

# The Preston Model

**Remembering to be Human**

Dr Julian Manley 20 November 2018



# Mandragón

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Humanity at Work

# Principles and values: Humanity at Work

Open admission



Democratic organisation



Sovereignty of labour



Instrumental and subordinate nature of capital



Participatory management



Payment solidarity



Inter-cooperation



Social transformation



Universality



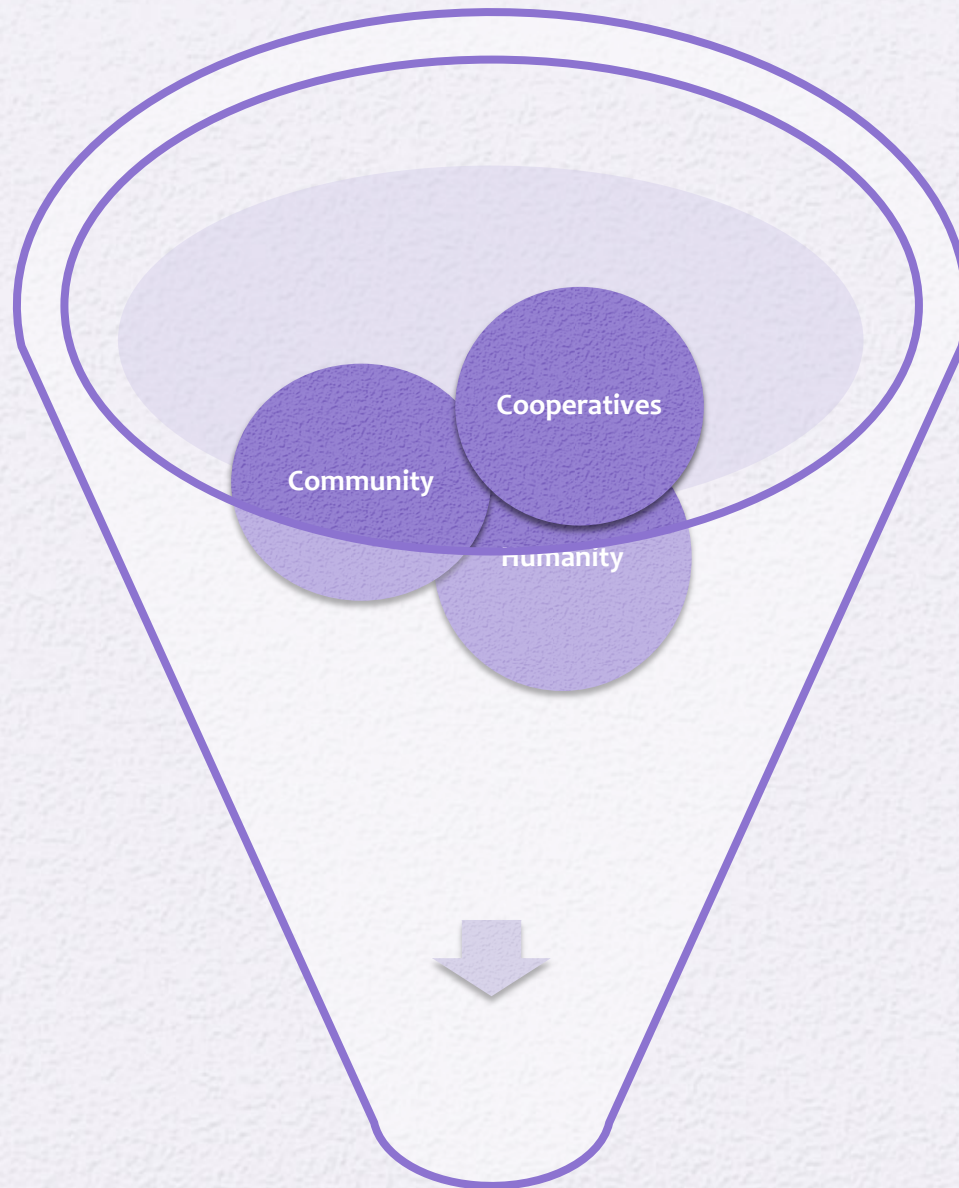
Education



# Jose Maria Arizmendarrieta

“The cooperative enterprise is a living organism; it is a society of people in a community supported by solidarity, and the awareness of this solidarity is the driving force we should place our confidence in.”



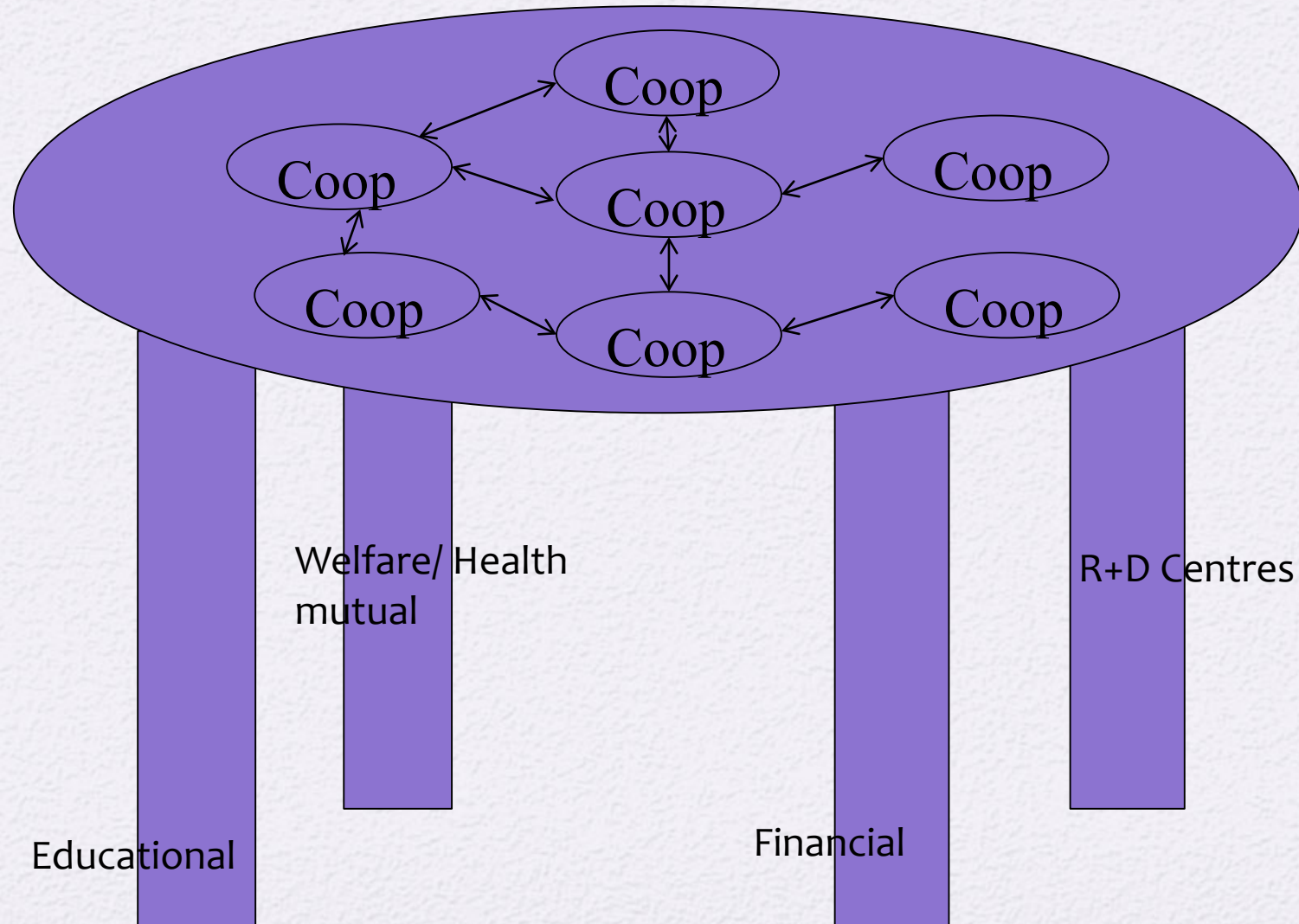


**A living organism**

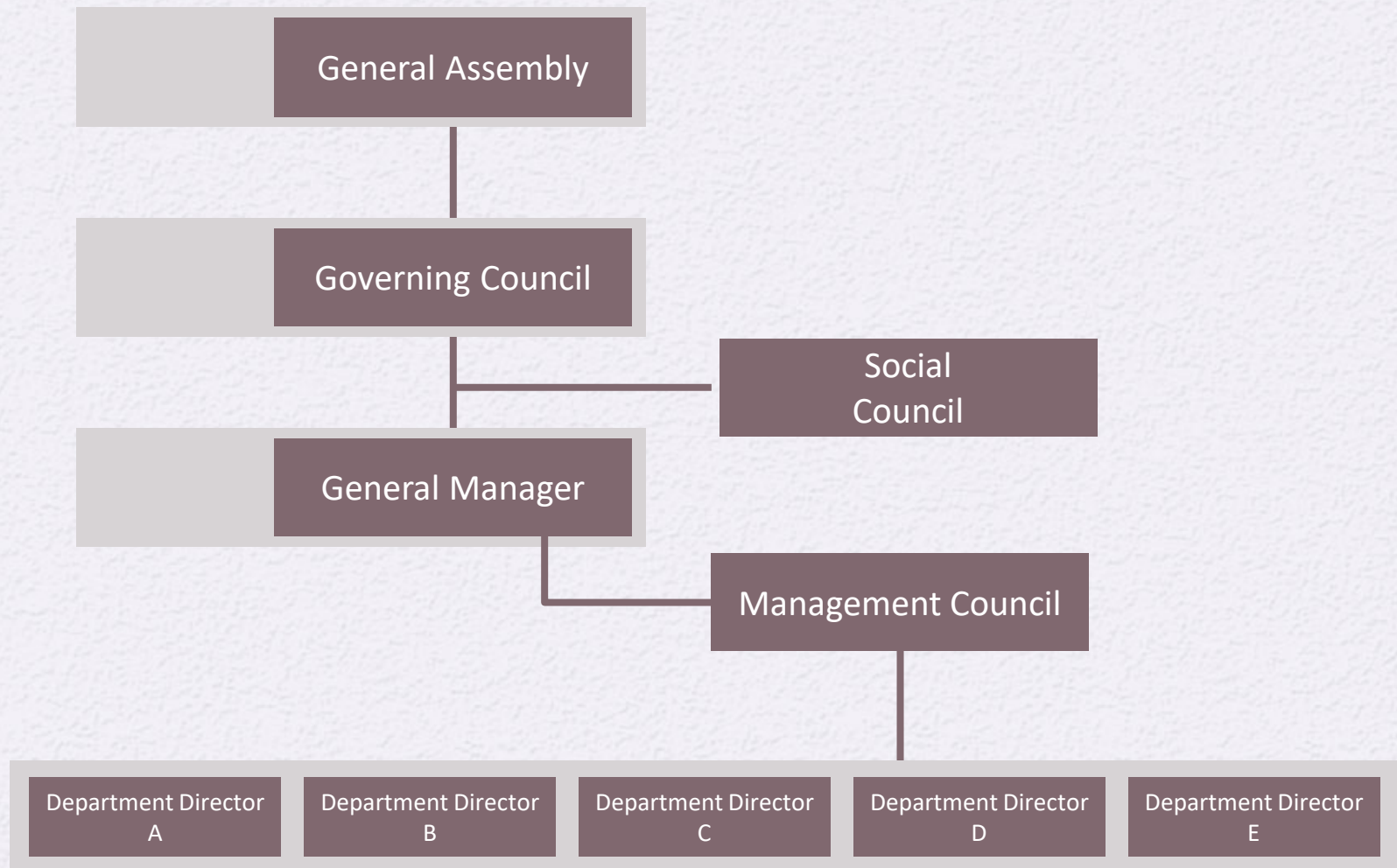
# Mondragón today

Mondragon today

# MCC STRUCTURE



# MONDRAGON CO-OPERATIVE MANAGEMENT STRUCTURE





**1943 Escuela Profesional**



**1956 ULGOR**

# Cleveland

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The Anchor Institutions

# Cleveland and Anchor Institutions

Cleveland Anchor Institutions

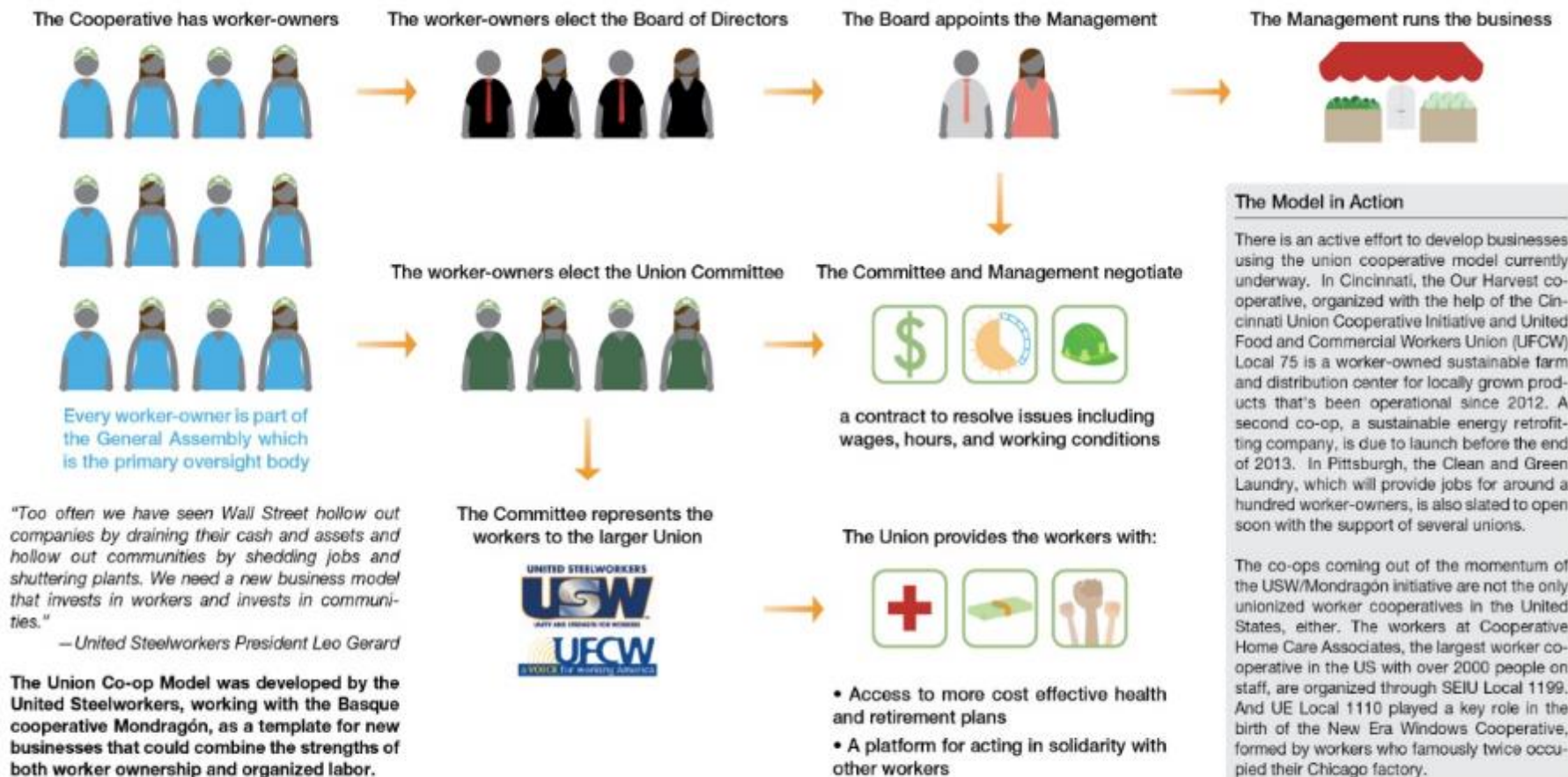
# 1 Worker 1 Vote

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The Union Coop

# When in Rome...

## The Union Co-op Model



"Too often we have seen Wall Street hollow out companies by draining their cash and assets and hollow out communities by shedding jobs and shuttering plants. We need a new business model that invests in workers and invests in communities."

—United Steelworkers President Leo Gerard

The Union Co-op Model was developed by the United Steelworkers, working with the Basque cooperative Mondragón, as a template for new businesses that could combine the strengths of both worker ownership and organized labor.

# The Preston Model

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A new Socio-economic Democracy

# What is The Preston Model?

What is the Preston Model?

# The Rochdale Pioneers

The beginnings of cooperativism in

**1844**





# An industrial past

## Poverty Poverty Knock



### "Poverty Knock"

*[Chorus]*

'Poverty poverty knock,' my loom is a saying all day  
Poverty poverty knock, gaffer's too skinny to pay  
Poverty poverty knock, keeping one eye on the clock  
I know I can guttle when I hear my shuttle go, 'poverty poverty knock'  
Up every morning at five, I wonder that we keep alive  
Tired and yawning another cold morning  
It's back to the dreary old drive.

*[Repeat chorus]*

Oh dear we're going to be late  
Gaffer is stood at the gate  
We're out of pocket, our wages they'll docket  
We'll have to buy grub on the slate

*[Repeat chorus]*

And when our wages they bring, we're often short of a string  
While we are fighting with gaffer for snatching  
We know to his brass he will cling

*[Repeat chorus]*

Sometimes a shuttle flies out  
and gives some poor woman a clout  
There she lies bleeding but nobody's heeding  
Oh who's going to carry her out?

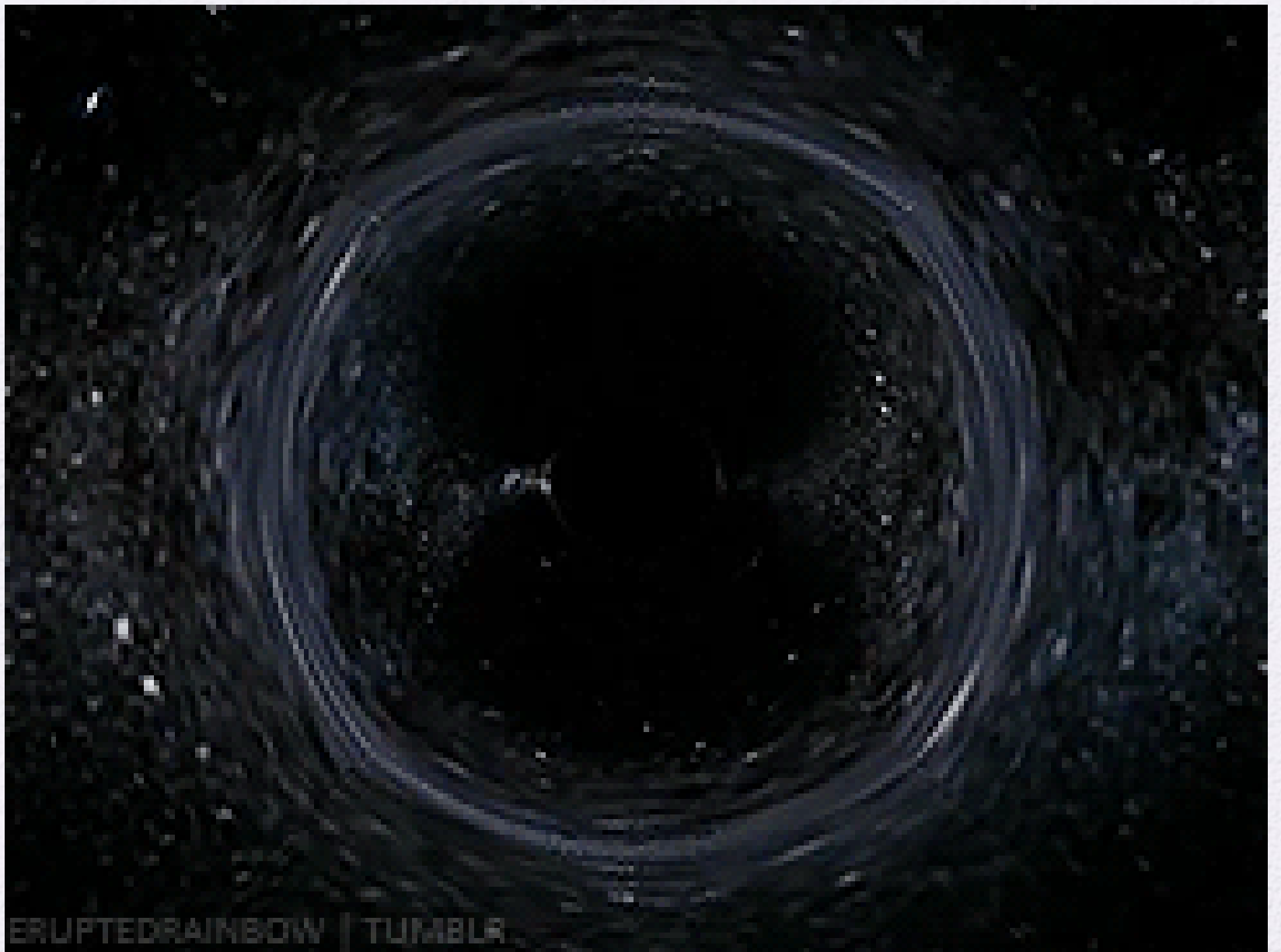
*[Repeat chorus]*

Oh dear, my poor head it sings  
I should have woven three strings  
My threads are breaking and my back is aching

Oh dear, I wish I had wings  
Poverty poverty knock  
Poverty poverty knock  
Poverty poverty knock

# And a future...?





ERUPTEDRAINBOW | TUMBLR

# Preston changed its fortunes with 'Corbynomics' – now other cities are doing the same

November 7, 2018 6.54am EST



Blue skies over Preston's renovated Brutalist bus station. I like/Flickr., CC BY-NC-ND

## Author



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## Disclosure statement

Julian Manley has received funding for research from Preston City Council. He is Chair of the Preston Co-operative Development Network.

## Partners

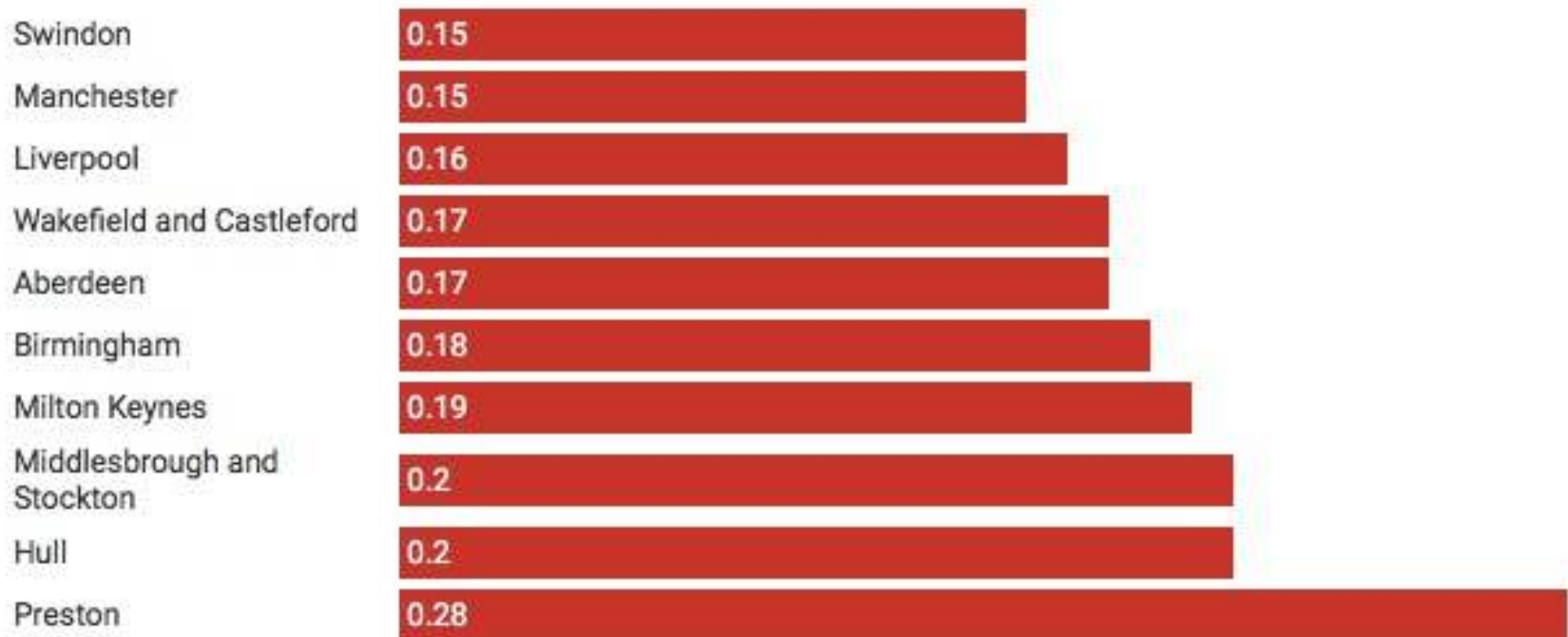


University of Central Lancashire provides funding as a member of The Conversation UK.

# Preston: most improved city

## Most improved cities in the Good Growth Index, 2015-17

Preston is by far the most improved city, since 2015.



Source: [PwC-Demos](#) • [Get the data](#)

# The Anchor Institutions

# Spend repatriated to Preston and Lancashire

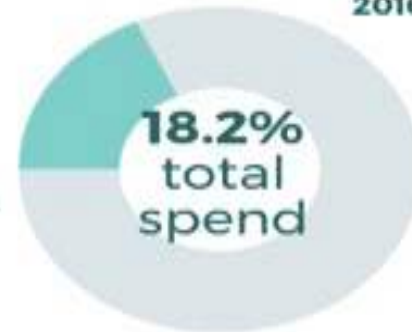
## PRESTON STATISTICS AT A GLANCE

2012/2013



an increase in spend with  
Preston based organisations  
of **£74,750,857.47**

2016/2017



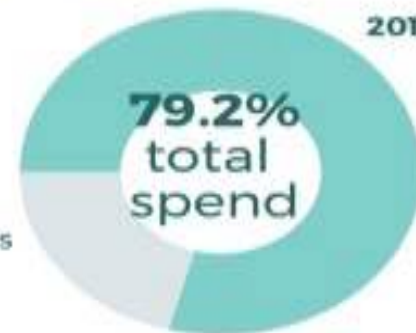
## LANCASHIRE STATISTICS AT A GLANCE

2012/2013



an increase in spend with  
Lancashire based organisations  
of **£199,688,679.96**

2016/2017



# Developing Anchor Institutions: How is it done?

1. Have a **political** and **philanthropic** vision: unifying framework...
2. Understand **what you want to achieve**: economic, social, behavioural...
3. Persuade **senior leadership**: in Anchors, but also elsewhere...
4. Understand existing **scale** of impact: scale of existing local spend and local impact...
5. **Develop Anchor strategies**: statement of intent...
6. Develop **governance arrangements**: strategic, operational, community based...
7. Undertake a rounded set of activities: **economics supported by social**...
8. **Measure impact & monitor change**: on-going, with social and community impact measurement...
9. **Influence** others: existing groups and initiatives can be influenced to work in this way...

# Leadership: Matthew Brown

Matthew Brown Leader PCC

# National Focus: Jeremy Corbyn

Corbyn Preston Model

# Gap in the Local Economy



End of local procurement...?

# Worker-owned Cooperatives



**Preston Cooperative  
Development Network**

Promoting and supporting the  
development of local co-ops

Contributing to community  
wealth building



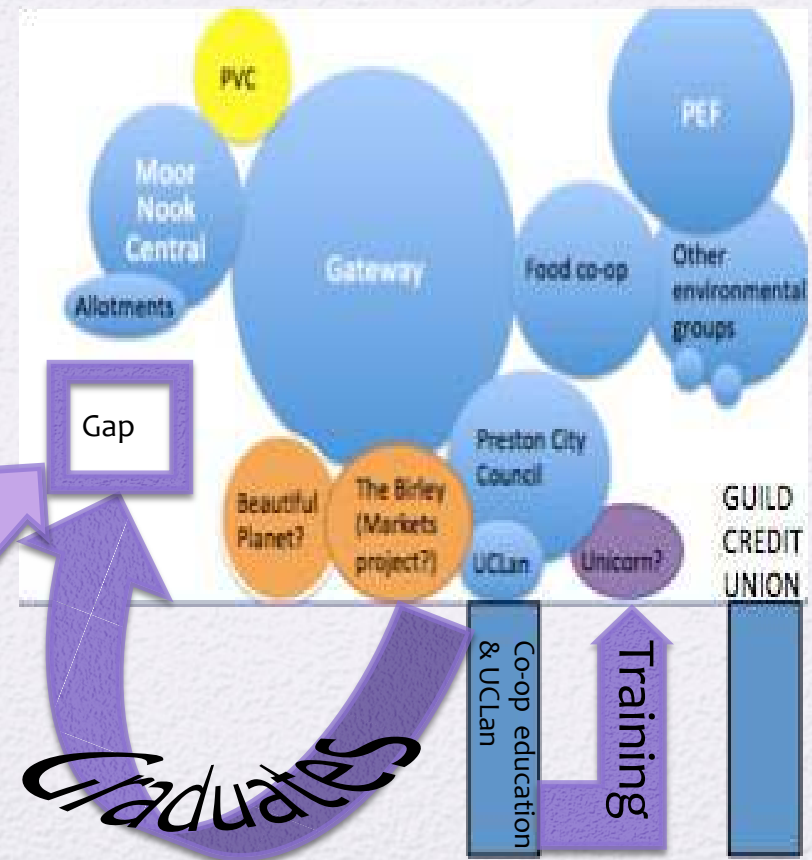
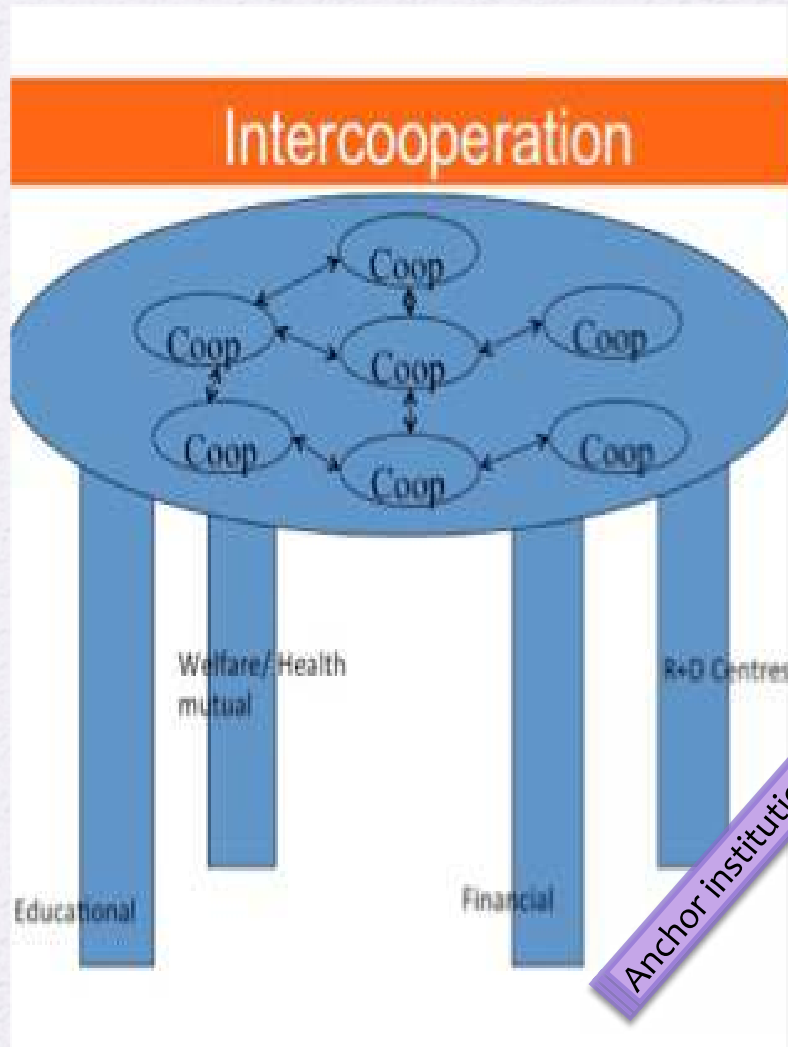
Supported by



Preston Co-operative Development Network Limited is registered  
in England and Wales as a Community Benefit Society under the  
Co-operative and Community Benefit Societies Act 2014. It is  
registered with the Financial Conduct Authority, Number 7656



# Preston Co-operative development Network (PCDN)

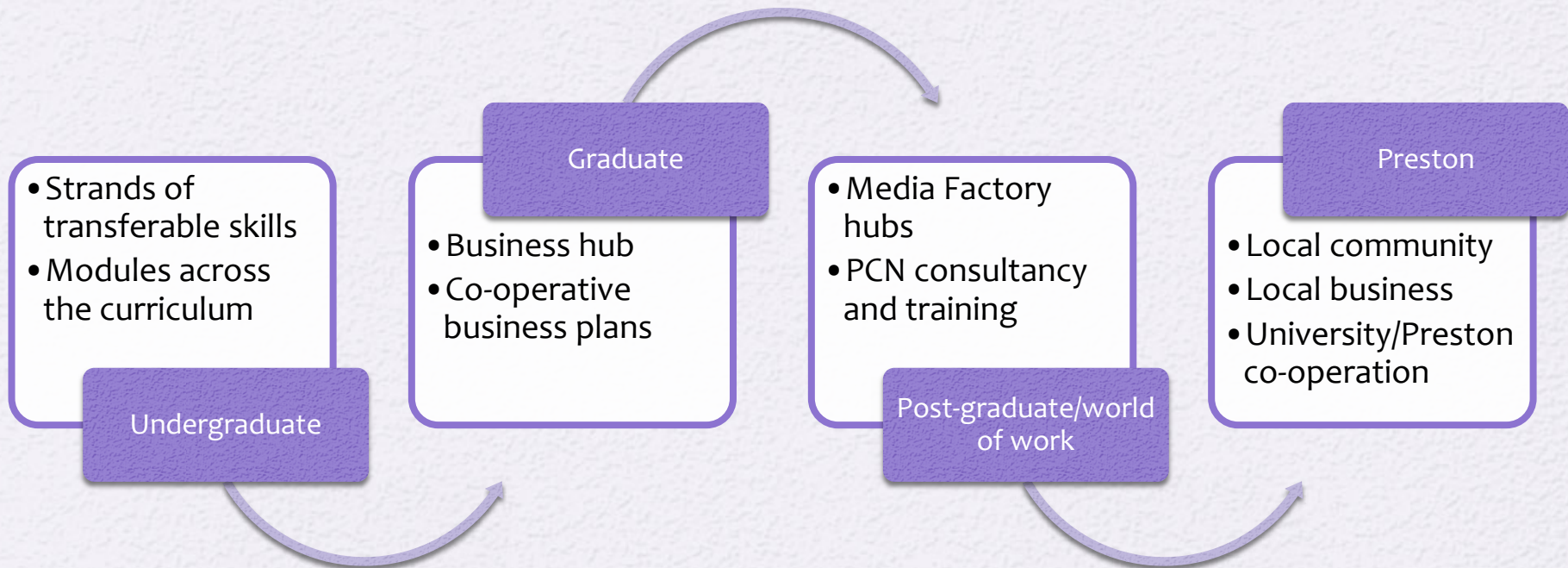


# Simply **BUYOUT**

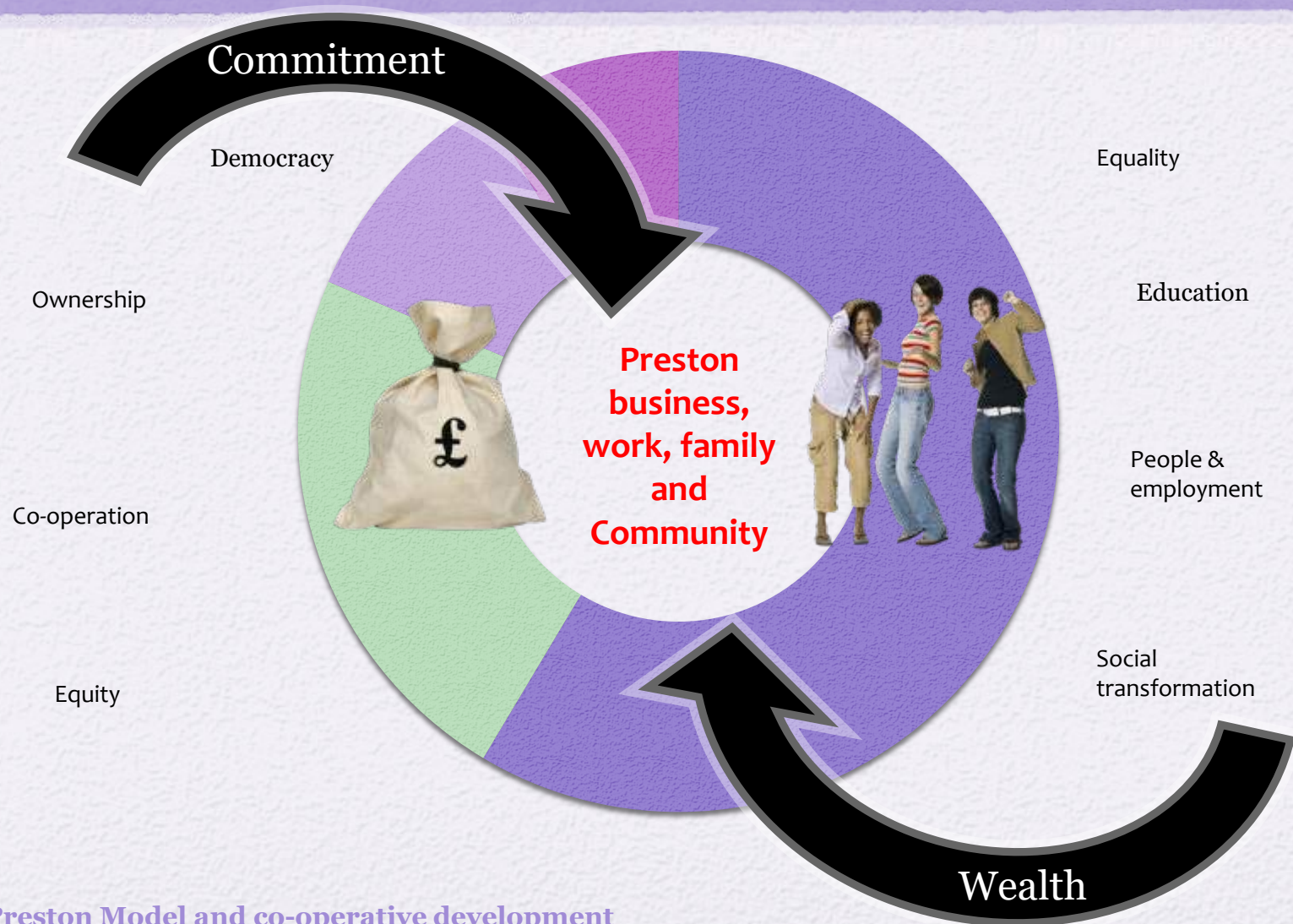
A guide to employee buyouts and  
becoming an employee owned business



# University teaching, Learning & Preston Model



# Co-operation: working to social values and principles



Let a thousand flowers bloom!  
Thank you for listening

