



# Designing a Co-operative Entrepreneurship Initiative for Preston

## Follow up meeting

(October 26<sup>th</sup>, 9:30 – 10:30, via Zoom)

### AGENDA

09:30 – 09:35: Introduction and welcome from Julian Manley.

09:35 – 9:45: LKS Presentation of last meeting outcomes.

9:45 – 10:20: Questions for debate – LKS will identify elements from BBF that can be transferred to Preston for the Committee's consideration

1. What elements can be transferred from BBF to Preston Initiative?
2. Have you identified other connections or links between work in Bilbao and Preston?
3. What elements are not transferrable?
4. In a similar initiative of BBF in Preston. What is the role that your organization can play?

Note from Craig (apologies), Community Gateway:

- The discussion around future climate change initiatives is interesting and something worth further consideration. CGA would be interested in participating on this. However, I've been made aware we are currently looking to work with UCLan and others in relation to a 'Place-Based Climate Action Network Project' – is there a link into this wider project?



- CGA's subsidiary Preston Vocational Centre (PVC) could perhaps be some sort of apprenticeship pathway (along with other Anchors such as Preston's College, UCLan) in potentially providing individuals for apprenticeship opportunities? This would be relevant particularly if we look at construction enterprises.

10.20 – 10.30: Final remarks and closing.

**Marta:** Three main goals: the first of one - we would like to share in a very short summarised way, some of the main conclusions or ideas that we obtained in the last Monday meeting that we were together, then also, we would like to have your vision about the possibility of creating an initiative similar as BBF, here in Preston. So, we have prepared some questions, to talk about it and to generate a debate around this idea. And finally, we also would like to let you know, what are the next steps planned in the framework of the project. So we're starting with the main conclusions of the last meeting, as Julian has said, these are our ideas or the things that we from LKS get from the debate and from the conversation that that we had in the meeting.

One of the considerations that arose us from The Town Fund presentation was the need of clarifying, organizing the incubator ecosystem in Preston, to avoid that different initiative that would start to compete. Currently Propeller is offering already services for entrepreneurs for UCLan students and the staff members. But there are also proposed two more incubator facilities in the city, one of them is the Innovation Center and another one - the Cooperative Support Center. And according to that, it arose us the first question that if there is enough demand in Preston for these two incubators, these two new incubators, and if the model...if the business model of each of them is defined, just to avoid concurrency between them and to facilitate the cooperation, because this is also a thing that is happening here in Spain, as well, so that...that it's happening in Mondragon as well. There are a lot of initiatives and sometimes, if the target of each of them and the aims of each of them are not clearly defined, this can generate some kind of troubles between them. So it's just to have in mind.

Another thing that appear is the...and that for us is also interesting is the importance of for these reskilling, and training people to facilitate these new employability opportunities after a post Covid period. So we consider that maybe can be people that would lost...could lost their jobs in this new situation. And it's important to try to give new job opportunities to avoid this situation and to avoid the increase of inequalities in the society.

There were also some comments about the need to engage citizens, communities and the grassroots organization in the definition of a strategic projects of the city, with the goal to



increase the impact of this initiative, and also, it emerged the idea that a cooperative can be a model to democratize the economy. But we need to filter down to community this kind of new model, just to facilitate bottom up processes and not just top down. These were like the main or the big strong ideas that we get from the last meeting.

We also presented in the past meeting we show this slide that were the connections between the Bilboa, Mondragon and Preston. This slide was from our point of view, we tried to identify what were the main connections between Bilbao and Preston. But we also we would like to share with you again, just to receive feedback about that, because this is our vision, we know the Mondragon model, we know what it's doing in Mondragon, but we have less knowledge about what's happening here in Preston, and that is the reason why we would like to receive your feedback, or if you could identify other connections that were not here included.

So maybe the first element in common that both cities share is the creation of a culture of a collaborative framework between different stakeholders. with the aim of social transformation here in Preston you are collaborating, Preston City Council, the Centre for SME Development, the incubator Propeller, the Preston Cooperative Education Center and the cooperative University.... So there are a lot of stakeholders that are working together. And this is also one thing that happened in in Bilbao, and also the need of for an economic transformation of the productive fabric and the BBF initiative started as a response to the need of an economic transformation of Bilbao productive fabric after several financial and economic crises, so they needed to find new ways of generating new companies. And currently, Preston is facing also this in a similar situation or we are sharing now this situation of Covid crisis that joins to transform and to generate new economic needs of employment and creation of new companies. So they have this disconnection.

What it was clear also, it's the leadership of the City Council in both cases, as a way to define the social strategy and economic strategy of the city. So they are playing this role of definition of the strategy that they want for the cities. And finally, one other thing is, is the that we think that they share this the the vision of offer education, training and support to local intrapreneurs to push the creation of new resilient companies? So the first question that we would like to ask you is if you have identified other connections or links between the two cities, that that we didn't even define? So are there things that you were aware in last meeting where we presented the BBF initiative, things that happen that happened, or was done in Bilbao, and what is currently being done in Preston, what things are similar? Or what other connections Would you identify?



JM: As Marta was saying, these were the questions that emerged, and these are the questions that I sent to you. You might have seen them last Friday. What elements can be transferred from BBF to the Preston initiative? Have you identified other connections or links between work in Preston and Bilbao? What elements are not transferable? And in a similar initiative of BBF and Preston, what is the role your organization can play?

Liz: I suppose the question is why do elements have to be transferred? And, and it was when I was kind of listening to the the question, particularly around whether we've got sufficient or enough incubation, demand and space and the rest of it. And I'm sure like many organizations, we belong to many clubs, and many communities and many kind of parts, and we are a college but, you know, our role, our remit has a different resonance, depending on the community, or the people that we're serving at any one time. And, in a way, I can understand the need to have things brought together and badged in some way, if ultimately it generates and leverage is either behaviors or particular investment and monies, and whatever. But there is a risk, or there is an issue about that, I think for some people, because it might be that it conflicts with another club that they're part of, or whatever. So you've almost you have to have a choice where actually, are we really wanting to have a choice have a proper choice where you have to transfer things into this it has to be? Or can it not be that what we do collectively formed part of this co operative kind of loose, loose knit? And I suppose I'm questioning how hardwired does this have to be to be successful? And it might be that because of the experience in Bilbao, that actually has to be hardwired. But then with that, I think there are particular issues for connected parties about whether they then make that choice or not. And we might actually lose some participants and engagement because of the choice they have to make. Does that make sense?

JM: Thank you Liz, yeah, that's a very interesting question. And I'm going to pass over to Ibon and Marta to reflect upon that in a minute. But I just like to quickly say that when we talk about transferring, - learning from Bilbao to Preston, and maybe from Preston to Bilbao, - we're simply talking about a learning process. So that's the principal meaning of the word 'transfer'. It doesn't mean we're taking a template from Bilbao and we're transferring it into Preston and come what may, and everyone has to join in or you're stuffed, it doesn't mean that. It means that we are trying to learn, but maybe Ibon and Marta, you have some comments about that as well.

Ibon: Yes, I think it's really a very good question and comment. We are also thinking in our own case, and not only thinking in the Mondragon ecosystem, but also thinking in the Bilbao ecosystem, or the Basque regional ecosystem, always talking about entrepreneurship. So, we are every day saying that entrepreneurship is a key factor not only for development, but also for creating new working opportunities for social transformation, but how to make it



effective, how to develop entrepreneurship ecosystem that can really work, that can really get results and, of course, that can contribute to social transformation and create the new opportunity.

So, Mondragon and, I would say, Bilbao city, and the Basque region are actually thinking about that. Because, for instance, in those flagship initiatives that we are working at and in Mondragon, Gaztenpresa, Saiolan, the industrial incubator and the Bilbao innovation factory, we've been doing our own learning process and thinking on how we could address the different target groups to build a real effective entrepreneurship ecosystem around Mondragon. Mondragon needs an effective entrepreneurship ecosystem to be alive. This is very important for us because either we create new business activities, or we are there - we are a federation of cooperatives, worker cooperatives, and we really need...we cannot grow by just buying new companies. We need our endogenous, our internal growth.

So, entrepreneurship is critical for us. So, we are all the time thinking on how to do it in a better way. And I think, of course, ourselves, we need to be a little bit more critical, because 20 years ago, for instance, we didn't have so many resources to support entrepreneurship in our own ecosystem. Nowadays, we do have, so we have all these tools. But we need to check, I would say every year that those tools are working in the proper way, and that we are really effectively addressing the right target groups, which if each of the tools, for instance Gaztenpresa, to the ordinary entrepreneurs, let's say, those are opening, a coffee shop or a restaurant in lane and in innovation factory to advance entrepreneurs that are coming from the University, from the college and so on. In Saiolan mainly to entrepreneurships. So, this entrepreneurship that is coming from a current industrial activities that need to diversify and find other new activities around.

So, we really need to be very critical on those to see if each of them is targeting the right target groups. And then to check if the ecosystem as a whole is working in the proper way. And this is not, as Julian also said, it's not something we plan to transfer. But I think this is something that every entrepreneurship ecosystem should do. So think internally, what you are doing, how far you are addressing your target groups with the different initiatives you have currently in Preston, for instance, and to evaluate every year, what is the impact of what you are doing in terms of new activity and social transformation. This is our thinking right now.

JM: Thank you, Ibon. Before going, I don't know if Liz, if you have want to come back on that at all. Maybe you could in a minute, because we're going to Sue Smith now, who has a hand up. And we'll go back to you, Liz. Sue...



Sue: Hi, mine was just to pick up on the skills side of things and the role of the colleges, and University. And I put this...I brought this up last week, just the interest from my perspective on the degree that was being spoken about entrepreneurial leadership and setting up a co-op or business alongside that. And, Julian, you and I are gonna have separate conversations about some of that high level skills aspect. But I think it was just the more general skills development through my lens as a university, but, I guess, probably through Liz's as well, on behalf of the college. So, it was just to note that interest again, really, and those that transferability, but also throwing in actually as to what's going on with COVID and some of the examples that were brought up early on from Montragon around businesses that do go bust and then the redeployment and skills development from the sort of the bigger body as a whole. I think there's something in in this now in the COVID world. And then also more broadly from my perspective in something like that degree where students can come in and actually set this up whilst getting the degree.

JM: Thank you, Sue. And what that makes me think of is the very first point that Marta made in her presentation about the need for us not to start treading on each other's toes and competing in for different aspects of training and education and skills, apprenticeship and so on and so forth. That this may be as a good example of how cooperating together, the different stakeholders involved in training and education, cooperating together we can produce something a little bit more special and stronger.

Any more comments? Should we get back to you, Liz? I don't know if you had something to follow up?

Liz: Yeah, I'm missing a couple of things. One around, I think the whole drive entrepreneurship, and all of that. And, again, I think absolutely has have the resonance of what's being said, I think my concern, still is that there are many other players in Preston and around about who are, who do have incubation space, who have been driving this forward and all the business initiatives. And it comes back to this thing about how we connect to them, isn't there and be part of that ecosystem. So, if the entrepreneurial ecosystem is the thing that drives and connects us, how do we actively do that and achieve it? And I think there's a whole, you know, there's a plethora of research isn't there around developing ecosystems and how they work effectively. And I think we need to understand that it isn't just the people around the table, who have a vested interest is how we connect to them and harness that kind of collective. Absolutely, in terms of the skills, but what you just said that Julian and around collaboration around actually talking through this stuff. We would say, and I'm sure the university and I know, Calvin Newman, other training providers would say, you know, we keep a weather eye on the needs of industry sector, that kind of what is happening at the moment and try and be as flexible as the funding our regime allows us to be, cause that's one of the issues EFY colleges, and sadly, we don't have the type of





flexibilities, actually, that universities have in terms of how we spend the funding. The funding is very much driven by qualifications. And there is limited flexibility that you can just put on provision if it isn't driven by Quals. It's a barking mad system, but that's a system we've got. So, actually, we try really hard to be responsive. But there's always an issue, unless an awarding body or a Qual has been dreamed up. It's sometimes quite difficult to deliver stuff. So but working collectively, and you know, there is a sensible grown up conversation, isn't it to be have to say, right, okay, for example, the new green economy, what actually is required, who best could deliver that fleet of foot, you know, the progression and saying, you know, and it might be a mixture of all of us who have a little part to play, or actually, we might say, That's not our bag, you know, "X" is much better to be able to deliver this that point for the people of Preston, da da da. And I think it's that grown up conversation, and being clear and transparent about it, cause that would be really helpful. I think we've started to do that. But you know, we're all driven by our funding masters, sadly, you know, in one sense, we can't get away from the day to day requirements of our own regimes and our own kind of accountabilities. And I think by understanding that, but by discussing and having those conversations, I think that would be really, really helpful in getting then a really good set of provisions support for businesses for people and working out who does what, how can we pull together, resources and also expertise. But it's wider than the college, the university – there is an awful lot of people again in the game of doing this for a living.

JM: Thank you, Liz. And that conversation about the ecosystem, the social and economic ecosystem, was brought up by Craig from community gateway who can't be here this morning. But we had a chat before this meeting. And Craig is very interested, he said, the Community Gateway is very interested in some of the work that I started to embark with Julie, who's in this conversation now, and Mark Doris particular, and Rachel from the Council, on comparing the Preston model ecosystem, or as it's developing, with that whole doughnut economic model by Kate Raworth, where you combine the environmental and the green agenda with the economic and social agenda. So I think that that that's clearly going to be a very exciting and interesting conversation to be had to spread out, to increase the reach of the Preston model to include the doughnut kind of concept as well. And it seems to me that post-COVID, obviously, the green economy is going to be more important and that we have to be part of that. And it's only by combining many stakeholders like this, that we can hope to reach that kind of understanding of sudden something that's so complex, and it's a juggle, isn't it, as you say, between practical stuff that needs to be done, and keeping a kind of conceptual framework as well, you know, it's a big so you know, on the practical side, you say, you know, where's the money? What about the funders? And on the sort of conceptual side? Well, that there's this kind of future that we're sort of imagining. And I think it's quite exciting and interesting, and bit of a challenge, you say? Any more comments, contributions, questions? You can use your little icon hand if your camera is off.



Ibon: Julian? Yes, I was going to say yes, the quick word. For this for this session, we wanted also to somehow we don't want to force anyone to speak but to have a kind of collecting the views from the different areas of entrepreneurship. So not only education, but also the public sector, the business sector itself, within the education sector also, we can get the different views from the different levels of education from college level to technical level, I mean, I don't know if we can go around a little bit, especially to see what is their view about the future of the Bridgestone entrepreneurship ecosystem, knowing after listening to the to the city council and their future plans, their investment plans, how does each party, in let's say, in the in the entrepreneurship ecosystems see that future on how they see their role?

JM: Yeah, that ...so the role of each organization as represented by people here, present in this meeting, yeah? I mean, shall I just go round and ask, for example?

Ibon: Yes, please. Because we want to know, let's say, the view from each of the sides of the corners of the ecosystem.

JM: But listen, can we begin maybe with John from a sort of business and employee ownership perspective.

John: Yes, it's interesting, because I have two perspectives about this. One is about the circular economy within Preston. And I am very interested in the green aspects of that, that have been highlighted. And I certainly think that's going to be really important in the next decade.

From our point of view, I think the reason we're based in Preston, is a counter to the scale and sort of gravitational pull of, firstly, the Southeast London, and secondly, Manchester. Nearly all of our competitors are based in London, or in one of the big metropolitan areas or have multiple offices. And in a sense, what we're trying to do is reverse the process by which the money that is spent on those services flows from places like Preston into Manchester and down into the Southeast. So, our view is that we can operate at an effective scale based in Preston. So, some of our work isn't about the circular economy within Preston. It's about ensuring that actually there is a...we are trying to rebalance the terms of trade between greater Preston and the South and Manchester, in particular. And that's going to be important, I suppose, for us as a continuation and thinking about the types of entrepreneurship and the types of skills that are going to require...be required within Preston, it isn't exclusively about the internal economy, it's also about the ability to be more effective externally.





JM: Thank you. Thank you, John. And I think that Matthew wants to come in here from a council perspective.

MB: Yeah, morning everyone. I hope everyone is okay. These are fantastic points that are coming forward, and especially Liz's point, it's really pertinent in the sense that from the Preston council perspective, obviously, we do have a democratic mandate, and we do have a strategy and an agenda. A lot of it's based around what we want to achieve politically, but also a lot of it is statutory what the government says we have to achieve. So it's finding a balance best around that was really, really, you know, it's challenging, but it makes it work really well, I think that you've got those tensions which need to be addressed. So, for us, we do want to prioritize things like continuing the regeneration of the city centre, which for, you know, we waited for that for 15 or 20 years and previous approaches have not been successful. So, the way we're doing it now is very different and very new. And it's really about collaboration in the sense that we are a key partner in Preston, but we're quite a small player compared to others, like the County Council, the university, so we've got to really have a big tent approach going forward. But in terms of skills and entrepreneurship, I mean, we're very keen at looking at more democratic enterprises, you know, in the sense that we support cooperatives because there's an evidence base, they do lead to more resilience and more equality in the economy and tackling deprivation, which is a huge challenge for us, because we do have entrenched deprivation that goes back decades, and you got some, you know, areas where you got high incidence and multiple deprivation, and it's obvious that skirting around the edges isn't going to do it for them, we've got to offer some substantial change, really. So that's why I think trying to get all partners together, especially as we come out of COVID. And look at the sectors we want to prioritize. And obviously, there's lots of work around construction, I'm gonna need skills and entrepreneurship for there, there's a green economy as well. There's lawful supply chains, too. So it's how we actually bring that all together in a way that's going to bring partners together and actually build on the work that they're anyway, like with Preston's college, because they're obviously got much more knowledge than we have, and things like skills and entrepreneurship and employment, and bring it together in a way that's going to actually move us forward in a way that's going to build that better, especially around collaboration. And I'm quite interested in what following approach similar to what they've done in the West Midlands where they got all the anchor institutions around. And they've actually got the hospital there and others and spend defied billions about 50 or 60,000 employees within this anchor institution network and see how we can respond to the corporate crisis. Now, a lot of that will be very conventional things like skills. And, you know, can we recruit people in areas where there's significant levels of poverty? And can we look to recruit people who might have had the jobs lost through furlough ending or you know, the current pandemic? So that'll be a big part of the



conventional story, but also as well, a bit of stuff that we're doing around cooperatives as well, potentially. So I think that's the way to do it, to be honest, that we need a big tent approach. We don't want to, you know, downplay the good work that's been done by others, it should really be about collaboration, because the challenges are huge. You know, we need to listen to all voices and come to a consensus. And if we don't do that, we're not going to be as successful as we need to be. And we also want helping people that want to, as well. So that's my thoughts on it, really.

I mean, it has concerned me a bit that we've got so many good ideas and initiatives coming forward in the next few years. But the tragedy would be if it was a situation where we've gotten to a position where one project was going forward and the other wasn't, I think there's a really good opportunity to take bits of everything around what's going on now and actually build it into something that's a whole, you know, and take it for that way, because you know, there is so much stuff going on. I mean, both UCLan, Preston College and other organizations have really good ideas and plans around entrepreneurship and it shouldn't be, you know, one shouldn't be at the expense of the other, it should be bringing them all together. And this is where the Cooperative Education Centre comes in as well. As well as I think ideas UCLan have within the incubator. I mean, it makes sense that we bring all this together, and then keep with what Ibon and Marta are doing. And, you know, I don't think we can replicate what's happening in Bilbao, it won't make sense. But what we can do is take the principles and the vision and the idealism behind it, and bring it to Preston and apply it in a present setting. So, thank you.

JM: Thank you. Thank you, Matthew. I wonder if I could ask Shirley, if you have any comments from the perspective of the arts and culture community in Preston.

Shirley: Yeah, I have. But I'd like Matthew, also in that list of priorities for Preston to include the creative economy, which I'm sure he does. But yeah, it wasn't on that list, Matthew, but please make sure that the creative economy is part of that bundle of stuff that Preston needs to consider. And I suppose my interest really is arts and culture and its role in innovation and regeneration, that's what I'm interested in in that's what the creatives of Preston I think are interested in. And Preston just have a problem retaining and its students in Preston and people find that there isn't necessarily a place for them once they finish their degree. And so they take all their creative learning and go somewhere else. So I think it's really important for them to have, you know, a cultural hub and an entrepreneur, a set of skills that would allow them to learn their craft to become entrepreneurs and allow them to practice and it would be great to have that in Preston. I would also be really interested to connect with the grassroots organizations in Bilbao and learn about their best practice and things that have



worked for them, how they have contributed to this process in Bilbao. And so, take best practice from that, not take it on wholly, obviously, because it needs to apply, as Matthew said to Preston, but I'd be really interested in making that connection.

JM: Thank you. I wonder if Marta and Ibon you have any comments on the creative economy and creatives in the Bilbao system?

Ibon: Yes, I think in the case of the innovation factory it's not, let's say the only sector, but understanding the creative, what we call, the cultural industries as part of the also the advanced services. There is a clear push for those activities. In the case of the innovation factory, usually related to IT services or source or those cultural industries that have been developed through mobile apps or IT, different IT technologies. But for sure, this is a clear area of opportunity, looking at the future, like it is the green economy. And we see that the base a lot the ecosystem that apprenticeship ecosystem can do to support entrepreneurs in those fields. Julian, I would like also to... I don't know if now or maybe a little bit later... but take the opportunity to ask the participants a little bit more about the, again, coming back to the presentation that comes with presentation on the future initiatives. And that summary table that we had at the end of the of the council's presentation, I would like to ask them about where they see maybe the gaps and the overlaps on those initiatives. Do you see that there could be initiatives that could somehow overlap? Or do you see areas where there are still gaps and thus, there is an opportunity now to think about how to cover those gaps.

JM: Okay. Would anyone like to respond to Ibon there? The gaps, the overlaps between what has been presented to us from the BBF and Bilbao and what's happening with The Town's Fund and Preston City Council's presentation?

MB: Julian, I think yeah, I think Rachel would be good to come in because she did present the presentation last time and I know she is with us.

JM: Okay.

Rachel: Yeah, I've been listening away and taking notes. I...preparing that presentation, I was listening to what different participants who are developing projects or that are broadly overlapping what they said and how far they have reached in progressing them. My impression, and I'm going to speak quite honestly, was that there was... the people were very committed to their own projects. But the extent to which they had, perhaps, the capacity or the conviction, perhaps, that the projects were overlapping, wasn't to be very evident. I think if there was a desire to work collaboratively, there would need, I think, different prayers probably would need to talk to each other. And really understand in more depth the position,



the starting point of potential partners, because I don't think...you can never force participation and collaboration on people, people have to see for themselves that there is a shared incentive in working together. And I don't think we've quite reached that position where a group or subgroup within the group actually do have that sense of not just a shared concept, but how the reality of developing that concepts aligns with the incentives of their own organization and how their own organization operates. So, I think we're at a very early stage really in forming what could be an effective collaboration. I don't dispute for a minute that people can see the overlapping conceptually, but for that to align with something that actually could coalesce around a deliverable project. I think we're quite a long way from that position.

JM: Ibon, Marta? Oh, hang on, we'll go of to Chris. Chris, you got a hand up? You are muted. Yeah.

Chris: Yeah. I think that's a really important point that was just raised there. And I'm interested to know about kind of timescales that people are thinking of, because it seems to me that the relationship between people on this zoom and wider is really, really important. And the only way you get good relationships and healthy relationships is over time. And getting to know each and having a good understanding of where people are at, I think is really crucial. Cause it seems to me, this is like a really, really important thing that is trying to be built here. So, it has to be very robust from the get go. So, to get to let the thing fly too early would be like terrible, you know, cause it will fall over. There is a capacity issue at our end, in terms of people who work in, you know, the voluntary sector.

People work on the ground. In terms of input from our end, you know, it's voluntary, voluntary time that I'm giving, and we would be giving to this thing, in terms of our role. So what kind of...I've been speaking to people in our thing, and we were thinking that we're going to have to treat this as a project to get involved, we're going to have to raise some money to be involved in this thing. Because we volunteer on the ground to all sorts of things we give our voluntary time all the time and surely would back that up in terms of the arts. That's always a problem. So serious kind of capacity building needs to happen from our end, just to be around the table, never mind to understand the thing, cause it's really complicated what we're talking about. I'm struggling with a lot of what is being said. But I'm picking up on the fundamentals of the thing, in my basic thinking way. So yeah, our role, definitely we're on the ground we pick...people come through our door, people who you want to help. We have good relationships...with them. They trust us, we can get them involved in this thing. Entrepreneurship, we come across people locally all the time, who have great imagination, can conceptualize things, just don't have the tackle and the things in the tool bag, but don't have self confidence in being able to get a bloody job, never mind being an



entrepreneur. So that's where we're starting from, but we connect with these people. And it's important that they get involved. And we can help facilitate that. It seems to me that one of the things that I think Liz raised was the thing of being bound by all sorts of things. We really appreciate our independence, and our flexibility to do what we want to do and react to the people that come through the door. And I think if we're going to develop a robust model, there has to be in place... over the years we need to develop independent income streams, independent funding sources, that means that people like Liz, and whoever, can be more flexible. Because the income isn't just coming from, you know, qualification funding. So that needs to be built in. The ethical thing for me of cooperatives is a big attraction, and the green agenda, which people are talking about, make sense of that to me, in that it's caring... the big ethics involved - it's caring about Preston city's future. It's about young people, which is really important, the free movement. Also, and all of that, for me plays into the Preston model. And I think that's a buy in for people on the ground that we deal with, is that actually this thing will be Preston's - is a big thing to remember. Because people love the city, even people who are in a desperate situation, really like Preston. And don't like Manchester, particularly. So yeah, independence for me is a big thing. I think that's everything that I'd written down. Yeah.

JM: I think that's really interesting. Thank you, Chris. I think that's really interesting contribution. And I think the point about which Liz raised at the beginning and which is coming up again. Now the point about independence and collaboration or independence and cooperation is really interesting and very, very relevant to the whole Mondragon thing because that the whole point about the way Mondragon works, and again, Marta, Ibon, you correct me, if I'm wrong. The whole point about the way Mondragon works is that each cooperative is independent and autonomous on the one hand, but on the other hand, is part of the Mondragon Corporation. So it's both independent and autonomous and collaborating and cooperating with other cooperatives. And I think that that speaks directly to what's being raised here. And so it's really interesting that maybe we can learn from that particular aspect from Mondragon. How can we be both independent and yet, cooperating at the same time, so to me that's a lesson. Cilla?

Cilla: Thanks, Julian. And good morning, everyone. And apologies, I feel a bit of a fraud on this call. I actually live over the other side of the Pennines, but I am based in Manchester, the cost of college, and I just like to pick up on that, for me, Julian, which is this notion of cooperative identity. And whether you're in Bilbao, or in Preston, or in Rochdale in 1844. What we do know we need to do is to develop that identity, because it's through developing of identity actually, that you know, you acquire the sort of that commitment, but also it you know, it's a bit, I've noticed some things here on chat, about sort of the pride of place and so on. And it's just really, really important. It's, in some ways, as important as the skills I





would argue you acquire, as you learn to be a cooperator, and you learn to make a good cooperative. So that sort of identity piece is really, really important. And I think, no, this goes very much hand in hand with some of the current developments with... others know on this call better than I... which are around evolution, around place making, you know, and it's very much of a piece of thing. So, you know, people perhaps historically have been a bit edgy about using things like identity. You know, and it's a bit perhaps, felt slightly uncomfortable about it. But I think it's increasingly now seen as a very rich vein of people working together, collectively. And it's a good thing. Thank you, Julian.

JM: Thank you. Thank you, Cilla. So, we've got Matthew, Liz, and then John, and then we probably run out of time after that. Matthew?

MB: I'll be really brief. I mean, we do have a culture of cooperation and collaboration across everyone in Preston. We've done it, we see it there, we've done it with the employment skills partnership, we've done it with community gateway, renovating an empty property. So it's there, this is just an extra project on top of tons of work that we're doing anyway, because there is lots of fantastic work going on already. And it's really something new with this new project, how we can get that collaboration back, I think the difference we have in this instance is the problem from a council perspective is in the last 10 years, we've had very little money, and potentially, fingers crossed, with The Town's Fund and some other things, there will be money around in the next few years. So I think that is a key thing, because you can talk about collaboration and aspiration and different projects, we actually need resources to actually deliver that. And, you know, the positive news we do appear to be getting is that, you know, there should be more money to do this in the next few years, hopefully. So, with that in mind, I think that will really, hopefully, focus minds here. You know, there should be more opportunities coming forward or less, you know, but turn them into reality, but respect what each institution set people doing individually. And I think we can actually find a good balance in which we do something that's really, really positive and collaborative, and creative going forward. But you know, you can't do anything if money isn't there, luckily it appears that, you know, if we are successful with a Town's Fund, then indications are that we should be successful, we'll find out very soon. There should be resources to actually do that. So I think we've got to keep that in mind that we've been held back for many years, if not basically just having austerity, a very little cash, and you can't do anything if you don't have any money.

JM: Thank you, Matthew. Liz?

Liz: Kind of build on the sense of and just to maybe highlight with The Town's Fund, and also the Harris, the reimagining the Harris, there is a piece of work I know, that's been going



on, which is around the Preston narrative. And there's some I mean, the Model is, of course, always referred to. So there's a lot of the weasel words that actually really establishes that the Model, what Preston is about its rich heritage, and it's kind of aspirations, its ambitions. And, you know, so let's not reinvent the wheel. Actually, there's, again, there's been work, and we can take that... the thing is, hopefully The Town's Fund will be successful. And there'll be a significant, you know, tranche of monies. Interestingly, sitting on the board, as Matthew does, you know, a lot of the discussions around the particular projects and all the rest of it are very similar to what we've been discussing today. And that the reimagine the Harris and, fingers crossed, would be fantastic. There's the, you know, the wider Capital of Culture, City of culture, type arrangements, there's a lot that we can actually bring together. And I think the question then is, what are we collectively going to really fight for and do differently? And it's the idea, perhaps, of that corporative that we can really use our influences. So if we get the money, if we get the project, it's great. But how then, what's the really added value that this cooperative brings... these ideas bring, that really aren't in place at this moment in time? Because that's where you're really going to leverage out, aren't you, the difference and the value in terms of what we're trying to achieve?

JM: Thank you. So, I just like to pass on to John, and then back to Marta and Ibon to close the meeting, because we're reaching the end, now. John?

John: I...just during this discussion, something triggered with me. And it actually goes back to the question of what issues are potentially transferable. And the one thing that I've noticed was the building, and the need to fill a large building, and therefore do a number of activities within the building. And I'm just thinking about whether that the idea of a building physical place, and I realize it's difficult when we're all working remotely at the moment, but that will pass that the idea of a building connectors sort of to coalesce, seems to me that the variety of activities that are associated with the building, the building itself could be an opportunity for refurbishment, and learning and apprenticeship around that. And, and one can imagine a building with several different layers to it, then the build the actually getting the funding for that and making it happen. It's an example of practical cooperation between the different parties, and you can create identity around the building quite easily. So, I simply put that on the table as a thought.

JM: Thank you. Thank you, John, I think is a really interesting point, actually. We did have a kind of idea of getting a building together with Ruth Heritage. Some of you may know, with a culture, there was a building, which was Michael Kohn Lawns building, in Guildhall Street. And there was a thought at one time to make that building part of that, but anyway, I know that as part of the Town's Fund, there's also a project to put things under one roof. So, we've



come to the end, I just like to pass on to Marta and Ibon, just to close the meeting for us, please.

Ibon: Yes, thank you very much to all I think it was a great debate and discussion that obviously we need to keep on in the next sessions because more will come and we still need to go a little bit deeper on this on these ideas on how to make this cooperation effective and at the end, make the Preston model even stronger for the future. So, this is why we are also planning to have the next session the longest session on another of the flagship initiatives by Mondragon on entrepreneurship. That is Gaztenpresa. It is the one that is supported and led by Laboral Kutxa - that is the Cooperative Bank within Mondragon and we are we were talking to Julian even about the possibility of having someone from Gaztenpresa directly speaking for you in the in the next session and to be able to exchange views and ideas with all of you. So we will try to confirm that for the 9th of November. That is the date for this longest session. And we hope these really contribute to this debate in a positive way.

Thank you. And just to reiterate that from our side, I'm hoping to make sure that James Moore, who is involved with the bank, and maybe Tony Greenham, who has had some say in banking in this field, will also be able to join us next time. So, you know, funding and banking and money and resources are part of the debate and that's for sure. So, thanks very much. Thank you, everybody for attending. I'll be sending off the normal kind of transcript thing, and see you next time.

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