



Designing a Co-operative Entrepreneurship Initiative for Preston

Project Committee meeting

(October 19th, 10.00-12.00)

AGENDA

10:00 – 10:05: Introduction and welcome from Julian Manley

10:05 – 10:20: Presentation by Preston City Council on Preston's planning for the Towns Fund, what it means for the Project, possible synergies

10:20 – 10:30: Immediate reactions from LKS Mondragon team

10:30 – 10:45: Questions from the floor.

10.45 – 11.10 Presentation of the Bilbao Innovation Factory (BBF) by LKS

11:10 – 11:20: Break

11:20 – 11:50: Q & A, discussion and suggestions from participants

11.50 – 12.00: Final remarks and closing

MINUTES

Present: Mick, Julian, Shirley, Julie, John, Andy, Chris, Olga, Matthew, Craig, Dorota, James, Sue, Mark, Freddie, Gaynor, Bob

Apologies, Lis Smith

Rachel Stringfellow. *Introduction:* And so I've prepared a student said a presentation that gives an overview of the town's funds. And also exploring a possibility for collaboration around innovation, enterprise and employment is this seems to be a theme that's common to quite a few of the participants in this group. So just very quickly, in the presentation, I will provide an overview of the town's funds and press the city investment plan, and then focus in on particular aspects of the funds and projects that have been included within the fund and within city, Preston city investment plan, linked up with a couple of other initiatives that are being progressed by different members in the group or are already up and running and overlap, potentially, in the area of enterprise and skill development. And then really just throw it open. Is this an area where there could be collaboration, bringing together the council's ambition and the city's ambition around the towns fund with an issue an initiative that this group could take forward?

Towns Fund Overview

Now, a number of you may already know about this towns fund, but if not, I just thought I'd cover it quickly with a little bit of background. About a year ago the central government committed through over three and a half billion pounds to the towns Fund. The intention was that it should provide the opportunity for 101 towns including Preston (which of course is actually a city) to bid for up to 25 million pounds to invest in regeneration in their town or city centre and the prospectus for the funded highlight areas, particularly for investment, so skills and enterprise, infrastructure, connectivity and regeneration around cultural assets were all themes in the government's perspectives.

Preston established a town's fund board, which brought together key stakeholders from across across the city including UCLan, the town, the council itself, Preston partnership actually chaired the the board. And they invited bids from stakeholders across the city to put bids forward for inclusion in the town on bid go to Central Government. Those bids were assessed and shortlisted ones were included in a bid that was formally submitted to central government in July. An announcement on the funding is imminent.

So just quickly, then, as well as the funds, the board put together a city investment plan for Preston, which really located the funding bid within a wider context of strategic development for Preston. And that has focused around economic, environmental and social outcomes. And a reading of that document does indicate very clearly that the town's fund bid principally focused on the delivery of the economic outcomes. And I've just listed there what those were: a resilient and growing Preston

economy creating good quality new jobs, new businesses, a more productive economy driven by collaborative innovation and investment in higher value economic activity, and a distinctive, thriving and expanding creative cultural retail and leisure sector, which underpins the vitality of the city's economy. If anybody's interested, you could look at the full city bursary plan, it's available on the internet. And everything I'm using this presentation or a lot of it comes from directly from that document. So there's an overview of the projects submitted in the bids.

I can go back to and look at that in more detail later on. But the one I'm going to zoom in on is the third one there, the renewal of Harris quarter assets. So it goes to the next slide. And this was actually a bid that the council itself submitted. And it was for the regeneration of key historic built assets in the Harris quarter in the centre of Preston. As you can see which assets those are, and the intention was to invest in bringing the buildings back into sustainable productive and operational use. But there was a clear commitment in city investment plan to ensure that the end uses which haven't yet been specified. So this is still open obviously, highly dependent on the funding being provided by central government. But the end uses for the buildings haven't been finally or haven't haven't been finally decided. There's a commitment around cultural development that's very key to this and links into development plans of Harris itself. But there was an understanding that the development of the buildings should have uses other than those which would maximise capital receipts. So that creates the space for other opportunities for development. I just wanted to mention another project which was also included in the funding bid. And that was a project to develop a careers education information, advice and guidance Centre in the heart of Harris which is being presented as a project bringing together Preston's College, Cardinal Newman College, and UCLan itself, and that is to have a hub providing advice to young people and people who are retraining and seeking to develop their careers. right in the heart of the Harris. At the moment there's a commitment from the three parties to provide the to provide the personnel to run this such a centre but they are looking for premises for that. Another project that was submitted to the town's fund but but not actually shortlisted for the bid that went to central government was an Innovation Centre, which UCLan has been developing over the last couple of years, a project idea involving other stakeholders as well. And this was is not linked to the engineering and Innovation Centre at UConn This is a separate project, conceived of as being for the whole whole of Preston. So it's not one that's funded within the Master Plan. But it was the idea of developing a purpose- built innovation/ incubation Centre for small or startup businesses in in central Preston, who would benefit from the clustering in a purpose built innovational incubation centre where they could locate but also access support services to develop around entrepreneurial development. That project has been somewhat on hold over the last few months. It hasn't yet reached a stage where their business plan has been developed, or the architectural drawings and studies to to proposing and developing new building. So it is very much at a conceptual stage. And having spoken to some of the key players at UCLan about that just last week, I think there was an understanding that there's a direction of travel for this project is perhaps open to re discussion because with obviously with COVID in the very changed context wherein there is a there's an opportunity potentially to rethink that project or it certainly it as it has no funding as it to the very early stage. It's in no way is a done deal. Another project that was getting submitted to the town's fund, but wasn't shortlisted was a proposal from some of our cooperative colleagues who are members of the PCDN to develop an incubation and cooperative social enterprise Support Centre for specifically targeted at those seeking to get in to employment, maybe people wishing to get into self employment, but doing it collectively through a cooperative enterprise

model, and also targeted particularly at those who would not normally have access to an enterprise enterprise services. So that one is actually mentioned in the city investment plan. The so there's so it's conceptually recognised but again, a little bit like the Innovation Centre at UCLan, no fundings been identified for this. It overlaps with the UCLan idea and the idea of incubation and bringing on small businesses, but I think it's clear that this the the perhaps target demographic was slightly different in that it was intention was to focus on those groups that were perhaps very much under represented in the business community. And again, that one was seeking premises in the city centre to develop. So I just was going to mention a couple of Linked initiatives, obviously, the Preston Cooperative Education Centre is key that is progressing it has some grant some startup funding through the OSF project and is the aim is to establish a legal and autonomous centre providing education for cooperative business. The there will be two programmes a BA in cooperative leadership and management, which will be a part-time course co- delivered by the cooperative college and that would be funded through student loans. And then a separate programme of trade union style education for levels two to five, which would be a skills based training programme focused on developing business skills, team management skills, etc. But all framed within the context of cooperative education. And again, that project is progressing. There's a team that's taking various aspects of that project forward. The aim is to have the centre open in just under two years time or that may set us up online before then. And I've just added a project here that is very much up and running in Preston is the Preston Vocational Centre which is supported by a number of key Preston organisations but particularly Community Gateway Association. This is a this is targeted at a younger demographic, particularly young people who are struggling in mainstream schools and struggling is educate mainstream educational settings and it targets ads training employability training linked to getting early skills in a variety of different construction trades. And that's a programme that's up and running. As I mentioned, it's a younger demographic and very if young people complete a period of training with the centre, they often move on to Preston's college, whether they do apprenticeships or work within the Community Gateways own repair and maintenance service. So that I hope has given those listening an idea an overview of the town's Fund, the city investment plan in which that sits and also summarise for different participants some of the projects that are ongoing or very different stages as those emphasised the vocational centres up and running and fully funded. The Preston Cooperative Education Centre is a project that has some funding in it, it has a clear direction of travel. I think particularly the cooperative incubation project is at a very early very conceptual stage. And the UCLan Innovation Centre is more progressed, but is certainly had quite a quite an extensive stakeholder engagement. But is it at the point where perhaps, there may be some scope for rethinking the direction of travel?

The context is, is very, very challenging. I've got some figures there about the claimant count, those will be out of date. Now. I mean, we're waiting for another tranche of data to be released the next few days about Lancashire and Preston, with with updated figures on unemployment. But clearly, it's a very challenging time. And particularly for young people, we're hearing that more and more young people 16 to 24 have been particularly hit by the current crisis, and men more than women as well. So it's, for us looking today at the prospects of developing an initiative together, supporting people into employment and particularly young people into employment seems to be an absolutely critical need. There are areas of the economy which will and are likely to develop and develop either through public investment or private investment, particularly around construction. And then the whole, I suppose we could say that the net zero agenda is drive will be driving demand and is already driving demand in areas like retrofit

new renewables and recycling, all areas of high end high labour intensity, so potentially important ones for providing jobs for young people and also creating a demand for training and retraining. And all areas where if we're thinking about the form of enterprise, all areas in which traditionally self employment has not necessarily been very beneficial if some people very often those sectors are characterised by subcontracting. So areas where a different approach a collective approach to enterprise development through a cooperative, a worker cooperative, could be very beneficial to those entering the market. Which means brings me directly to briefly to recap what is the Preston model we're all very familiar with the Preston model, but it's a shared a shared commitment to address social inequalities and disadvantage, by promoting opportunities for local people in communities. It's a commitment to work together as local anchors to diminish shared goals, including through the contribution contribution of local assets, which starts linking with the town's fund and commitment to progressive employment, public procurement practices. A commitment to plural ownership of the economy by developing a more diverse blend of ownership models, including worker cooperatives and community owned assets. So really, that I just wanted to present that and put it all before you with the view to hopefully having a discussion about whether from that knowledge, we can see ideas, emerging ideas for future collaboration, where by working together the the some of what we could deliver within the context of the Preston model could be greater than the sum of the individual parts. I just got a final slide that brings all that all the different projects that I've mentioned together in one Place. So Julian, I think that's it.

JM: Thank you, Rachel, I think is a really great presentation. Really appreciate that. Thanks. Very informative, very clear. Do Cllrs Bailey or Brown have any any further comments before I ask Ibon and Marta to see if they can make any connections between the work they're doing with Mondragon and Bilbao and the work that we're doing in Preston.

Cllr Bailey: Yeah, sorry, it just took me a while to get on to the the meeting. Obviously, we've been deprived of funding in the past 10 years. But, we're very, very fortunate to sort of, maybe potentially be involved in this town's fund. But we want to do something different to what other councils are doing and look at more long term ideas, and actually ones that actually benefit communities rather than just businesses. And obviously, that's what we're we're very, very keen on. Obviously, the town's deal is more set towards the kind of business model. And obviously, it's kind of meant to be led from the private sector, but we want to really turn that around. And I think Rachel's presentation really demonstrated that. And we really want to change the way we do things. We want to change how our economy. And I think by the ideas that we kind of presented, we really want to get involved. I think we can really sort of set precedent for the future. And I think that's what we want to continue to do. And I'm hoping everyone is kind of in agreement with that and obviously want to continue building those ideas. And then and hopefully from there should be able to see that we actually really want to change the way we do things. And hopefully it will have a massive impact on the people of Preston, the people we actually represent. So thank thank you very much, Rachel, for that.

Ibon & Marta: Yes, good morning and good to see all of you are doing fine and safe. Well, from from our perspective, we see that this is a very ambitious investment plan and we are we are happy that that there is such a plan and such an opportunity with this with this government fund. And this reminds us a little bit of something that we are planning to present today related to kind of a second pace of the

Bilbao innovation factory that is the as- fabric project that we will introduce and present today because this also ambitious plan by by the Mondragon University and the city of Bilbao. It's also developed in the framework of another, let's say funding opportunity that comes beyond the city council. That is you call for this kind of renovation projects or at the at City level. And this is also a quite important investment of around eight 9 million euros that is co funded by the erdf of the EU. So this this investment, town fund plan that that you are presenting here reminds us a lot of these these are the projects that we are going to present soon to you and there is also another point that I wanted to highlight that is related to the need we also have to somehow rethink a little bit our entrepreneurship model not only within Mondragon but also at the Basque region level. Because we see that in the last in the last year or so. I would say in the last decade, there has been huge interest on on entrepreneurship initiatives. So both public and private institutions have been pushing for new initiatives supporting embarking enterpreneurship initially initiatives and, and and programmes. But coming to the reflection and the interviews we are doing with the stakeholders around here, we see also need to rethink a little bit all those strategies and try to find a higher focus on the target groups so that we more or more try to specialise those initiatives to target clearly social groups like vulnerable collectives or young people or University College students or enterpreneurship initiatives within businesses or cooperatives like Mondragon. So there is a need to somehow organise and arrange in a different way all these initiatives so that we can get better impacts and better and better results. And this is a thinking we are doing right now at regional level in the Basque Country at city level in in Bilbao, and also on a corporate level in in Mondragon so that we can improve our the impact we get from from those entrepreneurship initiatives. So it's it's great that you have this final table where where we can see in, in a single slide, Rachel, all those those ongoing, ongoing initiatives. This also will help us somehow to improve our thinking on on how we can design all those initiatives in the best way so that they can really focus on the different target groups and get the best, let's say inter cooperation among among all of them. But that this is just the first thought maybe, Marta, you want to add something to this?

Oh, just one thing. And according to what Ibon was saying, it's the need to find high impact initiatives. One of the problems and maybe we have here in in Basque Country, or in a political level is that during the last year, a lot of things have been done. But we don't have a clear impact, the real impact of all these entrepreneurship initiatives. So this is important, I think, to reorganise to rethink and to look for initiatives, that have a high impact, and that at the end, they get the final goal of all of these things, that is the creation of new companies. And the last aim is the creation of new employment and quality employment, I think that should be the final target. If the initiative that we are going to run, doesn't achieve these two goals. I think that it's a big failure for for the strategic thinking or the strategic design of them. So I think that we have to have to come up with these two objectives.

And for that, it's important to have this target really clear to avoid competing against initiative because that's the worst thing that could happen to have different hubs or different innovation centres that are competing among them instead of giving a clear response to creating new jobs. And finally, I also would say that the goals that you have said Rachel and you have identified in the Preston Model are very similar to the ones that exist in in Bilbao, for looking for a new economic activities, new employment. So there is a very clear link between the two city goals. These are regeneration of the economy, and that to reduce the inequalities between the citizen

Cllr Brown: Hi Julian and big thanks to Rachel and Freddie for that fantastic piece of work you're putting together, I'm really keen that we get something practical out of this process. And I think this can really help going forward because obviously, we got a lot of anchors around the table at Preston's College and UCLan, and others, Community Gateway. And we're quite optimistic about securing this town's fund money. We might not get it all, but we do think we should, you know, get a reasonable amount of the 25 million and not the 25 million, the decision's imminent. And so now's a big opportunity to actually look at now how we can actually promote worker ownership and other forms of cooperatives going forward and use our city centre assets as well. A couple of things we could potentially add to this is we're going to be building things ourselves as a city council going forward. So, you know, could we then potentially work with Preston's college, and Gateway to incubator construction cooperative, and then also we're going to establish a bank, and we have James Moore in the conversation earlier, I think he's left, but potentially the bank might be able to be headquarters part of the town's fund as well. It might not be possible, because it might take some time to be incubated. But if we could do that, in a reasonable period, that's an opportunity as well. So we have that new infrastructure, I just want to almost all focus our minds on what's happened in the last week, which has been my own personal nightmare in the sense that, you know, Preston is in new restrictions now. And that could go on for months. So the economy is going to take a hit locally, it's going to slump quite significantly. So this is an opportunity through the town's under this process with our partners to build something really positive out of something that's really bad. So people can focus the minds on that this is a really big opportunity for, you know, building that infrastructure going forward. So I hope we can now maybe over the next few sessions just do a bit of work on how we can bring this to reality over the next few months a year. So thank you.

John Taylor: Yeah, my comment really is just on the context, we're in with COVID-19. And I mean, to start with this is creating real difficulties in the immediate what, what one does and how people get together to work together on these initiatives. But I'm also thinking about the longer term because I just don't think it's likely that we are simply going to go back to the way that we were nine months ago. And that's going to have implications on the type of work and the skills that are required. So I think we're going to have to think quite hard about what it is we can do for young people in particular, but a number of others, all the people who will be shifted out of the current work that they're in, to give them the skills and the resources that will enable Preston to be a, you know, a hub for work, which extends out of Preston, ie brings value into Preston, in a post COVID environment. I'm thinking about that in terms of my field of work, but I think it's going to have to expand across everybody's field of work.

JM: Thank you, John. I don't know if some people from Preston City Council, if you have any comments on what John's just said,

Rachel: There's been a lot of talk about retrofits and it is potentially massive, given the state of housing the need for new boiler systems, you know, all that transformation that will have to take place for us to reach net zero. And there are there are some quite interesting national level projects. To develop what they're calling accelerator cities who would develop a strategy for retrofit, which is not just reacting to pots of money that the government may may release, which has happened this summer, and you probably know about the green homes grant, and also there's a chunk of money for the public sector as well for retrofit those those those stimulate demand. But what very quickly becomes evident is

that there isn't the supply to meet it. So there's a big gap in our current provision for returns in terms of the skills to do the kind of activity that needs to be funded for us to reach net zero. And that can only be that can only be tackled strategically across a sector across it an economy a local economy. So a conversation involving different providers of trading and skills with with the council itself with with other players about how could we have strategies for Preston? over precedent? Which would be potentially huge. So I think I think that's perhaps one answer is to focus on sectors that will grow where there will be demand, but there will be funding, and and it will create a lot of opportunities.

Bob: So I mean, my interest is in connecting with people at the grassroots, normal, ordinary people, and their involvement in this. And one way is, as Rachel has just said, by providing employment opportunities for retrofitting, which is highly labour intensive, requires very large numbers of people. So employment opportunities there will pull in, you know, normal members of the community. And, and I'm concerned in this highly strategic planning where the connection is with those people who are the ultimate intended beneficiaries of all of this, the normal members of the community in Preston, and we do have a danger of operating at a disconnected strategic level. And, and then not seeing any grassroots change as a result of that, or, or just a few small examples. So that we put a lot of effort into this at the strategic level, and then the output at the grassroots level is too small. So we need to find some way of ensuring that the output warrants, the power preferences going into the strategic level.

Cllr Brown: What we do have is we do have an employment skills policy, which we've had for some time in Preston's college and that could very easily be translated into through local supply chains and retrofitted to ensure that, you know, the we do already attempt to take on people in the most deprived areas as part of these projects. So that could potentially be linked to that. Plus, have a cooperative solution as well. And again, with Preston's colleges as an anchor, that's the way we could actually do it. The Preston model has been really successful. If you look at our employment right now it's shot up over the last three years from about 65% to about 76% or 77%, which is huge. And that has seen a correlation in the rates of child poverty actually levelling off in a very small marginal fall, the latest figures out last week. So these things are benefiting people. And if it's just gone down the big global developer type regeneration that we had with the Thithebarn project where nothing actually happened for over 10 years, you know, the city will be much less prosperous. So it is feeding down into communities. But you know, my desire has always been that we've been so successful with procurement and investment and living wage strategies and other things, but it was always about trying to democratise the economy through putting more ownership in the hands of the community. So I think this can very easily be done with cooperatives, to be honest, but we need to think about it because the ideas are fantastic, and how we actually filter the ideas down into the community and that's always a challenge, but you know, here we have a practical plan for something that could be achieved with hopefully the money that we saw with towns. Thank you. So we have Mark, and then Mick and then Chris, and then we'll have to move on after that. So, Mark, Mick, and then Chris, you keep an eye, everyone. Um, thanks, Rachel, for brilliant, brilliant presentation

Mark Dooris: I just thought it was worth mentioning a project that we've secured a small amounts of funding for that, UCLan working with Rachel and others at Preston City Council, which is from the place based Climate Action Network, which is funded through the Economic and Social Research Council. And one of one of the central threads of that project is around bringing, exploring what it would mean to

bring together the Preston model with the donut economics model, which has had a lot of coverage. And was really sort of created by an economist at Oxford called Kate Raworth. And it's very much looking at how do we enable human flourishing and meet human needs whilst actually staying within planetary boundaries. and I think the challenge with that project is looking at what that actually might mean. And the exciting thing there is that Kate Raworth and her team are really interested in engaging with us to, to actually explore, explore that and, you know, both learn from us and hopefully, help us. But I think there are also opportunities to look at how it how it comes together with some of the issues that have been talked here talked about here in the context of net net zero ambitions, and the complexities of that in terms of the recovery from COVID, which is also a central strand of our bid, as is routing it in the experience of precedents, communities, and anchor organisations. So it's really just to let you know that that's happening. And we'll be formally starting in January, but Rachel Julian, and Julie have already met to discuss..

Mick McKeown: I mean, just to build on some of that, and then maybe address some of the points that that Bob Cannell raised. And I think we need to tap into the democratic organisations we already have, and work alongside those to, to deepen and strengthen the democracy that that they already have. So for instance, I'm involved in, in trade unions, and there's a lot of interest in the trade union sector at the minute around your green new deals and where that intersects with cooperative activism is people being inspired by the Lucas plan that was around quite a while ago, but you know, there's a new new Lucas plan activism around, you know, our we might diversify the economy, or refocus the economy on, on greener production. And, or just back to the democracy thing, I think I wonder whether part of what we're doing around things like the town plan, cooperative developments, and everything, is given some thought to how we might achieve some of the things that Bob, I think quite correctly points out in terms of a to some extent, there's a democratic deficit between the activists and the strategists and the the general population. And it may be that we can actually, you know, seek to fund the sort of stuff social engagements, and digitally supported online engagement, that would deepen democratic attachment to these developments. So I'm thinking of, you know, what might be a fairly modest investment in, in digital platforms that enable the citizenry of Preston, to actually have a voice in some of these initiatives. I think the PCDN that I'm involved in the development network, are wrestling with with some of these ideas as well, but don't have any resources of their own, to build that that platform. But I think if we did do something like that, we'd be doing something. You know, that would be even beyond the Preston model. It'd be about enhancing local democracy, per se, but would have much more chance of thriving in a centre of development like Preston, that is, you know, uniquely interested in democratising things always around. So I think if that is, if we are ever going call on additional resources, I think we should think about some of those things as well.

Chris Davis: I just wanted to add to I can't remember the gentleman's name who talked about engagement with ordinary people. And it's very clear that, you know, impact filtering down is really important for ordinary people in terms of jobs. But I think the role of ordinary people in the design of these things, and the type of strategy the city wants from a local level, local ideas, local strategies, that it seems quite heavy in terms of anchor people around the table. And then we'll kind of see where people fit in. And I think it needs to be turned the other way around a little bit. And we need, as people are saying, We need more of a local voice, right from the beginning, that has impact. And then the final

outcome impact will be much more healthy, much more appropriate to those people, particularly marginalised people who don't have a voice at this point.

JM: Thank you for this thanks. And that clearly is something that we're going to have to take forward. Because you've just encapsulated, I think what a lot of people do feel about the project. So we'll see if we can push that agenda forward.

Rachel: Could I just mention that we are about to launch a project that is very much more about engaging with grassroots organisations. And it's the community anchors cooperatively recovery project. And we've got about between eight and 12. It could be as many as 12 organisations from our black ethnic minority in migrant communities, starting that programme, and it's very much about providing inspiration from other community groups across the UK and in the US who've used self learning self development to address their own communities needs, often taking in form of cooperative projects. So it is it is something that we, I'm not saying that we were in the very beginning of that, but there is a there's an explicit project that is trying to engage directly with at the grassroots. We'll have to see how that goes. It starts in a couple of weeks.

JM: Thank you. And obviously, it'd be great if you could keep us in the loop, Rachel because obviously this touches a lot on what people are feeling at the moment. We do need to move on now. We're running slightly late on our agenda. So I'd like to hand over to Marta and Ibon. One of them will share a screen and give us a presentation about work in Bilbao, the Bilbao innovation factory.

Marta: so good morning, everybody. And thank you again for attending every morning, every Monday morning meeting about this project that we are developing. As you know, the goals of today meeting is to present the BBF initiative. And this is an initiative that is based on a private public public private partnership between Mondragon university and Bilbao city's City Council. And we will like to show you the details of this initiative and also show you the business model and and the current and future challenges that this initiative is facing. And since its beginning, how was their origins, what things they had to face and also nowadays currently, what are the challenges that that BBF is facing. And also we will like to show you the the key success factors and the lessons learned during its launch stage and and now that this initiative has been running for for seven years and also at the end, we will like to work together with you and to have your point of view about what kind of things can be replicated impressed on from this initiative, if it can, if it can be replicated, and what kind of elements need to be rethink or we adapt according to to Preston reality.

So we're starting with, with what is the BBF. As the its name indicates, its Bilbao innovation. So BBF is a place where innovation and entrepreneurship takes place, or that's the goal, which was created. And it's innovation which is the key element that give coherence to the building, a building where there are different activities. what are the below different activities that all have in common? The innovation is a key element. And one of the activities are linked to two educational services. From from innovation, and other to business development, into stages, two different sense. One sense is entrepreneurship, so startups, innovative startups, and so on. And another one, it's a scaling up company. So the the aim of this initiative is the creation of an ecosystem where different actors work together, where different actors share in a space and where where they can create different activities that are complimentary,

and that enables the creation of synergies and win win collaborations among them. So this is the the target o of this project is the creation of this ecosystem, where different people share in a space and they can create win win strategies among them. BBF is placed in the centre of Bilbao. That's important because it tries to be linked to the city, a city life. So, here it is, in the brightest spot is where it is located. BBF the city council is near here. And here we have the Guggenheim museum. I don't know if you know, Bilbao, but here it is. And this is the central part of the city.

So what is the vision of BBF according to Mondragon University, they try to as we we saw this slide last week, so it will make sense to you. So it's not any one. So it will become, they want to become the benchmark training and entrepreneurship centre in Bilbao, where young entrepreneurs independent professionals and company professionals acquire the technical knowledge and the skills to develop new entrepreneurial initiative within real specialised business ecosystem. So as you can see that works business ecosystem is really important in this project. So they try to put in contact these different these different agents like a student, teacher, professors, from university companies and startups to try to develop this ecosystem and try to to facilitate the collaboration among them. The BBF was created in 2013, but its origin is from the start in 2009. When the Faculty of Business Studies of Mondragon University, a start LIENE programme, which is a bachelor's degree in entrepreneurship and innovation, entrepreneurial and leadership and innovation. These, these degrees are really innovative because it's based on the Finish Education, team academic model, and it tries to develop the autonomy of the students and applies all learning by doing. And self management team work through that to students, so they, the students, when they start this degree, they work in teams and they create their own companies from the first day that they start studying. And these companies are the tools that is used by University to to to teach them and enable enables students to acquire the skills to to create new companies and to get the knowledge about management these companies. And in 2013, Mondragon university a started this degree in Bilbao in the BBF location after signing in this work agreement with Bilbao City Council, into in 2013. So it was a really innovative. This degrees is a really innovative way of teaching and of approaching these entrepreneurial and innovation issues. And we have to say that it was the the unique degree in Spain focused on this on this topic. So it was really new as an academic offer from the university.

And during its origins, the BBF had to face some challenges. The first challenge that it had to face was the fact that they wanted to create a generic and entrepreneurship ecosystem. But first, the building was empty. So the first thing that they had to do when when this initiative start was to attract entrepreneurs, or new companies to set up in the building, because at the beginning, there were only the 25 students from the degree. So that was a really important challenge when this initiative was started. So, Mondragon university 10 years ago, it It didn't feel it could offer these incubation services to the new companies. So they looked for a partner to develop these services and to create an authentic eco system, a real ecosystem. Another challenge that they had to face was that the city council give to them a building, but the building needed to be redesigned and refurbished. And that has been a really slow process because it was done through the free investing of the profits generated by BBF. So initially, it was an investment to redesign the building. But all the all this process has been slow and it wasn't fast. And well also, it was a necessity of funding: Create this initiative and to start with a BBF the funds were provided by Mondragon University. Initially it wasn't a loan or it was with their own resources that were invested in this initiative because they considered it was important for them to

develop it. But I have to say that Mondragon University received funds from from the Mondragon Foundation and a big part of these funds from the Mondragon foundations provided by Laboral Kutxa, that's the Cooperative bank. So initially, the Cooperative bank didn't make a direct investment, but of course, indirectly, Laboral Kutxa invested in this initiative. And as I told you before, there was this lack of capacity of Mondragon University to offer - 10 years ago - to offer these incubation services in the building, so so that's why they had to look for a specialised stakeholder and partner to develop this part of the project, the incubation and scaling up of services that are offered in the service. We also talked about that last week, what were the initial needs of each party. So when in 2009, the economic and financial crisis in Spain was really hard, and we suffered an important crisis, also affecting Bilbao where they they had an increase of the unemployment rates and also it was a clear risk of an increase of social inequalities. So, the City Council decided that it was needed a reconversion and transformation of the productive fabric in the 80s. Bilbao also engaged in this transformation. Bilbao was an industrial city that suffered the latest crisis. So, it had to reconvert and with 2009, we faced a second reconversion of this productive fabric, and according to that, the City Council considered that it was necessary the promotion of new competitive and sustainable companies and services, that also had to foster innovation and entrepreneurship. And it was necessary to create effective and collaboration models with with other agents that are placed in the city like universities, other public administration Research Centre. So, collaboration was also an important part of things that has to be strengthened in this in this area. And Bilbao City Council defined as a strategic goal this importance of promoting new activities and to maintain employment and the economic vitality of the city. And also, there was Mondragon University who had their own needs. As I told you before, in 2009 Mondragon University launched this degree in leadership and innovation. It was not the launched in Bilbao, it was launched in Onati, a town located in Gipuzkoa and Mondragon University, before starting with BBF didn't have any any kind of hub or presence in in Vizcaya. That's the region with the most economic importance of Basque Country. So for Mondragon Univeristy, they had the strategic goal to have an implementation in Bilbao, to increase its presence to attract students from nearby metropolitan area. But they also had to struggle with the fact that in Bilbao, there are already two universities. And there is the Basque Country university which is public and there is Deusto University, that is private. So, if they wanted to place a hub in Bilbao, they had the clear idea that it has to be something different, they have to offer a different degrees and skills or studies differentiated from the rest of university. So in that sense, the main degree was something innovative and something that could fit with this... with the needs of offering a differentiate degree or a different educational services in Bilbao. And was a good starting point for them. And we also we don't have to forget about Mondragon universitatea studies degree because the cooperatives from Mondragon, felt that there was a lack of training and a skilled staff to develop new business and promotion activities in a globalised environment. They considered that to develop these activities it was necessary to have some kind of newer skills that were not able in the labour market. So, with this degree of Mondragon Unniversity, they also tried to fill this gap of new profiles as highly innovative with knowledge of how to develop new companies, new businesses and also with this vision of a globalised world where people, the students also have to travel a lot during their degree experience, they stay every course, they stay two months abroad. So, it was a way to offer this kind of new profile with this sense of globalised environment. So, in 2012, it was done the feasibility plan of the BBF. And in 2013, it was signed the cooperation agreement between Mondragon university and Bilbao City Council. In this agreement, Bilbao City Council cedes the use of the ground floor and two floors in the building. And for for a period of 10 years. And it will be expired in 2023. So now it's already running.

Initially, the project had three real stakeholders, the the two main stakeholders... well the agreement that was signed between Bilbao city council and Mondragon universitatea. But Mondragon universitatea also had an agreement with Innit group. University and Council provided the building and also the economic development vision, because we don't have to forget that this initiative answers to the strategic goal of the city council. Mondragon university offered this degree of the degree, but also now has increased, they offer with Masters and other degrees that are taking place in BBF. And then as I told you before Mondragon university had to find this partner to develop incubation and scaling up services because at this moment 10 years ago, Mondragon university that didn't feel that they had the the skills to develop all these services. However, in 2019, now Mondragon University has decided to manage the building by their own. So it's not using anymore this partner, Innit. And now all the services that are offered in the building are offered by Mondragon universitatea because they feel that the objective of Mondragon University and Innit didn't fit enough to develop the project in the way that the city council were expecting.

So a in this agreement also was established the creation of a committee that is integrated by three members of University of the University of Mondragon University and three members of the city council, Representative members. And and this committee meets every year with with three main goals. In this meeting, Mondragon University presents the annual activity report and receives feedback about the activities that had been carried out during the year. Also Mondragon University presents the annual actual plan, and also in this meeting it's a moment where the two partners share the visions between the approach that the BBF has to maintain, to give coherence to the city council economic development as a strategy and activities to be done in the BBF. So that's from the origins. And now I pass over to Ibon.

Ibon: We are a bit running out of time or a little bit behind the schedule, but I'll try to summarise it as much as possible. So here we have the the main goals of the Bilbao Innovation factory to give the city a physical space. So there is a clear issue with with the need to have a common space for for entrepreneurship, with high added value that will help provide a complete ecosystem for entrepreneurship in Bilbao in a different way, not in the traditional way, increase entrepreneurial capabilities and skills provide complete services and spaces for entrepreneurs to develop their own projects, and increase the critical mass of entrepreneurs. In in Bilbao, the BBF is expected to become an important economic and social development driver for the city, and of course, an international benchmark for it.

Next slide: How does the BBF try to meet these goals? So as Marta was explaining before, the whole project is based on this Finnish model of entrepreneurship of learning by doing so, in this sense, the BB F is structured into three action layers aligned and linked to strategic sectors for Bilbao development defined by by the City Council's economic strategy. So we have we have on the one hand, the education layer, with the degrees, Masters and lifelong learning programmes, then we have the second layer on incubation of new projects in their initial stages, especially for those strategic sectors and productive economy or when industries and advanced services. And then we have a third layer on scaling up headquarters for young innovation companies in a more advanced stage than the incubated ones and that are considered as strategic so those that have a higher potential for for the future.

From the educational point of view, the current offer of the BBF is divided in different levels. So there is an offer on bachelor's degree, including the LEINN programme that we've been telling you about in previous sessions, but also on other programmes on different topics like that, that are new like analytics and or business administration and management. They also have a Master's offer in different topics also in international management, in team coaching, in digital marketing and different topics. And then they also offer postgraduate courses. Here's the business model of the of the Bilbao innovation factory. So I'm not going to read through and obviously it's not very easy now to read it, but I'm sure Julian will share it after the session and you have the opportunity to see each and every chapter of the business model so here the message is that the Bilbao innovation factory has a clear strategy definition behind it, and this is also another big message for today that we also need for every each and every apprenticeship centre and initiative, you are you are developing a clear start strategy of who are the target groups or as we were discussing before, how to reach them, what is the value proposition in each each of the initiatives or centres that that that are being led in in Bilbao or in Preston.

So what is different then in each case and how they are intercooperating, and what are the key activities, resources and partners that are behind each of those centres and initiatives? And of course behind that, what is the cost structure and what are the revenue streams for them to be to be feasible.

Next slide: these are the main outcomes or results of the of the innovation factory since its beginning, so more than 1500 entrepreneurs that have been have been participating in activities, 40 startups created, 500 graduates, those for the bachelor's degree on the LIENN degree, the innovators, 55 projects in companies and also for the the the other, the other master on 100 trained coaches, the one on for coaching, and then around 10 labs on coaching topics. That's for the training side for the incubation, around 40 startups and around a hundred entrepreneurs. And for the scaling up of those business projects that have a higher potential, around 10 high growth SMEs created and over 150 employees since the beginning. So and this is one of the examples that that we find that is especially interesting because it's not a successful small business case, but it's also a cooperative business case. It's called Tazebias which means Why Not in in Bosque, and it's an example of management consultancy, a start up that was created a few years ago. It was a group of In degrees students that decided to create such a management consultancy, they had a clear idea since the beginning that they wanted to be to be a cooperative organisation. So they started the company as a as a cooperative. And they were clearly inspired by by the cooperative principles that they they received. It is in this LIENN degree. Right now we can say it's a very successful company. They are around 30 people, most of them they are member owners, and the average age is around 28. So we see that it's not only innovative, but it's a company with very young, talented people. And then there is the second point we were talking about before the beginning of the meeting. As a result of these first cooperation between the city the Bilbao city council and Mondragon University, they decided to develop together a new project with the participation of other stakeholders around 10, including the different clusters, the government and different public and private institutions. A new project called As Fabric show it's it's a kind of public private partnership. And As Fabric was considered as an urban innovative action by the EU and was thus co founded with the erdf funds with the European funding of almost 5 million euros a few years ago.

So just to say also that this project will be or it's already been developed and actually built in a new development area in Bilbao called the sort of outer island that was the one that would be seen in the in the previous page. This is a new development area in Bilbao that will have a lot of new construction new areas, residential and business areas in the in the city and showed the project is being built in and in our facility that was an former industrial facility actually. The goal of the project of the fabric project is to increase the competitiveness of the knowledge intensive business services sector of Bilbao. What we call the advanced services sector, through capacity building process to answer to the challenges of the digital transformation to industry 4.0, which is the main industrial strategy that the Basque Country region is following right now. The activities include the training programmes, so very similar to the Bilbao innovation factory and for startups and new business models generation and also a fab lab to test and validate new products and services, mainly on this area of advanced services.

The main lessons learned now, out of these Bilbao innovation factory experience as well with the triple focus of training, incubation and scaling up it has been possible to close the cycle of innovation and intrapreneurship, which is always a challenge we talk about innovation in one side and entrepreneurship in the other. This proves that it's really possible to close that cycle. Both has also been achieved for working with the rest of the center's activities, incubation and scaling up this gives the whole centre system considerable value in the form of working with entrepreneurs university students and other agents and user organisations for the Innovation Centre activities. So this integrability approach, it is an opportunity to open the research, development and innovation centres for companies in Bilbao, they have sought to position the centre internationally so we see more and more cities and regions that are approached to Bilbao. To learn about this, these these projects project BBF is helping the headquarters of the city's innovative new companies connect up with local and international creative and entrepreneurial talent by participating in an active community of entrepreneurs. So there is this this clear link also, existence of cultural differences in the three faculties were laying degrees being delivered in the cities of Onati , Irun and Bilbao. So there they follow the same bachelor's programme, but they are very different centres. Each of them has its singularity, but the BBF model in the rest of hubs won't be possible because Bilbao is big enough for Bilbao has reached on a scale to attract entrepreneurs and business that other smaller cities like on Onati and Irun cannot follow. And to create an ecosystem which is relevant for the the startups and the companies located in the building share some values, economic sector or sense to make the cooperation and the collaboration easier among them. So there is a sense of a common mission for those that are participating in the project.

So the current challenges to be a real entrepreneurship ecosystem where education, incubation and scaling up are fully connected, it implies that the BBF has to be a stakeholder with the capacity to create new resilient businesses. So it needs to prove that the the innovation factory is ready to do that. LEINN degree has to be able to create new startup some businesses, so there is a need to prove that that startups and and entrepreneurship is being real and that new businesses and SMEs are being created not only for the city and and and the centre but also for for Mondragon from our corporate point of view, the relationship among the rest of the entrepreneurship stakeholders of Bilbao are maintained organically and they are not structured and formalised. They are mainly based on projects, so this is also important for the case in Preston. So how to create the city wide the inter cooperation system for the entrepreneurship this is also a point that we were mentioning at the beginning of the meeting and

how to connect the be the innovation factory with the new entrepreneurial initiatives of the Bilbao city as fabric that we have mentioned already Torre Viscaya that is the former headquarters of Bilbao Viscaya Bank, the large Basque bank that the city and the premises the Council decided to convert or to transform into an international entrepreneurship centres. So how to how to cooperate with these other initiatives, especialisation of the BBF to attract entrepreneurs and startups from strategic productive sectors. So how to specialise the BBF. And there is the example with FinTech with a FinTech programme that has been launched right now in cooperation with the city and province of authorities but also with the Kutxa Bank, the largest Savings Bank in the Basque region. Our Laboral Kutxa The Cooperative Bank within Mondragon and Dominion, Dominion is a very large technological company, based in the Basque Country also an offer quality education services as the main attraction element of future entrepreneurs education should keep the US as the main driving force of the centre in the future.

So I'll be finishing with these connections between Bilbao, Mondragon and Preston. So we see there is the collaboration and cooperation between Preston city council the Centre for SME development and propeller, the Preston Cooperative Education Centre and cooperative University project the PCT and and the Northwest Community Bank project as well as other agents for social transformation. So, there is a clear idea that this should be reinforced in the future or continue this this good cooperation need for an economic transformation of the property fabric as happens in in our case in the Basque region, the leadership of the city council, this is very critical, as we know and to continue with this with this good leadership, dedication training and support to entrepreneurs to facilitate the creation and maintenance of the of new companies.

These are the main the main messages from from our side, and we wanted to show a few final questions for for you for the for the debate that is that is coming mainly related to what do you think that could be transferable from from the Bilbao innovation factory to Preston, what do you think that good? ... what connections are links between Bilbao and Preston you see for the future?

So that's all from from my side.

JM: Thank you, Ibon. There's so much there. That's so exciting and so interesting. I think it might take a little while to let it all sink in. And to make those connections that you asked in the last slide.

JM: We have an opportunity to ask Marta and Ibon. Any questions or indeed making any connections between the work in Bilbao and the work that's being undertaken in Preston. There may not be enough time for all the questions and discussion. So if you want to leave a question or comment in the chat, please do. So. If you can't put one in the chat, or comment here live, you can always send me your comments and suggestions. And I'll make sure that we include that next time. In the follow up meeting, for example, if you want to ask a question or make a comment, please, could you either physically raise your hand or use the little green icon?

Sue Smith: I think the degree sounds fabulous. And it's something we've been looking at doing. And there's an opportunity now to the right time. So I'd love to connect separately to explore or just explore that connection, not necessarily here but outside.

And what we could do as well. Sue is have a look at the the BA degree in cooperative leadership and management... working with the cooperative college to deliver as well and

John: The innovators and entrepreneurs who were hosted at BBF, where they all participating in some degree level activity, or were there opportunities for cooperative innovation at a at a lower academic level?

I&M: I'm not sure what you mean, with lower level but but the the main academic levels are bachelor's degree masters and post graduate. So this these are the three levels that the innovation factory covers, let's say. So there is no for instance, there is no they are not working with vocational training students or technical schools or

JM: but having having said that, that with this probably a clarification that needs to be made about the university in Mondragon, I think, and that is the University of Mondragon works hand in hand with cooperative businesses. And the workers in those businesses often are working in the business and also working in the university. So the the university degree in Mondragon is not what we might imagine it is, say in the UK. And so but maybe later on, we can have a proper discussion about that. In any case, john, I think it's a great point, because in our plans for the Preston Cooperative Education Centre, and Cooperative university, we want to include both the BA degree level work, and also the trade union style, apprenticeship and education work.

Mick McKeown: it's just a question about the level of resource required to set up this level of, of infrastructure. And are we are we imagining that if the town plan bid comes through, it will give us a sort of similar foundation? Or, or or will it be a more sort of scaled down amount of money if the town plan but doesn't come through? What are our sorts of contingencies for, but what we can do within the limited resources that we've got? Or how do we actually mobilise the resources that are held within in between the anchor institutions? in Preston. I suppose it's it may be a rhetorical question. They seem to be quite hefty figures where they were mentioned in relation to to Mondragon, I didn't quite catch the amount that was being bid for it in relation to the to the town fund bed or what other monies might be associated with the the Preston economic strategy. So it's certainly I suppose it's just an out there question, I suppose. Marta and Ibon from Mondragon. And the people closer to Preston citccouncil might have a better idea.

JM: If we could ask Marta and Ibon to reiterate the funding aspect in Bilbao. And then we could go to our Preston city council colleagues to reflect upon that and see how that might fit for our own plans.

Ibon: Well, the funding has different approaches, that is, let's say the operational budget, that in the business model, you can see that goes around for 400... 500,000 euros a year. I mean, it's not really a big a huge investment. And, of course, the Mondragon University has the has the resources to cover those, those needs, those funding needs, and the initial and initial investment so, so that's not a big a big issue, let's say for the project.

Marta: And I would say that BBF is self economic, physical, I think that BBF generates the resources to develop its activity. Students, they pay their fees. So they get revenues. Also the startups, they also

pay rent for being located there. And there are other services that that are paying fees for be there. So it generates its own resources. And these resources are reinvested in the building.

JM: Thank you, which is of course, typical of the Mondragon approach where Mondragon cooperatives and companies don't rely on on grants but generate their own income. Anyone from the council like to comment on where the town's fund might fit into that?

MB: Yes, I mean, I think the both Ibon and Marta's presentation and Rachel's are quite similar in the sense of the based around collaboration strategies. So the towns fund will come with some resources, of which the 6 million for the assets potentially which then could actually use to get some physical things happening within there's obviously the Preston Education Centre itself, Julian, which will bring income from students who will be paying for the tuition, and then there's the project that Rachel mentioned, also, we Preston's college and UCLan and Newman, which again, will be sell financed, and then there's the bank as well potentially, which will be capitalised with 20 billion pounds of investment. So what we need to do is to try to bring all those policies together with all those plans, as well as the anchors as well to actually get it into a very efficient strategy going forward. Because, you know, the money is there to be honest, and the opportunities are there and the anchors are there, it's just actually got to be something that's going to be really really effective. So and then if you bring the our plans to build the cinema into it as well, and you got community benefits agreement, that's 35 million pounds, and potentially, we could look at co ops for the supply chain, you know, with anchors helping incubate them. And the local businesses that do build it and develop it could potentially be attached as part of social value to actually help these properties come into existence real with support from the anchors and the money, we're going invest in it. So that is my strategy going forward. It is quite a significant amount of cash and we put it all together. But I'm just really conscious not to miss this opportunity. Because, you know, the Preston model is talked about at great length, then it's like a jigsaw puzzle. Some of the jigsaws are together, but the more transformative ones aren't yet but they're ready to be put into that bigger picture in there. So this is the opportunity to do that. Really, so I think we need to really just try to focus our minds on how we're going to really achieve this in the next few months, at the end of this project as well.

Julie: I'm just I'm just thinking, once again, somebody said something about the importance of grassroots involvement. I think it was Chris wasn't earlier on Chris Davis.. And it was just really, and that was put it in the in the chat at the side, I'm quite happy to talk at some other time about this particular project. But it just it I think it's very fortuitous that we've just been part of a very big funded Horizon 2020 project, 2.2 million euros. It involves the orchestra in San Sebastian, the universities, the Fundacion Deusto.. And the the key thing is actually about social inclusion is about young people. It's about social innovation. And it seems to fit very, very well with this. And the UK site, for this citizen social science project is going to be in Preston. So I just want to make you know what I wanted to, to bring that up and think about ways that we can really hear from, from young people, because that's what, that's what that project is about. And it's just just I noticed that, particularly Chris brought it up. But other people have also talked about the importance of grassroots involvement, ordinary people in the design right from the beginning.

JM: Thanks, Julie, that that is a great project. And I think we might dedicate a bit more time to that. I mean, one of the things about that project that Julie and I were talking about, was to bring young people into the project by creating a cooperative of citizen researchers. And so that's a great example of how the Preston model approach can work to bring all sorts of different stakeholders together the university, the research the citizens, and the young people all together within the umbrella of a cooperative organisation. So that's what we'll we'll be able to do in that in that project.

Shirley: just in response to Julie really and, and representing an independent creative groups, but one in particular is blazing Preston and they they're sort of basic curious minds in Preston and or where we now kind of home based at the minute and, and they have run festivals online in throughout Lancashire, so so if I can put you in touch directly with them, and then they will be really good starting point, because there's lots of independent and young people doing creative things. And their work is all young person Led, so that would be a really good starting place, I think

John: I'm interested, I think in the extent to which an incubator, we can expect that to be able to, bring together energy, and to provide mutual support and some access to practical advice and information. With my legal background, inevitably, you know, people who are starting up with new ideas, need some legal advice. And there's a whole range of things that that might be required from. So there's an issue about how one access is in the sort of collective incubator, a whole series of bits of practical advice, but, can do that within a sort of very Be positive and energetic atmosphere with the ideas that are bouncing backwards and forwards. So how's that be managed in Bilbao? And how will we manage that?

Marta: Okay, thank you, John, I will try to give an answer and maybe you can correct me if I'm not wrong, or I'm not correct. I think that a in in BBF, it's true that entrepreneurs need some support, and that's a critical activity for them. And mentoring, that kind of mentoring. And in BBF, they try to offer these services through a process through the the Mondragon University professors that are they teaching in the incubator, they also offer services to support them, supported the printers to develop their ideas. And, and to give them that kind of assessment and mentoring to develop. There are professors from the university who made and will give this kind of advices. And we also have to say that in the incubator, a big part of the projects are from the students. So students when they have to, during their degree, they have to create their own company. So when they finish, some of them decide to go one with the company and to, to launch it in a formal way and to be their their employee, their employment and their job for the students. So they continue in the in the BBF, where they have the connection with teachers. So it's in a very organic way.

Thank you. Well, we're coming up to the last three minutes. And I just wondered if Cllr Freddie Bailey is the representative for community wealth building in Preston or Rachel, if either of you would like to have the last word. Maybe you could make some comments on the presentation about Bilbao and how that further resonates or links with the work of the Council.

Cllr Bailey: I thought it was quite interesting, obviously to listen to. And I think obviously, some of the questions are quite intriguing as well, what we can do in the future, and also the work we're looking to plan to do. And I think, I think obviously, one thing I want to just obviously say as well as is I think

Rachel has been a massive asset to the team. And obviously, that's what we want to build. We're also in discussions as well, obviously, as a council, what can we do in the future? And how can we actually build back better and look at some of our resources. So me, Cllr Matthew Brown, who's obviously the leader, and a couple of our current members will be also looking at what we could do in the future, to reach and push this forward and obviously, look at our resources and see if we can really direct them to see if we can really push the agenda further. And I think obviously, we are fully behind behind it, I think we will continue to push. And I think we can build a stronger economy that's actually fair and work for everyone in Preston.

End