

values between groups. The work of the group Brixton Green, led by Pete Blake, is setting a high standard of place-making which seeks to embed inclusivity and community ownership at the heart of their initiative.

The remit of the project is community-led regeneration, ensuring the community members are actually economic shareholders in the project, owning an equal share of place, and that the project delivers business and sustainable social and economic outcomes relevant to that community. Similarly, David Barrie's (see page 58) work with The People's Supermarket in Camden has demonstrated viable economic results for a community-led and managed co-operative, although it could be argued that the greater value is in its fostering of community spirit. In both cases, the role of the mediator or 'translator' is apparent, in engaging with different communities.

There is a need to engage communities and their envoys through a neutral or mediated space. The space may be metaphysical, embodied in an individual or steering group, or it may be a physical space relevant to all communities – or it may be both. This process of mediation should allow for the groups to become empowered to self-govern their place.

The fifth issue is: how important is behaviour change to the success of people-led place shaping in achieving sustainability of identity and place, and how can behaviour change be realized within communities?

Behaviour change is not just about advocating change, but is rather about building upon the good that exists and addressing the bad. Change is therefore not immediate but rather a continuum of small steps towards realising the outcome. Enacting behaviour change means understanding the role of internal factors such as cultural attitudes, social factors, norms and habits and external factors such as policy/governance influence. This is where 'bridging' and 'linking' social capital can be most effective. As noted by Graham, Mason and Newham (2009:6), the more groups of people are active in heritage or place-shaping activities the greater the social capital that can be developed.

One of the areas in which behaviour change is linked to place-shaping is through the role of bridging social capital: the 'bridging' of various groups within a community to work



together to a common goal. Within Arup, a key example of this is the work of Samantha Rex and others involved in developing strategic international approaches to the sustainable provision of drinking water in developing countries (the triple S project). The key to the success of this project is the realization of common goals of disparate governments, local communities, and aid organizations, through a three-dimensional project management toolkit, which identifies suitable processes to deliver desired behaviour change outcomes based on geography, the political environment, partnering agencies, and local community needs and expectations.

A critical process in successful behaviour change is capacity building. If we cannot ensure that the knowledge and skills base of the originators is maintained, and inherited by the next generation, then incremental behaviour change will be difficult, if not impossible, to achieve.

Finally, we consider: in order to achieve the above, what role does policy play in allowing community to govern their own places? Policy provides the minimum compliance and benchmarks against which our clients and projects will need to operate to achieve goals for place-shaping at the local level. We identify seven key areas where policy will need to provide an 'armature' upon which successful community-led models can be based.

1. Greater emphasis on delivery at the local level
2. Civic renewal
3. The challenge of our aging population
4. The eradication of inequality
5. Community cohesion
6. Economic prosperity
7. Climate change and sustainability

Arup's interdisciplinary approach to projects ensures a holistic assessment needs and assists in identifying common values and goals. This is an area where communities will benefit from partnering with professional organisations and local authorities to enable place-shaping, for example by helping to identify assistance, funding, or tools available for communities to use. The development of those processes, and the tools which underpin them, is an area which will require significant contribution from external partners in the public and private sectors. However the process need not be controlled by them: rather they should act as mediators in the process, empowering communities to deliver their own positive futures.

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