

MR WICKS

30 June 1987

PHOENIX AND INNER CITIES

Salford
Preserve Initiative

Professor Griffiths mentioned to you our interest in Phoenix and its potential role in the Inner Cities Programme.

The background to this is that we believe the major task that still needs doing is not the detailed co-ordination of existing programmes - or the creation of major new programmes - but rather the direction and focussing of the external "hype" to capture and catalyse the key individuals in each major city who can actually make things happen. If we can get enough bandwagons rolling, they will create their own energy and momentum - stimulating ideas and sucking in investment.

Phoenix - and organisations like it - are a good model for the kind of vehicle needed to make this happen. It is a non-profit making, private sector body with a steering committee comprised of the Chairmen and Chief Executives of major construction and investment companies. Its role is to act as an umbrella organisation that can bring together potential investors, developers, local authorities and government departments in specific areas around a common blueprint. It ultimately works because of the credibility and energy of the Phoenix Chief Executive, Chris Ledger - a secondee from Shell - and because the various parties involved ultimately gain real benefits from working in concert (eg development gains are greater if an individual investment is part of a much larger investment covering a wider area).

Construction
Plus
Investment
Co.

Local Board
Plus
Industry
DoE
City Council

Phoenix operates by setting up a local Phoenix board in its target cities, with representatives of local industry, construction companies, financial institutions, the City Council and DoE. It therefore meets an important requirement

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of building on local pride and initiative. Such Phoenix initiatives are currently underway in Manchester and Salford, and a new initiative is about to be announced for the Wirral. Phoenix are also talking to business and council representatives in a number of other cities, including Sheffield. Although it has only been going 9 months, the Manchester Phoenix has already identified development plans for 4 major (20/30 acre) sites in the city, and appears to be becoming a focal point for a wide range of other development, employment and cultural initiatives which are now beginning to bubble up as a result of all the publicity.

Phoenix may not be the only organisation that can play this pivotal role between the local community, development opportunities and Government. However, we are convinced that neither central government nor local authorities can make things happen without vehicles such as this.

N.R.B.

NORMAN BLACKWELL

H.B.

HARTLEY BOOTH