



CHALLENGE CIRCLES

Preston Co-operative Entrepreneurial Ecosystem Design
(Project Committee 15 December 2021)

Reports

Over several months, following a series of presentations and contributions from the Project Committee which was created to debate what a future cooperative entrepreneurial ecosystem for Preston would look like – the [LKS Mondragon](#) team have completed two reports.

The first report gathers together information about the Mondragon ecosystem, especially as it has developed in Bilbao.

The second report focusses on Preston and comes with a series of recommendations over a four year period to support the development of the cooperative entrepreneurial ecosystem.

Project Committee uses both reports, but especially the second one, to further contribute to the development of the ecosystem in Preston, which in its initial stages has become known as the Preston Model.

First Report: [Mondragon Ecosystem](#)

Second Report: [Preston Ecosystem – Challenges and Action Lines](#)

Inter-cooperation

Collaborate and work together between different stakeholders to get a common goal, with the premise that all the members gain or obtain some kind of benefit from this cooperation

- **Identify new inter-cooperation projects between the educational stakeholders of Preston:** UCLAN, Preston's College, Preston Vocational Training Centre and Preston Cooperative Education Centre, and Unions.
- **Foster the collaboration between coops and social enterprises of Preston,** through networking meetings. PCDN could develop this role.
- **Foster the collaboration within and between communities and grass-roots organisations.**

Inter-cooperation

- Ali Al-Assam
- Adrian Wright
- Matthew Brown
- Louise Doswell
- Mark Porter
- Olga Kuznetsova
- Rachel Stringfellow
- Marta Boixados
- Ibon Zugasti
- Mick Mckeown
- Julie Ridley
- Craig Garner

Shared Leadership

Create an ecosystem where the different Prestonian stakeholders (including PCC) can develop some complementary leadership beyond the City Council

- **Identify some shared common values or “common sense” elements between the different stakeholders** to facilitate the development of this shared leadership. This action could be done by the PCDN with the engagement of City Council to integrate the strategic goals of Preston Model.
- **Define and select a “neutral” organization to dynamize the entrepreneurship ecosystem, detect collaboration opportunities among different stakeholders, and support cooperatives creation.** PCDN could develop a more active role in the generation of connections between the different stakeholders as an independent organisation, but integrating the strategic objectives of Preston Model.
- **Facilitate the engagement of other relevant stakeholders in Preston Model:** Chamber of Commerce, Community organisations, SME and industrial companies, and Lancashire County- Boost (Lancashire’s Business Growth Hub) through the creation of new spaces for collaboration or changing the approach to the existing ones to facilitate collaboration. PCDN, with the support of the City Council and UCLAN could invigorate collaboration and cooperation.

Shared leadership

- Julie Ridley
- Sue Smith
- Bob Cannell
- Davinia Jackson
- Julian Manley
- Rachel Stringfellow
- Marta Boixados
- Mick Mckeown
- Ali Al-Assam
- Louise Doswell
- Craig Garner

Social Value Business Approach

Foster the creation of competitive companies, with a robust business model, but that at the same time, comply with cooperative principles and values and have a positive impact in (i) employment generation, (ii) the improvement of living standards in some minorities or communities, and (iii) the application of more democratic models of shared-ownership.

- **Support the creation of worker-owned coops** (traditional ones or platform coops) and companies with social approach in sectors with an important number of self-employed workers like digital, riders, last mile delivery, health and social care.
- **Mentoring services and grants assessment** to strengthen business models in cooperatives and companies with social values to support them in being more competitive.
- **Support collaboration and cooperation among coops and companies that have a social value approach** with the engagement of Centre for SME development. Facilitate the knowledge between them through networking events and meetings.

Social Value Business Approach

- Phil Whyman
- Martin Hill
- Chris Davis
- Ali Ali-Assam
- Adrian Wright
- James Moore
- Kate Smyth
- John Taylor
- Olga Kuznetsova
- Rachel Stringfellow
- Mick Mckeown
- Marta Boixados
- Craig Garner

Culture & Awareness

Support the development of a more collaborative and cooperative culture in Preston

- **Creation and launch of the Preston Cooperative Education Centre** and define its strategy to collaborate with all the rest of educational institutions in Preston.
- **Support the educational institutions in Preston to include cooperatives and collaboration examples, principles and concepts in the current training offered by them** (schools, UCLAN, Preston's College, Preston Vocational Training Centre, Preston Cooperative Education Centre, and Unions). In that sense, the Preston Cooperative Education Centre can contribute or provide these contents and the development of new trainings to create a more collaborative mindset among young students.
- **Support creation of apprenticeship programs in cooperatives or social companies** of Preston.

Culture & Awareness

- Julie Ridley
- Andy Birchall
- Chris Davis
- Adrian Wright
- Cilla Ross
- Bob Cannell
- Davinia Jackson
- Olga Kuznetsova
- Rachel Stringfellow
- Marta Boixados
- Mick Mckeown
- Ali Al-Assam
- Louise Doswell
- Craig Garner

Circle Meetings: The Moderator

- Each group needs to elect a Moderator
- The Moderator moderates the discussions that are going on via NewsSocial, but also facilitates and organises other meetings (can be any type)
- Moderator is given training and support from NewsSocial on how to develop discussions via the NewsSocial platform
- Unless the Moderator is keen to continue and is supported by the Circle, there should be changeovers agreed within the Circle

The General Project Committee (GPC)

The GPC meets periodically

- to listen to the feedback from each of the Circles
- to join up the dots between the different Circles
- to support and provide suggestions for any issues and problems that arise
- To suggest modifications/developments for the conduct of the GPC

INTER-ORGANISATIONAL		the industrial/business fabric of Preston			
	1.5	Strengthen the relationship of Preston with Mondragon Corporation and other territories and organisations			
	1.6	Create a Preston stakeholder map			
	1.7	Define an action plan with the aim to foster collaboration among Preston's stakeholders			
SHARED LEADERSHIP	2.1	Identify some shared common values or "common sense" elements between the different stakeholders			
	2.2	Define and select a "neutral" organization to dynamize the entrepreneurship ecosystem			
	2.3	Facilitate the engagement of other relevant stakeholders in Preston Model: Chamber of Commerce, Community organisations, SME and industrial companies, and Lancashire County- Boost			
	2.4	Define a P-D-C-A iterative and on-going process cycle to facilitate continuous improvement of the Preston Model			
	2.5	Define the strategic plan for PCDN			
SOCIAL VALUE APPROACH	3.1	Support the creation of worker-owned co-ops (traditional ones or platform co-ops) and companies with social approach			
	3.2	Mentoring services and grants assessment for strengthen business models in cooperatives and companies with social values			
	3.3	Support collaboration and cooperation among co-ops and companies that have a social approach			
	3.4	Mentoring and assessment services to companies that are facing conversion processes to worker-owned models			
	3.5	Collaboration with Unions and the Chamber of Commerce to identify running companies susceptible to face conversion processes			
	3.6	Community assets mapping and strengthen the relationships of Anchor Institutions with grassroots community organizations			
	3.7	Microcredit lending program for cooperatives or social value companies creation from the North West Mutual Cooperative and Community bank.			
FUTURE ISSUES	4.1	Creation and launch of the Preston cooperative Education Centre			
	4.2	Support the educational institutions in Preston to include cooperatives and collaboration examples, principles and concepts			
	4.3	Support creation of apprenticeship programs in cooperatives or social companies of Preston			

Strategic timeline

If we can get the Circles up and running, the GPC can monitor progress following the suggestion by LKS Mondragon, and make modifications as appropriate

Thank you for your participation

