

PLYMOUTH White Papers

Issue 1: Ambition

April 2018

#PlymouthWhitePapers

An initiative by Luke Pollard MP

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CHALLENGE

Thoughtful pieces designed to confront and challenge

2

PROVOKE

Views from people in Plymouth to make you think differently

3

INSPIRE

Ideas to inspire and create political change through discussion

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DESIGNED TO CHALLENGE, PROVOKE AND INSPIRE

The Plymouth White Paper are an initiative by Luke Pollard MP. They are designed to provoke, inspire and challenge. The hope is that each set of white papers will contribute to the energy, direction and passion around Plymouth, our economy and campaigning.

These white paper submissions have been written by people across Plymouth. They have been free to voice their own opinions and these are their own words. The white papers are designed to be political and challenge established thinking but they're not designed to be party political.



AMBITION FOR PLYMOUTH

**LUKE POLLARD, LABOUR AND
CO-OPERATIVE MP FOR PLYMOUTH
SUTTON AND DEVONPORT**



As a city we have been given – and have accepted – a poor deal for far too long. It is time for our city to be more bold and ambitious about our future and more relentless and determined to get the fair share we deserve.

When I was elected I said I wanted to do politics differently. I also said I wanted to give Plymouth its voice back in Parliament. Relentlessly pro-Plymouth is my mantra because I simply do not accept the poor deal we have had for so long. Doing things differently means just that. Swapping one politician for another is poor change if the difference can't be seen or felt. And that's why I want to use the only two powers an MP has: to be gobby and to bring people together. In the Plymouth White Papers, I hope to do both by providing a platform for a diverse range of voices to share their hopes and dreams as well as providing a political showcase for what we can achieve as a city if we work together, free from the shackles of conformity or compliance to failed orthodoxies.

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The Plymouth White Paper series is an attempt to bring together some of the brightest figures in our city to present short essays to challenge, confront and provoke. With my usual haste and impatience, I'm publishing this series of pieces after just ten months as a Plymouth MP--there is no time to waste.

Our city's bright future is not guaranteed, nor is it inevitable. It will happen because of the hard work and determination of Plymouth's leaders, businesses, communities and media who will work day and night to realise our potential. We live in uncertain times and as an island nation caught in the cross-winds of globalisation, Brexit-induced political and economic changes, and changing social and political attitudes, our future is far from clear. The traditional bastions of our economy are under threat, and while established industries face tough times, new business models and insurgent companies take their place.

As a city, we are blessed with natural resources and a beautiful geographical position. For too long we have turned our back on the sea and its vibrant natural environment and rich marine heritage. The potential for Plymouth Sound to be designated as the UK's first National Marine Park is game changing if we seize this opportunity.

Plymouth is truly world-class at so many things, but one thing we have been very good at, is hiding that expertise, as if a light, under a bushel, and then hiding that bushel. But it doesn't have to be like that.

Plymouth has such potential, and I want the next decade to be our renaissance as a city. The Mayflower 400 anniversary in 2020 offers us a global stage to showcase our city at its best. That gives us two short years to up our game and raise our sights. So, let's reset our vision. Let's not accept the poor funding deal from Government, let's argue for faster and more resilient rail journeys, and a decent motorway connection. Let's build a better approach in Plymouth to create more, better paid jobs and get building the homes we need. Let's back our military, its world-class capabilities and its jobs in our city, but let's also encourage and embrace the new jobs of the future in digital, marine and education.

Plymouth has a long, rich and proud history. As Janners we are good at knocking our city - and there are plenty of examples worthy of criticism - but as proud Plymothians we also know that the raw deal we have endured for too long can and must change. To get our fair share we need not only for our political leaders to change gear and be more ambitious, employing new methods to increase our funding and up our volume on the national stage, but we also need business leaders, community organisers and cultural giants to work in collaboration to achieve more.

In this first set of essays I have invited some of the best and brightest talents from our city to put forward their case, in their own words, about how to better realise the ambition for our city.

I hope that the Plymouth White Paper series will present a vibrant mix of provoking reads. They're designed to be short enough for easy reading, but tough enough to remain with you. While I'm a Labour MP, our city's future comes in cross-party working, and so I see my role as a hub, a collector and enabler of stories, rather than an authority determining what is right or wrong. I hope the essays in this edition will inspire others to write for future editions setting out new visions and approaches to solving our city's problems and realising the potential that is there for the taking. Be bold, Plymouth. Our brightest days still lie ahead of us.

Luke Pollard was elected as the Labour and Co-operative Member of Parliament for Plymouth Sutton and Devonport in June 2017.



A CITY ON THE RIGHT TRACK

MARK HOPWOOD, MANAGING DIRECTOR, GWR

I am very pleased to have been asked to contribute to this series of essays. I believe rail transport is key to the economic wellbeing of a city and region. It supports and sustains wealth creation and facilitates greater educational opportunities. It also brings communities closer together in combating social isolation.

It is therefore vital that Plymouth's ambition for its rail services should encompass faster and more regular services, locally and to London.

Plymouth is the largest city on the South Coast of England, yet it has an irregular pattern of rail services to London, with varying journey times on rolling stock some 40 years old.

GWR has been determined to change that. We will bring brand new Intercity Express trains to Plymouth this year, with up to 24% more seating per train. We will follow with a new timetable to London coming in January 2019, which will close the irregular gaps and give the City a timetable in keeping with other major centres.

With two trains per hour between Plymouth and Cornwall, this will double the existing frequency of such journeys, increasing capacity and making it easier than ever to use the train for school, college, work or leisure. We will also be introducing Castle trains on routes such as Penzance to Cardiff, and replacing older two carriage trains with refreshed High-Speed Trains, which boast four carriages and fully automated doors. These trains will be maintained at Laira Depot in Plymouth, helping to secure its future and maintaining a tradition of railway engineering in our city.

To reach this point we don't only need brand new trains—the mainline must also be resignalled from Totnes down. Thanks to great cooperation with local and national government and some European funding, Network Rail are now starting that work. This combination of track and train

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improvements means the new timetable is just over a year away. But not everything needs to wait until 2019.

This January, we introduced a new 0637 service from London that arrives into Plymouth just over three hours later, meaning that it is possible to reach Plymouth from London before 10am, without using the Night Riviera Sleeper.

While this is a big step forward, neither this timetable nor the one for January 2019 will bring the city a consistent three-hour journey time.

I believe that this is where the ambition for further improvement should start. Reducing the journey time to London will boost the economy, and the blueprint for doing so is in the Peninsula Rail Taskforce (PRTF) "Closing the Gap" report, published in November 2016. This report concludes that "£1.5bn investment generates £7.2bn in Gross Value Added (GVA) and £1.1bn in direct transport benefits by reducing journey times by 26 minutes between Paddington and the South West peninsula." Plymouth is part of the Taskforce that proposes improvements for transport resilience and speed.

GWR has also funded a Network Rail study called "Speed to West" and we have been working with our drivers and our local teams to analyse what more can be done to build on already-planned maintenance spending. With relatively modest investment, the line speed between Totnes and Hemerdon could be increased to 75mph, making the railway faster than the A38 between Plymouth and Exeter, for the first time.

This is something Plymouth should be asking for at a minimum. Furthermore, I believe Plymouth should set down aspirations for the extension of electrification, which is better for the environment and offers greater opportunities for reducing journey times.

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The brand new Intercity Express Trains that GWR will bring to Plymouth this summer will transform services. These trains can run as diesel services or as electric trains, and can switch from one form of traction to the other at speed en route. This means that cities like Plymouth no longer have to wait for funding to create an electric railway all the way from Penzance to Newbury, where the current upgrade stops.

Instead, Plymouth has the opportunity to be a trail blazer and to call for discrete, or infill, electrification along short stretches of track where acceleration is most needed. This will maximise the potential of the new trains, will reduce the journey time to and from London and will mean that Plymouth, Devon and Cornwall will lead the way for the UK.

In future years, infill electrification could be extended until the whole line is complete, with a phased improvement allowing for funding over time. This will help to boost visitor numbers and inward investment, as well as support the cities' educational establishments.

Plymouth has twice the population of Exeter. It has three Universities, leads the world in marine science, is the home of Western Europe's largest Naval Dockyard, and has thriving manufacturing, retail, and science sectors as well as Devon's largest teaching hospital. It drives the economy of much of Devon and Cornwall and sits between Plymouth Sound and Dartmoor. Plymouth has all the attributes needed to compete with cities across the world. In 2016-17, over 2.5m passenger exits and entries were recorded at Plymouth station. (*Office of Road and Rail Station Usage figures 2015/16*).

Plymouth Station needs to be on a par with a City of such importance. It needs to match the improvements in the city centre since the adoption of the Mackay Plan. We are working now in partnership with Plymouth City Council, Network Rail, the University of Plymouth and both Heart of South West and Cornwall and Isles of Scilly Local Enterprise Partnerships to realise a plan that will bring more retail opportunities, a much better car park, smart offices and a "proper" entrance to the City - an entrance that lives up to Plymouth's heritage and its bright future.

All the moving parts are not in place yet, and it will need a phased development approach, but getting this right, along with the new trains will transform arrival and departure by rail in the City. A plan for Plymouth Station and the railway quarter is a must for any White Paper for rail in Plymouth, but should we stop at improvements for North Road station?

There will no doubt be many Plymouthians who are unaware that the City has six stations. In Exeter and Bristol stations like Devonport, Keyham and St Budeaux should be seen as commuter opportunities. This is not the case and does not happen in Plymouth. I am the first to recognise that the stations themselves need some care and attention, but while we work with Devon and Cornwall Rail Partnership to see what can be done, Plymouth must decide what it wants from its local station network. These stations connect the city to Cornwall and the rest of Devon, but also connect communities within the city. It may be time for the City to look at how it uses and promotes its local rail services.

There is a bright future ahead for rail services in Plymouth with more trains, a better timetable and faster journeys already on their way. There are positive and proactive discussions on the redevelopment of the station, the complete refit of the Night Riviera sleeper, the retention of Laira Depot and security for the hundreds of people employed by GWR in Plymouth. We also have the opportunity to go further with journey time reductions and greener technology.

GWR are committed to the City and will work with you to realise the ambition for further improvement. Let's work together to help commuters, students, and leisure travellers make the switch from road to rail. Plymouth and the South West are off to a great start with the PRTF report, now it needs to pinpoint its initial targets and set a trajectory to achieve them.

Mark Hopwood is the Managing Director of Great Western Railway

WOMEN IN POLITICS

***ALISON RAYNSFORD, FORMER MEMBER OF
PARLIAMENT FOR PLYMOUTH DEVONPORT
AND PLYMOUTH MOOR VIEW***



This year marks 100 years since women in Britain were first able to cast their votes. Plymouth has a proud record of women's involvement at all levels of British politics. There is no doubt that it was women, working in jobs which supported the armed forces who, by their example, (as many of those women who had campaigned so actively before the war), won the right to vote. Plymouth has had a female representative at Westminster since 1919—a year after the franchise was extended to allow women to vote in greater numbers—for all but a brief period between 1951 and 1955 and from 2015 to the present day.

A proposed statue of Lady Nancy Astor would be an important commemoration. Lady Astor fervently supported women's causes, education, and equal rights, and was associated all her life with Plymouth. She was followed by Lucy Middleton, Dame Joan Vickers, Dame Janet Fookes, Linda Gilroy and myself. I hope there will be more women elected in the future to represent our city.

We have, of course, had women leading the City politically and in the important ceremonial role of Lord Mayor, however as with local authorities, towns and cities up and down the country we still aren't firing on all cylinders. We need to capitalise on the strength and depth of potential of the women who are educated, live and work in Britain's Ocean City.

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The Fawcett Society have pointed out that since 1997 (when Labour introduced all women short-lists and started to insist on better representation of women), across all parties, women's representation on councils has flat lined at around 33%. In Parliament, thanks to the all-women short list process and the pressure that brought to bear on other political parties, the numbers rose from 18% to 32 % at Westminster. However, this progress is taking place all too slowly. None of the six metro Mayors are women, and six out of seven Cabinet jobs on councils go to

men. We could and should do far better than that.

I know from my time as a Member of Parliament that within our communities, businesses, and other organisations, there are amazing women who are leading and shaping the organisations and areas in which they operate. However, for many there is still a glass ceiling, and as we know from the media, there are horrendous examples of women being discriminated against and harassed on a number of levels which prevents them from progressing in their careers.

The Office for National Statistics confirms that the number of women going out to work has progressively increased over that last 40 years. This has been the result of changes in the law – the Equal Pay Act in 1970, the Sex Discrimination Act 1975; and the Employment Protection Act 1975, which made it illegal to sack a woman because she was pregnant. Yet despite these incremental changes and improvements, women have a long way to go in gaining parity in political representation.

“It is very unsettling to know that men continue to take home larger pay packets and that women graduates, many from our universities, are still more likely to find themselves in a slightly lower skilled occupation group than men. What a waste of a resource.”

Too many people are struggling, and some employers in the far South

West continue to disregard the law of the land and get away with it because they are dealing with vulnerable people who lack trade union membership and are unable to stand up for their rights. These employers ensure that progress towards equality is so slow. It is very unsettling to know that men continue to take home larger pay packets and that women graduates, many from our universities, are still more likely to find themselves in a slightly lower skilled occupation group than men. What a waste.

Yet there are massive opportunities in our growing city. There is demand for high tech and specialised jobs at Oceansgate, new opportunities for small businesses and entrepreneurs with the renewal of the waterfront, and the Science park continues to thrive as a perfect seedbed for people with ideas. We have three universities, an Art College, Dental and Medical training centres, and an excellent College of FE that is graduating well-qualified, industrious, and innovative women. Our secondary schools all actively promote and encourage young women to challenge themselves and to be ambitious. The Royal Navy, traditionally a bastion of male dominance, now has women at the helm in senior positions working alongside and on an equal basis with men -- but women are still under-represented.

These are huge opportunities, and with businesses of all sizes buying in–taking on women apprentices, moving women into positions on their Boards, and tackling residual prejudice in the workplace–Plymouth could lead the way in challenging sexism and changing workplace culture across the city. We have set the standard in other fields in the past—we became the first

dementia-friendly city, we were a leader in the Fairtrade movement, and raising the issue of gender equality to a city-wide, city-led campaign could be very exciting indeed. It would also make a statement that Plymouth is an outward looking, innovative city and a great place to invest, live, and work.

This is not just about the glass ceiling at the top—it is essential that every woman in Plymouth is treated fairly and equally. There are far too many women on low wages, minimum wage, and zero hour contracts who are being exploited because they have caring responsibilities. Women are far more likely to receive the lowest pay nationally. If you come from an ethnic minority community, then the pay gap between men and women is even greater. Research by the Fawcett Society showed that the pay gap is highest in the private sector (although it is falling), but for black women the gap is 24% and for Pakistani women it is 26%. Interestingly, in London overall it is falling, and London continues to be one of the most productive areas of the country. This shows that progress towards equality delivers economic gains rather than losses.

There is a lesson and a challenge for business and organisations in Plymouth and the South West, particularly with the loss of many EU workers expected post-Brexit. To get more commitment and buy-in from your workers, perhaps organisations should be actively encouraging gender equality.

Let's break the taboo about pay secrecy and encourage employers to confirm that they pay the same rate to men as women. Ensure that there is a culture within organisations that encourages the development of skills and in-work training. This will strengthen and grow the skills base the city has across its whole work force, including among women. This should extend to a wider understanding that flexibility, rather than zero hours, and allowing part-time work for both men and women, actually improves productivity and well-being in the workplace.

Whatever role in life a person chooses, they should always be encouraged and supported to reach their maximum potential. This has not always happened for women, and therefore there is a political need for women's voices to be amplified and heard. This brings us back to the goal of increasing the representation of women in every level of political engagement—from joining political parties to standing for election and being elected.

The Council and councillors can lead by example – selecting and electing more women for council seats across all parties sends the right signal to the wider electorate in May. I am sure that Lady Astor would be disappointed at how slow progress has actually been since she left Parliament in 1945. According to the Fawcett Society, if the Gender Pay gap continues at its current rate of improvement, it will not be fully closed until 2117 – one hundred years from now. Come on Plymouth - let's lead by example. Our city, and our city's women, deserve better.

Alison Raynsford was formerly the Member of Parliament for Plymouth Moor View for ten years until 2015. She served as a Government Whip and Shadow Minister with responsibility for Housing and Defence Procurement. She is currently a consultant and has a home in St Budeaux, Plymouth.

YOUTH POLITICS

ALIZEH RAHMAN, MEMBER OF THE YOUTH PARLIAMENT FOR PLYMOUTH 2017-2018



“Ambition” is the kind of word you hear thrown about a lot, especially if you’re a young person. From parents to politicians, we are constantly told to be ambitious, but are left eventually with idle dreams to hold onto. Yet, in the past 12 months I have experienced something quite extraordinary in Plymouth. Since my journey began as a Member of Youth Parliament, I have had the privilege of working with some of the most remarkable young people and youth workers. These experiences have cultivated a desire to see real change. My personal peregrination - living in Plymouth for the past 16 years - forms the basis of this. But my stronghold lies with the fact that I am a young person. An advisory warning to all who will read this: my voice is bold - so do not be alarmed by the fact that I am young...and not lazy or foolish.

Being a young person is both challenging and demanding. It’s a full-time job, and when it becomes tedious you can’t just quit. During this tumultuous time, a structure of youth workers is unparalleled for any young person in need of their support. At every hurdle of being a youth representative, I have been aided by the support of the youth workers at Friedrich Youth Centre in Plymouth. Their dedication to the young people they work with is truly inspirational. The overall support of youth workers in the social, personal and educational development of young people is invaluable. But the expectation of readily available youth support does not correspond with reality. Budget cuts in Devon alone have produced a drop in the number of youth workers, particularly in Plymouth in the last ten years. A reduction in youth workers places additional pressure on those working - who sometimes have to put in extra hours to make up for a shortage of staff.

“I sincerely hope this vision resonates with the young people of Plymouth, and provokes countless more voices to break the silence of inhibition.”

I want to see more funding put in place for Plymouth’s Youth Services. Funding cuts are already plaguing so many sectors, crippling the quality of service being offered to people across Plymouth. A youth service that is well resourced and organised is vital to the wellbeing of so many young people who rely upon it. It is a societal modality which Plymouth cannot afford to lose. If we are the future of Plymouth, then this is an investment in Plymouth and its young people.

You see, ambition is not an innate feature in anyone. Some people are afforded with the resources to metamorphose their dreams into ambition - also called privilege. Therefore, it is wrong to assume that all young people should be inherently ambitious. I want every young person in Plymouth - in particular those who are socially or economically disadvantaged - to have access to a youth service that cultivates ambition and talent which sometimes must be uncovered. Personally, the youth service I received shifted my life towards an ambition I am now working towards. But this vision is nothing more than elaborate words if it has no substance. The desideratum for Plymouth's Youth Service is funding - which connects to the next vision I have for Plymouth.

Mental health services have also experienced massive funding cuts - particularly in the South West - leading to a national crisis of which we are all aware. In the UK's largest referendum of young people - known as Make your Mark 2017 - mental health was the top issue voted by young people in Plymouth (with a turnout of 59%). It is clearly an issue we are very passionate about, but for young people the problem lies with the quality of mental health services being offered to them in Plymouth. As a young person with a mental illness, I am aware of the effect it can have on everyday life. Unfortunately, many young people are in a similar position, and rely on the services being offered to aid their treatment or recovery. Sometimes, simply knowing that there is a service available and accessible to you without the strain of waiting is significant. But increasingly, this 'standard service' is becoming a luxury. Mental health is so important to the wellbeing of young people that we cannot allow it to be overlooked. Funding cuts cripple mental health services, which in turn isolates the people who need them the most. Plymouth's mental health services, particularly for children and adolescents, needs more funding...and fast.

I have laid out two big demands which encompass my overall vision for Plymouth and its young people. Funding is at the heart of both. I agree that my vision lacks a blueprint, and both demands have been made before. But the purpose of this piece is not to lay the details of how greater funding for Plymouth can be obtained...I would currently be in Parliament if it were that easy. Instead, I want to speak to the people of Plymouth. This is a young person addressing the people who have the power to make a change. My term as a Member of Youth Parliament is nearly over, but my vision for change has not deceased. In November 2017, I had the wonderful opportunity to speak at the despatch box in the House of Commons. Even then, funding was my main concern and at such a platform I wanted to make this fact clear. Through my own experiences I have witnessed the effects of reduced funding on services provided to young people. I do not want these effects to depreciate into something much worse. Whilst there are more issues in need of solving, I believe it is better to begin small and work upwards. Ambition is good, but only to a certain extent.

This is my ambition for Plymouth.

Alizeh Abdul Rahman is a former Member of UK Youth Parliament for Plymouth, and an A Level student at Devonport High School for Boys.

CULTURE IN PLYMOUTH

TOM NICHOLAS, CO-PRODUCER, PLYMOUTH FRINGE FESTIVAL AND ARTISTIC DIRECTOR, NEW MODEL THEATRE



In 1946, filmmaker Jill Cragie set out to document the rebuilding of Plymouth in the immediate aftermath of the Second World War. In the closing sequence of the resulting film, *The Way We Live*, young people from across the three towns march along what would soon be Royal Parade carrying banners embroidered with their hopes for the city's future. Alongside their calls for larger homes and safer roads is the demand for a theatre, youth clubs, swimming pools and, my personal favourite, 'Less Monotony Please'.

How we define culture is the subject of much debate. For some, it's synonymous with art: paintings and performances, literature and music. For others, culture is a much broader, less tangible thing, an ongoing conversation through which we debate and articulate the diverse history and hopes for the future that bind us together as Plymouthians. For others still, it is a growing industry in which products are made and services provided.

To be truly ambitious about the role of culture in Plymouth's future, we must see each of these definitions as complimenting the others. Like those young people marching through the rubble of the Blitz, we must view culture as a kind of infrastructure, helping us not just to express our creativity, bring our communities closer together, and provide for economic growth—but all of these at once.

“We must view culture as a kind of infrastructure, helping us not just to express our creativity, bring our communities closer together, and provide for economic growth—but all of these at once.”

Culture-led Development

The latest figures show the UK's creative industries to be growing at more than five times the rate of the country's economy as a whole (SDG Economic Development, 2017). The sector is now 'bigger than automotive, life sciences, oil and gas and aerospace combined' (Serota, 2017). Accounting for 1 in 11 jobs in the UK and with a necessary human touch that ensures little risk

from automation (Kampfner, 2017), our nation is a world leader in such future-facing creative industries.

For a long time, the social and economic benefits of culture were held hostage by London. Nevertheless, over the past fifteen years, economists have increasingly made the case for placing culture at the centre of urban economic development in other cities, particularly in those like Plymouth which have often felt the less-positive repercussions of the shift to a service-driven economy (Miles and Paddison, 2005). Alongside these direct benefits, placing culture at the centre of a city's development has also been shown to drive tourism, improve community cohesion, and reduce stress on health services.

In 2020, Plymouth will play a central role in the Mayflower 400 celebrations. Though rooted in the commemoration of events past, it also places in our path a springboard into the city's future, allowing us to showcase the incredible cultural assets we already have and to foster the emergence of new ones.

What We Have

Plymouth is a modest city by nature, yet we live amongst some truly outstanding cultural organisations. Theatre Royal Plymouth, the Barbican Theatre, Plymouth Arts Centre, Peninsula Arts, and KARST all bring internationally-renowned artworks and performances to our city, entertaining and inspiring both visitors and locals alike. When it sheds its scaffolding, our innovative new history centre, The Box, will further add to the incredible culture Plymouth has to offer.

Despite this, in the past, there has been something of a disconnect between the city's arts organisations and those who they serve. Although home to such prestigious organisations, for a long time Plymouth had the lowest levels of cultural engagement for any city in the South West (Plymouth Culture, 2013).

It's worth noting both that these figures rely on a very particular definition of culture and that progress in cultural engagement has been made in the years since 2013. However, it does foreground the crucial challenge that lies in ensuring our cultural sector remains open and responsive to the wider city. In seeking to develop the city's cultural offer, we must ensure we do not wipe away existing notions of what our city's culture might be.

“We must harness the power of our existing cultural institutions and lay the foundations for new ones in order to grow our own artists.”

In short: culture in Plymouth is one thing, but how do we ensure that the culture being promoted is truly the culture of Plymouth?

Culture in Plymouth/Culture of Plymouth

In recent years there have been a number of projects which have set out to combine artistic excellence with community-ownership. The visual arts organisation Take A Part has developed a revolutionary approach to co-commissioning work with residents of Efford and Barne Barton. Rather than simply imposing public art upon the community, the focus has been on involving locals in decision-making processes and, increasingly, in the creation of the work itself.

Other such collaborative projects include We The People Are The Work (2017), Effervescent's I.AM.NOT.A.ROBOT (2017) and productions such as Theatre Royal Plymouth's Boots At The Door (2015), each work with sections of our community to create incredible animations, installations and performances. This approach has ensured a community ownership of the work and has also allowed the sharing of skills, awakening and developing creative and cultural abilities in people of all ages.

Perhaps another echo of Plymouth's tendency to modesty, however, has been the long-held assumption that artists and creatives come to Plymouth from elsewhere. Often, where professional artists have been engaged by our cultural institutions, they have been imported. The flip side of this coin is that many of our brightest and best have chosen to move away. Plymouth has long been a net exporter of young people, and this is perhaps even more true in the cultural sector (Meethan and Beer, 2007).

In order to both feel the full economic benefits of the creative industries and also allow the culture originating in our city to be infused with that Janner twang, Blitz spirit, gallows humour and countless other local affects, we must harness the power of our existing cultural institutions and lay the foundations for new ones, to grow our own artists.

Growing Our Own Artists

The groundwork for this is certainly there. Many of our city's arts organisations have expansive programmes of engagement including the Barbican Theatre's Performance Training, Street Factory Studios' Dance Crews, Plymouth Music Zone's transformative groups for those of all abilities, and the Real Ideas Organisation's work with young people in schools exploring how creative skills might combine with entrepreneurial ambitions.

Furthermore, against a backdrop in which creative skills have been increasingly marginalised in formal education, Plymouth School of Creative Arts places these at the centre of children's development, and the Plymouth College of Art, as well as both our universities, provide a range of academic and vocational routes of training in creative skills and management.

With the establishment of Plymouth Culture to advocate and provide support for the sector and an increasing focus on partnership with the city's existing organisations, Plymouth is fertile ground for the beginning of new creative ventures. Beyond Face, Plymouth Film Festival, New Model Theatre, Native Makers, U:1 Studios, Wonderzoo, Plymouth Fringe Festival and Imperfect Orchestra, to name but a few, are proof of this.

The challenge is now to ensure that our city remains a sustainable environment for such ventures to thrive, that support continues to exist for the emerging artists of the future, and that we harness the national awareness of our existing institutions and the spotlight that Mayflower 2020 will bring to Plymouth, to showcase the work of the incredible artists that inhabit our city.

How Do We Support?

The huge economic potential of the creative industries relies on a small, yet vitally important, foundation of public subsidy (Neelands, Easton and Robles, 2017). It is within subsidised organisations that passions are cultivated and skills grown. Elsewhere, small grants provide time and space for nascent ideas to be fleshed out and piloted.

Plymouth has had a huge boost from efforts by Arts Council England to achieve a greater parity of subsidy across the nation (Brown, 2017) yet there is still work to be done. Continued pressure from our elected representatives and residents alike can ensure that we get our fair share of this subsidy to unlock our city's creative potential.

We must also look to explore how other models such as philanthropy, corporate sponsorship and investment by local government might allow for ever more ambitious cultural projects to take flight while flying the flag for local businesses in other sectors. To do so, we must better communicate the role cultural activity can play in driving tourism, filling our hotels and bars, and making our city an even more vibrant place to live, work and do business.

Conclusion

Ultimately, what is key is that, as we look forward to Mayflower 2020 and far beyond, we are sure to manage a careful balancing act between growing culture in Plymouth and growing culture of Plymouth. In seeking the economic benefits of this growing sector, we must also ensure that the sculptures, sketches, dance, dramas, poetry and paintings that we raise up are ones that all in our city can take ownership of and feel pride in.

As the narrator of *The Way We Live* comments as he watches those young banner-carrying Plymouthians of the 1940s:

"Cities of tomorrow, what will they be? Who can tell? Because their stories are still to be written by the citizens of today"

Tom Nicholas is a theatre-maker from Plymouth. He is the Artistic Director of New Model Theatre and co-Producer of Plymouth Fringe Festival. He is currently completing a PhD at the University of Exeter.

PLYMOUTH'S REGENERATION GENERATION



JOSH PULESTON, COMMUNITY ACTIVIST

Times 2 magazine ranked Plymouth at number 20 in the UK's Top 20 Coolest Places to Live. The city's location, with Cornwall to the East and Dartmoor to the North, is a unique and visually stunning part of the world, but we need the rest of the country to realise that Britain's San Francisco is indeed right here, without the eight-hour flight and jet lag.

Plymouth is a Social Enterprise city. With the first university in the UK to adopt this structure, we have the history and the credentials to set out an exciting and ambitious programme to put business and social purpose, at the top of the agenda, setting the tone for a movement amongst communities nationally.

Plymouth has also shown a remarkable capacity for change and regeneration. As the new Drake Circus Shopping Centre opened its doors in 2006, traditional shopping areas in the city were forced to adapt. Over a decade on, Plymouth has seen the emergence, or revival, of several other shopping districts, all offering something to the city and its residents that has not been offered before, and it is these exciting destinations that will put Plymouth firmly on the map.

“Three streets in sum up Plymouth’s regeneration and Social Enterprise Spirit, are Ebrington, Union, and Marlborough Street. All three of these also contain three stories of urban regeneration in the city, and are home to some of the most exciting businesses and architecture that the city holds.”

The three streets that sum up Plymouth’s regeneration and Social Enterprise Spirit are, Ebrington, Union, and Marlborough Street. All three of these also contain three stories of urban regeneration in the city, and are home to some of the most exciting businesses and architecture that the city holds.

Ebrington Street

Ebrington Street is one of Plymouth's great gems. Though understated, it contains the finest independent coffee shops, retailers, pubs, and more. The Bread and Roses was the city's first social enterprise pub, with a vision to offer the surrounding community with an arts hub, supported by its trade. Fine beer and food, with a mark-up that allows the space to book emerging and established musical talent, as well as hosting regular meets for writers, language clubs, and the autistic community of Plymouth, the space is a melting pot of cultural and educational experiences.

With the Plymouth Social Enterprise Network operating for over five years, led by industry experts behind exciting ventures like Iridescent Ideas, Plymouth Energy Community, and Real Ideas Organisation (RIO), we can expect communities throughout Plymouth to take control of their own economic and environmental destinies - offering genuine people-powered solutions to society's most complex problems.

Ebrington Street also offers incredible support for the city's Asian community. The owner of the popular and fairly-priced Asian foods store is tasked with making sure Asian students have adequate housing - with the help of Land Power estate agents just across the street - as well as offering support to students - showing the value of cooperation and partnership between organisations. Such cooperation is not always formal and contractual, but rather built by personal connections and shared interests. This is the very essence of collaborative regeneration, and it's what Plymouth is good at.

We are also tasked with encouraging these students - along with the rest of the university alumni - to stay in Plymouth once they have completed their studies. Upgrad, another not-for-profit social enterprise, has graduate retention at its core, offering engagement opportunities for young people, graduates, and businesses by designing and executing outreach programmes that highlight what's on offer in our city. In turn, ventures like this will continuously identify what our city is missing, as well as highlighting opportunity for innovation in traditional and emerging markets.

This is the model that we will replicate through the city through the introduction of other static and roving community hubs, supported by community economic development trusts (CEDT). This will ensure that all communities receive the support and guidance they need to enjoy an enriching and fulfilling life in Britain's Ocean City.

In 2020, the Mayflower 400 celebrations will put all eyes on Plymouth. Work is already underway to galvanise Plymouth's communities to create artwork and develop collaborative working relationships with Plymouth, Massachusetts. Ebrington Street will be a shining example to tourists from the US and elsewhere, being dubbed the 'cultural quarter' alongside Plymouth College of Art, and the Box - showcasing Plymouth's history through educational exhibitions and installations. It's an opportunity we need to seize as a city.

Union Street

Like most shops in the city centre left empty after the introduction of newer developments, Union Street has beautiful buildings, many of which lack purpose. But this famous shopping and former nightclub district which unites the three original towns together, has potential to be the home for the region's most ground-breaking and inspirational ventures.

One exciting local initiative, Nudge Community Builders, is a community benefit society set up by local residents to bring unused buildings and spaces back into use. It currently has its first building in the form of an old pub named The Clipper - and expects to have it offering start-up market space for those too small for the Plymouth Pannier Market. On top of that, upstairs, the street will have the nation's smallest housing association offering housing to single fathers. The street is home to the Millfields Trust, another of the city's community economic development trusts. Not only will Millfields bolster business in the surrounding community in the years to come, we will also see greater collaboration between institutions like this Trust and grassroots community initiatives - more often in touch and more closely aligned with local opinion and need.

The central part of our great city, Union Street's central hub for social and economic activity, in Millfields, will model what will be replicated through the city's three constituencies. A comprehensive and forward-thinking programme will be instilled throughout all of Plymouth's CEDT's, and with this, we will have communities taking back control of their areas, being supplied with skills and knowledge from those local, and those professional - all minds coming together for the best solutions to a more prosperous society. It will be the joined up thinking of the city's locals and professionals that will inform neighbourhood plans for each community.

Comprehensive neighbourhood planning for communities surrounding Union Street, and streets like it, will be imperative in ensuring that social displacement is a thing of the past. With a neighbourhood plan in place, and thus a neighbourhood forum of an apolitical nature, communities will be consulted with any development that requires planning permission. This means that residents will more easily prioritise issues and projects that matter to them, that are often too costly to be dealt with, perhaps unable to rely solely on volunteers - anti-social behaviour, street drinking, amongst other issues, will garner community led solutions with the right amount of funding, and the right leadership. That being said, volunteers will continue to be the backbone of our communities, and more will be done going forward to show appreciation and gratitude for the city's unsung heroes.

Union Street is home to perhaps, one of Plymouth's most famous buildings - The Palace Theatre. Attracting the likes of the famous comedy duo Laurel & Hardy in its days as The New Palace Theatre of Varieties, and BBC 6 Music's Gilles Peterson in the buildings spell as The Dance Academy in more recent years. This building of architectural triumph currently stands in a state of disrepair. Officially classified as 'at risk', the future of the building, like many others along this historic street, lay in the hands of current owners and prospective buyers/lease holders. As a city, our ambition must include repurposing the fallen icons of yesteryear and there's no better

example of that than the Palace Theatre.

With the vision of Nudge Community Builders to breathe new life into such buildings in a way that involves local communities throughout the process and meets local need, there is an opportunity to ensure the current community benefits from improvements as much as new residents. Nudge grew from local residents running Stonehouse Action first establishing an annual street party to celebrate the local community. They then brought a building back in to use after 25 years in the shape of Union Corner – a space and garden for local people to test out ideas, hold events and come together.

Whether buildings offer something that once was, or something that the surrounding community desperately needs, we can be sure that the ventures will have purpose in keeping with local viewpoints. The Palace Theatre has played host to a volunteer led group called Help The Homeless In Plymouth, providing a safe space over the Christmas and New Year period for those without a home, where they could also access clean clothes, essential toiletries, and warm food and drink. This is where awareness is raised of our troubling housing issues, but is the starting point of creating a lasting solution.

As the years progress, and pilots being rolled out in Manchester, Liverpool, and the West Midlands become the standard across the UK, we can expect to see the eradication of homelessness by 2027, according to current government targets. This will be a year prior to centenary of Union, Marlborough, and Ebrington Street coming together under the city as we know it, and what a celebration it would be to have the streets of the shopping districts aforementioned no longer used as just the homes of Plymouth's most vulnerable.

Marlborough Street

In researching this essay, I asked Devonport locals and fellow community activists what they knew of the high street. With a recent investment in the area through the New Deal for Communities regeneration programme, and Marlborough, alongside Cumberland Street, being the focal shopping points of the area, it would seem that the changes seen thus far have been mostly external for this area in particular. Not to ignore the incredible work that has been achieved over the past decade in Devonport - George Street is home to incredible community development ventures, such as Devonport Live, and rejuvenating an already established shopping district will require inspiration from such initiatives.

In 2006, an All Party Parliamentary Small Shop Group was established to future proof our high streets, and help protect against so-called clone towns - the idea of big high-street names being given prime space in new retail and leisure developments at the expense of small and medium enterprises in the current or nearby communities. The report titled High Street Britain 2015 warned:

"The demise of the small shop would mean that people will not just be disadvantaged in their role as consumers but also as members of communities – the erosion of small shops is viewed as the erosion of the 'social glue' that binds communities together, entrenching social exclusion

in the UK."

But Plymouth has the answers. We can redefine what has come to be expected of small shopping districts in Plymouth, and set the precedent nationally for thriving and caring local economies. A return to basics, some might say, with businesses driving and being influenced by community led solutions. Not only can Plymouth continue to be one of coolest places to live - it will also be a leader in ground-breaking social economy.

Starting community development work as a grassroots volunteer in 2013, and currently working for local government in housing and neighbourhood regeneration, Josh is passionate about ensuring that all organisations from all areas of society work collaboratively, to achieve what is best for the citizens they serve.

ENVIRONMENT

**DR JACKIE YOUNG, URBAN AGENDA SW
SUSTAINABILITY CONSULTANTS**



Why Fear the Potential?

Someone asked the other day “What is your first memory of Plymouth?”. It wasn’t a difficult question. It is something that has influenced my entire life. The answer? It’s an image of a scorched expanse of grass on the Hoe leading up to a vista of pure blue. A view that millions of locals and visitors alike must have shared over the years and, for me, a defining image of the heatwave summer of 1976.

I still find that view inspirational, and I know I’m not the only one. Like me, generations of young people have moved to Plymouth to study or to work. Many have moved on. But many have stayed and are still striving to build a future for themselves and their families in a city that has the oddest way of capturing your heart and loyalty. It’s a city that inspires dedication and, in my case at least, drove my personal ambition to become a scientist, to inspire and encourage others to understand, care for and protect our planet. Little did I know, on that sunny day in 1976, how difficult it can be to move mountains but, at that point, I hadn’t encountered the sheer determination the city has to offer. I’ve been looking back at what makes my little bit of Plymouth tick, what drives the environmental ambitions I’ve encountered and shared, and what, if anything, limits their fulfilment.

**“Ambition? If you don’t go after what you want, you’ll never have it. If you don’t ask, the answer is always ‘no’. If you don’t step forward, you’re always in the same place”.
(Unknown).”**

There’s always a right time and a right place and there’s always those who ‘get it’ and those who don’t. Often it is those that understand the bigger picture who are open to the greatest challenges and those who see it as a threat who seek to control what happens. I guess that’s something that happens everywhere and, over the years, my experience of Plymouth has

consistently served up a combination of both. So, what influences environmental improvement? What drives the ambition to do better? How ingrained does it have to be?

I've been looking at what could have influenced the generation I grew up with. After all I've encountered both positive and negative views from people of a similar age and from similar backgrounds. We all grew up with the same things happening in the background and there will be many shared experiences so why do people react in such different ways?

It's a long and complicated story but perhaps it is worth starting with a quick assessment of the increasing influence of environmental awareness in recent years. Forget President Trump's 'fake news'. Much of what we grew up with was based on painful truth and an increasing belief in taking action on the issues we felt we could influence. For example, by the 1980's we were getting used to the unfurling of protest banners to 'Save the Whales' and 'Ban The Bomb'. Such campaigns were rolled out in Plymouth even though, surprisingly, many of the usual 'environmental campaign groups' have struggled over the years. I'm not entirely sure why but, contrary to suggestions that they are inappropriate for a military city, it's very clear that Plymouth cares and, over the years green projects have attracted some of the most passionate and persistent campaigners you could ever want. Their ambition for a greener Plymouth, and a greener future, remains undaunted. I suspect there is therefore something 'deeper' that moves us...something remembered from childhood that still prompts a reaction today.

Regardless of the image of the Wombles, Swampy, and 'tree huggers', the media interpretation of increasingly serious environmental risk has only been enhanced by the access to, and immediacy of, the coverage of some of the disastrous environmental events taking place on a global scale. Beginning with the locally significant Torrey Canyon oil spill in 1967, we have become used to the disaster headlineswith the gas leak at Bophal in India in 1984 (perhaps the world's worst ever industrial disaster) being followed tragically quickly by the nuclear meltdown in Chernobyl in 1986 and, in 1989, the Exxon Valdez oil spill. Our appreciation of the need for both prevention and recompense has added to a growing sense of injustice. An understanding of the costs to human life and habitats has influenced decision making in much the same way as the costs in financial terms and solutions sought on both a national and local basis.

In response, environmental legislation has increasingly addressed limitations on further damage. Indeed, the 1990 UK Environmental Protection Act introduced many of the everyday terms we are now familiar with; including 'the polluter pays' although it took until 1990 for the Blair Government to sign up to the international Kyoto Protocol on Climate Change and until 1994 for a national climate change policy to be introduced. Much of this change relied heavily

on scientific 'evidence' so it is often difficult to understand why those in positions of command and control have so much difficulty in accepting what is plain to see.

Much of the inspiration for local action on environmental awareness also emerged during the late 1970s, 1980's and early 1990's; with leading businesses, including the MOD, DHSS and Blue Circle undertaking 'Environmental Reviews' that looked at cost savings as well as positive environmental management for the benefit of both resource use and the wider environment. Backed by the emphasis placed on consensus and consultation required by the sustainability principles of the 1992 UN Earth Summit, the focus on partnerships and the introduction of Corporate Social Responsibility only served to underpin the benefits of greening the economy. Being 'environmentally friendly', became a marketable principle. Setting green corporate targets became common practice and being ambitious for the local environment was a hugely popular driver for change.

However, for many, it was not until 2008 that the real impact of legislative action on climate change, and the introduction of the Carbon Reduction Commitment, were to influence business in any significant way. Perhaps unsurprisingly this occurred at the same time as the rise of climate change denial and yet it provided Plymouth with perhaps its most successful commitment to date – the reduction of citywide emissions and the action required to adapt to future threats.

Again, the scope of this evidence is as extensive and complex as Plymouth's contribution to the topic. Quite apart from the ground-breaking, internationally recognised and Nobel Prize winning research on the impact of carbon dioxide on the world's oceans (ocean acidification) being undertaken at Plymouth Marine

Laboratories, Plymouth is also blessed with the expertise of

the Marine Biological Association, the Sir Alistair Hardy Foundation for Ocean Science (SAHFOS), the National Marine Aquarium and, of course, Plymouth University. Plymouth's contribution alone has influenced debate across the world, put Plymouth on the map, and

“Plymouth contribution alone has influenced debate across the world, put Plymouth on the map, and contributed to the global leadership defined by the Paris Climate Agreement. We have every reason to be proud.”

contributed to the global leadership defined by the Paris Climate Agreement. We have every reason to be proud.

Plymouth City Council too should be celebrated for its original commitments to tackling climate change. Targets researched and adopted in 2008 were considered ambitious and challenging but, based on independent research (via Forum for the Future) that, in 2008, rated Plymouth as the third greenest city in the country, they were considered to be viable for a city where so much commitment to best practice in environmental management could be identified.

There was genuine interest in meeting what was identified as a developing focus for the city and, in June 2009, a business-led conference decided that Plymouth should benefit from the challenge that a low carbon economy could provide. Even though the rules on carbon accounting only applied to 27 local 'businesses', including the City Council, over 100 businesses completed related innovative training and developed their own carbon management plans with savings of between £15,000 and £500,000 emerging as a result. For many, it became clear that saving the planet meant saving money too. These moves were welcomed by the 300 strong membership of Plymouth's ground-breaking Low Carbon (186) Network, promoted by the independent and citywide Climate Change Commission that brought together some of the leading experts in the South West and recognised by the Government with one of nine national low carbon pilot projects.

What's more, the city began to track the combined impact of its action on emission reductions with the support of the annual carbon footprint data published by the Government. It was here that 'official' reactions were mixed and, in some cases, were not that supportive of the efforts being made across the city. At the time Plymouth's 'official' Climate Change Strategy 2008 targets were agreed with local businesses and were, eventually, mirrored by the UK's national targets. It was agreed that a 20% reduction in emissions by 2013 and a 60% reduction by 2020 would be ambitious, but for every critic it was easy to find a supporter.

Proof of our faith in Plymouth's determination has been provided over time. With one minor blip (caused by exceptionally cold weather in 2010-11), Plymouth's carbon footprint has consistently fallen. Both the individual (or per capita) and industrial/commercial footprints met the 2013 targets by achieving a reduction of 21.7% and 21.77% respectively and, by 2015 (and the most up to date figures available), these footprints had fallen even further by 36.7% and, for businesses, an amazing 40.5%.

Although the city's overall footprint didn't quite make the 2013 target of 20%, it has now caught up and, by 2015, registered a reduction of 31.9%. In all three cases, it is now estimated that the 60% target set for 2020 will be met and that the city's carbon reduction ambitions will be fulfilled provided the emphasis on action and awareness is maintained. The city's approach and

methodologies were found to be justified and yet the resulting Low Carbon Plan is one of the Plymouth climate change documents that have all but disappeared.

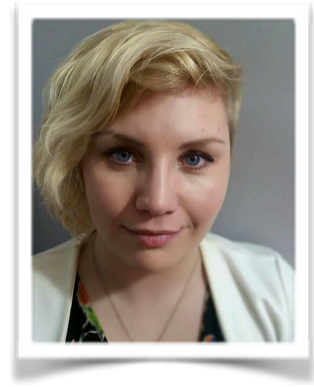
Even more reassuring is the focus on a low carbon economy promoted by the UK Government in their Clean Growth Strategy published on 12th October 2017 but pre-empted by research undertaken on Plymouth's low carbon economic potential almost ten years earlier. Here again, it was suggested that ambitious targets should be adopted for green or low carbon economic growth and investment made in the creation of jobs within the local economy. Although some progress has been made in this respect, and the potential for such 'circular' economies is being recognised to a certain extent, many of the supporting reports, plans, and strategies suggesting suitable ambitions and targets for the city have been removed from accessible websites.

To many, it seems as though Plymouth's excellence as a 'green city' and its ambitions to lead the way in best practice and forward thinking on emissions reduction and positive environmental growth have been 'lost in transit,' supported only by those who understand the potential and support its inclusion in city-wide strategies and blocked only by those who have yet to embrace national and global trends.

Of all the environmental campaigns, Plymouth's response to the call to limit emissions and to tackle climate change locally and globally remains perhaps the most significant, yet underrated, of the city's achievements. Even now, our contribution remains relatively hidden, poorly communicated; without any significant recognition and, perhaps in-keeping with other Plymouth based successes, the subject of ignorance, denial and even embarrassment for some. An 'Environment Plan' for the city (as part of the Plymouth Plan) remains unwritten and the proposals for action on climate change published to date are nowhere near as comprehensive as those worked through with local communities for previous strategies.

However, if nurtured, the city's ability to respond to one of the most complex and publicly debated global challenges of our time could become a focus for national, and even international, celebration. The ambition and the will to take action is out there. We just need more proactive leadership, more positive acknowledgement, and the continuity of a partnership approach to workable and appropriate solutions.

An Environmental Scientist and sustainability specialist, Jackie has a particular interest in unravelling the complexities of climate change and working with local communities and businesses to find practical, eco-friendly solutions. Based in Plymouth since 1983, Jackie currently co-ordinates the citywide Environment Plymouth network having formerly managed the city's Low Carbon Network and Climate Change Commission.



WOMEN IN STEM

DR LORNA DALLAS, CHAIR OF WOMEN IN STEM PLYMOUTH

Across the UK, women are underrepresented in science, technology, engineering and maths (known collectively as STEM), making up only about 23% of the core STEM workforce. This problem is the result of complex social and political issues, and Plymouth is no exception to the gender inequality.

‘So what?’ I hear you cry. Well, the fact is that this situation is undeniably bad for business - for the fairly obvious reason that (unintentionally) excluding half the population means that you miss out on a lot of great ideas. In fact, 2015 research from McKinsey shows that businesses that buck this trend by being more gender diverse are 15% more likely to be more profitable than their competitors. So, we must take action if we want more profitable, strong and diverse businesses to grow in our ocean city.

The good news is that Plymouth’s women in STEM do not have wild, unrealistic ambitions for their city. Over and over again, the women I interviewed for this piece asked for the same, simple thing: equality. Of opportunity. Of respect. They want to be judged for what they do, not what gender they are; in a city where the employees and leaders of STEM companies are equally likely to be male or female.

The bad news is that this simple request is not so easy to grant. The problem of how to make Plymouth better for women in STEM is not an easy one to solve - it requires some bold steps and brave people to lead the way. Which is why I was so pleased to be asked to write this essay as part of the Plymouth White Papers.

“Plymouth can sometimes feel like a city that suffers from imposter syndrome - we think we are not good enough for the big leagues, when in reality, that couldn’t be further from the truth.”

One of the biggest challenges that faces women in STEM (and actually women in other sectors as well) is ‘imposter syndrome’ - the belief that despite their accomplishments, they are actually no good, and are in danger of being exposed as a ‘fraud’ at any time. For women in STEM, this

problem can result in a lack of confidence, putting themselves down, or not grabbing opportunities when they arise. In this respect, Plymouth can sometimes feel like a city that suffers from imposter syndrome - we think we are not good enough for the big leagues, when in reality, that couldn't be further from the truth.

I also asked the women I interviewed: "What does Plymouth have on offer for women in STEM?". In response to this question, I mostly got a sea of blank faces. To be clear, these are intelligent, proactive, successful women, who are engaged with the community, but they still didn't know what Plymouth was doing for them. Communicating what we do well is not our greatest strength.

It might surprise you to learn that our ocean city is already leading the way in terms of STEM initiatives across the UK. The city's innovative STEM forum, which produced a landmark strategy this year, aims to inspire local people of all ages to develop STEM skills and pursue STEM-related careers. Plymouth is also home to the annual STEMFEST festival, run by the National Marine Aquarium, Women in STEM Plymouth, an active and growing networking group for those interested in increasing gender equality in STEM (which I lead), and a hugely successful manufacturing sector supported by the Plymouth Manufacturers' Group (currently celebrating their 40th year).

“We must make bold commitments to gender equality where other cities have just paid lip service to it.”

All this shouldn't be surprising. After all, Plymouth has a strong industrial heritage and lots of large visible STEM institutions - from the magnificent civil engineering of the Tamar Bridge to the sprawling Cattewater harbour with its oil and gas. Our marine biological institutions lead the world in their fields, and the National Marine Aquarium inspires thousands of people to conserve our oceans each year. The Theatre Royal is world-class, and its production workshop, TR2, is a hive of creativity where the Arts meet STEM as sets

and costumes are designed. All these things and more make women (and men) in STEM proud to live and work here. But we mustn't rest on our laurels; there is still much work to be done. We must make bold commitments to gender equality where other cities have just paid lip service to it.

The organisation that I lead, Women in STEM Plymouth (WISP), aims to increase gender equality in three main ways: *inspiring* more women and girls to embark on a STEM career, *supporting* those women when they do so by providing a network of like-minded individuals; and *promoting* the fantastic work of women in STEM within our local area.

Let's take those three key words - inspire, support, promote - and make a manifesto around them. A pledge for women in STEM (and in general) to produce a better Plymouth that is invested in them, now and in the future.

To inspire girls into STEM careers, a better Plymouth doesn't reinforce outdated gender stereotypes.

Recent research suggests stereotypes are so powerful that by age 6, girls see women as less talented than men. Instead of accepting this disheartening state of affairs, let's engage with our retailers to create a haven for children - where their imagination is not constrained by their gender. Where little girls can wear t-shirts with space rockets and little boys can wear pink proudly. And every possible combination in between is accepted happily. Why shouldn't Drake Circus and Cornwall Street be the first shopping areas in the country to work with campaigns like Let Toys Be Toys and completely remove "boys" and "girls" sections from their stores? Let's allow our children to *really* choose, instead of accidentally pushing them down the same old gendered paths.

To inspire women and girls, a better Plymouth celebrates its fantastic female role models.

Role models are vitally important for inspiring women of all ages into STEM careers. Who hasn't been motivated by a teacher, mentor, parent or other figure of authority? Plymouth has hundreds of fantastic women, leading the way in STEM roles. Whether they're world-leading scientists, hands-on engineers, fantastic communicators, teachers, or software pioneers, they all have the ability to inspire others - even if they don't know it yet. Let's reach out to our community and celebrate the Mayflower 400th Anniversary in 2020 by showcasing profiles of 400 women across the city. We know they're out there, time to let them inspire!

To support women in STEM, a better Plymouth is a place that shows them they are equal and valued citizens by sending a powerful message - 'Sexism isn't welcome here'.

In the wake of recent scandals that have rocked Hollywood and elsewhere, do you really think no Plymouth woman said #metoo? No. In fact, I know from my personal social media feeds that many did. Our city suffers from the same problems - where sexual harassment and everyday sexism blight the lives of women. Let's stand together as a city and create campaigns to educate, empower and encourage people to say "No, that's not acceptable". Why can't we have a simple, accredited standard, that bars, clubs, restaurants and public spaces can be awarded, which says women are safe and valued here?

To support women in STEM, a better Plymouth is connected to the rest of our country and the world.

A key issue for women in STEM is isolation. Being the only woman in your department, building or even company can be lonely - no matter how well you get on with your male colleagues. This problem can be compounded by Plymouth's distance from the rest of the UK. If you move here for work and it takes more than 5 hours to visit your family or friends, of course you are more likely to leave. Fast, reliable transport networks allow women in STEM to both succeed at work and connect with their families and friends 'up the line'.

To promote our fantastic women in STEM, a better Plymouth doesn't allow men to dominate public events just because it is easy to do so.

What's stopping Plymouth from being the first city in the UK to insist that none of the conferences we host in 2018 have only male speakers? It's certainly not the number of brilliant women available. Sure, it can be difficult to find women who are happy to speak - particularly as the pool of people to choose from (in STEM at least) is smaller, and you don't want to burden the same few women with the extra work all the time.

But why not try harder? Why not engage with groups like WISP or Plymouth Women in Business Networking for ideas? Why not advertise in new ways to attract different people? Thinking outside the box not only promotes more women in STEM, it also broadens the scope of an event and brings in new people and new opinions, which is a win for all involved. And when people ask *why* they must include women on the speaker list, let's engage them with facts and empower people to explain why this benefits everyone.

To promote women in STEM, a better Plymouth shouts about its achievements.

When we have done all these things to make Plymouth a better place for women in STEM (and everyone else), let's celebrate our success. Shout it from the rooftops! Let's get the better of our imposter syndrome. Plymouth *is* a great place to work in STEM. If we don't talk about it, how will anyone ever know?

Plymouth has the potential to achieve this dream, if we all work together. Let's continue to build on the success we've had with the STEM forum and other initiatives, and show the rest of the UK and the world how to build a city where *everyone* is equal.

Lorna Dallas is a scientist and engineer. In her spare time, she chairs local voluntary group, Women in STEM Plymouth, and is passionate about creating a more gender equal world.
www.winstemplymouth.org

EDUCATING PLYMOUTH

***PHIL DAVIES - PRINCIPAL AND CHIEF
EXECUTIVE - CITY COLLEGE PLYMOUTH***



As the 2017 Further Education Week national league tables for the further education sector show, City College Plymouth continues to deliver excellence for the City's students, enabling them to be successful in work and in life. This contributes positively to social and economic mobility and improved prosperity for individuals, employers and the local and regional community.

In recent years, the College has played an increasingly central role in the educational, cultural and economic life of Plymouth - working closely with other education providers and our strategic partners to ensure that there is a wide range of learning opportunities within the City that are available to all. The College delivers opportunities for individuals and employers to upskill and re-skill for the future, and this means that we make a significant contribution to the economic prosperity of Plymouth and the surrounding area.

“We know that Plymouth presents tremendous opportunities for local people to develop their life aspirations and the College recognises that it must realise this potential.”

We take this responsibility seriously and will continue to deliver high quality learning opportunities on the College campuses, in the workplace and in the community. The College offers professional and technical provision that enables our students to meet and exceed their aspirations, ensuring that each individual achieves to the best of their ability and we provide a ladder of opportunity for all students, enabling them to progress onto further learning and into employment. Students leave the College with a broad set of skills that prepare them for work and for life.

Of course, the economic and social landscape, of which the College is an integral part, both locally and nationally, is changing. Therefore,

we must continue to ensure that what we do, and how we do it, continues to evolve. However, to achieve this we need a Government of whatever political complexion to be bold and far-sighted

in their approach to the funding of the further education sector. There has been considerable press coverage of the somewhat controversial new national funding formula for schools.

Despite the general 'good news' it portrayed for Plymouth's schools and College, the heads of the seven associations which represent schools, sixth form colleges, and FE colleges in England have been working together to set out serious and longstanding concerns about the funding of 16-18 education. This is not about whether Plymouth fares better overall than, for instance, Coventry (against which we fare much worse). Rather, the associations (including the Association of Colleges, the Grammar Schools Heads Association, the Sixth Form Colleges Association and the Association of School and College Leaders) have written to both the Secretary of State for Education and Minister for Women and Equalities and to the Chancellor of the Exchequer ahead of November's budget, urging them to support an increase in funding of £200 per sixth form student. It is estimated that this would cost £244 million per year to implement, which is less than the money taken out of the 16-18 budget in recent years. It would be the first step to ensuring that young people have the education that they deserve and, indeed, that the country needs them to have to ensure future economic success.

To put this in a College context, it often surprises people that compared to state-funded schools, colleges educate nearly twice as many 16-18 year olds. At City College Plymouth, the student population currently comprises approximately 11,000 students, of whom 3,500 are 16-18 year-old students on full-time and apprenticeship programmes. So, the impact of additional investment for sixth-form age students studying at the College and local schools would be significant and could be used to improve:

- Post-16 students' study skills to enhance performance and provide the tools to succeed in higher education and employment
- Students' employability skills to help them flourish in the workplace
- The careers advice available to students to ensure they make better choices when leaving post-16 education
- The mental and physical health of students to increase their resilience and aid exam performance
- The range of enrichment activities available to students to increase their social capital and aid social mobility.

The national funding rate for 16 and 17-year-olds has been fixed at £4,000 per student since 2013 and has not been adjusted to account for inflationary pressures or cost increases. As a result, there is a wide and ever-growing gap between the available funding to educate post-16 students and the actual costs associated with delivering a high-quality curriculum.

The recent commitment to invest £500 million in the new 'T level' qualifications is welcome, but will not impact upon all students. Without further investment, there will likely be additional cuts to courses, particularly STEM and languages, and class sizes will continue to increase. Plymouth has an ambitious Plan for Education, a well-articulated STEM strategy and a highly effective economic and skills planning infrastructure with accompanying detailed strategies and operational plans.

Many of these ambitions are articulated through the Plymouth Growth Board's Learning and Talent Development Flagship and through the work of the Employment and Skills Board and the Plymouth Plan for Employment and Skills. These recognise some of the challenges that the City faces in terms of performance and there is concerted action across educational providers in the City, supported by local employers, the City Council and other stakeholders, to address these.

Although there is general consensus that the education of young people, particularly at Key Stage 4, is critical to our commitment to improving the skills of the City's younger population, as well as boosting productivity and improving social mobility. Somewhat perversely, funding drops by 21% when a young person reaches the age of 16 – the result is a real-time reduction in the number of hours of teaching and support that these students can benefit from. Post-16 students are now only funded to receive half the tuition time as their counterparts in other leading economies.

There is, I believe, no educational basis for this and it is in direct opposition to the Government's requirement that young people participate in education and training until the age of 18. Access to a full programme of education and support is vital for social mobility – schools and colleges are united in the view that busy students are successful students.

The current and long-standing funding pressures are adversely affecting social mobility. Data from the Department for Education indicates that just 23% of A-level students from state schools and colleges progressed to the most selective universities in 2014/15, compared to 65% of students from the independent sector. This gap in progression rates between the state and independent sector has grown by six percentage points since 2008/09 and is only partly the result of exam performance. Funding cuts and cost increases mean that state schools and colleges have found it increasingly difficult to provide the range of non-qualification activities that are essential to raising students' aspirations, increasing their confidence and providing social capital. While university trips, coaching for interviews, careers advice and wider enrichment activities (such as music, drama, sport and languages) have been cut in the state sector, they remain the hallmark of the student experience in the independent sector. The impact of this inequality on Plymouth's young people is measurable, with the number of pupils progressing to higher education institutions falling short of England's national average.

“Access to a full programme of education and support is vital for social mobility – schools and colleges are united in the view that busy students are successful students.”

For the City, therefore, there is a pressing need to address the chronic underfunding of mainstream post-16 education which the national funding formula simply does not address. The chronic underinvestment in post-16 education is bad for students, bad for our international

competitiveness and bad for social mobility. To ensure that schools and colleges can continue to transform the lives of young people, it is imperative that a modest increase to the national funding rate is made a priority. Failure to do so will mean that some of our current major challenges will remain problematic long into the future. These challenges include:

- Productivity remaining stagnant with low GVA scores for the City and region
- Social mobility continuing to be deeply problematic, with parental education and wealth still the major determinants of young peoples' life chances
- Regional inequalities in social and economic progress staying persistent, a problem acutely felt in our LEP area
- The continuing weakness of the UK's labour markets and the long-term lack of investment by some employers in skills
- Continuing skills shortages which will inevitably limit economic growth; and
- No improvement to the lives of those people who still live in poverty despite being in work.

Although this article has so far focused on funding for younger students, it is clear from the above analysis that the crisis in the funding of adult education must also be addressed. The funding deficit in this area is so deeply problematic for our region and the wider economy that we ignore it at our peril. The absence of a mayor for the region means that we will not be getting a devolution deal for the adult skills budget. Even so, in recent years, colleges like mine have positioned ourselves at the heart of our communities, contributing to the region's partnership strategies for growth and prosperity.

At the same time, we have seen the College's funding for adult education cut by over 40% since 2010/11. We have seen the introduction of Adult Learner Loans; however, whilst City College has performed better than many other providers, many adults remain reluctant to take on the burden of debt. Combining this with what funding is left to support adults in education or training, the restrictions on their use means that a considerable number of colleges, including ours, are simply unable to use their allocations. This has meant that many thousands of our City's adults have missed the opportunity to retrain, upskill or return to education over this period. Whilst the Government's unrelenting focus on growth in apprenticeship provision is welcome, this cannot be at the expense of the other opportunities available for adults.

The recently published industrial strategy unsurprisingly echoed some of the themes from the budget, recognising as it does the need to create 'a technical education system that rivals the best in the world' – and who could argue with that? Headlines included the establishment of a national retraining scheme, additional investment in construction and digital skills training, more funding for the teaching of mathematics, and the announcement that the full prospectus for the new Institutes of Technology (IoT) will be published shortly.

Although all are welcome, they are fairly ad hoc initiatives which are unlikely to deliver major impact and simply fail to address the issue of core funding for 16-18 year olds. However, Plymouth will want to capitalise on each of these developments. In particular, the newly built Regional Centre of Excellence for Science, Technology and Mathematics at the College would

make an ideal IoT. It seems likely that our region's planned submission for an IoT based around a joint Devon/Cornwall proposal will focus on the two key areas of advanced manufacturing and digital industries – both sectors where Plymouth has the largest concentration of successful businesses.

Therefore, despite the budget and the industrial strategy not fully delivering on our core needs, City College continues to work tirelessly to impact upon the lives and prosperity of local people by raising aspirations and creating an environment which has enterprise and employability at its heart. We will continue to align ourselves and our provision with local and regional productivity plans and work collaboratively with partners to ensure that these are realised. Our ambition continues to be focused on empowering our students of all ages, staff and the businesses we serve by ensuring that they have the skills that they need to capitalise upon the challenges of an increasingly uncertain future.

There is no doubt that the College has the capacity to make a major contribution to transforming the future prospects of the area and we remain ambitious for the College, the City and the region. But those aspirations will only be realised if colleges like ours are funded by the current and future governments at a level that allows us to deliver on our promises to our constituent communities, both young and old.

Phil is Chair of the Livewell Foundation, a director of the Devon Chamber of Commerce, a trustee/director of a number of charitable and education organisations and is a member of various of the City's and region's economic, skills and other strategic forums.

YOUNG BUSINESS

**DR HILARY DUCKETT – ASSOCIATE DEAN
EMPLOYABILITY, PLYMOUTH BUSINESS
SCHOOL**



Introduction

Global youth unemployment is an estimated 71 million (13.1% of the youth population) a figure exacerbated by the statistic that 1/3 of young people aged 16-25 are under-employed in part-time, seasonal and short-term work, resulting in disproportionate levels of poverty, the so-called working poor.

The South West in particular has some economic challenges. It is one of the lowest paid regions in the UK (ONS, 2014); the economy is highly dependent on public and third sector organisations, small to medium sized enterprises (SMEs) and family businesses and the region is characterised by seasonal employment sectors (tourism and farming/agriculture).

Plymouth is highly dependent on the public sector for employment opportunity particularly health, education, public administration and defence. Whilst the South West on the whole has one of the lowest rates of youth unemployment in the country (11.7%) the region's cities have higher youth unemployment rates: Bristol (14.2%), Bournemouth (15.8%) and Plymouth (16.2%) Clearly there are urban pockets of youth unemployment which need to be addressed, especially as we move into uncertain times.

Resolving the issue of youth unemployment and under-employment is a macro and micro multi-agency responsibility involving national and local government, employers and educators at all levels. As a focus, this essay explores the role of the university business curriculum in transformational change. It highlights the results of a project entitled *Inspiring Futures* which has delivered tangible value to businesses in the South West region by engaging 3,500 students in community-based projects, reshaping the business curriculum, and providing the opportunity for students to enhance their academic, employability, personal and life skills.

“Immersing students in projects across a range of community groups extends their networks and life experience equipping them more fully to adapt to the drivers for change impacting on working lives.”

Context of UK Higher Education Business Education

The UK now hosts approximately 126 university business schools. In 2015–16, there were 2.28 million students studying at UK higher education institutions. In 2014, 336,600 students were enrolled on business and administrative studies programmes – the largest number enrolled across all subject groups.

However, the relevance of business education is often in question, the government's support for Degree Apprenticeships and the increasing volume of in-house corporate programmes reflect a concern that students are not developing employment-ready skills at university. This perception is exacerbated by a teaching approach that traditionally requires the reproduction of accepted *truths* about business.

Some examples of these *truths* are as follows: that the value of a business is represented in its balance sheet, sustainability is achieved by driving out competition through market advantage, the boss/worker relationship is characterised by command and control and is premised on worker subordination, and that exponential growth (despite the requisite depletion of the earth's finite natural resources) is an imperative. The idea that *bigger is better*, hedonistic consumerism and reciprocal record levels of personal and national debt should be encouraged, and that the pursuit of profit maximisation and the resultant wealth differentials (UN, 2013) should remain unchallenged, are other such accepted *truths* of business.

The Drivers for Change

Business schools and their rational/scientific methodologies have been blamed for a number of high profile business failures such as Enron and WorldCom and more recently for the global financial crisis itself. The inability to reflect on corporate risk taking and the deregulated nature of private corporations are tangible representations of a damaged hegemony.

- According to the International Labour Organisation, (2016) global unemployment is affecting over 71 million youth worldwide and 156 million young workers are living in poverty and employed in non-standard and temporary occupations.
- In the UK, 17% of new graduates are economically inactive (O'Higgins 2017) and one third are employed in non-professional roles.
- By 2030, 50% of current work activities will be technically automatable and 6/10 occupations will have more than 30% of activities that are technically automatable.
- According to the World Bank, the difference between the world's richest and poorest is increasing. In 2017, 1.2 billion people in the world live in extreme poverty;
- The world's population of 7.35 billion people (forecasted to rise to 9 billion by 2050) is catastrophically consuming its finite resources – for example, every year tens of thousands of square kilometres of rain forests are deforested (a global warming factor) to grow crops, yet by 2050 we will need 70% more crop yield to feed the world's population.

The *truths* are resulting in severe labour market inequality, labour market exclusion (especially of youth), unsustainable wealth inequality, finite resource depletion and arguably climate

change. Thus, if we accept that our existing ways of doing business are at best helping a few, and at worst, catastrophically consuming the finite resources of the world, what might be an alternative hegemony for the business curriculum?

Inspiring Futures

This paper argues that management education should be underpinned by three basic educational principles:

“The Inspiring Futures project has enabled learners to develop holistically through connectedness to a wider community of peers and practitioners and by developing an appreciation of their role in the world.”

- **Education for Sustainable Development** - The development of more holistic ways of seeing the interdependency of the world and an appreciation that its resources are finite and expendable.
- **Education for Humanity** - An appreciation of one's **temporal** place in the world as part of a global community with a mindfulness and sense of responsibility for the lives of contemporary and future generations.
- **Education for Life** - An acceptance that agility, creativity and enterprise are fundamental personal and professional attributes in an age of uncertainty.

These principles will be illustrated by a project that has been delivered by the Plymouth Business School since 2012. The project entitled *Inspiring Futures* has engaged 3,500 students in 600 consultancy projects working with 250 businesses in the South West and delivering an estimated £900,000 value to the region.

1. Education for Sustainable Development

Education for Sustainability Development (ESD) is premised in a commitment to the transformative capability of education to critically engage learners in: sustainable decision-making; capacity building; self-determination; relationship building and personal development (Sterling 2004). The perspective is fundamental to rethinking the ontology of management education and challenges closed systems thinking and positivistic short-term models. A fundamental component of ESD is the immersion of learners in real world experiences and the belief that learning occurs through life's environments - home, community, work etc.

Developing a curriculum and culture that is cognisant of temporal and spatial placing is a key facet of EFD. As an example, the Faculty of Business acknowledges its agency within Plymouth and the wider South West region.

The *Inspiring Futures* project is designed to engage students in conversations which extend beyond conventional FTSE 100 multinational corporations and incorporates public/third sector,

social enterprise, SME and family business cases and models. The project engages students in a live consultancy exercise with regional and Plymouth City enterprises.

By connecting rational (theory based) with emotionally driven (experiential) learning innovative, creative and entrepreneurial thinking is facilitated. Students work with a diverse range of private and public, social enterprises and charities and have developed digital prospectuses for local schools, identified research grants for social enterprises and developed promotional strategies for charities to raise awareness of the impact of their work. Immersing students in projects across a range of community groups extends their networks and life experience equipping them more fully to adapt to the drivers for change impacting on working lives.

2. Education for Humanity

The integration of values and ethics across the curriculum is imperative to the mission of contemporary business education. The UK Wittey Review (2013) concluded that universities have the 'extraordinary potential to enhance economic growth.' Given the bridging role that business schools provide across knowledge and skills transfer, and research and innovation, the values that underpin the curriculum are fundamental. In a digitally connected world, it is increasingly possible for social movements to exert pressure at every level—institutional, governmental and societal.

The *Occupy Together* and the *We Are The Ninety Nine Per cent* movements, for example, have highlighted large scale public dissatisfaction with the inequity of global wealth distribution and social exclusion, and have acted as catalysts for the reform of the financial sector. Educating students to appreciate the external environment and centrality of values to business are core facets of management education. The *Inspiring Futures* project provides students with a sense of their role in the local community through their engagement in community projects such as identifying funding bids for regional charities engaging in branding, marketing projects for healthcare providers and social enterprises.

Universities are comprised of a unique and complex network of participants and academic schools have the opportunity to leverage these networks to produce transformational change. This ecosystem becomes a virtuous circle, extending its reach and providing windows of opportunity for students and business partners. The principle of *Education for Humanity* creates a collaborative, sustainable ecosystem through which students receive real-world education which emotionally engages them in regional and national projects. Students develop empathy for causes and with groups of people they may not otherwise encounter in their university life.

3. Education for Life

In a changing, complex and technological world, managers need to be adaptable and able to cope with uncertainty. With this in mind, learning to learn and being committed to a lifetime of education should underpin the business curriculum. The *Inspiring Futures* project has enabled learners to develop holistically, through connectedness to a wider community of peers and

practitioners and by developing an appreciation of their role in the world. By integrating work-based learning into their core study, students are provided with the opportunity to develop their lives, through vocational skills which will enhance their confidence and career readiness.

The definition of experiential learning extends to the construct of entrepreneurship not as a discrete disciplinary element, but rather as a way of thinking, behaving and being. The 'entrepreneurial mind set' is defined by the Quality Assurance Agency (2012) as *an ability to originate ideas and make them happen*. This underpins the way our curriculum was designed. Developing graduates with business acumen and the confidence to create new businesses and act as intrapreneurs within existing business is a future-oriented strategy for regional growth. With more developed social networks, students are able to identify and capitalise on potential business opportunities that may otherwise have been missed.

Conclusions

In conclusion, higher education institutions are engaged in a highly complex globalised set of relationships which are characterised by uncertainty and continual flux. This essay has highlighted some of the economic, environmental and societal pressures which characterise the world today and how universities working in collaboration with their regional stakeholders play a pivotal role in helping to shape the future. It has argued that techno-rational and scientific modes of thinking, which have dominated the hegemony and pedagogy of the business curriculum have become outmoded.

What is now needed is a more humanistic frame of reference, which encourages participants to *place* themselves (temporally, geographically, socially, politically, environmentally and economically) and to recognise themselves as part of something *other*. Individualism (greed, hedonism, eco-centrism, self-promotion) was a facet of twentieth century management education with its emphasis on zero sum competitiveness (driving out the competition), personalised and shareholder wealth creation and hierarchical control systems.

Instead, the first decade of the twenty-first century has been characterised by less certainty, the volatility and unpredictability of markets, the increasing power of social movement as a lever of change (local, corporate, state, international) and an acceptance of climate change as reality (rather than theory). These social, political, economic and environmental levers are impacting on universities, businesses and communities across the world and creating radical reconstitutions of curriculum, partnerships, mission and values. The principles of *Education for Sustainability*, *Education for Humanity* and *Education for Life* are presented as an alternative hegemony and a starting point for a debate. They position the business curriculum as creating an entrepreneurial eco-system for transformative learning.

Dr Hilary Duckett was the Director of the Plymouth Business. She has recently led a number of consultancy projects. Hilary is committed to delivering value through practice and research informed vocational education and to widening participation and access to higher education.

PLYMOUTH White Papers

The Plymouth White Paper are an initiative by Luke Pollard MP. They are designed to provoke, inspire and challenge. The hope is that each set of white papers will contribute to the energy, direction and passion around Plymouth, our economy and campaigning.

These white paper submissions have been written by people across Plymouth. They have been free to voice their own opinions and these are their own words. The white papers are designed to be political and challenge established thinking but they're not designed to be party political.

Want to get involved with a future white paper? Get in touch:

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