households (14.5%) earn high income (in Greater Melbourne, 19%). The median weekly household income is about \$1,363 (Victoria, \$1,216). Instead, the median monthly mortgage repayment is about \$1,733 (in Victoria, \$1,700). Furthermore, about 18% of households are experiencing mortgage stress (Victoria, 10%).

In Melton, the Community Capacity Team leads the responsibility of interacting with the diverse communities residing in Melton. The Team consists of an Intercultural Development Officer, an Intercultural Project Officer, a Community Development Officer, a Community Funding Officer, an Aboriginal and Torres Strait Islander Community Engagement Officer, a Kirrip Aboriginal Corporation Program Officer, a Senior Community Engagement Officer, and a Community Leadership and Partnerships Officer. The team is led by the Coordinator Community Capacity. The Community Capacity Team is part of the Community Planning department within the City Council.

There are many other teams in the City Council delivering services to people from diverse backgrounds including aged care, libraries, youth services, children and family services, environmental services and many more. Finally, the Council employs people who are entitled of working rights in Australia (i.e. permanent residents who are allowed to stay and work in Australia).

Statistically, in 2011, the City of Melton scored 1,002.1 on the SEIFA Index of Disadvantage<sup>9</sup>.

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<sup>8</sup> Australian Bureau of Statistics, Census of Population and Housing, 2006 and 2011 (Usual residence data). Compiled and presented in profile.id by id, the population experts.

<sup>9</sup> It is worth recalling that the City of Melton SEIFA Index of Disadvantage measures the relative level of socio-economic disadvantage based on a range of Census characteristics.







Moreover, the city **has allocated a budget for the implementation of the intercultural activities**. The Intercultural Plan is an ambitious document and the majority of the associated initiatives have been allocated a budget for implementation, while some require additional external funding partnerships (such as from State and Federal levels of government), which Council is actively seeking.

Additionally, the City Council is strongly committed to consulting and engaging with communities from all backgrounds in developing any new initiative.

To develop the Intercultural Plan, community members and key stakeholders were engaged. The Council recognised that community participation and engagement are a vital part of local democracy. Consultations with community and key stakeholder agencies were held to give them a meaningful way to participate and contribute to the development of the plan. Focus groups and individual interviews were the main ways to collect information. Where required, interpreters were used to assist individuals and groups with limited English language skills. Community and key stakeholder agencies were consulted, including local service providers, relevant state government bodies, local community and faith based networks and groups, community leaders and Council staff. Themes covered during consultation included access and equity, community capacity, social cohesion, collaboration and service delivery. Surveys were also completed by community members at the Melton City Council Engagement Expos, and two public workshops were held in Melton and Caroline Springs, for which interpreters were provided.

The Council's Community Engagement guidelines stipulate that people from diverse backgrounds must be consulted in all Council-wide consultation processes. Therefore, several additional special interest groups have been identified due to the specific needs, perspectives and insights they may contribute. These groups are also consulted in 'whole of community' decision-making: young people, seniors (65+), culturally and linguistically diverse communities, Aboriginal and Torres Strait Islander communities, people with a disability, and families.

**Council's plans, strategies and policies are subject to review and evaluation.**

The Intercultural Plan and Action Plan 2017-21 is regularly presented to Melton City Council's Culturally and Linguistically Diverse Advisory Committee (CALDAC), and through it to Council. Based on this report and current community context, any adjustments to the following year's Action Plan is therefore proposed by CALDAC for Council endorsement. Finally, annual reports are made publically available to the City of Melton community. At the end of the four-year term of this Plan, a comprehensive evaluation and review will be conducted to assess the implementation of the key actions, their outcomes and consider improvements in developing future plans.

**All Council speeches make clear acknowledgement** of the traditional Aboriginal custodians of this land, the Kulin Nation. Where relevant, official speeches also make reference to **Council's intercultural commitment beyond this**, in line with Council's official vision statement 2017-21 'A Thriving Community Where Everyone Belongs'.

Positively, the Council has a **webpage** on its official website where Council's work for/with people from diverse backgrounds. The webpage includes the Intercultural Plan, information on CALD Advisory Committee, African Communities Working Group and other relevant documents<sup>12</sup>.

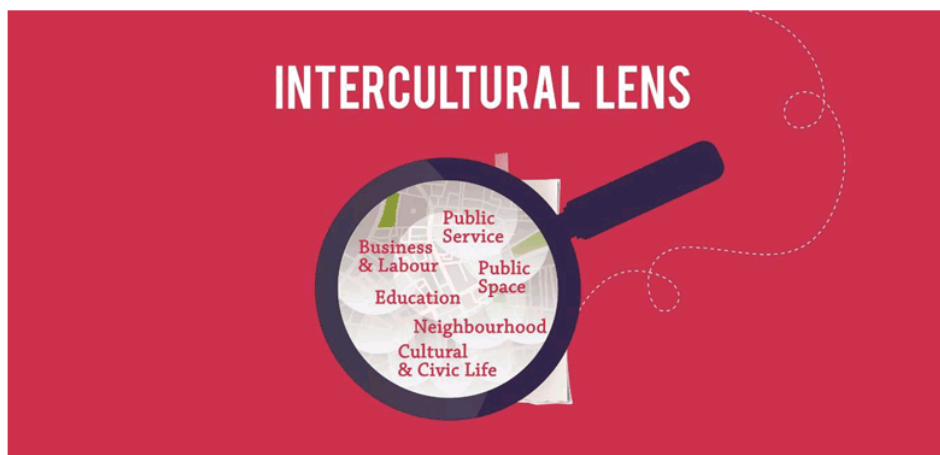
**The Intercultural Plan's initiatives and actions involve a variety of Council service units.** The Intercultural Development Officer works with all these service units to ensure the Plan's initiatives and actions are enacted. An annual report on progress made against each of the key actions within the Intercultural Plan will be presented to Melton City Council's CALDAC. Based on this report and current community context, any adjustments to the following year's Action Plan is then proposed by CALDAC for Council endorsement. Annual reports are made publically available to the City of Melton community.

Finally, **the Council is highly committed to acknowledging the contribution of its local residents through a number of mechanisms.** Recently Council implemented the 'I Belong' project profiling 16 active community members who have made a considerable contribution towards making the City of Melton an inclusive and welcoming place through short video clips and posters.

The Intercultural projects, a part of Community Partnership Program, are acknowledged each year on completion along with other community projects.

Historical Sharing through Partnership, a community project between Marla Aboriginal Women's Group and Melton Historical Council is highly committed to acknowledging the contribution of its local residents through a number of mechanisms.

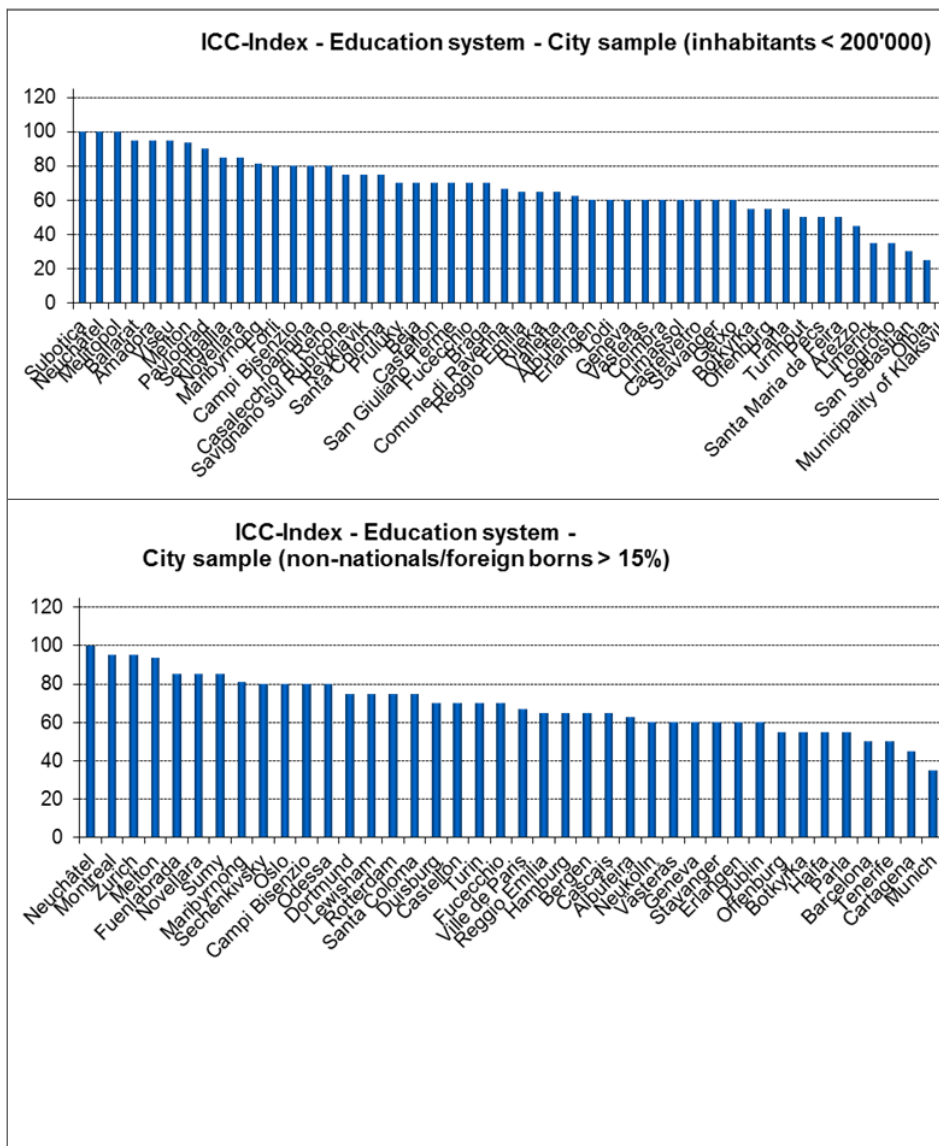
Each Australia Day, Council proudly recognises people whose contributions make this region an even better place to live through the Melton City Council Community Achievement Awards. All nominees will be recognised and awards presented at the following Australia Day ceremony on 26 January each year.



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<sup>12</sup> <http://www.melton.vic.gov.au/Services/People/Cultural-Diversity>

School has a powerful influence in society and has the potential to either reinforce or challenge prejudices in a number of ways through the social environment it creates, the guidance it provides and the values it nurtures.<sup>13</sup>



<sup>13</sup> The term "Education" refers to a formal process of learning in which some people consciously teach while others adopt the social role of learner (ref. [http://highered.mcgraw-hill.com/sites/0072435569/student\\_view0/glossary.html](http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html)).

Melton's education policy indicator reaches **94%**, considerably higher the city's Cultural mix of schools in the municipality reflects the population of the City.

The cultural background of teachers in schools is unknown as Councils in Australia do not have responsibility for teacher hiring. However, given that 49% of Australians in the 2016 Australian Census were either born overseas or have on parent born overseas, it is likely that the teach population in Melton municipality are reflective of student populations<sup>14</sup>.

Alike teachers, it is also unknown whether schools make strong efforts to involve parents from cultural minority. Councils in Australia do not have responsibility for parental involvement, however, the Victorian State Department of Education (the State in which City of Melton is located) mandates every school to establish school council.

Therefore, School councils play a key role in Victorian government schools. Participating as a school council member is a rewarding and challenging experience. The school council supports the principal to provide the best possible educational outcomes for students.

A good practice comes from Melton South Primary School Council where the School Council believes that it is vital to add specific responsibilities and duties to be handed by its members. The School Council consists of the following representatives:

- 6 Parents
- 4 Directorate of School Education Representatives including the Principal
- Up to two members can be co-opted

The responsibilities and duties include Grounds and Buildings, Finances for the school, Education, Fundraising and Community Building<sup>15</sup>.

Schools in Melton carry out many intercultural programmes:

### **1) Student Exchange Programme**

Victorian schools have student exchange programs. The purpose of the program is to allow schools to participate in student exchanges to broaden students' educational experiences and intercultural understanding. Student exchange programs are managed by registered exchange organisations or schools registered for this purpose. The programs range in duration from a minimum of 29 days to a maximum of 12 months<sup>16</sup>.

### **2) Language Programmes in Victorian Government Schools**

In 2016, 1,319 (91.9%) of 1,436 government schools in Victoria offered Languages programs. A total of 378,085 students (65.8 percent of all students)

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<sup>14</sup><http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/by%20Subject/2071.0~2016~Main%20Features~Cultural%20Diversity%20Article~20>

<sup>15</sup> <http://www.education.vic.gov.au/school/principals/management/Pages/schoolcouncil.aspx>  
<http://www.meltonsths.vic.edu.au/school-council>

<sup>16</sup> <http://www.education.vic.gov.au/school/principals/spag/curriculum/Pages/exchange.aspx>

were enrolled in these programs. Of these, 2,378 students were enrolled in taster programs at the secondary level where they studied two languages. There were also 17,382 enrolments at the Victorian School of Languages (VSL), bringing the total number of enrolments in Languages programs in 2016 to 397,845. Twenty-two languages were taught in mainstream government schools in 2016, while 49 languages were studied through the VSL. Table 1.1 provides a summary of enrolments in Victorian government primary and secondary schools, as well as all enrolments at the VSL (including through distance education), for 2016.

### 3) Aboriginal Languages in Victorian Government Schools

Teaching Aboriginal Languages in Victoria is centred on language reclamation, revival and cultural studies. In recent years there has been a significant increase in the number of government schools offering an Aboriginal Languages program. In 2015, 1,308 students studied Aboriginal Languages in Victorian government schools, representing an increase of 11 % from 2014.

Melton Secondary College African Student Club (the Club) is a newly formed student association. The purpose of this Club is to provide support to students from African background with the education related needs, help them celebrate their culture and achieve their full potential at school and in the community. The Club is mentored by an established African student association in tertiary education namely Afro-Australian Student Organisation<sup>17</sup>.

The Cultural Diversity Week is coordinated by the Victorian Multicultural Commission, the celebration extends over one week and coincides with the United Nations Day for the Elimination of Racial Discrimination on 21 March. Furthermore, as schools in the municipality have students from diverse backgrounds, there are programs to celebrate cultural diversity in schools during this week to embrace and celebrate diversity in schools. For example, in 2016 the Council financially supported Kurunjang Secondary College to celebrate the Harmony Day. Over 1000 students from different schools participated in the event. The activities included:

- Cultural Workshops – Japanese Origami, Carnevale Italian Mask
- Making, Chinese Lantern Making and many more cultural activities
- Cultural Entertainment
- Cultural Food – Cooking demonstrations and food tasting
- Cultural Art & Craft Exhibition
- Multicultural Sports
- Multicultural Fashion Parade<sup>18</sup>

Positively, the Council has policies and plans in place to work with the broader community including schools. Some key documents include:

#### 1) Intercultural Plan 2017/21

Under Embrace Cultural Diversity – Theme 1 the Intercultural Plan stipulates:

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<sup>17</sup> <https://www.aaso.org.au>

<sup>18</sup> <http://www.kurunjangsc.vic.edu.au/pec-events/cultural-diversity-day>

1.2 Showcase and celebrate the contributions of people from diverse backgrounds who live, work and study in the City of Melton

1.2.1 Develop initiatives to promote and profile success stories of active community members in the local media and through Council's media channels.

1.2.2 Create and facilitate interactive opportunities for communities from diverse backgrounds to learn about each other's culture and way of life.

## 2) **Municipal Early Years Plan 2014 -2017**

Under the theme 5: *Our Community*, has foreseen an inclusive, connected and child friendly, providing opportunities for children and family to be active participants. This Plan has the following strategies:

- Provide children with opportunities to value the diversity and significance of arts and cultural experiences.
- Create a sense of pride and build local community identity for children through the provision of events and celebrations.
- Support the provision of opportunities to learn about and celebrate the diversity of the community.

## 3) **Youth Strategy 2014 – 2017**

Theme: Engaging, Accessible and Youth Driven Services

2.4 Work in partnership with community groups to identify and address barriers to participation through co-created programs, services and projects

2.4.1 Work with Culturally and Linguistically Diverse, migrants, and/or refugee communities to design and deliver appropriate programs and services.

### **Events and Programs**

The City of Melton celebrates Refugee Week each year in June. This celebration of the positive contributions of refugees to Australian society is key to the City of Melton's understanding of its rich diversity of heritage, and acknowledgement of the benefits that refugee individuals and groups have provided to our community.

Different departments within Council work with schools. Council's Refugee Week event attracted more than 150 students both from primary and secondary schools who attended the event to hear stories of the speakers and engage with the broader community.

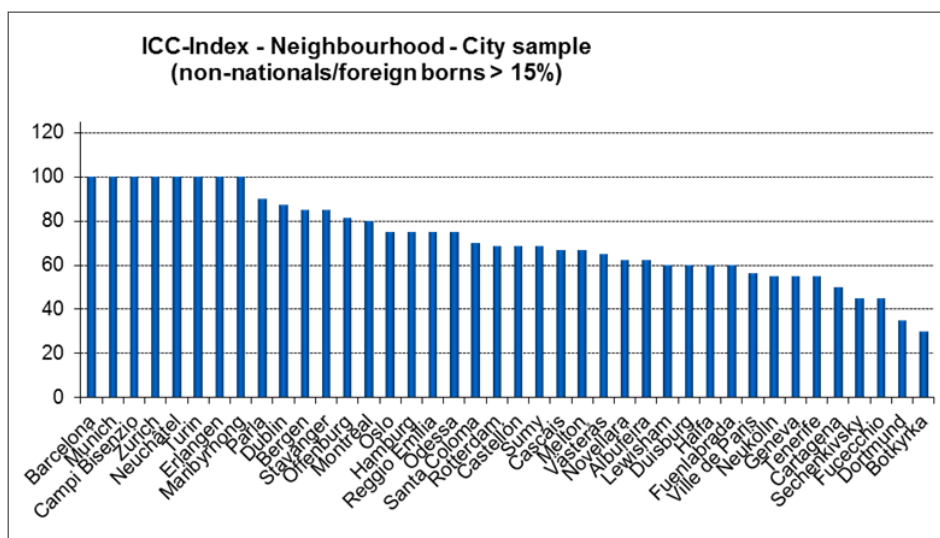
The City of Melton has celebrated the Harmony Day on March 21<sup>st</sup> of every year since 2004. During this time, it has grown into an outdoor festival, incorporating world cuisines, local and regional performances, market stalls, and activities for the whole family. The message of Harmony Day is 'everyone belongs', and aims to engage people to participate in the community, respect cultural and religious diversity and foster sense of belonging for everyone.

Council's Neighbourhood Program Team organises the poster competition in the lead up to Cultural Diversity Week (Harmony Day). School students from across Melton are invited to design a poster that celebrates diversity in our community.



There are two age categories 'Under 7s' and '8-12 year olds'. Winners have their posters displayed in the Caroline Springs and Melton Libraries.





Melton’s neighbourhood policy indicator reaches **67%**, higher than the city sample’s rate of 63%.

As the analysis reveals, **all suburbs of the City of Melton attract people from diverse cultural backgrounds**. There are not any suburbs with 80% or more residents from the same cultural background<sup>20</sup>.

The community inside the local government area **encourage actions** where residents of one suburb can meet and interact with residents from other suburbs. Culturally and Linguistically Diverse Advisory Committee (CALDAC), which is an advisory committee to Melton City Council, is a key opportunity for leaders from diverse communities to play key leadership roles in influencing current and future Council priorities. The committee comprises 7 community representatives, as well as 2 Community Service providers alongside Council staff and Councillors. This committee has overseen the development of the City of Melton’s intercultural strategy, and associated actions since 2006.

The African Communities Working Group (ACWG) is representative of African communities living in the municipality and works together to support the City of Melton to be inclusive of all people, valuing and acknowledging the contribution of cultural diversity and the specific role of African communities within the municipality. Th ACWG is responsible to advise CALDAC/Council on issues and barriers that affect people from African backgrounds who are either living, working, recreating and/or learning in the City of Melton; and to receive and comment on reports relating to Council’s progress in implementing specific strategies to increase inclusion by African communities in Council facilities, programs and activities.

Highly commended in the National Local Government Awards 2015, the Community Partnership Programme brings together community organisations

<sup>20</sup> <http://profile.id.com.au/melton/birthplace>  
<http://www.melton.vic.gov.au/Council/About-the-City/Demographics/Community-profiles>

from different cultural, religious and linguistic backgrounds to work in partnership on a joint project. Community groups partner with one or multiple organisations to work on a project to benefit the community, sharing skills and learning about one another in the process.

Some of these projects have included:

- Iraqi and Burmese communities teaching children to swim
- Indigenous women's Association joining with the Melton Historical Society on a joint project about local Indigenous stories and heritage
- Melton Indigenous Men's Group joining with the Melton Men's shed to exchange traditional arts and woodworking skills.

Organisations and groups participating in the Community Partnership Programme are eligible for supportive funding of up to \$3000 for their project.

Since its establishment in 2014, Melton City Council has supported the **Melton Interfaith Network** to grow and develop from a small core group to a larger governance body and membership. This network seeks to promote understanding and harmony between religious groups in the community.

The 'Melton: I Belong' film project of CALDAC shares short stories of community leaders who come from all walks of life, and all call the City of Melton home. This positive showcase of diverse stories allows insight into the joys and challenges of lives that have spanned continents.

The Council organises a number of major festivals to provide an opportunity for all residents to interact with each other

In 2017, the Djerriwarrh Festival is in its 38th year. The Festival continues to be the highlight of the Melton City community each year, with over 30,000 people set to enjoy the full program of entertainment and activities.

Neighbourhood Houses in Victoria are grouped into 16 regional networks. Melton City Council is part of the Network West.

**Neighbourhood Houses bring people together to connect, learn and contribute in their local community through social, educational, recreational and support activities, using a unique community development approach.** This inclusive approach creates opportunities for individuals and groups to enrich their lives through connections they might not otherwise make.

There are around 400 Neighbourhood Houses across Victoria. As they respond to locally identified needs and priorities, the program at a Neighbourhood Houses in metropolitan Melbourne is likely to be quite different from what's on offer in remote, rural Victoria. This diversity is reflected in the different names they are known by, which include:

- Neighbourhood House
- Community House
- Learning Centre
- Living and Learning Centre
- Neighbourhood Centre
- Community Centre

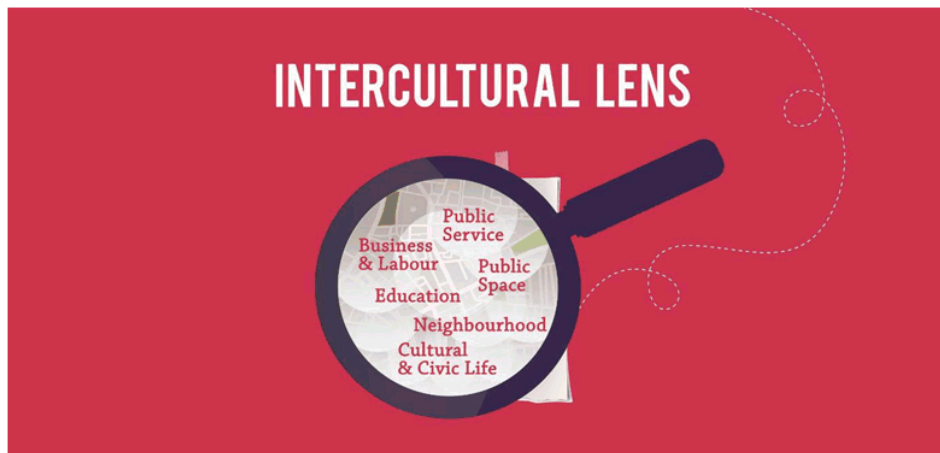
Most Neighbourhood Houses are governed by volunteer committees and run by paid staff, others managed by local government or other organisations. Some provide quality, affordable childcare. Most can provide pre-accredited adult education courses and some are Registered Training Organisations that offer certificate and diploma courses. All offer opportunities to participate, learn, volunteer and get to know your community.

Activities are generally run at low or no cost to participants. Among the most common are:

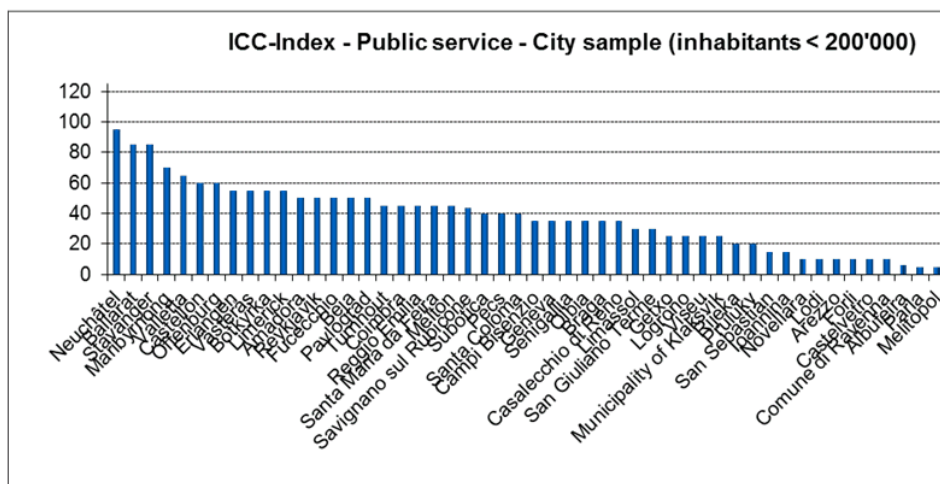
- Health and wellbeing activities
- Art and craft
- Computer training / digital literacy
- Community events
- Community lunches / Social eating groups
- Self help and support groups
- Seniors' groups
- Life skills education
- Play groups
- Internet access
- English as a Second Language<sup>21</sup>.

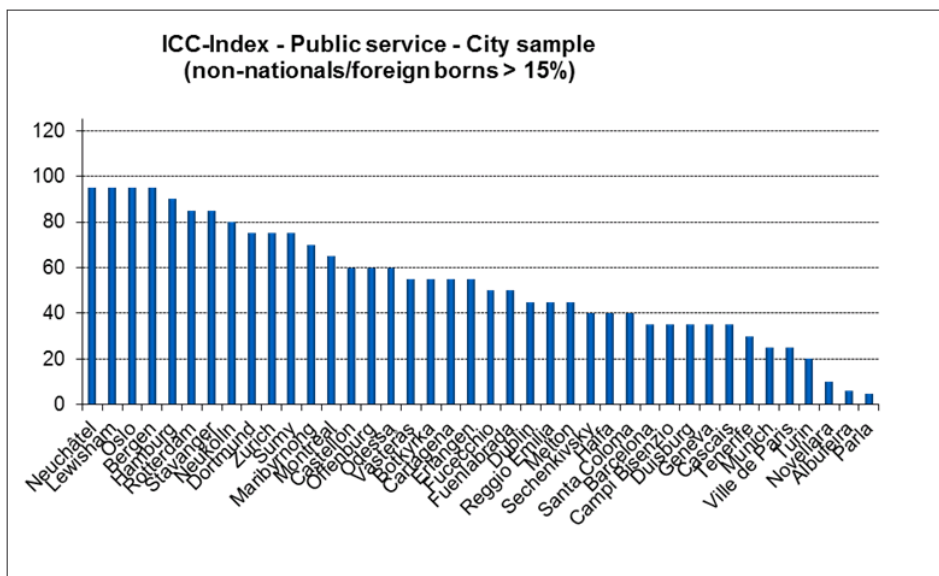
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<sup>21</sup> <http://www.melton.vic.gov.au/Out-n-About/Community-facilities/Venues-for-hire>



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





Melton’s public service rate is the **45%**, higher than the city sample result of 43%.

As the analysis reveals, Melton City Council is proud of its diverse workforce reflecting the community served. As of August 2017, there were 660 employees working at the Council. With staff from every continent, Melton City Council employees speak 31 languages, adhere to 4 religions, and were born in 49 countries. Melton believes that understanding diversity it is an important part of serving local communities, and constantly strive to ensure they are skilled and informed about local and global issues affecting groups in their midst.

As for the recruitment policies, the City Council operates under national and state legislations to ensure t Council’s businesses are conducted in a fair, transparent, accountable, equitable and equal manner.

The **Australian Human Rights Commission Act** (1986), of the Parliament of Australia, makes discrimination for reason of race unlawful. Likewise, the **Racial Discrimination Act** (1975) enshrine equity in law, regardless of race, national or ethnic background. Furthermore, the **People of Australia – Australia’s Multicultural Policy** (2013) and the **Commonwealth of Australia (Department of Social Services)** commit the Australian government to respond to the needs of CALD communities. The Multicultural Access and Equity Policy (2015), guides equitable access to government services. The National Anti-Racism Partnership and Strategy (2012), aims to increase awareness and improve anti-racism practices. The **Multicultural Victoria Act** (2011), foreseen a framework of cultural diversity principles. The **Victorian Charter of Rights and Responsibilities** (2006), provides a mechanism to measure actions and decisions made by an organisation. The **Racial and Religious Tolerance Act** (2001), makes it illegal to vilify anyone on the grounds of race or religion. The **Victorian Equal Opportunity Act** (2010) holistically protects people’s rights to equal opportunities.

Furthermore, the Victoria's advantage stems from the **Multicultural Affairs and Citizenship Policy** (2014), a whole of government commitment to culturally diverse communities with details on objectives and commitments.

The **MAV Statement of Commitment to Cultural Diversity** (2012), through the Municipal Association of Victoria, outlines the commitment and support. The MAV provides to local government actions to positively influencing cultural diversity.

In light of the above legislations **the Council's recruitment process is based upon the principles of merit, equal employment opportunity and confidentiality**. If a position is identified necessitating the Council to work with specific groups, the Council is required to make certain provisions and apply to Victorian Civil and Administrative Tribunal (VCAT) for an exemption.

**The Council also follows industry best practice in cultural recruitment**. For example, with Aboriginal and Torres Strait Islander focused positions, having an Aboriginal person on the panel is part of the recruitment process. Besides, all recruitment panels have both men and women on them. The Council, on its Reconciliation Policy in relation to employment and retention of Aboriginal people, develops strategies and programs to recruit and retain Aboriginal employees within the organisation.

As the analysis reveals, as part of Melton City Council's Reconciliation Policy, the Council prepared an **Indigenous Employment Strategy** (Aboriginal Recruitment and Retention Policy) in 2017. The aim of this policy is to increase local Australian Indigenous participation in employment opportunities. Thus, the Council established the Aboriginal Employment Working Group, an interim group of relevant Council and external stakeholders to discuss local employment needs of the Aboriginal people.

Melton may find inspiration from the city of Stavanger which has designed a **recruitment plan** aiming specifically to increase the migrant/minority representation at the higher hierarchical levels: the external publishing on *Inkludi.no* (a Norwegian recruitment services with main focus on jobseekers from minorities) is mandatory for consultant and managerial positions. Furthermore, if there are qualified applicants with a minority background, minimum one must be summoned to interview.

Positively, the City Council has made a number of submissions to Federal Government **advocating for services appropriate to the people from diverse background**. Council has also submitted a number grant applications addressing the growing needs of our African communities.

Following on from the success of the Australian Rules Football League's Western Bulldogs Community Foundation's "Sons of the West" Men's Health Program, it has been confirmed that the Foundation introduced a sister program, '*Daughters of the West*' from October, 2017. The program is an adaption of the successful men's health program model, targeting the health inequities that are experienced across the western suburbs of Melbourne and Ballarat. The program is also delivered in partnership with the City of Ballarat, Maribyrnong City Council, Melton City Council and Wyndham City Council.

In Oslo there is a large and very active voluntary sector concerned with diversity and it plays a vital role in many things from combating racism and discrimination to the delivery of mainstream public services. One of the most interesting from an intercultural perspective is **OMOD - Organisasjon mot offentlig**



**diskriminering (Organization against Institutional Discrimination).** They provide information, advice, and assistance to organisations in the area of race relations, serving as an ombudsman against institutional discrimination and alleged breaches of civil and human rights in Norway. They also scrutinise the central and local government's rules and policies and their implementation in relationship to minorities and immigrants. Whilst this in itself is an important but rather commonplace set of functions, the way OMOD perceives itself is as an opportunity to appraise OMOD. They pose a challenge to Norwegian society by arguing that integration is not simply an issue for migrants but for all.



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



- Promote the City of Melton as a growing, diverse community and a place of choice to live, work, do business and leisure.
- Facilitate local level partnerships which create and promote a range of learning, employment and pathway opportunities.

Furthermore, the **Western BACE (Business Accelerator and Centre of Excellence)** was established in May 2015. This purpose built business incubator and accelerator has attracted a diverse range of clients and tenants and through the common purpose of generating business growth has actively been bringing people together. The Western BACE is planning to implement a migrant and refugee entrepreneurship program<sup>23</sup>.

The Melton City Council is also implementing a series of information and education sessions for residents to inform, encourage and support start-up businesses, entrepreneurs and social enterprises in the community and provide a safe space for people from all cultures to connect and work together.

As the analysis reveals, Melton City Council has been very proactive in this space, which is reflected in the **Social Procurement Framework** that Council has adopted for its major contracting services. This framework puts focus on tenderers that make a conscious effort into providing opportunities for residents from disadvantaged communities.

However, in order to improve in this field, Melton might also find interesting and thorough the following best practices: an entrepreneurship programme carried out in the Spanish city of Amadora encourages minorities business. The Programme "**Amadora Empreende**" seeks to identify, in association with the youth and people in situations of social vulnerability, individual entrepreneurial initiatives by providing the necessary conditions for developing a business idea. There are two distinct points of action: "A Incubadora Quick" (directed at young people aged 18 to 30 years) and "Quem não Arrisca não Petisca" (directed to people in socially vulnerable positions (women, disabled, immigrants and prisoners). This is intended as a program of selective support, which can give strength and exposure to projects that are often overlooked for lack of support of development or financial support.

This initiative aims to provide a special area of information and awareness for the challenges and opportunities faced in education, training and employment, bringing together in one room schools and businesses. During three days, these companies promote their services, projects and best practices, and some publicize job opportunities and accept resumes from those wishing to apply to offers exposed or make a spontaneous application.

As a part of its Intercultural Strategy, the city authorities of Lutsk (Ukraine) pay particular attention to facilitating the IDPs adaptation in Lutsk through a specially directed policy that involves social adaptation, employment, social activity support, cultural and artistic development. To this end, a coordination point has been established in the city council to coordinate support for families arriving from the Autonomous Republic of Crimea.

In order to facilitate the employment of IDPs, Lutsk City Employment Center launched a series of seminars and consultations – such as "Starting Your Own Business", "Starting Entrepreneur" and "From a Business Idea to Your Own

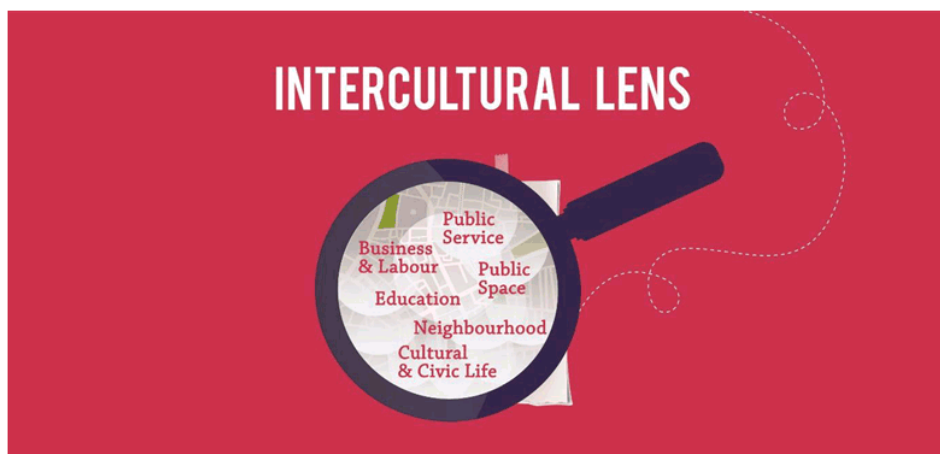
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<sup>23</sup> <http://westernbace.com/about/>

Business" – in collaboration with 8 career centers of the city. Financial support is also provided for IDPs for starting their own business.

These efforts have already brought some good results. Server Zeyinidinov from Crimea, founded his own greenhouse business. Server grows vegetables using Crimean know-how and provides jobs for his fellows from Crimea, who also moved to Lutsk. In addition, the city authorities support IDPs activities by allocating premises for this purpose. A number of IDPs organizations received premises for the activity of their organizations. One of them is the anti-cafe "Innerspace", an initiative implemented in Lutsk by a family of settlers from the Eastern Ukraine. "Innerspace" became an important place for carrying out intercultural meetings, trainings on increasing the level of tolerance, evenings of cultures, etc.

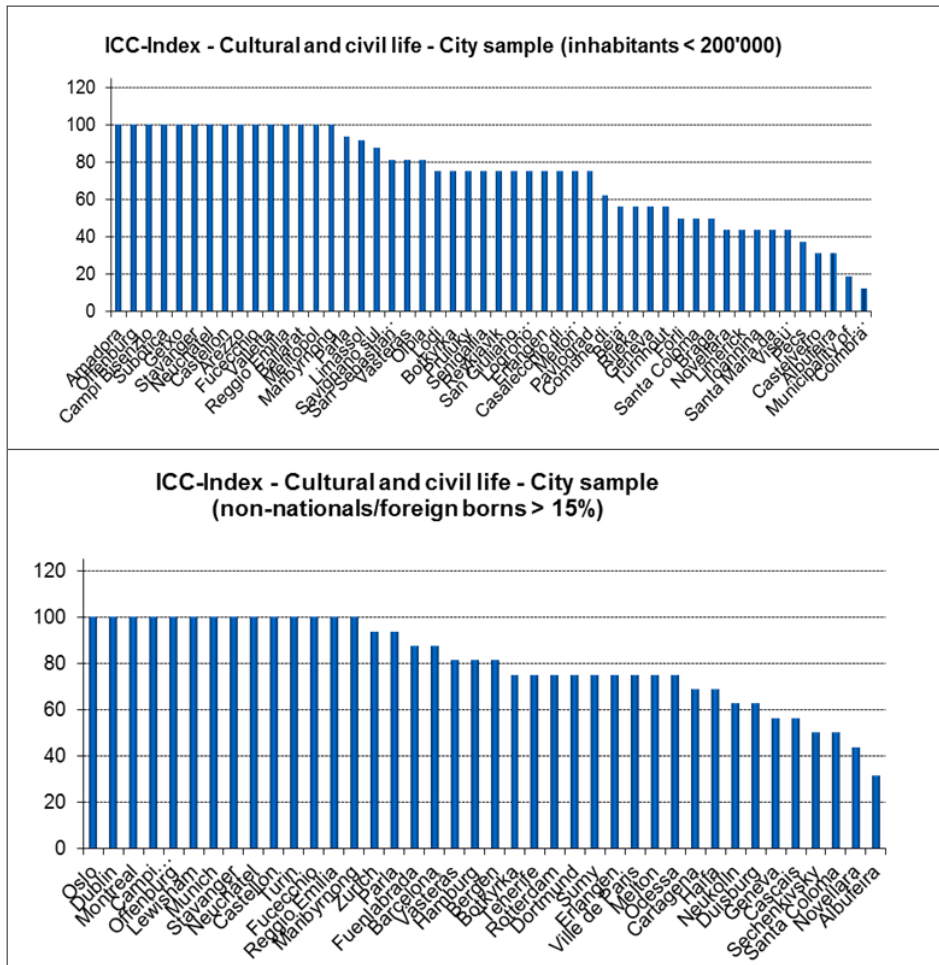
The impact of the policy undergoes annual evaluations. Some results of the action are already visible and positively contribute to the city's life (SMEs development, Innerspace café). The action is being implemented as a result of cooperation between different city departments, career centers, and public and private sector organizations<sup>24</sup>.



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

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<sup>24</sup> <https://www.facebook.com/Луцьк-інтеркультурний-230172114137626/>



Melton achievement for cultural and civil life policy corresponds to the **75%**, higher than the city sample achievement of 74%.

As the analysis reveals, interculturalism is used as a criterion when allocating **grants to associations**. The Council's Grants Program provide funding to community individuals, groups and organisations to support them to lead projects and initiatives that provide a community benefit.

The following categories of funding rounds are available throughout the year.

- Bi-Monthly Responsive Grants - financial support with establishment costs and projects that meet emerging community needs that support people living in the City of Melton.
- Semi-Annual Grants - funding to community groups and organisations

- Youth Advisory Council Grants - funding for young people, across two grant categories: individual or project.
- Environmental Grants - funding for environmental groups working on public land within the City of Melton or working in a public capacity.
- The Club Caroline Springs Grants - funding to community groups and organisations, across two categories: community project and entry-level grants.
- Harness Racing Victoria/TABCORP Park Grants - funding to community groups and organisations, across two categories: community project and entry-level grants.
- Resident Achievement Donations - financial assistance to individual residents to participate in sporting, community, cultural or arts events at a higher than normal level.
- Lydia Lassila Youth Sports Scholarship - funding to encourage and support youth under 25 years of age to progress their sporting career
- Community Partnership Program – providing support to groups based or servicing communities within the City of Melton.

For example, 13 out of 39 approved funding applications were submitted by community groups and organisations from diverse backgrounds.

The Melton 'I Belong' film project of CALDAC shares short stories of community leaders who come from all walks of life, and all call the City of Melton home. This positive showcase of diverse stories allows insight into the joys and challenges of lives that have spanned continents.

The city **organises** on a regular basis **events and activities** in the fields of arts, culture and sport to support people from different ethnic groups to mix.

Furthermore, the city **encourages cultural organisations to deal with diversity and intercultural relations in their productions.**

It is commendable that the city **organises public debates and campaigns** on the subject of cultural diversity and living together.

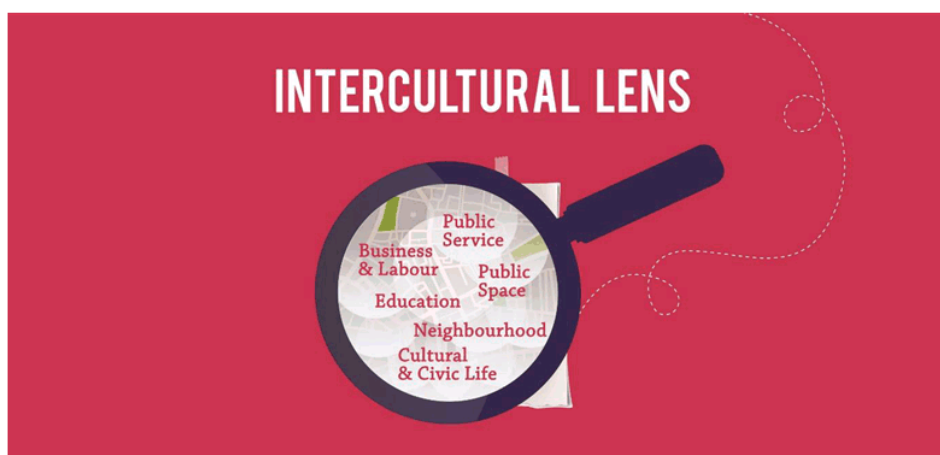
As a suggestion and in order to improve in this field, Melton may find inspiration from some intercultural cities, like Braga and Santa Maria da Feira that prefer theatre as a tool to promote interculturality. Braga's Teatro-Circo, inaugurated in 1915, offers today a wide range of plays and comedies. Moreover, The Braga theatre festival lasts throughout the first half of July and the theatre hosts companies from either Braga or abroad in a variety of locations throughout the city.

Another initiative, Espai Avinyó-Language and Culture Centre, has been providing since 2011 a wide range of cultural activities aiming to be as inclusive as possible, highlighting the importance of interculturality through the masterpieces of artists coming from different cultural backgrounds.

The artistic activities are realized with different formats, such as photography, cinema, dance, music etc. these rich forms of expression mirror Barcelona's multiculturalism, fostering dialogue and strengthening relations between the participants.

Many activities are carried out in partnership with the Barcelona Anti-Rumour Strategy and/or the Barcelona Anti-Rumour Network, these connections foster awareness on cultural diversity, harmony and living together, discouraging stereotypes. Equally important, activities have also the aim of promoting popular and contemporary Catalan culture, stressing the importance of the city's historical and cultural heritage.

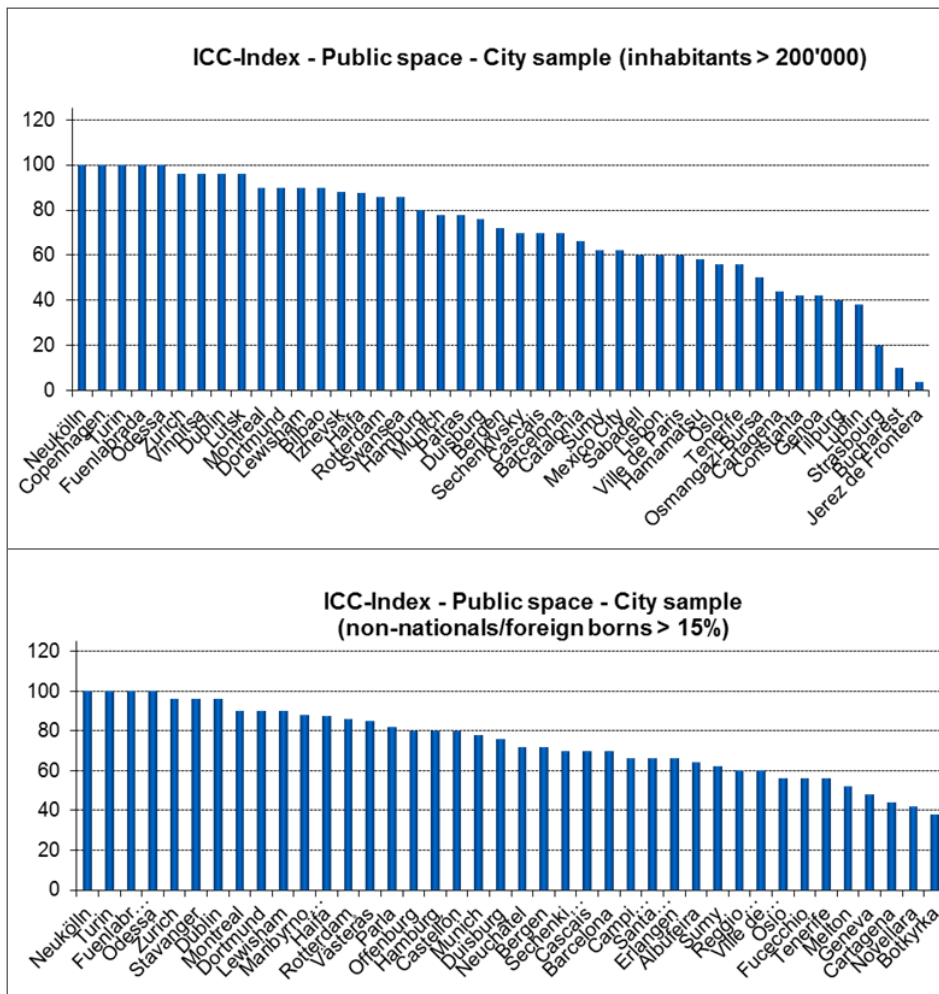
The Language and Culture Centre send a clear message: cultural diversity should be perceived as an enriching element that strengthens connections, fosters creativity, highlighting the values of equality and mutual respect<sup>25</sup>.



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

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<sup>25</sup> <http://ajuntament.barcelona.cat/bcnacciointercultural/ca/espai-avinyo-que-fem>



The rate of achievement of Melton’s public space policy reaches **52%**, lower than the city sample’s rate of 65%.

As the analysis reveals, Melton’s City Council **takes the needs of its residents into account** in the design and management of the new public buildings. Council consults community members have their say and consider their opinion in the design and planning of any new public space or building inclusive of public libraries, playgrounds and other public spaces.

A good practice in this field is the Proposal for **Redevelopment of Melton Central Community Centre**: An Intercultural Settlement, Social & Learning Hub.

Specifically, the Council recently submitted a funding application under State Government’s Growing Suburbs Fund which proposed redevelopment of Melton Central Community Centre. This Centre will house a number of external service providers and well as Council services to provide a range of new community



services to the broader Melton municipality. In particular, there will be a focus on the provision of a range of services for our rapidly growing culturally and linguistically diverse community.

The Hub will provide vital community infrastructure including AV-equipped classrooms, hireable community space, a student and community lounge area, shared professional working space and a number of interview rooms from where services can be provided on site.

Furthermore, Melton City Council respects the religious and spiritual diversity of its employees. The City recognises that some faiths require religious and spiritual observance such as prayer during working hours. It also recognises people who do not practice a religion may require access to a quiet room to take a break and spend some time in peace and quiet. To support this, the Council has a **Prayer/ Quiet Room**. The Prayer/ Quiet Room is located in the Civic Centre. This room is designed to be a welcoming, open and accessible space for all Council staff.

**Council Community Engagement Guidelines** stipulates on how to engage with community. Indeed, different groups will likely have different needs and preferences in how you conduct the engagement. For example, young people of school age may prefer face to face engagement, but will likely not be independently available during schools' hours; working parents may prefer online engagement to fit around their schedules; and Culturally and Linguistically Diverse groups may require less written and more verbal engagement – and in some cases interpreters. Specialist staff have developed guide sheets for those undertaking these engagements. It is worth stressing that Council is strongly committed to consulting and engaging with communities from all backgrounds in developing any initiative or remodeling a public space.

On a tactical level, we would like to suggest that the network of community playgrounds in a city, designed for all ages and each one designed uniquely can better encourage intercultural mix in Melton; because play provides the ideal opportunity to interact and engage. Therefore, Melton should aim at creating and supporting community play-spaces either in existing void public spaces, or not fully utilised spaces. [Here](#) is an interesting example of an urban play project for diversity.

As suggestion, the city of [Barcelona](#) places enormous 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:

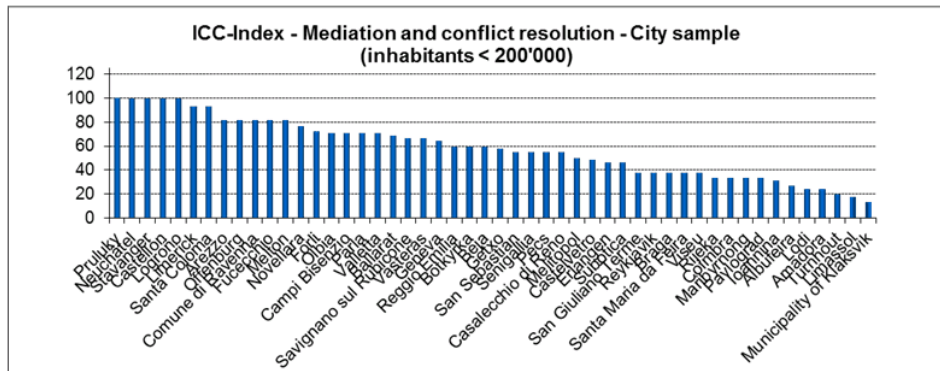
- Inter-group roundtables that could involve representatives from urban planning and, for example: Committee for public spaces and Committees for coexistence;

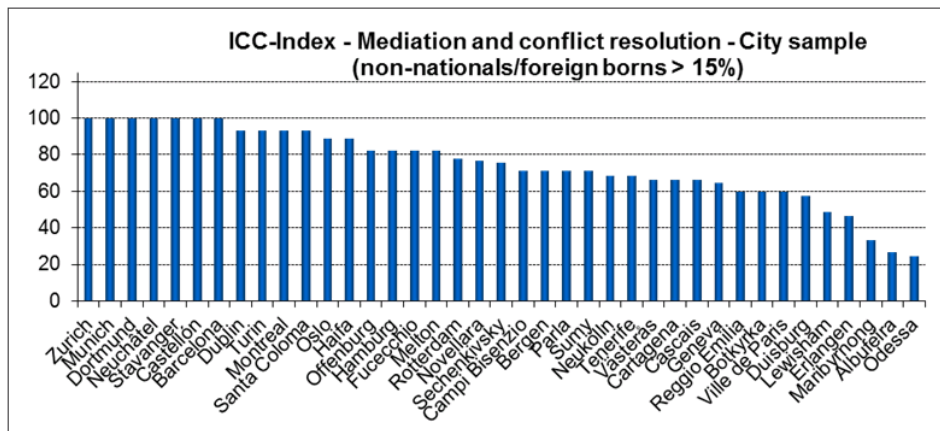
- Inter-group committee for immigration;
- Promotion of bilateral relations through bridges for dialogue, between the area for urban development and other areas at the Council.

A further clause of the Plan calls for the integration of the neighbourhood scale into the practice of urban development to reconstruct dialogue, consensus and the involvement of citizens.



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





The rate of achievement of Melton mediation and conflict resolution policy is **82%**, higher than the city sample’s rate of 63%.

Melton **does not have a municipal mediation service**. However, when/if required for neighbourhood disputes, the City Council makes referral to appropriate services.

The City Council organises Conflict Management Training for community groups to provide them with skills to manage their disputes well. The city council also runs training for community groups on a variety of topics to help them run their groups and activities effectively and efficiently.

**Cultural awareness sessions** are delivered in the Community Leadership Program that the Council runs each year.

Since establishment in 2014, Melton City Council has supported the **Melton Interfaith Network (MIN)** to grow and develop from a small core group to a larger governance body and membership. This network seeks to promote understanding and harmony between religious groups in the community. The Network has 30 members representing different faith groups. The Network members organised many events with the aim of promoting interfaith understanding and harmony. Recently the Network members organised *Iftar Dinner*. It was attended by 227 people from different walks of life. Faith leaders from Islamic, Christian and Indo backgrounds highlighted the significance of fasting from their faith perspective.

MIN organised a bus tour of Places of Worship which brought together 30 community members visiting local places of worship which included a mosque, an Indo temple and a church.

Positively, the Council provides **cross-cultural communication training** internally.

Melton does not have a hospital in the municipality, but provide **cross-cultural training and support to our local community health provider**. We support Victoria Police in their intercultural consultation, but they have their own policies in this area.

However, to answer all these challenges, Melton might wish to consider following Reggio Emilia’s example to mediate and to prevent/solve conflicts. The

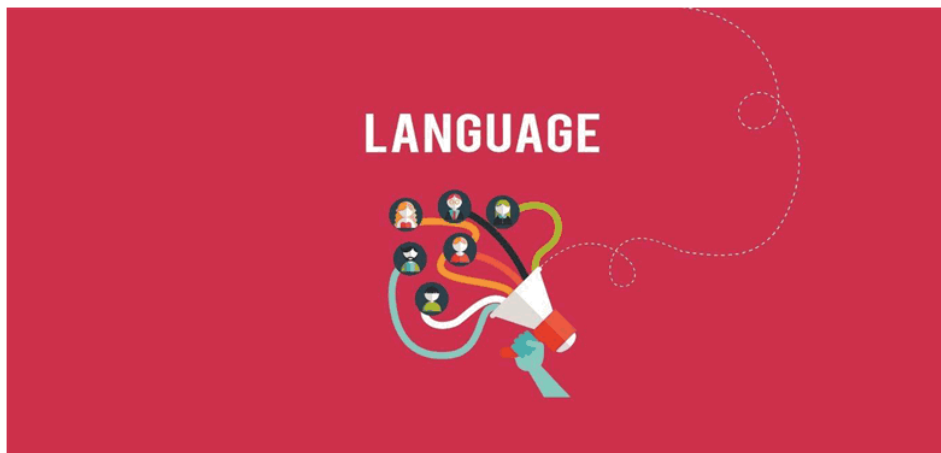
intercultural centre "Mondinsieme" welcomes a great variety of ethnic and language backgrounds and offers support and assistance. For example, the Mondinsieme has great expertise in training mediation workers and supplies staff for schools and hospitals. Reggio Emilia has established an Intercultural centre with trained mediators with a variety of ethnic and language backgrounds who intervene whenever they feel a problem might arise - for instance if kids in some schools tend to cluster too much on ethnic basis.

Furthermore, municipal services keeping communication channels to avoid cultural and religious conflicts are supported in the city of Bergen. The city has introduced many initiatives to achieve its mediation and conflict resolution policy objectives. Bergen has set up a generalist municipal mediation service which also deals with cultural conflicts. It 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 has also 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.

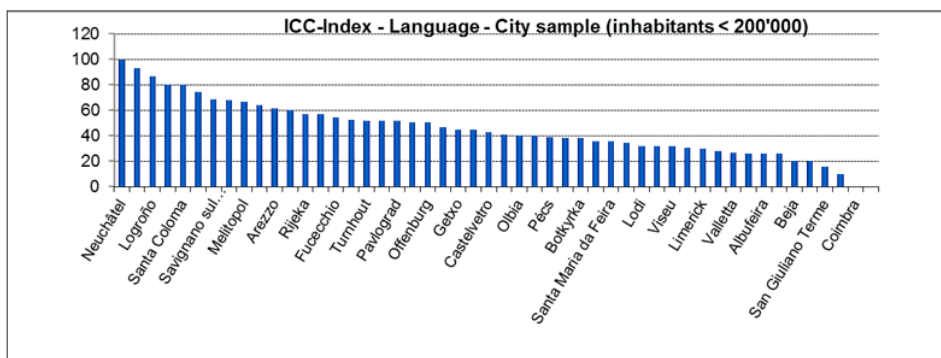
Cascais is successfully carrying out the *Educa.gz* programme: through entertainment, mediators educate children helping them to improve their lives. This project minimises negative behaviours, both through the animation of playgrounds, as well as signalling and monitoring of situations of greater complexity. In fact, during the school year, the project establishes a systematic connection with various schools and it enhances existing relationships, both institutionally and at community level, finding creative solutions to integrate children in the society.

Another interesting example comes from Copenhagen, where the Din Betjent (Your Police Officer) is also a service provided to the citizens: local police officers engaged in dialogue in order to bridge understanding between police and citizens.

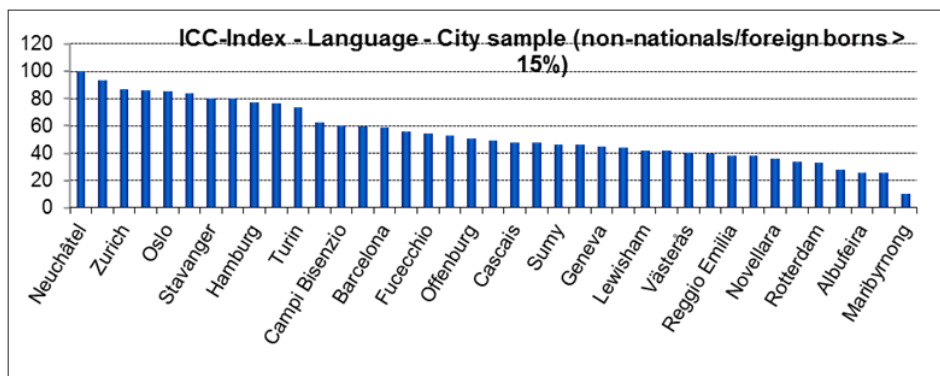
Similarly, Ballarat's Mayor has been hosting interfaith dialogues with various faith leaders in the Grampians region and the Valletta Local Council takes care of keeping the dialogue open with Christians, Jews and Hindus, for example by organising events to involve the Jew community, such as Hanukah.



The learning of the language<sup>26</sup> of the host country by migrants is key issue for integration. However, there are other considerations in an intercultural approach to language. For example, in cities where there are one or more national minorities (or indeed where there is indeed no clear majority group) there is significance in the extent to which there is mutual learning across language divides. Even in cities where recent migrations or trade connections have brought entirely new languages into the city, there is significance in the extent to which the majority are prepared to adopt these languages.



<sup>26</sup> By language we understand an abstract system of word meanings and symbols for all aspects of culture. The term also includes gestures and other nonverbal communication. (ref- [http://highered.mcgraw-hill.com/sites/0072435569/student\\_view0/glossary.html](http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html))



Melton’s language policy rate is **26%**. This result is lower than the cities’ average score of 48%.

Melton’s Council provides and advocates for some professional language learning opportunities. An example is the West Primary School that delivers a regular *Woiwurrung* Aboriginal Language class to its Prep students.

The Council’s Community Learning Board (CLB) has been a strong advocate for increased access to professional language learning opportunities in the municipality, particularly for newly arrived residents. The CLB has also sponsored various language programs and supported VicSeg New Futures in a number of initiatives in this space<sup>27</sup>.

The Council does not advocate locally for minority print and online media sources, radio programs, and TV programs that cater for culturally diverse residents in this local government area, both in minority languages and in English. However, Melton strongly support of the local Community Radio Station, which broadcasts in a number of community languages. Moreover, Australia has a federal government funded television broadcaster, SBS, which provides culturally diverse content. There are also a range of radio programs in other languages conducted by SBS and local radio station 3CR<sup>28</sup>.

Furthermore, the Council supports communities celebrate significant days in their calendars. For example, Council supported the Spanish speaking seniors to celebrate Independence day of various Hispanic and Latin-American backgrounds represented in the club. The Council also supported Macedonian Seniors to celebrate Macedonian Independence Day (ILINDEN).

In 2017, Council, working in partnership with Wurundjeri Land Council, delivered a *Woiwurrung* Aboriginal Language workshop to the wider community.

It is commendable that the Melton’s Council was recently awarded a grant to work in partnership with Djerriwarrh on a project that is developing an adult reader and teacher resource designed to raise awareness and familiarity of library services amongst local people with low literacy, whilst improving basic reading, writing, listening and speaking skills. The adult reader and resource supports the learner to be actively introduced and engage in the library experience through a relatable

<sup>27</sup> <http://www.vicsegnewfutures.org.au/>

<sup>28</sup> [http://www.3cr.org.au/program\\_list](http://www.3cr.org.au/program_list)

narrative style. The reader and teacher resource will be used through both the library's induction experience where individuals or local providers of Language, Literacy and Numeracy (LLN) classes visit the library and access the resource to embed learning, as well as library staff actively responding to local needs by incorporating outreach library staff visits to local providers.

Despite these remarkable efforts, support of minority groups residing in Melton should also be ensured in other local and mainstream media. The city of Ballarat is proactively working on this issue: it has established collaboration with the 99.9 Voice FM – Ballarat Community Radio. Today, the radio station offers a weekly radio program to be conducted by the Multicultural Ambassadors in minority languages. Newspaper columns, radio and/or TV programmes in a minority language would hugely benefit interculturality, facilitating integration and reinforcing the feeling of belonging.

In the city of Stavanger, for example, the Johannes Learning Centre (Joannes Læringscenter) is providing mandatory tuition in Norwegian language and culture for immigrants between 16 and 55 years old having a resident permit, as well as the possibility to attend these courses for people over 55. The Centre is open during the day, in the evenings, and online. Special mother-child groups are organised so that stay-at-home mums can learn and practice Norwegian together.

The city of Sabadell also runs different projects targeting especially non-working women, like the workshop "*Touch and Participate*" and "*Artertia technique*" involving women who had no knowledge of the language as well as some indigenous women. These workshops use theatre performances, as well as the creation of textile art pieces as tools to favour communication and socialisation. The work of these women is subsequently exposed to all neighbours to raise awareness and draw attention to those positive intercultural relations.

Finally, the Welcome App, developed by the German city of Erlangen, helps a considerable number of refugees coming to Germany who are overwhelmed by the foreign culture, unable to cope with the resident administrative systems and paralysed because of the language barrier. Still, a lot of these people are in possession of a smartphone. This is why the city of Erlangen decided to develop an app for android, iOS and Windows devices in 2016.

This application offers information about common tradition and the way of life in Erlangen and Germany, as well as facts regarding asylum law and where to get advice of any kind. Telephone numbers and addresses are also listed, such as emergency numbers and contacts of the municipal office.

The app has been promoted by flyer and is available in six languages: German, English, French, Farsi, Arab and Russian. In case of no internet access, the application works additionally offline. The app was downloaded almost 2 400 times by the end of March 2017<sup>29</sup>.

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<sup>29</sup> [https://www.erlangen.de/desktopdefault.aspx/tabid-1783/4026\\_read-33409/](https://www.erlangen.de/desktopdefault.aspx/tabid-1783/4026_read-33409/)







To improve, Melton might wish to consider these good practices:

In 2017, 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 has just launched a new awareness-raising campaign **to counter cyber-racism and intolerance spreading out through the internet and social media**. Under the slogan, #Liberalareddeodio (free the net from hate), this campaign aims at raising awareness on the risks and prejudices deriving from the spreading online of hate speech and intolerance. The campaign will implement several awareness actions on social media, in the streets and in schools. It is worth recalling that the initiative "Together in the same direction" is promoted by the insular Area of Employment, Commerce, Industry and Social-economic Development, along with La Laguna University thorough its General Foundation and the Migration Observatory of Tenerife, Obiten. The actions of this new campaign will target online racism, which stands out for being more dangerous, faster and immediate, persisting in time and having a greater impact and scope. Another important feature of this type of racism is the misinformation about the consequences of the spreading online of hate speech against specific individuals or groups, which worsens the coexistence in a diverse and intercultural society such as Tenerife.

The Parisian association: *Maison des journalistes étrangers* (House for foreign journalists) is an association that welcomes foreign journalists persecuted in their home country in defense and promotion of the freedom of expression.

In Bilbao (Spain) there has been set a **web application** to promote inclusion and integration while fighting rumours and stereotypes. The main metaphor used in the Bilbao communication campaign is the umbrella as a defence against rumours that fall from the sky. It has developed a short game, in two forms of a scratch card and a Web app, that can allow the user to assess whether they are 'protected' from or 'drenched' by rumours. Following a series of fact-based questions, it tests the **degree of knowledge** that people have about immigration, and illustrates the truth or otherwise of common rumours about immigrants. A final score is given, indicated the degree of 'protection' from rumours. By disseminating this information more widely in social networks, the user may obtain additional 'medals' and join the campaign for the values of **multiculturalism**, social cohesion and combating racial discrimination



As the analysis reveals, Melton City Council is **committed** to lifelong learning by fostering a community culture that encourages the continuity of learning at all age levels and providing high quality learning opportunities for all residents of the municipality.

The City of Melton's overall vision for the municipality is to **make it a vibrant, proud, growing and healthy community offering lifestyle choices**. Linked to this vision is a commitment to building a world class learning community. To achieve this vision, Council recognises, that as a key stakeholder, it must foster a community culture that embraces and encourages the continuity of learning at all age levels and across all cultural boundaries.

The agreed mission of the Community Learning Board for 2015 to 2018 is: A Learning City generating lifelong learning opportunities to grow our community's social, cultural, economic, environmental and personal well being

The Board also recognises it has a responsibility to promote Melton as a Learning City and as a member of UNESCO Global Network of Learning Cities (GNLC) to establish and maintain links with lifelong learning networks locally and internationally for the purposes of research, intercultural growth, economic development, international collaboration and knowledge exchange to enable continuous improvement and best practice.

**Melton City Council was awarded status as a member of UNESCO's Global Network of Learning Cities (GNLC) in 2015.** The award was welcome recognition for the long journey that Melton had travelled in the quest to make lifelong learning a fundamental part of life in Melton. Council actively supports the provision of a wide variety of learning opportunities for all aspects of life, across all stages of life that are available to all residents across the municipality. The underpinning belief of Council is that building a learning city will result in many benefits, including 'more empowered citizens, improved social cohesion, increased economic and cultural prosperity, and more sustainable development' (UIL, 2013b).

Melton is internationally recognised as a leading city in lifelong learning and the ongoing focus and support from the well-established Community Learning Board (CLB) is testament to that. The CLB published Melton's Community Learning Plan 2015-2018. In this plan, Melton shares with GNLC, the goals of achieving individual empowerment, social cohesion, economic development, cultural prosperity and sustainable development.

The city's Community Learning Board (CLB) has long believed that access to quality lifelong learning opportunities improves people's lives and the community's social and economic well-being. Furthermore, the City of Melton and its CLB recognise the value of aligning their goals and strategies to developments in other Australian and international learning cities. Melton believes that being involved with the GNLC will expose the city to current research and provide opportunities to share learning and best practice. This will make it possible to make further improvements to Melton as a learning city.

The City of Melton does not have a university located in its municipality, however, Melton Schools such as Heathdale Christian College specifically attract International students<sup>31</sup>.

Furthermore, the Council organises **Careers Expo** which provides the public, including young people and job seekers, with the opportunity to speak with industry professionals about their future education and employment aspirations. The Careers Expo works alongside, and in partnership with, local secondary schools, Victoria University Tertiary Information Sessions and Brimbank Melton Local Learning and Employment Network. It allows students to have a unique experience and consider the information received at the Expo when making well-versed career and educational decisions.

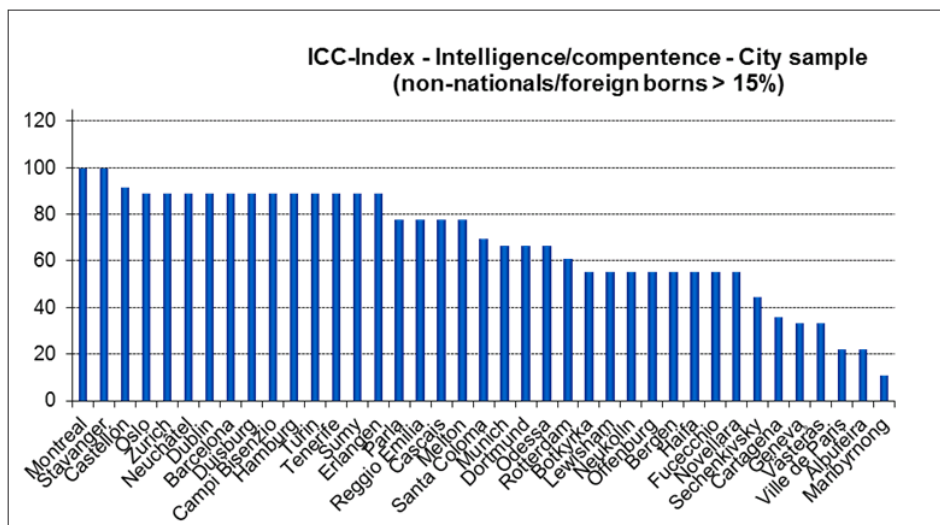
This event is designed to assist the community with options for employment opportunities, education, training and apprenticeship information.

Finally, as the analysis reveals, the Council does not have a department or committee with a specific responsibility for monitoring and developing the city's openness to international connections; however, the UNESCO and Intercultural Cities Programme international networks are the responsibility of the Community Planning Department.

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<sup>31</sup> <http://www.education.vic.gov.au/school/students/Pages/international.aspx>





The attainment rate of Melton in the field of intercultural intelligence competence policy is **78%**, higher than the city sample's rate of 60%.

In Melton, **information** about diversity and intercultural relations **are mainstreamed** to inform the city government and the council's process of policy formulation.

**Council Community Engagement Guidelines** stipulates on how to engage with community. Different groups will likely have different needs and preferences in how you conduct the engagement. For example, young learners of school age may prefer face to face engagement, but will likely not be independently available during schools hours; working parents may prefer online engagement to fit around their schedules; and Culturally and Linguistically Diverse groups may require less written and more verbal engagement – and in some cases interpreters.

To this aim, specialist staff have developed guide sheets for those undertaking these engagements, with the following groups:

- Young people;
- Seniors (65+);
- Culturally and Linguistically Diverse communities;
- Aboriginal and Torres Strait Islander communities;
- People with a Disability.

Furthermore, the Council developed an Intercultural Discussion Paper which formed the basis of the Intercultural Plan. It was an extensive document which had references of international, national and state research papers and policy documents as well as summary of the key stakeholder agencies and community consultation.

Likewise, the Council conducts **Annual Household Survey**. A research organisation was commissioned by Melton City Council to undertake its third Community Satisfaction Survey. The survey has been designed to measure community satisfaction with a range of Council services and facilities as well as to

measure community sentiment across a range of additional issues of concern in the municipality.

The Community Satisfaction Survey program comprises the following core components which are included each year: Satisfaction with Council's overall performance and change in performance<sup>32</sup>:

- Satisfaction with aspects of governance and leadership;
- Importance of and satisfaction with a range of Council services and facilities;
- Issues of importance for Council to address in the coming year;
- Community perception of safety in public areas of Melton Housing related financial stress;
- Food security;
- Satisfaction with Council customer service;
- Respondent profile.

In addition to these core components that are to be included every year, the Melton City Council – 2017 Community Satisfaction Survey includes questions exploring current issues of importance that reflect Council's current requirements. The 2017 survey includes questions related to the following issues:

- Preferred methods of receiving / seeking information from Council;
- Traffic and parking;
- Sense of community;
- The Learning Directory

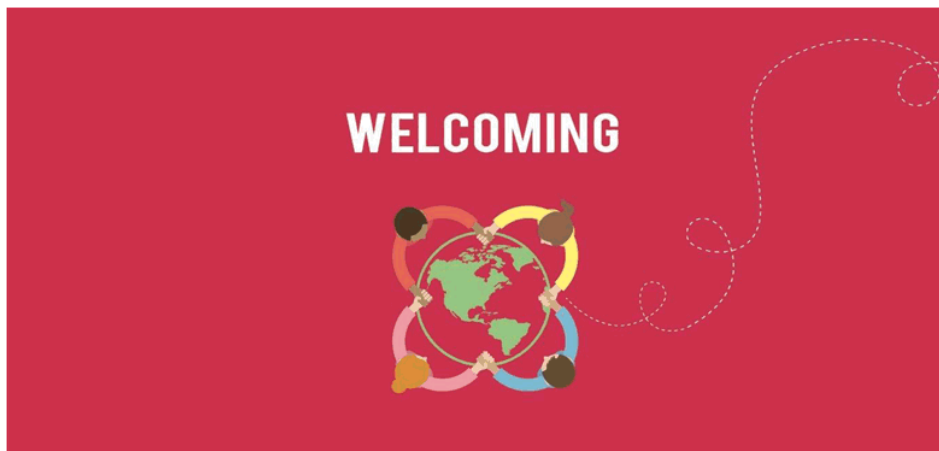
The Council ensures responsiveness to the growing needs of its diverse community by building on existing policies and programs and developing the cultural competency of the organisation by equipping its staff with knowledge and skills to effectively communicate and work with people and communities from diverse backgrounds.

Finally the Council runs **Intercultural Communication Skills Program** and works with **Interpreters training program** using blended methods of delivery which involves online and workshop setting discussion.

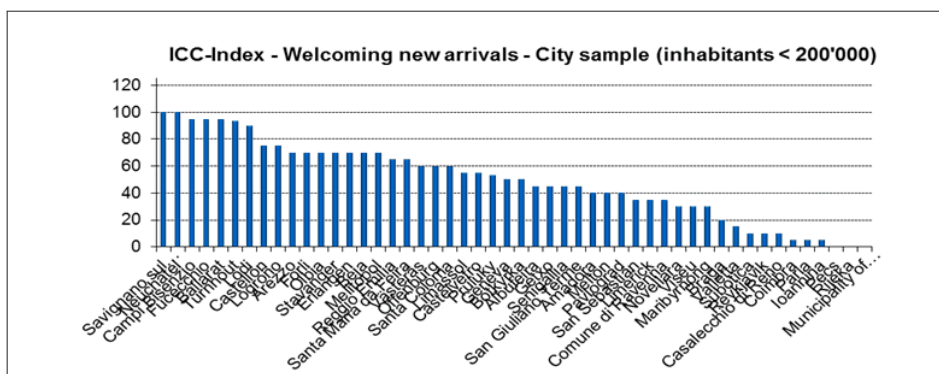
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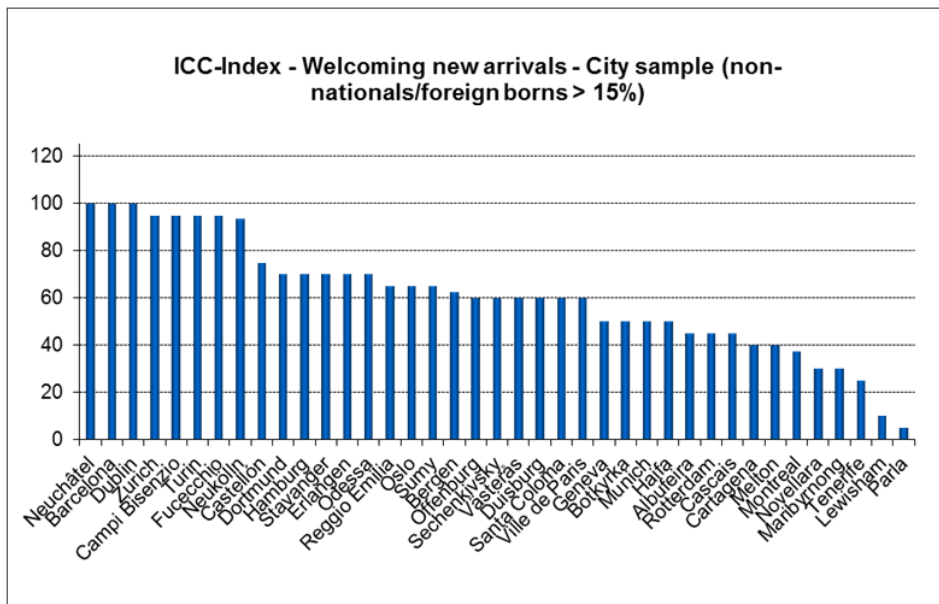
<sup>32</sup> <http://www.melton.vic.gov.au/News-Media/Council-conducts-Household-Customer-Satisfaction-Survey>





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





The attainment rate of Melton welcoming policy is the **40%**, a lower result compared to the 54% of the City’s sample.

The primary task of welcoming newly arrived people on humanitarian grounds rests with the **Migrant Resource Centres** and other community organisation who are funded by Federal and State funding bodies to deliver settlement services.

Specifically, the Council **works closely** with such organisations to help them operate their services smoothly and work in partnership on joint projects and initiatives. For example, the Council provided **office space for New Hope Foundation who primarily delivers settlement services for newly arrived people.**

Federal Government provides funding for a number of organisations to deliver settlement services to newly arrived people from including refugees and asylum seekers. The Humanitarian Settlement Program will build skills and knowledge for social and economic wellbeing of humanitarian entrants through a needs-based case management approach. There a range of other programs address the needs of the same cohort of people<sup>33</sup>.

The city of Melton also participates in Refugee Week (insert other examples) and support our Interfaith Committee to participate in activities such as Refugee Week This was a suggested new initiative at the recent Community Planning day and will be considered as part of the new Intercultural Plan implementation.

To facilitate integration, a good welcoming is a good first step. Therefore, to improve in this field, Melton may wish to consider an effective welcoming initiative as implemented by Neuchatel. Here, a Council meeting is held every 6 months to greet all its new arrivals. This is not only an occasion to be welcome but also to

<sup>33</sup> See the following link for more information: <https://www.dss.gov.au/settlement-and-multicultural-affairs/programs-policy/settlement-services>

obtain information about the administration, life and population of the city. Also, in the city of Tillburg there is a special ceremony each month in the town hall for the people who passed the exams of the integration programme. Each month the alderman can congratulate about 30 people. Once a year, a great party is organised by the municipality for all new residents.

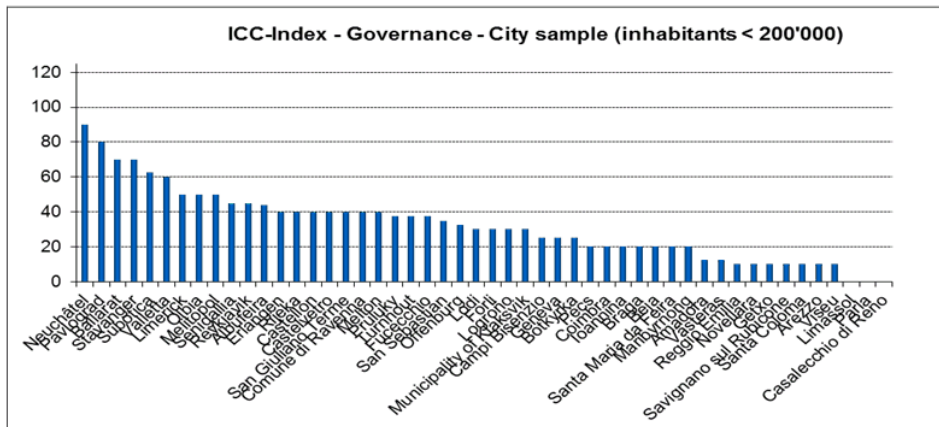
In the Norwegian city of Bergen there is a programme called **Kaleidoscope** that encourage cultural and social mix through art and sport activities. Bergen's cultural and civil life policies are full of events and activities in the fields of arts, culture and sport to encourage inhabitants from different ethnic groups to mix. Kaleidoscope (Fargespill) is an art project where young Norwegians and newly arrived migrants meet and create music together. Similarly, the FIKS Bergen initiative promotes cooperation between different sports clubs to include people from migrant background in their activities, and they organise an intercultural day to introduce people to their activities.

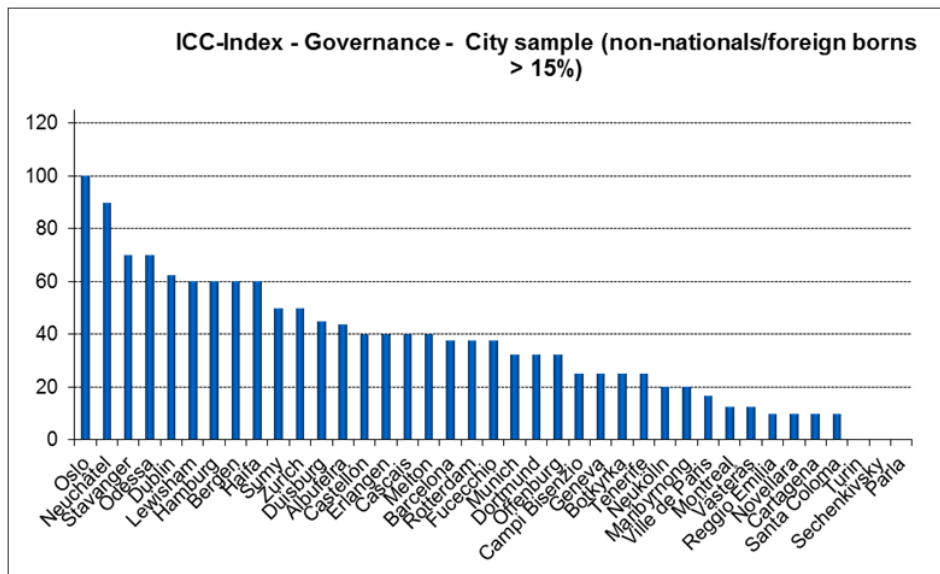
Finally, it is worth mentioning the "**Give Something Back to Berlin**" (GSBTB) foundation, which is a fine example of a civil society initiative that thinks "out of the box" and actively combats negative refugee stereotyping. Launched in 2013 GSBTB aims to bring together more privileged migrants, German locals and more vulnerable migrants such as refugees. It provides the catalyst for diverse projects and innovative collaborations in which refugees play a key role. GSBTB now works with over 700 volunteers from over 50 different countries in over 60 social projects across the city. Activities include language teaching for refugees, refugee buddy programmes, dance, music and creative workshops, homeless centres, mentorship programs for underprivileged youth, working with the elderly or creative work with children.

What is specific to GSBTB is that refugees are not considered as recipients of information and assistance but as partners empowered to create and co-create their own projects to fulfill their needs and start their new lives in Germany. Alex Assali, a Syrian refugee who arrived in Berlin last year, has recently received large media coverage for what he is doing to "give something back to German people." Every Saturday since August last year, Alex Assali has set a food stand outside Alexanderplatz station where he serves warm meals the Berlin's homeless. He pays for the ingredients with the 120€ he manages to save each month on the € 359 he receives from the German government. Unsurprisingly it was only after his story had gone viral on the Web that the traditional media picked it up.



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





The analysis of the questionnaire shows that Melton’s governance policy achievement rate achieved **40%**, a higher than the city sample’s result of 34%.

As the analysis also reveals, the Australian Government national law states that only Australian citizens can vote in elections.

The cultural background of the Council's elected representatives reflects the diversity of the city’s population. In fact, the City of Melton currently has nine serving Councillors. Of these, the Mayor is Greek, one Councillor is Egyptian-Lebanese, one is Scottish, two are from former Yugoslavia and one is Italian.

Moreover, the Council have an advisory body to represent cultural minorities and deal with diversity matters, which is independent of the local government authority.

**Culturally and Linguistically Diverse Advisory Committee (CALDAC)**

This advisory committee to Melton City Council is a key opportunity for leaders from diverse communities to play key leadership roles in influencing current and future Council priorities. The committee comprises 7 community representatives, as well as 2 Community Service providers alongside Council staff and Councillors. This committee has overseen the development of the City of Melton’s intercultural strategy, and associated actions since 2006.

**African Communities Working Group (ACWG)**

The ACWG is representative of African communities living in the municipality and works together to support the City of Melton to be inclusive of all people, valuing and acknowledging the contribution of cultural diversity and the specific role of African communities within the municipality.

The ACWG is responsible to:

- 1) Advise CALDAC/Council on issues and barriers that affect people from African backgrounds who are living, working, recreating and/or learning in the City of Melton.
- 2) Receive and comment on reports relating to Council's progress in implementing specific strategies to increase inclusion by African communities in Council facilities, programs and activities.

#### **Melton Interfaith Network**

Since establishment in 2014, Melton City Council has supported the Melton Interfaith Network to grow and develop from a small core group to a larger governance body and membership. This network seeks to promote understanding and harmony between religious groups in the community.

We would recommend the city of Melton to improve the representation of minority in mandatory boards supervising schools and/or public services, and also to reinforce the existing initiatives that aim to **encourage migrants and minorities to take part in the political life.**

Positively, the city's roadmap to a formal intercultural integration is promising to culturally diverse leaders in the future. Hopefully, they will emerge and be supported over time to take on further leadership responsibilities across the municipality.

To this aim, the Council Community Engagement Framework, outlines the Council's approach to community engagement. It provides structure and guidance for Council's joint-up commitment to high quality, consistent and well evaluated community engagement processes that contribute to Council decision making.

Specifically, the Framework:

- Establishes consistent, coordinated and transparent processes for Council's community engagement activity;
- Assists with the effective and efficient use of Council resources to ensure a balanced and targeted approach to community contact, avoiding over consulting and effort duplication;
- Considers the various needs and forms of engagement required for different categories of our community, including diverse demographic groupings and the distinct needs of new and existing communities;
- Ensures processes are implemented by Councillors, staff and employed contractors and consultants;
- Ensures relevant decision making takes into account the outcomes gained from engagement processes;
- and Ensures our community (where appropriate) is kept informed of decisions stemming from Community Engagement.

Perhaps the city might wish to follow the example set by the city of Paris where 123 "*conseils de quartier*" or "neighbourhood councils" are open to all residents, regardless of their nationality, and allow people to express their opinions and proposals on issues that affect the neighborhoods, such as development projects, neighborhood life, and all the strategies that could potentially improve the quality of life. The Councils are a bridge between the citizens, the elected officials and the Mayor.

Also in the city of Stavanger, before every election, each local election brochures are distributed in 10 different languages to all the public service centres, all the mosques in the city, the Catholic Church and other meeting spaces for immigrants. In Stavanger Cultural Centre, furthermore, all the political parties were invited to dialogue with the migrants and a tool for voting in advance was arranged.

Another interesting example comes from Berlin-Neukölln, the project is called: "Young, Colourful, Successful" and it aims to redesign the city centre taking into account the intercultural diversity. Neukölln has the chance to be the first place in Germany to redesign a city centre in a way that acknowledges cultural diversity. The City Council of Berlin Neukölln was awarded by the German Federal Government the title "Place of Diversity" and with this sends a message against right-wing extremism and for diversity and tolerance. The place-name sign "Neukölln – Place of Diversity" is set up visibly on the square in front of the underground station "Britz-Süd".



The City Council of Melton is legislated by different International, Federal and State legislations to ensure Council services are delivered in equitable and equal manner to all residents regardless of their social, cultural and political affiliations.

Melton looks into issues of discrimination from a wellbeing perspective. The Council and Wellbeing Plan 2017-2021 commits to: promote and protect the wellbeing of its community. This commitment is underpinned by principles of social justice and equity and recognises that all Council decisions, policies, programs and services have a direct or indirect impact on community wellbeing.

The *Annual Council Community Satisfaction Survey* measures community satisfaction with a range of Council services and facilities as well as to measure community sentiment across a range of additional issues of concern in the municipality.

The Community Satisfaction Survey program comprises the following core components which are included each year: Satisfaction with Council's overall performance and change in performance

- Satisfaction with aspects of governance and leadership.
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- Food security.
- Satisfaction with Council customer service.
- Respondent profile.

In addition to these core components that are to be included every year, the Melton City Council – 2017 Community Satisfaction Survey includes questions



exploring current issues of importance that reflect Council's current requirements. The 2017 survey includes questions related to different issues.

Relevant Council service units **provide information on issues related to discrimination in the community**. Council also works closely with local service providers that deliver similar services to jointly address issues related to discrimination. Under Theme 4 of the Intercultural Plan Council commits to support campaigns to promote and increase social cohesion; and to promote inclusion and understanding by participating in national and state-level campaigns.

Furthermore, the city regularly runs anti-discrimination campaigns and raises awareness on this topic.

Melton could also follow Patras' project entitled "Combating Discrimination in the Field of Entrepreneurship: Women and young Roma and Muslim immigrants" which is financed by "PROGRESS-Support to national activities aiming at combating discrimination and promoting equality" (JUST/2012/PROG/AG/AD) EU programme. Raising awareness, disseminating information and promoting the debate about the key challenges and policy issues in relation to anti-discrimination for Roma and Muslim immigrants as far as entrepreneurship is concerned, are the main objectives of the project. Mainstreaming of policies through the involvement of social partners, NGOs and relative stakeholders is also a challenge. The project is coordinated by the "National Centre for Social Research (EKKE)" and the area of Patras has been identified as a core-place at a national level, equal to the area of Athens. "Patras Municipal Enterprise for Planning & Development - ADEP SA" is the local partner organization.

Alternatively, On the 13th of July 2017, the *BCN Antirumours Network* training team organised a meeting with associations and experts at the *Casal de Entidades Mas Guinardó* with the goal of going further into concepts such as the intersectional and decolonisation perspectives. The BCN Antirumours Network is composed of associations, groups, individual members and the Barcelona City Hall. The Network focuses on dismantling rumours and stereotypes around cultural diversity. On this purpose, the "*Train yourself through the Network*" session was a gathering for knowledge sharing addressed to members of the BCN Network and to those associations and individuals interested in joining.

The training team responded to the associations' requests for new tools to fight against discriminatory speech.

The day started with an "itinerary of activisms", where everyone could share their own experiences with activists such as Wafae Moussaoui, psychologist and feminist, Norma Falconi, member of Sindillar, Bombo N'Dir, Human Rights activist, Nadia Jabr, activist, and Rafael Buhigas, historian and collaborator of Feminist Roma Women for Diversity.

Afterwards, there was a reflection exercise around the key ideas that came out of the itineraries with Florencia González, expert in Rights and Political Science and Rosa Lázaro, teacher and pseudo-anthropologist. In the afternoon, the dialogue established between Mariana Olisa, a journalist specialised in Black Feminism and Ana Giménez, an anthropologist specialised in history of the Roma People, brought to light the need to decentralise the feminist view.

The Antirumours workshops, which revolved around gender, migratory movements, anti-gypsyism and islamophobia, were a total success, having been

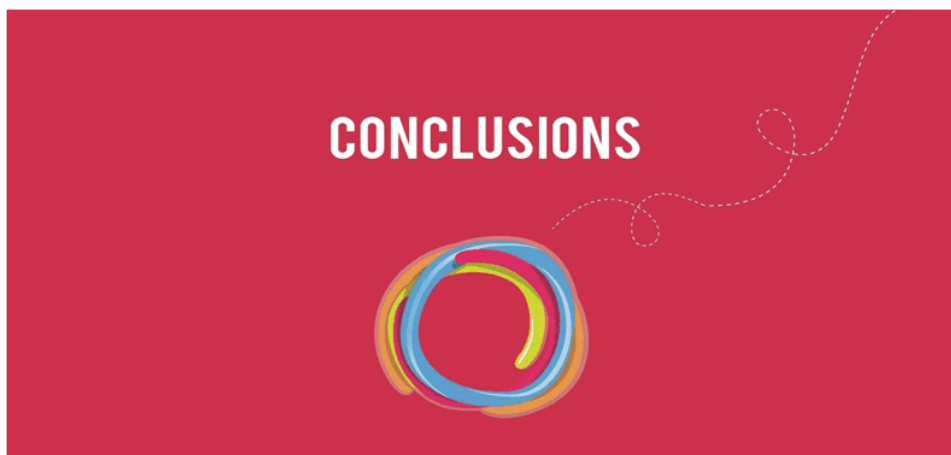
facilitated by associations from the training team within the BCN Antirumours Network.

The selection of topics responds to the need for further discussion, through the help of experts, on current affairs which have an effect into the construction of discriminatory forms of speech. The event ended with the drawing of some conclusions.

Finally, Melton could consider the *VoisinMalin* initiative from the city of Paris, a social project that aims to help people living in poor and disadvantaged areas. It gives residents the possibility to build a better future, and to deploy their abilities in order to improve their lives and the neighbourhood's conditions. This project was born in October 2010 and now runs in ten cities in the greater Paris area. The project's philosophy stresses the fact that inhabitants of disadvantaged areas have abilities and competences, which are not sufficiently recognised by the city and other organisations.

The organisation *VoisinMalin* offers a peer-to-peer network of trained citizens whose aim is to help their new neighbours throughout the social integration process, and help create interpersonal connections. The "Voisins", or "neighbours" are selected for their communication and language skills, trained and remunerated. They have different cultural backgrounds and ethnic origins and many speak several languages, making it easy to approach recent migrants with limited knowledge of French. They work by knocking on doors, trying to reach everyone in the neighbourhood to give out information about various projects and services, and raise awareness about residents' rights and opportunities. They provide information about housing, transport, recycling, access to education, social benefits, health, and cultural activities. At the same time, they enquire about people's needs and feed back to the different agencies and companies in order to help adapt the services to the needs.

For example, one of the missions is to enhance the cooperation with the city of Ris-Orangis. Here, *Voisins malins* encourage people to use the free cultural facilities, such as the media library and the cultural centre. Another mission is to spread information about the discounts of the "solidarity transportation pass". This pass has improved people's mobility in their daily life. Yet another mission is to help people understand and use the complex energy saving systems coming with the new social housing. *VoisinMalin* aims to connect citizens and local services by using the local social and linguistic capital of residents themselves. The project encourages people to change perspective and to abandon the feeling of being second rate citizens; on the contrary, it helps people to rebuild trust in themselves, in their neighbourhood and in the institutions.



Melton showed an aggregate intercultural city index of **66%**, being positioned **27th** among the 93 cities in the sample. Moreover, Melton has been ranked **10th** among the cities with less than 200,000 inhabitants and **19th** among cities with more than 15% of foreign-born residents.

It is commendable that the city scored a rate **higher** than the city sample in the following fields: commitment, education, public services, intelligence/competence, governance, neighbourhood policies, business and labour market, mediation, and media.

On the other hand, the **weakest fields** where the city's municipality must strengthen its policies are: cultural and civil life, public space, language, international outlook, and welcoming.

In view of the above, we wish to congratulate with the Australian city for the efforts taken. The Index has shown that there is room for further improvements, and we are confident that if the city follows our guidelines and other Intercultural Cities' practices, the results will rapidly be visible and tangible.



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

**Cultural and Civil Life:** Interculturalism should be used as a criterion when allocating grants to associations. Barcelona should more consistently encourage cultural organisations to deal with diversity and intercultural relations.

**Public space:** Building an inclusive, functional, and a productive city is a great challenge facing the intercultural cities network members today, and there are no easy solutions. The key, though, also lies at the heart of the public spaces.

Melton may wish to take actions to create squares and parks as multi-use destinations, perhaps according to each season/community celebration/events of the year; or take actions to design an intercultural Market so to provide a structure and a regulatory framework that helps grow small businesses for diverse residents living in the city, to enable intercultural encounters through food variety, and make it as a more attractive destination for shoppers and tourists, also by widening pedestrian routes around the area so to allow easier movement for everyone.

**Language:** the city should consider ensuring its commitment toward intercultural linguistic activities also by addressing vulnerable groups of residents, such as housewives, unemployed and retired people. In order to make the most of the city's diversity, Melton may wish to consider ensuring that minority languages or migrants' language of origin are taught formally as part of the school curriculum, and also as linguistic classes available to people from all walks of life. The city may wish to consider improving in this field by founding many other local radio and TV programmes in a minority language.

**International Outlook:** the city should aim at improving the strategy in this field. The city could start from ensuring enough support for the creation of social networks to encourage the integration of new residents into the city and also make it possible to establish economic bridges with their home countries.

**Welcoming:** Many intercultural cities have laid out the welcome mat, creating initiatives to meet the needs of newcomers and help them to integrate within their new communities. To ensure that foreigners are arriving to fertile soil, that is to

help building mutual understanding and respect between long-term residents and new neighbours, Melton should consider improving in this field by focusing on its leaders, starting from the Mayor. Indeed, the city Council could be able to send powerful signals to the local community that that becoming a welcoming city is the task at hand. That is why, it is important to communicate with residents in different residential areas, and by showing a positive attitude.

Melton 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 in the Intercultural cities database<sup>34</sup>.

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<sup>34</sup> <http://www.coe.int/en/web/interculturalcities/>