



## Fostering social integration by organisational innovation

- **Developing a shared sense of commitment, trust, positive working relationships and inspiration among the different professionals** (project managers, politicians, city administration, builders, developers, community workers, neighbourhood managers etc.) is essential to success when focusing on the social aspects of waterfront regeneration.
- **Process management and communication are crucial** in addressing social issues and long term sustainability of the resulting social integration.
- Inclusion is a key concern. **Successful regeneration must integrate aspirations which meet both commercial objectives of new investors and social aspirations of existing residents.** This makes diversity an important issue. The existing community and the wealthier incomers being brought into the area both have legitimate viewpoints which need to be considered.
- **Local history, pride and collective imagination are important resources** for the social development process. Telling stories, reflecting on the process and the constant feeding back of the original vision and inspiration, however, tend to be forgotten in busy daily life.
- **The 'social supervisor' needs good communication skills** and the ability to adapt the style of communication to community and professional audiences.
- **Successful regeneration must integrate development aspirations which meet both the commercial objectives of new investors and the expectations of existing residents**, many living in nearby neighbourhoods which provided employees for the old docklands environment. This represents a significant challenge if new development is not to result in an unsustainable, 'them-and-us' situation of social tension between wealthy incomers in new up-market housing and using new shopping and recreational/leisure facilities and traditional communities in the local area.
- **To establish good access to and relationships with** the project office, local authority and private partners are essential for successful 'social supervision'.