

Integrating Cities Toolkit

Managing diversity and promoting equality in cities' administration and service provision



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About

The **Integrating Cities toolkits** offer practical, tested guidance and inspiration to help cities to reach European standards in key areas of migrant integration –as set out in the **EUROCITIES Integrating Cities Charter**.

Three Integrating Cities toolkits were developed in 2012 through the work of the transnational project **Making integration work in Europe's cities (MIXITIES)**, funded by the European Integration Fund. They covered:

- Introductory and language courses;
- Anti-discrimination policies; and
- Promoting cultural diversity.

Through the work of the new Integrating Cities project ImpleMentoring “City to City support for migrant integration”, four new toolkits were developed in 2014 and cover the themes of:

- Enhancing public perception on migration and diversity
- Managing diversity and promoting equality in cities' administration and service provision
- Making participation effective in diverse neighbourhoods
- Engagement of migrant communities in local policy-making processes and political participation

The toolkits are designed primarily for people working in local authorities in Europe's larger cities. But they may also be useful for smaller local administrations in Europe and beyond, and for the partners of local authorities such as NGOs. Whether your authority already works on these integration themes, or is starting out, the Integrating Cities toolkits can help.

How were the toolkits developed?

In each toolkit you will find an **Integrating Cities benchmark**, together with guidance and examples to help users to apply it.

The benchmark is drawn from a Europe-wide review of cities' experience in working on each of our three themes. In the **ImpleMentoring** project city practitioners, together with independent experts, identified key features of local policy, practice and governance which - for each theme - make the difference in enabling cities to reach the Integrating Cities standard.

Testing itself against the benchmark, a city can see how near it is to the standards of the Integrating Cities Charter. It can see what more it needs to do to meet those standards. And it can find inspiration to match the best, most effective practice among the cities of Europe.

A fuller explanation of benchmarks and ImpleMentoring method is provided by the methodology overview leaflet, separately in this folder.

In addition to these toolkits, monitoring of the implementation of the Charter is also done through the annual Integrating Cities survey of signatory cities.

Foreword

For many of our municipalities, reflecting the composition of our population is not only an ethical imperative but also a potential driver of better service design and delivery.

This key role of cities as employers is thus acknowledged as one of the main pillars of our EUROCIITIES integrating Cities Charter, which harnesses the duties and responsibilities of cities to provide equal opportunities and encourage diversity.

In our first implementation report of the Integrating Cities Charter, published in 2013, we cited a variety of ways in which cities are meeting their commitments to reflect the city's diversity in the composition of the workforce, ensure that staff experience fair and equal treatment and understand and respect diversity. With over 38,000 employees, Helsinki is one of the biggest employers in Finland. Mindful of this, in 2011 we adopted an action plan on human resources to promote positive action in this field. Other cities are also implementing diversity targets, recruitment campaigns and promotion, awareness-raising and trainings.

At the same time, some cities face particular challenges that hamper our efforts to reach these commitments in employment diversity. For example, legal requirements on the recruitment of public servants can prove to be an impediment as can the city's ability to collect diversity statistics and stalled recruitment due to budget cuts.

This toolkit aims to offer cities tools and examples to address some of the challenges in their role as employers and service providers – to empower them to manage diversity in a way that promotes equality in their administration and service provision.

The guide is the result of an 18-month process involving the cities of Copenhagen and Tampere in testing out a benchmark developed by experts under close consultation with the mentoring cities of Manchester and Oslo who offered their extensive and long-standing experience in this area. The benchmark is also illustrated with examples from other local authorities which exemplifies the ample range of options any city, even after accounting for specific context and circumstances, has at its disposal to implement diversity in its workforce.

We hope the toolkit will prove a source of inspiration and support for cities to help us attain our objective to mirror the populations we serve and overcome any barriers on our way to doing so.

Anu Riila,
city of Helsinki
Chair, EUROCIITIES Working Group Migration & Integration

Managing diversity and promoting equality in cities' administration and service provision

Integrating Cities standard

The city takes the necessary steps to maximise the benefits that diversity brings and to promote equality for migrants in employment and access to services

The Integrating Cities Charter states that migrants bring economic, cultural and social benefits, but migrants are to be found among the poorest members of the population. This inequality “not only impedes the full realisation of the benefits of immigration, but also acts as a barrier to integration”. The charter commitments also stress the importance of ensuring equal access to services and that the city's workforce at all levels should aim to reflect the diversity of its population. This benchmark therefore addresses the role played by the city as employer, the city as service provider, and the city as contractor of services for its population from external providers. It covers not only the management of diversity where cities have administrative responsibility, but also the part they can play in promoting equal opportunity for all their citizens in services like health, education or employment support, which may be provided by agencies such as central government, NGOs or private organisations.

Although some ethnic minorities are protected by European Directives or national laws, and will be covered in a city's equal opportunities or diversity strategy, many migrants may fall outside the scope of legislation. It may be necessary for cities to review their integration or diversity strategies to ensure that migrants' rights to equal treatment are addressed.



DEMONSTRATING COMMITMENT

The city actively communicates its commitment to the city's diverse future and the city as a welcoming place.

The city has adopted an explicit strategy to promote diversity and prevent discrimination, backed by a set of actions designed to ensure equal opportunities for migrants.

GUIDE QUESTIONS

- Does the city have a strategy for promoting diversity and equal opportunities across all policy areas, in which migrants are identified as a key target group?
- Does the strategy commit the city to ensuring equality and diversity both for its own employees and people who use its services?
- Does the strategy seek to prevent discrimination against minorities who come under EU or national legislation, those who face discrimination but may not be covered by law, and those who may face multiple forms of discrimination?
- Does the city publicise and promote the benefits of having people from diverse cultural, religious and ethnic backgrounds in its population and workforce?
- Can city staff show how they use the strategy and find creative solutions to improve equal opportunities in their areas of work?

EXAMPLES

••• COPENHAGEN

In 2013, the city council agreed on a new 'Strategy for Equal Treatment'. It aims to give equal access to the city's services and a workplace where everyone has equal opportunities and no-one experiences discrimination. In 2014, the Employment and Integration Administration is also revising the city's integration policy and will be incorporating elements from the Strategy for Equal Treatment. Every citizen should experience equal treatment and staff should become more knowledgeable about equality legislation and how to deal with discrimination in service delivery and in the workplace.

••• BARCELONA

Barcelona's intercultural plan (Pla Barcelona Interculturalitat), adopted in 2010, aims at "demonstrating once again its capacity to welcome newcomers and to adapt to the substantial social changes that have taken place in a very short time". It states that "in order to advance with confidence towards this twofold goal of ensuring social cohesion and at the same time exploiting the advantages deriving from cultural diversity, it is essential to define a specific global strategy for the city" and commits to base its management of diversity on a proactive attitude, defining a long term strategy for the next ten to 15 years. Principles of equal opportunities, non-discrimination and non-segregation are embedded in the plan, promoted by the city and applied to all policy areas. The principles are also reflected in the city's economic life in the management of diversity and in increasing multicultural workplaces: Barcelona aims to take advantage of and promote the added value that cultural diversity offers to companies.



LEADERSHIP AND COORDINATION

The city has a named body or person who has the authority to coordinate the work of different departments in ensuring its equality and diversity goals are realised, so that migrants get equal access to services and employment opportunities.

Without political backing and championing of a strategy at the highest level, it is unlikely to have much impact. Management leadership ensures effective implementation and monitoring in different departments and helps staff understand why migrants are included. Coordination is needed within the authority and across different municipal districts and service providers.

GUIDE QUESTIONS

- Does your city have a named person or a dedicated body with the authority and resources to lead its diversity strategy and coordinate its implementation?
- Is leadership for the strategy visible at the highest levels in the city administration?
- Do you have champions for diversity in different departments, locations and service areas and among elected representatives?
- How effectively is the strategy coordinated with local districts within the municipality and with different departments within the city authority?
- What are the mechanisms for ensuring other service providers are committed to equality and diversity goals - those who are not part of the city administration, but responsible for delivering services to its citizens?

EXAMPLES

••• MANCHESTER

The portfolio of the council's deputy leader includes equality and diversity policy, with elected councillors championing each aspect of equality. The deputy chief executive has overall responsibility for delivery with an equality team of five officers. They develop the equality strategy and liaise with voluntary groups, communities and business to enhance partnership working and improve services. Each directorate has to write and report on its own 'Equality Plan' each year, and all subcontracted service providers must meet equality performance standards.

The council's Community Cohesion Board and MARIM, the multi agency board for refugee integration, lead on work to improve the integration of migrants. Migrants are also represented on the Manchester Equality Hub and Partnership Board.

www.manchester.gov.uk/info/200041/equality_and_diversity

••• ZURICH

The city government sets objectives for its integration agenda for each legislative period. A commission, under the leadership of the mayor, including other elected leaders and heads of municipal departments, coordinates the implementation of the strategy across the city and monitors the results. The monitoring process in 2013 included departmental workshops and feedback from the city's Foreign Council. The findings influence the development of the next agenda.

A working group coordinated by the Office of Intercultural Issues, in consultation with officers and civil organisations, also prepares a regular report on discrimination. In 2013, it highlighted good practice in the population and education departments.

www.stadt-zuerich.ch/integration

CONSULTING MIGRANTS ABOUT STRATEGY AND SERVICES



Migrants are consulted about their needs and informed about their rights and they contribute to the development and implementation of the strategy and better services.

Change in the provision of services or in employment practice is more likely to be mainstreamed when migrants feel that their voice is heard and they play a part in shaping provision. Ongoing consultation also means that services are more likely to meet migrants' needs and that problems are identified and resolved more quickly.

GUIDE QUESTIONS

- Does the city carry out research into changing patterns of migration and how employment opportunities and service provision can respond to emerging needs?
- What mechanisms does the city use to consult with local migrant communities, individual service users and staff who are migrants on its diversity strategy and how it is working?
- How does the city inform migrants about their rights and get feedback about difficulties they experience or discrimination they may face in accessing services and gaining employment?
- Do local groups and individuals receive resources such as funding for expenses, so that they can access and participate in consultation activities?
- Can you give examples of how such consultation or feedback has led to changes in practice?
- Is there a consultative body on equality and diversity on which migrants are represented and is their voice heard on other mainstream committees across the authority?
- Are migrants taking part in activities that promote the equality and diversity strategy?

EXAMPLES

••• OSLO

The state Directorate of Diversity and Integration provides guidance on how to design surveys to ensure that minorities' and migrants' views are represented. Municipal districts and agencies report annually on how they consulted individual citizens and local community groups to gain feedback on services. The city also has a consultative Board of Immigrant Organisations.

Through consulting with local migrant associations, schools have improved contact with minority parents, and kindergartens have increasing numbers of children from migrant backgrounds. Child protection providers and health centres have made their services more sensitive to minority needs by employing link workers and consulting with migrant women's groups.

••• VIENNA

Wohnpartner Wien provides neighbourhood services for community housing, working with tenant groups, local communities and grassroots initiatives to foster participation and feedback so that services meet their needs. Wohnpartner helps to establish new networks and groups where they are needed and supports residents in contacting decision makers and city authorities.

The range of client interests and needs calls for teams that are equally diverse. Wohnpartner staff is diverse in age, gender, cultural origin, professional experience, training and language skills. All staff receive diversity training, with a current project focusing on employees from Turkish backgrounds. The aim is to have employees from a migrant background at both management level and among frontline staff. www.wohnpartner-wien.at

STAFF DEVELOPMENT



All staff employed by the city or involved in delivering its services are trained in diversity (or intercultural) competences and demonstrate awareness of the city's commitment to diversity and the elimination of discrimination.

All staff, whether working mainly with migrants or with the general public, must be able to meet the needs of an increasingly diverse population. Both inductions and ongoing staff development need to be resourced, so that all staff understands the implications of equal opportunities and the benefits of having a diverse workforce.

GUIDE QUESTIONS

- Do political leaders and city staff, both migrants and non-migrants, understand the benefits of working and living in a city with a diverse population and the contribution migrants bring?
- Does the city provide staff development to ensure employees at all levels understand the equality and diversity strategy and their role in ensuring that everyone receives fair and equal treatment?
- Are resources available for these issues to be covered both in induction processes for new employees and in continuing staff development when appropriate?
- Does the training help staff in different departments understand how to take a positive approach to diversity in their work and to provide culturally sensitive public services?
- Are human resources staff and other managers, especially those responsible for recruitment, updated on relevant anti-discrimination legislation and diversity management?
- Do all employees, not just migrants and other minorities, know how to identify different kinds of harassment and discrimination (including the rights of those not covered by legislation) and understand the processes for reporting it and gaining redress?
- Are migrant staff and outside representatives involved in the planning and delivery of staff development activities, including intercultural awareness training?

EXAMPLES

••• COPENHAGEN

Targeted communication will help staff in every department to understand how the principles of the city's Strategy for Equal Treatment and anti-discrimination legislation are relevant to their work. A toolbox and other equality information are being shared through the staff intranet.

One of the tools - the 'Equality Game' - poses equality dilemmas that people may come across in encounters with citizens and colleagues. The game can be used by groups of staff in a variety of institutions and in all kinds of meetings.

The human resources team is also aiming to create a more diverse workplace in order to improve productivity, innovation and the wellbeing of employees. Funding has been allocated for a leadership course where at least half of the students have an ethnic minority background.

••• ZURICH

The Office of Intercultural Issues has published guidance to help municipal departments find the right training in intercultural skills for their staff. This was necessary because too many officers believed that having language skills, knowledge of religions or a checklist were enough. They were not aware of the importance of professional behaviour in real life situations. The draft guidance will be updated in response to new experiences.

Guidelines are also being prepared on how to improve written translations and give better support and development for administrative workers who have experienced problems interacting with migrants.

MUNICIPAL EMPLOYMENT



The city takes active measures to ensure equality of opportunity in the recruitment, development and promotion of migrants within its workforce and employed by its service providers.

A city benefits from having a workforce that reflects the community they serve. Research shows that migrants, particularly migrant women, are not employed proportionately in jobs that reflect their skills, prior experience and capabilities. The city can also initiate schemes under its diversity strategy that encourage other providers and employers to take positive actions.

GUIDE QUESTIONS

- Is there a strategy or statement committing the city to reflect its diversity in the composition of the workforce across all staff levels?
- Has the city audited its recruitment procedures to identify barriers to the recruitment of migrants and taken steps to ensure these are minimised?
- Does your city encourage job applications from migrants and other minorities by using role models and channels, like the minority press and community outlets?
- Does the city administration's human resources department have responsibility for promoting positive images of a diverse workforce and for identifying and spreading good practice?
- Are culturally sensitive pre-employment information, advice and guidance services available to all jobseekers, including help with further education and training, preparing CVs and interview techniques?
- Is there effective assessment of migrants' existing skills, including methods for formal recognition of prior learning, achievements and competences?
- Is there tailored support for migrants within the workplace, such as language training, buddying/mentoring and work shadowing?
- Are trade unions, employee organisations and champions in different departments involved in promoting diversity, fair treatment and respect, and mediating if conflicts arise within the workforce?
- Does the city work with public, NGO and private employment services to support projects helping migrants gain the skills and confidence to improve their employability?

EXAMPLES

••• HELSINKI

With the backing of the mayor and director of human resources in 2011, Helsinki aims to increase the number of migrant employees to reflect their percentage in the population. The objective is to raise migrant recruitment across all departments, including at senior and management levels.

Statistical data has been gathered for five years on the number of non-Finnish and non-Swedish speakers working for the city so progress can be tracked. Innovations include the development of professional language training courses and a diversity module in the web-based training for senior managers. The youth and social services departments piloted an anonymous job search in 2013 to ensure non-discriminatory recruitment, and vacancies are now being publicised and processed using the anonymity principle.

••• TAMPERE

The city identified that, with an ageing staff profile and a relatively low proportion of migrants in city jobs, they needed to develop a recruitment plan to encourage migrant employment. Recruitment specialists and healthcare units are being trained in intercultural skills. The city is promoting migrant role models, extending its range of recruitment channels and opening up temporary vacancies. The guide for new employees has been updated to include more relevant content showing photos that include migrants, and an orientation module has been designed to help new migrants settle in.

As part of its longer term strategy, the city is working with local universities, colleges and organisations such as Tredea, the economic development agency, and Talent Tampere, which aims to attract highly skilled professionals.
www.livetampere.fi

SERVICE PROVISION



The city ensures that its services are sensitive to and respond proactively to migrants' needs so that they have equal access to all services to which they are entitled.

Cities are key providers and commissioners of services. With such an overview, the city can ensure that services are coordinated and standards are raised. This will reduce migrants' problems in accessing multiple services. Local organisations or bodies outside the city authority are often closer to the grassroots and so better able to understand needs and to gain trust in the community.

GUIDE QUESTIONS

- Is information and advice on their entitlements accessible to all migrants, taking account of particular language needs, childcare responsibilities, community locations, etc.?
- Does the city authority regularly review and address barriers faced by migrants in accessing its services, such as information and advice, language learning, housing, health, education and social benefits?
- How does the city ensure that migrants' needs are understood and met by the its service providers and migrants can feedback on their experiences and get redress if they have problems accessing services?
- Does the city simplify and coordinate advice and information on special and mainstream services for migrants through one-stop shops, online portals, cultural mediators, etc.?
- Does your city have quality standards for service delivery, which cover responsiveness to the identified needs of migrants and other minority groups?
- How regularly does the city consult employers, NGOs and service providers and facilitate networking and staff development to improve practice and avoid gaps and duplication?

EXAMPLES

••• OSLO

All municipal services are accessible to legal residents, regardless of minority status or nationality. Citizens are given help to access services through mediators, consultation with local minority groups, information desks and internet services run by the city and NGOs.

A new common framework for equal municipal services is being disseminated through e-learning and workshops. Good practice examples and case studies are drawn from public services, NGOs and minority associations.

City districts and agencies report annually on diversity and discrimination measures, including on how they consult with citizens and local community groups and get feedback on services. The city-wide survey of consumer satisfaction is being replaced with more regular surveys by districts and agencies, to provide detailed information on minority and majority communities.
www.velkommenoslo.no

••• BIRMINGHAM

The city works with local civil society to provide 'Places of Welcome' around the city, offering local information, contact and assistance for new arrivals to the city. They provide: a place to mingle informally; an unconditional welcome in a relaxed environment; basic refreshments; and local information and signposting to key organisations and services. Newcomers are also encouraged to participate by sharing their talents, experiences and skills.

All 17 organisations in the network are signed up to these principles. A 'Charter of Welcome' for service delivery is being developed with the University of Birmingham and the council's Challenge Unit is working with civil society groups to expand the network.

PROMOTING DIVERSITY IN PROCUREMENT



The city applies clear policies on equality and diversity in its procurement processes for municipal contracts, encouraging a diverse supplier base and promoting the benefits of diversity to employers and service providers in the city.

The city's diversity plans can set goals for equal access to services and sub-contractors can contribute to these by enabling more migrants to access their entitlements. Procurement and tendering policy can be used to ensure compliance with equal opportunity. Encouraging a wider supplier base means the range of providers are more likely to reflect the customers and clients they serve. It also helps increase migrant employment opportunities in different kinds of work.

GUIDE QUESTIONS

- Does the city specify in its tendering processes that subcontractors must be committed to the city's overarching goals and have an equal opportunity policy that includes migrants as an equalities target group?
- Does the city take steps, such as removing barriers, or supporting partnership bids, in order to enable migrant organisations and other small providers working with migrants to tender for municipal projects?
- Are service providers, employers and other partners helped by the city to promote the benefits of diversity?
- Does the city work with external stakeholders to initiate and support projects that improve the employment chances of individual migrants?
- Does the city work with external stakeholders to ensure that services are accessible and appropriate for migrants who live in the city and, where necessary, that specific projects are set up in response to identified needs?

EXAMPLES

- • • **MANCHESTER** -----
Through its Equality Funding Programme, the city commissions voluntary groups across the city to deliver services addressing inequalities faced by sections of the community. Applicants have to provide evidence of need, show how they will tackle inequality, and demonstrate the project's impact. In 2013, four strands were merged into one programme covering all characteristics protected under the 2010 Equality Act, with an annual budget of €800,000. The aim was to increase the range of providers bidding for funding and to improve outcomes for a wider range of residents. As with other redesigned services, an Equality Impact Assessment confirmed that there was no adverse effect on any group. Almost half the new applications, including projects working with migrants, addressed more than one equality characteristic. -----
www.manchesterpartnership.org.uk
- • • **OSLO** -----
In 2013, the city made the Integrating Cities Charter the basis for its integration and diversity work, ensuring that its principles on diversity and equality also apply to companies that provide services to citizens on behalf of the municipality.

Businesses and civil society organisations have signed up to the OXLO Diversity Charter, which promotes diversity as a foundation for business development. This helps businesses see migrants as a resource for employment and business growth, and supports a range of initiatives and projects that improve their chances of gaining employment. Seminars in the OXLO Breakfast Club facilitate consultation and networking among employers, NGOs and service providers. -----

MONITORING AND EVALUATION



The city's equality and diversity strategy is regularly monitored and evaluated and action is taken as a result.

Integration involves a number of different structures, departments and players. Without a clear and transparent action plan, which is regularly monitored and reviewed, an equality and diversity strategy is unlikely to have long term impact. Feeding back results and monitoring action taken is important for keeping different actors engaged. Organising qualitative evaluation that is sensitive to cultural differences also helps individual migrants feel secure in giving feedback.

GUIDE QUESTIONS

- Does the city have an action plan for its equality and diversity strategy with milestones and targets which are regularly monitored and reported on to managers, political representatives and stakeholders?
- Does the city routinely collect qualitative and quantitative data on take up and outcomes in different sectors (e.g. employment, housing, health, education, procurement)?
- Do the methods used to collect views of individual service users and community groups allow confidential feedback, such as using external evaluators and online surveys?
- Does the human resources department monitor recruitment, retention and staffing levels to ensure that across departments the city is meeting its diversity targets and that minority groups and migrants are not underemployed in positions that do not reflect their capacity and potential?
- Are there processes for taking action as a result of monitoring and evaluation and then reporting the impact of actions taken?

EXAMPLES

- • • **MUNICH** -----
'Munich loves Diversity' is the city's slogan, and the goal is equality of opportunity and equal rights for all. Their diversity and integration strategy is regularly monitored against previous performance and national standards. A city-wide report every three years shows how far people with a migrant background are integrated in education, the labour market and important areas of social policy. Over 90% of people from both migrant and non-migrant backgrounds report feeling that different cultures co-exist well together in the city. The report shows improving trends in young people's educational engagement and attainment, but also addresses challenges in areas where migrants still experience disadvantage or discrimination. -----
www.muenchen.de/interkult
- • • **MANCHESTER** -----
Manchester prides itself on its reputation as a city where people from diverse communities (a third of the population are from an ethnic minority background) can work and live together in peace. In addition to internal reporting on its Equality Plans, it publishes the State of the City – Communities of Interest report. This provides an overview of Manchester's current performance and an evidence base for planning to ensure that services meet the needs of the city's different groups.

It reports in detail on issues relating to age, disability, gender, lesbian, gay and bisexual communities and religion and belief. The introduction covers migration trends and the section on race covers: ethnicity and national identity, linguistic diversity, making communities safer, education, employment, supporting new communities and health. -----

CONTEXT FACTORS

The following are a list of factors that can affect the ability of your city to meet the benchmark. You can refer to these when using the toolkit to explain a particular context in which the city operates in reaching the European standard.

CONTEXT FACTOR	EXAMPLES OF WHAT THIS FACTOR MAY INVOLVE
• National legislation and policy	Division of competences between central and city administrations; rules limiting city's power to provide services to migrants, or ways of delivering them.
• Data availability	Limits on sources of quantitative data - or qualitative information where relevant.
• Migrant population	History of migration including recent changes; make-up of current migrant population (eg. language requirements, diversity, links with previous settlement).
• Labour market and other economic conditions	Rates of unemployment and skills requirements of local employers, opportunities for self-employment.
• City resources	Availability of financial resources for integration actions; changes in budget.
• City's political situation	Political control within city administration; its policies on migration and integration; electoral outlook.
• Civil society in the city	Degree of development of civil society in the city – both migrant-run organisations and others; extent of engagement in municipal decision-making.

About the ImpleMentoring project

ImpleMentoring was a city-to-city support project running from November 2012 to May 2014, introducing to the field of mutual learning between cities the concept of mentoring.

Led by EUROCITIES, the ImpleMentoring project promoted mutual learning between cities in four thematic areas of integration, to enable them to improve their practice. In this way it helped them to get closer to European standards of best practice and - in particular - to realise the principles of EUROCITIES' Integrating Cities Charter. It built on the experience and success of EUROCITIES projects (MIXITIES, DIVE and INTI-Cities) by shifting the focus from peer reviews and standard-setting towards policy implementation guided by standards and evaluation.

ImpleMentoring was realised by a consortium coordinated by EUROCITIES, 15 local authorities from 11 member states and Migration Work CIC as a facilitator and expert leader.

How do the Integrating Cities Toolkits relate to the broader EU context?

ImpleMentoring introduces an innovative learning method. Its strength lies in the interaction between two levels:

● ● ● **Specific and local:** It supports partner cities in carrying out concrete changes to local practice - where goals and standards are set by a benchmark based on EU-wide experience, and each city undertaking these actions is mentored through the process of change by a mentor city.

● ● ● **General and EU-wide:** By applying its thematic benchmarks in these 'real-life' city actions, ImpleMentoring develops, tests and validates them so they can be delivered to Europe's cities and the European Commission as tools for improving practice EU-wide in future years.

These four toolkits and benchmarks on migrant integration follow the three toolkits already published in the framework of the MIXITIES project in 2012 and are still available on www.integratingcities.eu. They show the ongoing commitment of many public authorities and NGOs to learn from each other, assessing and improving policies for the integration of migrants in Europe.



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