



# Yate Community Plan

["A Vision for 2028"]

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# 1 Executive summary



**T**he Yate Community Plan aims to be a visionary document reflecting the aspirations of the people of Yate for the future of the town over the next 20 years. The plan has come about as the result of a grant from the Market and Coastal Towns initiative (MCTi) and has been driven forward by a steering group of local people co-ordinating a range of engagement activities within the local community.

Engagement activities have been taking place since July 2007 with a view to developing a plan that is truly reflective of the wishes of the local population.

Yate has a fascinating history dating back many hundreds of years, and it has undergone fundamental changes in the last half century. Yate is continuing to change and develop rapidly and this document sets out a vision for the Yate of 2028 where:

- The perceptions of the town more accurately reflect the reality of Yate as a dynamic and interesting place to live
- Inclusiveness and accessibility for all are the norm in all walks of life
- Yate is a hub to the surrounding towns and villages but retains a sense of human scale

- The economy of the town has retained its vibrancy and further developed
- Yate is a sustainable community
- The town centre has fully realised its potential and is viewed as a positive asset to the town

The community plan looks at a series of more detailed issues, visions and opportunities based around the themes of young people, the town centre, transport and accessibility, the environment, economy and business, and culture and leisure. With each of these themes it is clear that a great many opportunities exist for Yate to develop and evolve over the next 20 years.

In order for the community to work towards this 20 year vision a number of specific, achievable proposals need to be put forward that are in keeping with that vision. These proposals should cover a two to three year timescale. In addition to this, the structures need to be set up to ensure continued delivery of the vision. These structures should consist of:

- 1 An implementation Steering Group
- 2 A Management Working Group
- 3 A series of Delivery Groups

July 2008



## 2 The story so far



**W**ho needs a Town Plan? More meetings, more discussions - don't we have enough of this already?

We may not need more meetings, but it is important that we look to the future. If we do not, the present perception of Yate will become a reality: somewhere to pass through, nothing much to do, a commuter town, like hundreds of others.

There are millions of pounds going begging for towns that are bold enough to look to the future, but to get your hands on the money well thought-out schemes are required, with evidence that there is a need, and that the proposals are backed by the local community.

A Yate Town Council initiative found a way to produce a plan that would provide such schemes and the backing evidence. Even better, it would cost the town and its people nothing financially - just lots of hard work.

Enter the Market and Coastal Town initiative (MCTi) and the offer of a grant for £20,000. The MCTi is an independent organisation which supports the development of vibrant, healthy and sustainable market and coastal towns across the South West. The grant to Yate Town Council was one of the latest batch of grants allocated to towns in the South West, bringing the number of towns benefiting from the work of the MCTi to more than 50. Meetings with the MCTi and others who had already produced such plans (as well as the

£20,000) prompted Yate Town Council to back the idea - a plan for Yate produced by the people of Yate. The Council contacted a wide range of individuals and groups to gauge the local interest. Several well-attended meetings were held. From these a Steering Group was formed, to lead and take ownership of the proposed plan, called YOUR YATE.

The Town Council, like any good parent once the child has matured, now had to step back. The plan was to be the property of the people of Yate, not the Council, although through its officers it provided the accountancy and administrative back-up.

A launch event took place in the Shopping Centre, managed by Play Rangers and pupils from local schools, with some of the Steering Group in attendance.

It was then agreed to employ a person to co-ordinate the plan at this stage, with another set of fact-finding sessions being held in the Pop Inn Café.

From the results of these events and questionnaires distributed throughout Yate and the immediate neighbourhood, the Steering Group, after much debate, decided upon six theme groups which covered the main interests:



- 1 Young Yate
- 2 Yate Town Centre (from Ridgewood to Yate Station)
- 3 Transport and Accessibility
- 4 The Environment of Yate
- 5 Economy and Business
- 6 Culture and Leisure

Of course, nothing is that simple - there are subjects which cover and join all these themes. The big question was: what area does Yate cover? With much of the employment area in other parishes and a shopping centre covering a wide area, this is a question that has yet to be answered.

At this point the theme groups undertook their own fact-finding in their own way:

An already existing Town Centre Group took over this theme. Economy and Business went the way of Working Breakfasts. Culture and Leisure held its meetings with heritage, sports and arts groups. Transport and Accessibility involved not only local but also national groups and involved South Gloucestershire Council. The Environment included wildlife groups and CPRE, as well as local gardeners' groups.

The widest involvement was that of Young Yate, and as their future is perhaps longer than most, this is appropriate. Started by the Play Rangers and pushed forward by the Youth Service, the Children's Society and neighbourhood policing team, it involved the outreach workers' bus throughout Yate, a Pizza and Cola evening at the Fire Station, formation of a web site and much more.

Throughout all of the engagement the assistance provided by the MCTi has been indispensable.

Now comes the hard part, the use of all the information gathered to form a useful strategy to take Yate forward over the next twenty years.

## 3 Introduction - historical context

### 3.1 Older history up until the Second World War



#### Anglo-Saxon Origins of Yate

Yate definitely has Saxon origins, possibly as early as 778, and was certainly in existence by the 9th century. Yate (originally Gete, Geate, or Giete) means a gateway to the Forest of Kingswood. By the 10th century, it had become a parish complete with (parish) church.

As early as the 13th century, there were 3 manors in Yate parish. Medieval Stanshawes Court and Brinsham Manor (farm) were the seats of the Manors of Stanshawe and Brinsham. The 3 manors dominated Yate, owning lands and dispensing justice during Medieval and early modern times.

Yate Court was the seat of the manor of Yate. In 1292, the Court became a fortified manor house with battlements, moat and a gatehouse. It remained an impressive seat of power until the 17th century. In the 1640s, Yate Court became embroiled in the Civil War. The local Parliamentary garrison were holed up at Yate Court besieged by Royalists in the area. Following their rescue, the garrison destroyed nearly all of the battlements.

The Manor of Yate later moved to Oxwick Hall in the 18th century and Yate (Rockwood) House in the late 18th century. The Manor finally became defunct in 1911.

#### Church History

The Church of St Mary's in Yate has been at the heart of Yate life for much of the last 1000

years. From the 11th century, St Mary's Church occupied an exalted position in Yate and exerted social control on the local population. The Church administered local justice and the population paid one tenth of their produce as tithes.

#### Farming World

Farming has been at the very heart of Yate life from Saxon times onwards. Crops, sheep and dairy farming have all dominated the local parish economy at some stage. By the 14th century, markets had already been established at both Chipping Sodbury and Yate Court.

Yet it is dairy farming which dominated the Yate area more recently. During the 18th century, there were up to 40 farms in Yate parish. Farming remained dominant throughout the 19th and into the 20th century. Farm labouring and milk production were the lynchpins of the local economy. Few families were untouched by this industry until the post-war period.

#### Victorian Yate

The Victorians made profound changes to Yate. New railway lines around Yate encouraged growth in the town. Station Road gradually grew with new houses, businesses and shops.

New, upper middle class families built imposing residences around the parish, such as Stanshawes Court and Poole Court. A small regiment of domestic servants were necessary to support these new mansions. A new, Victorian community





was born. New institutions arrived. Yate saw its population almost double between 1840 and 1860. By the 1880s, Yate had a plethora of new schools, chapels, shops and pubs and a Union workhouse for travelling paupers and the very poor.

### **Industrial Yate**

Yate became a significant industrial area in the early Victorian era. In 1844, the new Bristol to Gloucester railway opened in Yate and sparked a small industrial revolution. Coalmining had already been a well established industry in Yate for over 200 years and by the mid 19th century there were mining communities at Eggshill Lane, Longs Drive, Brimsham Park, Engine Common and North Road.

Improvements in transport also encouraged businesses to invest in other trades like quarrying in North Yate and Sodbury. Barnhill Quarry ushered in a period of large scale quarrying in the 1880s, which still marks the local landscape today.

### **Celestine**

The mineral Celestine or Spar became an almost unique industry for Yate from the late 19th century. Celestine is a mineral consisting of strontium sulfate. The mineral is named for its occasional delicate blue colour. Celestine is the most common mineral containing the element strontium, and is its primary ore. Fine specimens are in high demand by collectors. Celestine is used for hue in the chemical industry and for the production of strontium which is useful in the fields of pyrotechnics, ceramics and cosmetics.

It is Yate's proud boast that the parish accounted not only for nearly all the nation's Celestine production, but a major part of world output too during the late 19th and early 20th centuries. The mineral was located a few feet below ground between Yate and Wickwar.

The local heyday of Celestine excavation occurred between the world wars. The Bristol Mineral and Land Company intensively dug the area around the modern town centre of Yate. They also had a mill near Goose Green and there were further sites on local farms including Barber's Court near Wickwar. By the 1960s, much of the Celestine in the area had been worked out. Celestine production finally ended in the 1990s at Hall End and Barber's Court Farms.

### **The Factory Age**

The building of new factories in the early 20th century transformed Yate. The large industrial sites on Station Road helped reshape the old farming landscape. The success of the two local industrial giants Parnalls and Newmans, before and after World War II, helped attract a new community into the area.

But it was World War I that brought modern industry to Yate. In 1917, the Air Ministry built two huge aircraft repair factories, to the town. George Parnall & Co and Newmans moved into these works in 1925 and 1932 respectively. George Parnall made aircraft, while Newmans produced electric motors.

## 3 Introduction - historical context

### 3.2 Recent history (Second World War onwards)



#### Industrial changes

After World War II, Newmans reverted back to producing electric motors and specialising in metalwork. For many years Newmans was the major manufacturer around Yate employing up to 2,000 workers during the 1960s and 1970s. The company also had extensive social and leisure facilities, arguably the pride of the town. By the late 1970s however, the company had lost its way. The closure in 1988 was an immense loss to Yate.

The Parnalls site underwent a great transformation during and after the War. The site rapidly became synonymous with domestic appliances replacing the gun turret production necessitated by war. After 1945, Parnalls initially made alarm clocks followed by kettles, cookers and washing machines. As Jacksons, between 1967 and 1984, the company began to make tumble-dryers, achieving a large chunk of this market by the 1980s.

Like Newmans, the company endured troughs and several takeovers during the recessionary 1970s and 1980s. However, tumble-dryers saved the day. Specialisation in tumble dryers has ensured Yate's industrial heritage remains intact. Today, Indesit mass produce around a million tumble dryers from the Station Road site, constituting around 50% of UK national output.

#### A New Town

Yate of course, is known by most people as a modern town with a modern centre. Yet, the town's modern history is as worthy of comment as any period. The transformation, in the early 1960s, from small rural parish to modern new town was startling and rapid. New Town development brought newcomers to the area from all over Bristol, Britain and abroad. The population of Yate itself more than quadrupled between 1965 and 2000 from five to over twenty thousand people.

Yate was no longer purely rural. It had already grown steadily from the 1930s, and the area was earmarked for development after World War II to serve the new factories. New houses were built south of Station Road with further housing planned for the Ridge and Aerodrome estates.

Other than that, Yate effectively, remained a small parish - a product of the Victorian age - a tight-knit community with the focus of village life on the small, family-run shops along Station Road.

From 1962, the parish of Yate changed dramatically. Yate was one of several new developments built around Bristol and became a town in its own right.





### Yate Shopping Centre

Things began to change with the arrival of a brand new "American style" shopping centre developed between 1965 and 1970 complete with precincts, central square and modern art. It attracted large stores, new residents and shoppers to the area. New roads and car parks brought a different kind of shopping to Yate.

The centre of village life soon switched from Station Road to the new shopping centre. Many liked the new pedestrianised shopping and national chain stores previously only seen in Bristol. Convenient car parking lured people to the area from outlying villages. Shops and businesses on Station Road and Chipping Sodbury declined rapidly.

New facilities followed the shops in the new centre. Yate library obtained its own purpose built premises in 1972. Southwold, later Yate Leisure Centre, also began in 1972, providing the first public baths in the area. Yate also became a centre of entertainment including the "Stars and Stripes Club" 1976-1980, followed by "Spirals" nightclub in the 1980s and 1990s.

### New Town Yate

The creation of the New Town brought many newcomers to Yate from Bristol and all over the British Isles. The local community became increasingly urban. The local economy was booming and the clean and modern town drew people in.

A rash of new housing estates sprang up around the new shopping centre. Stanshawes Estate in the 1960s and early 70s became the largest private housing estate in Western Europe. New schools, health facilities, pubs and shops have been built to provide for the new residents

However, Yate became synonymous with cheap housing and consequently earned itself a poor reputation for anonymous housing and few facilities.

Despite the poor reputation and lack of facilities, many Yate people developed their own entertainment. The Yate Carnival became an institution in the 1960s, lasting into the 1980s as the Yate festival. The Yate Community Association was at the forefront of local social life producing newsletters and taking leading roles in community events and local theatre.

## 3 Introduction - historical context

### 3.3 Yate today



**Y**ate today is a bustling, lively and growing town which has gone through several transformations over the centuries. As a result it has developed a versatile character with many desirable features, the most outstanding of which is a feeling of openness and an air of optimism in dealing with the vagaries of 21st century living.

Nowadays the town of Yate has grown eastwards and is physically joined with its neighbours Chipping Sodbury to the east and Dodington to the south. The three complement one another and often share leisure and cultural activities. The combined population of the built up area of Yate, Chipping Sodbury and Dodington is roughly 35,000, of whom approximately 21,000 live in Yate itself. The position of Yate in South Gloucestershire is indicated on the map on page 28 of this document.

Census and other data about Yate reveal the following:

- The vast majority of houses in Yate (86%) are privately owned. Roughly 9% of houses are rented from a social landlord and 5% are privately rented
- The ethnicity of the population of Yate is predominantly White (98.3%). Only 1.7% of the population are from Black and Minority Ethnic groups
- All pensioner households make up only 10% of all households (compared to a South Gloucestershire average of 21%) although the population structure also reveals that there are a lot of people currently in their 50s living in Yate
- 36% of households in Yate have dependant children, which compares to a South Gloucestershire average of 31%
- 13% of adults in Yate have a degree or equivalent qualification, which compares to a South Gloucestershire average of 19%
- Crime rates in Yate are slightly below the average for South Gloucestershire (66 per 1,000 population in Yate as opposed to 79 per 1,000 average in South Gloucestershire)

As indicated in subsequent chapters, Yate is currently undergoing a re-vamping, not only of its centrally situated shopping centre, but also with essential services such as the excellent library, and central health facilities. The shopping centre, which is a huge draw not only for Yate residents but also for a widely spread South Gloucestershire population, stands alongside the historical centre of the town, St Mary's Church, the Heritage Centre and the older development along Station Road.

Although many Yate residents travel into the Bristol conurbation for their work, there are many businesses not only in the centre of Yate, but also on a number of industrial estates which surround



the town, and the potential for employment in the town is good.

The well-considered planning of housing estates in the past has meant that Yate has plenty of green spaces and mature trees, not simply in its parks and common land but also in the “off-road” spaces between the dwellings.

Yate is an outwardly looking town, having two twinning associations with Bad Salzdetfurth in Germany and Genieri in the Gambia, and has recently become a Fair Trade Town with much support from the local schools and residents. Like many towns today, Yate has gone full circle and Farmers Markets are held twice every week so it can once more lay claim to being a “market town” in modern style.

There is an enormous range of leisure activities in Yate. Along with other towns of its size, Yate has a football team playing in the Southern League Premier Division, plus a Ladies team, and numerous other adult and junior teams. There is an excellent track and field venue at the Yate Outdoor Sports Centre, and almost any other sport is available within the Yate area.

Cultural activity is also well supported although the lack of a cinema and large meeting venue is well documented and continues to feature highly in consultative surveys. This along with an absence of a social centre for young people has become the focus of initiatives within the Yate Community

Plan especially in view of the likely increase in the population of the town.

In spite of transport and travel overload, Yate is well placed being less than 5km from the Cotswolds, close to the motorway system of the M5/M4 and within reasonable distance of Bristol and its airport. Being relatively flat, cycling within the area is attainable and encouraged.

Not only is the countryside around Yate readily accessible, Yate itself has a number of green spaces such as Kingsgate Park, and it has a potential “jewel in the crown” in that a major part of the Frome Valley Walkway runs right through the centre of the town where trout, kingfishers and dippers can be seen.

Yate has also become the hub of South Gloucestershire with a number of the county offices/facilities located in the town, and will shortly feature as part of the newly created Thornbury and Yate parliamentary constituency. With improved infrastructure it is poised to play a key role in the area.



## 4 Our vision for the future

### 4.1 Overall vision



**I**n the following sections we will seek to draw out the details of the vision for the Yate of 2028 that has emerged as a result of the engagement process that has taken place with the people of Yate. As we went through this process it became clear that there are a number of more general themes to the vision that cut across all of the different themes and act to unite the overall vision. These themes are listed below:

#### Changed perceptions

Above all else our vision for the Yate of 2028 is one where the underlying **perception** of Yate has changed. Many of the current impressions that people have about Yate are wrong. Yate is a vibrant community at the heart of a dynamic and prosperous part of the UK and yet it is perceived by many as being dull, drab and non-descript. Our vision is that by 2028 this negativity will be a thing of the past.

#### Accessibility

Our vision for the Yate of 2028 is one where **inclusiveness** and **accessibility for all** are taken as the norm in all walks of life. This means that barriers to accessibility, be they physical or institutional, will have been successfully broken down. The physical environment of Yate will be one that is fully accessible to all, irrespective of age or disability. Within Yate our vision is one where people from all walks of life will feel welcomed and able to take part in a full range of community activities.

#### Hub on a human scale

Our vision for the Yate of 2028 is that the town will be a **hub on a human scale**. Yate is ideally placed both in terms of its current size and its geographical position to be the focal point of activity for the community of South Gloucestershire, the central location for a full range of economic and leisure activities. It has the opportunity to develop this role while retaining the friendly feel of a smaller town, as distinct from the impersonal urban environment characteristic of many larger towns and cities in the UK.

#### Vibrant economy

Our vision for the Yate of 2028 is one where the business and economy of the town continues to develop and thrive. Yate provides an ideal environment for business (particularly small businesses) with its access to a well educated workforce and availability of office and industrial space for businesses to set up. Our vision for 2028 is one where these advantages are well known and Yate is seen as a natural place for businesses to prosper.

#### Green Yate

Our vision for the Yate of 2028 is one where the town is leading the way in terms of **sustainability** and the environment of the town is one that promotes **well being**, both at an individual and collective level. This means that there will be a proper balance between all forms of transport, including walking and cycling, and that full use will have been made of the multitude of green spaces that exist within the town.

*“Communicate the **richness** of existing activities and **encourage** the development of a central base”*



Our vision is of a town that places sustainability and well being at the heart of everything it does.

### **A great Town Centre**

Our vision for the Yate of 2028 is one where the **town centre has fully realised its potential** and is viewed universally as a positive asset to the town. This means that the town centre will be at the heart of the community of Yate and will offer a full range of retail, cultural and leisure activities for all sections of the population. By town centre we mean the existing shopping centre, the facilities surrounding it and the full length of Station Road.

### **Young Person Friendly**

Young people are the future of Yate and our vision for 2028 is a Yate that puts young people **at the centre of community life**. This means that the facilities and institutions of the town will be open and accommodating to young people and that the town will be successfully nurturing the creativity and talent of its younger population.

### **Culture, Creativity, Leisure**

Our vision for the Yate of 2028 is one where a full range of culture and leisure activities are prospering and are easy to access for the local population. There is already a great deal going on in Yate but much of it is hidden away. Our vision is that the diversity of activities taking place will be at the heart of what can truly be called the 'community of Yate'.

## 4 Our vision for the future

### 4.2 Young Yate



**T**here are currently more than 5,000 young people under the age of 16 living in Yate, many of whom are the grandchildren of people who moved to the area during the rapid period of growth in the 1960s and 1970s. As a new town type development Yate would appear to provide a safe and pleasant environment in which young people can grow up.

However, throughout the period of consultation a dominant theme has emerged that there is a dearth of activities and opportunities for young people living in Yate. These observations have been made by people of all ages and from all sections of the community. For example, during the engagement activities that took place at the over 50s Pop Inn Café the following comments were made:

***“It’s a young town but there is nothing for youngsters. There used to be Spirals nightclub. We need a Cinema. Currently you need to go into Bristol to see anything”***

***“There is not enough going on for young people. The nearest place is Longwell Green but this is no good if you don’t have a car”***

***“There should be more for teenagers. I know of someone who has converted their garage into an area where children and friends can be together. More people should do this”***

Engagement with young people themselves took on a variety of forms, the primary aim being to elicit the genuine views, concerns and aspirations of the young people of Yate.

Discussions took place with the pupil led school councils in Brimsham Green and King Edmunds Schools. Engagement also took place through the Yate Youth Forum with particular emphasis on talking to young people living in the Abbotswood area of Yate (an area that has been associated with anti-social behaviour and has recently been the subject of a dispersal order).

The Youth Forum also facilitated consultation sessions in a number of other locations, including the Brimsham Youth Wing (daytime and evenings), on detached Youth Work sessions using a mobile detached Youth Work vehicle, on the Kingswood Bus, in Yate library and with students from KTS training (a further education course based at the Ridgewood Centre).

Throughout the process the Youth Forum has encouraged young people to facilitate the consultation and the forum has made every effort to work with a range of young people from different areas and backgrounds. In these sessions young people’s views have been expressed through discussion, brainstorming, and planning. Young people have surveyed and interviewed each other and taken part in votes, signed petitions and have been involved in multi-agency meetings discussing the issues that affect them.



## “Optimising opportunities for **Leisure, Learning and Living** for the young in Yate”



A large proportion of the consultation and discussion has based itself around the long standing desire amongst young people in Yate for the provision of a Youth Café. Using this as a starting point a range of inter-related issues emerged. These collectively represent a vision for Yate in 2028 where young people are right at the heart of community life.

Listed in the rest of this section are seven of the key issues that emerged, all of them leading into a vision for how things could change in the next 20 years together with an indication of the opportunities that exist for those changes to take place.

### **The Issue**

Feelings of exclusion amongst young people with regard to discussions about public recreational space in Yate.

### **The Vision**

Young people able to use public open spaces in safety and in confidence. These spaces to have adequate seating and to be well lit. Community acceptance of the rights of young people to socialise in groups out of doors.

### **The Opportunities**

Parks and open spaces within Yate designed by young people for young people. Use of Kingsgate Park as a template for future ideas. These could include the development of a moto-cross circuit run by volunteers, more spaces for bands to perform (ie a bandstand area), more teen shelters, the development of more hard courts for basketball and tennis, multipurpose sports areas and football pitches.

### **The Issue**

Young people have expressed throughout the consultation process a feeling of being at odds with the police. Many are confused by the law and do not fully understand the causes and consequences of anti-social behaviour within the community. There is a need to develop a more understanding and tolerant approach to young people, establishing a greater dialogue and level of trust between the police and young people.

### **The Vision**

A police force that actively consults with young people in an open forum providing information on laws that directly affects them. Young people having a more respectful dialogue with the police and able to meet in designated spaces where their activities won't disrupt local residents.

### **The Opportunities**

Extension of the 'Safer, Stronger, South Gloucestershire' groups that meet so that they include young people and provide them with the opportunity to give their point of view. More lighting in the parks, lanes and around the teen shelters and more lighting at Peg Hill Skate Park so that these areas can be used safely and responsibly later in the evenings, helping to engender increased trust between the police and young people.

## 4 Our vision for the future

### 4.2 Young Yate



#### The Issue

Tackling exclusion and “bad press” young people have highlighted that they feel excluded from the Shopping Centre and the Leisure Centre and wish to see themselves acknowledged in a more positive light.

*“We need more good news stories about us - there is so much about hoodies and gangs but not every one is like that”*

#### The Vision

A culture of inclusiveness developed so that young people are at the centre of the decision making process in services that affect them in the Leisure and Shopping Centre. A redesign of the centre of Yate to make it more young person friendly

#### The Opportunities

With regard to the Town Centre young person friendly developments could include an open meeting area in the centre of the town with seats and a water feature, a music shop, a cinema, and more fashionable clothes shops. With regard to the Leisure Centre a target for the next 20 years would be a comprehensive program of sports activities that can be accessed by the thirteen to nineteen age groups (what is on offer at present are activities for primary aged children and adults).

#### The Issue

The lack of a central meeting point for young people in Yate. This has been an issue discussed for many years and was highlighted in April 2008 when a petition to have the Youth Café built in Yate Town Centre was handed to the Town Council.

#### The Vision

A central meeting point and an open and accessible space for young people to socialize: The emergence of the Youth Café. Within 20 years this should be a lively, social and integral part of the culture of Yate managed by a steering group of young people. The Café project will have established a well recognised tradition of social enterprise, giving young people the opportunity to work and volunteer in all aspects of running and managing the site. Young people have highlighted the need for clearer ways to access volunteering and trail employment opportunities - these could be incorporated into the Youth Café venture

#### The Opportunities

Momentum already established and needs to be maintained. Establishment of a good site in a central location. Ideas that young people have should be incorporated into the details of this design. For example: The young people of St Nicks Youth Centre have planned an interactive and personal interior to the Youth Café, with “projectors, coloured lights and funky furniture”. There would also be a place for music making, DJ-ing, MC-ing and a space for bands to perform. Students from King Edmunds School have expressed interest in running a Youth Salon from the site, where they can gain experience practicing skills learnt from the health and beauty vocational courses they are studying. The Youth Café could provide a central focus for an extended volunteer and vocational placement programme with young people running the site, working in catering, bar management, grounds maintenance and administration, gaining valuable paid or voluntary experience.



## “Optimising opportunities for **Leisure, Learning and Living** for the young in Yate”



### **The Issue**

A lack of open, accessible, young person friendly spaces where information on alcohol, drug use and sexual health can be found.

### **The Vision**

To make use of the Youth Café and other venues as sites for integrated working where different agencies that support young people like the Youth Service, Connexions, and the Drug and Alcohol advisory service can provide information for young people that they can access easily. An expansion of the provision of sexual health information and advice for young people across Yate. Young people requested more relaxed and informal clinics to be open “when we can actually get there” after school time, in the evenings and at week ends. These spaces would be “personal, friendly and comfortable” where they could go and talk to health professionals in confidence

### **The Opportunities**

Young people suggested that these services could be developed in Youth Centres and also suggested the idea of a large scale peer mentoring scheme where young people are trained to give advice about sexual health and deliver this in schools.

### **The Issue**

A dearth of spaces where young people can participate in the development of music, film, dance and other creative projects.

*“We want somewhere to have a gig or a party that doesn’t mean we have to go into Bristol! (Lots of young people agreeing)”*

*“There aren’t any places for bands to perform so people just give up”*

### **The Vision**

The creation of a flexible performance space that young people can book to use for their own creative projects. This space should be accessible, inexpensive and available for use in the evenings and at weekends. This provision would nurture creativity in the area and provide young people with the opportunity to express themselves and develop talent for the future.

### **The Opportunities**

Current and future developments in the centre of Yate. Development of the Youth Café and associated spin offs from this.

### **The Issue**

Inadequate public transport. Young people feel that without access to cheap public transport they are somewhat isolated in Yate. They also highlighted that within Yate there is not a lot of late night public transport.

### **The Vision**

Better provision of public transport both within Yate and to and from nearby towns. Provision to improve both accessibility and to deal with issues of safety at night

### **The Opportunities**

A goal set by young people for the next twenty years would be “free taxis” or a subsidised night mini bus that could pick up young people from the centre of town and drop them off near to home. Implementation of a travel card (similar to a young person’s rail card) for use on public transport that would have the added benefit of being a positive step towards improving the environment.



## 4 Our vision for the future

### 4.3 The Town Centre



**Y**ate Town Centre consists of its historic centre based along Station Road and stretching as far west as the railway station, the Shopping Centre, the Leisure Centre, parts of Church Road, parts of the Link Road and parts of Kennedy Way.

Yate Town Centre is well used by the people of Yate and by people in near-by towns and villages but it is clear that people have an ambivalent attitude towards it. In the engagement activities that took place many people expressed satisfaction with some of the functional aspects of the Town Centre, but very few talked about the Town Centre as a whole in a positive way.

Many people associated the Town Centre with the 1960s purpose built Shopping Centre, which is perhaps reflective of the fact that the Shopping Centre has a very clear identity whereas the Town Centre does not. The desire for the Town Centre to fulfil its potential is a long standing one - in the 1960s a publication about the development of Yate by Gloucestershire County Council stated that "A new Town Centre ..... will have civic, business, shopping, entertainment and sports facilities for both the expanded town and its surrounding area".

Comparisons are often made with the historic centre of Chipping Sodbury, located only one mile away, and any long term strategy needs to take account of the different characteristics of these two areas and work to enhance and make use of both areas.

What is very clear is that at present the historic centre of Yate along Station Road is very much removed from the rest of the Town Centre, particularly when it comes to the position and use of the railway station. What is also clear is that currently there are a great many changes taking place within the Town Centre which will have a significant impact on people's experiences when visiting and using the facilities that exist. These changes include the redevelopment of the Tesco supermarket, expansion of the library, improvements to the leisure centre and redevelopment of the health centre.

It is also important to note that Yate Shopping Centre is under private ownership. The current owners (Dominion Corporate Trustees) have indicated that they wish to remain involved in Yate Town Centre for a considerable period of time. Any successful long term strategy will require all the agencies involved in the Town Centre (including Dominion) working together with a common vision.

#### **The Issue**

Yate Town Centre (as opposed to Yate Shopping Centre) is not clearly defined

#### **The Vision**

A clearly defined Town Centre that is viewed as a positive asset to the town of Yate

#### **The Opportunities**

New developments outside the existing Shopping Centre but within the Town Centre. Improvements and possible partial pedestrianisation of Station Road to help incorporate it more clearly into the Town Centre

## “Identify, energise and enhance the heart of Yate”



### The Issue

The lack of an evening economy in Yate Town Centre

### The Vision

A Town Centre that provides a range of positive experiences and facilities for all sections of the community in the evening

### The Opportunities

The development of entertainment facilities in the Town Centre. These could include a cinema, a bowling alley and a medium sized venue for events. Further enhancement to the current sports centre provision and an open attitude to people of all ages using those facilities. Provision of restaurants that are open in the evening.

### The Issue

Poor access to Yate Town Centre for non car users

### The Vision

A Town Centre that is truly accessible for all

### The Opportunities

Improved public transport links between Yate Station and the Shopping Centre. Easier movement for pedestrians and cyclists into and around Yate Town Centre. Possible partial pedestrianisation of Station Road. Improved transport facilities for those with disabilities

### The Issue

The lack of pleasant public spaces within Yate Town Centre

### The Vision

A Town Centre which is widely acknowledged to be a pleasant environment to visit

### The Opportunities

Improvements to the environment surrounding the River Frome flowing through the Town Centre. Better access to the green spaces close to the Town Centre. The provision of a well publicised and accessible 'Town Trail'

### The Issue

The lack of a true 'heart' to Yate Town Centre

### The Vision

A central focal point to the Town Centre of Yate that is reflective of a confident forward looking community

### The Opportunities

Co-operative working between Dominion, Yate Town Council and the local community (including young people) to create a central focal point (which could incorporate a landmark building providing cultural facilities)

### The Issue

A lack of diversity with regard to shopping facilities in Yate Town Centre

### The Vision

A Shopping Centre that retains a sense of scale but provides a greater range of shopping opportunities

### The Opportunities

Maintenance of current two/three storey limit to developments in the Town Centre. Provision of some larger units to encourage new retail units in. Possible covering of the existing Shopping Centre to create a more weatherproof environment for shopping. More encouragement for local traders, with greater provision of facilities such as the farmers market.

## 4 Our vision for the future

### 4.4 Transport and Accessibility



**I**ssues concerned with transport and accessibility have been one of the dominant subjects of discussion throughout the preparation of the community plan. Much of Yate was developed in the 1960s and 1970s and designed on New Town Radburn type principles, the idea being to separate pedestrians from roads and cars as much as possible. Since the 1970s traffic usage has increased dramatically and the current transportation infrastructure has struggled to cope with this increased usage.

The South Gloucestershire core strategy (2008) highlighted that for people in Yate their two biggest concerns were traffic congestion and poor public transport facilities. For those commuting out of Yate into Bristol and the North Bristol Fringe car congestion is clearly a major concern, exacerbated by the fact that only 2% of these people use trains to get to work

Yate is located in an area that has experienced a 30% increase in traffic since 1991 (as compared to 21% nationally). A great many people commute into Yate to work from surrounding towns and villages and a great many commute out from Yate to the North Bristol fringe, into Bristol itself and beyond. The vision for Yate in 2028 needs to reflect issues within Yate, and also the transportation links between Yate and surrounding communities and facilities.

There are many good features to the public transportation infrastructure (notably the night bus facility) and it is important that these are both protected and developed upon in the next twenty years.

It is also important to recognise the position of Yate with regard to major local facilities and employers, such as Southmead Hospital, Cribbs Causeway, the MOD and other major employers located in the North Bristol fringe area.

#### **The Issue**

Much more could be made of Yate Railway Station

#### **The Vision**

Yate Railway Station is incorporated into the Town Centre and is regularly used by a wide range of people for both work and leisure journeys

#### **The Opportunities**

Better accessible transport links to the Shopping Centre. Improved parking facilities at the Station. A turning platform installed at the Station. Better landscaping of the Station

#### **The Issue**

Bus links, both within Yate and between Yate and surrounding communities, need to be further improved

#### **The Vision**

An integrated, accessible and affordable bus network

#### **The Opportunities**

Town bus services. Improved links to Cribbs Causeway, Southmead Hospital and other facilities in the North Bristol Fringe. Upgrading of bus station (provision of building)



## “Transforming travel and opening doors to all”



### The Issue

Yate residential areas are struggling to cope with the amount of traffic

### The Vision

Yate to be viewed as a model town for traffic management and safety

### The Opportunities

Better differentiation between local roads and through roads. Pedestrian safety zones properly developed around schools and local shops. Road network to allow businesses to operate but in local areas quality of life for residents should be the most important. Consideration should be given to completing the ‘Road to Nowhere’, which would have beneficial effects for the rest of Yate.

### The Issue

Cycleways in Yate are not complete - in particular Yate and Chipping Sodbury are not well joined up by cycle routes

### The Vision

That anyone cycling within Yate will be able to get to where he or she wants to go safely and largely traffic free

### The Opportunities

To link up Yate fully with the integrated cycling network (including links to Bristol and the north Bristol fringe). To have a clearly defined and integrated set of cycleways throughout Yate. To have adequate facilities for cycle parking throughout Yate

### The Issue

Yate is not pedestrian friendly in terms of getting to and from the Town Centre

### The Vision

Walking within Yate is a safe and natural choice, and traffic free routes to and from the Town Centre are set up and well used

### The Opportunities

Possible closure of one of the roads surrounding the Town Centre. Accessible bridges built between residential areas and the Town Centre. Better publicity about the existing path network that exists within Yate

### The Issue

Yate, and facilities within Yate, cannot claim to be fully accessible and inclusive

### The Vision

Inclusiveness and accessibility for all are taken as the norm in all walks of life

### The Opportunities

More taxis to be accessible. Buses let by the council to be accessible. Central location for Community Transport (in the heart of the town)

## 4 Our vision for the future

### 4.5 The Environment



**T**he built up area of which Yate is a part has a population of 34,500, making it by far the largest town in the area (the next largest town being Thornbury with a population of 12,000). Much of the growth of Yate took place in the 1960s and 1970s, and at that time it was thought that the planned development would naturally lead to the creation of a better environment for people to live in. In the Yate Sodbury New Town publication of the early 1960s it was stated that “The modern planning of an expanded Chipping Sodbury will mean easier pleasanter living for all concerned”

The reality in 2008 is that Yate has partially achieved this aim in that it is a town that does not suffer issues of urban blight and it is generally perceived to be a pleasant place to live. Nearly all development in Yate is low rise and throughout the town there is a sense of spaciousness. It is also a town with a large number of well managed green spaces and sites of importance to wildlife, both close to the town centre and in residential areas.

There is a multitude of off road walking opportunities in the town, many of them making use of the River Frome that flows through the town. Although most of the buildings in Yate are post-war there are examples of good quality older buildings, notably at Stanshawes Court and along Station Road.

Despite these positive features Yate is perceived by many as being dull and characterless and the vision for the next 20 years needs to challenge these assumptions in developing an enjoyable and sustainable environment for everyone living in or visiting the town.

#### **The Issue**

Yate is the dominant town in the rural part of South Gloucestershire and can make more of this position

#### **The Vision**

Yate as a ‘hub on a human scale’. Yate does not need to grow any more to develop its role as a ‘hub’ used by both residents of the town and people living nearby

#### **The Opportunities**

Development of the Town Centre to fulfil its potential and become a location where people can shop, eat and visit recreational facilities in a relaxed environment.  
Improved public transport links between Yate and the surrounding area

#### **The Issue**

There is a lack of accessible and affordable housing

#### **The Vision**

Yate as a town that provides good quality accessible and affordable housing to all sections of the community, including those on lower incomes and first time buyers and disabled people

#### **The Opportunities**

Existing undeveloped sites close to the Town Centre

## *“Embracing, enriching and enlivening our surroundings”*



### **The Issue**

There is a lack of awareness about the multitude of green spaces with Yate and the surrounding area

### **The Vision**

Yate is known as a town where there are abundant opportunities to visit and make use of green spaces (parks, playing fields, accessible conservation areas for disabled people etc)

### **The Opportunities**

Provision and publicity of a green spaces map. Noticeboards (including electronic notice boards) placed in key locations around the town (including the shopping centre) showing the location of green spaces. Better management of existing open spaces. Collaborative work between local agencies and local schools to promote existing green spaces within the town

### **The Issue**

The quality of the environment close to the River Frome could be improved

### **The Vision**

The route of the River Frome becomes a focal point of Yate, well used and well respected by both residents and visitors to the town

### **The Opportunities**

Join up the existing well cared for sections that already exist so that there is a continuous good quality route through the town. On-going collaborative work with conservation organisations and local schools

### **The Issue**

There are no allotments in Yate

### **The Vision**

Allotments in Yate established and well used

### **The Opportunities**

Underused spaces within the town and also on the outskirts of the town

### **The Issue**

Yate is a well educated community where many people have a high level of awareness about environmental issues

### **The Vision**

Yate is leading the way on sustainability as we enter the second quarter of the 21st Century. Yate commonly referred to as 'Green Yate'

### **The Opportunities**

Increased awareness of sustainability issues. Better recycling. Involvement of young people and schools in developing Yate as a sustainable community.



## 4 Our vision for the future

### 4.6 Economy and business



**Y**ate has had a business community and a thriving economy going back many hundreds of years. From the Saxon period onwards Yate started to develop out of woodlands, and agriculture was the main driving force behind the rural economy of the day.

In more modern times the Yate community has seen many changes and has had to deal with a range of economic challenges. During the First and Second World Wars Yate was famous for its aircraft maintenance at Parnall's and was also the location for the Newmans engineering factory, which was involved with the development of munitions for the war effort.

In the 21st Century Yate continues to encourage businesses from a wide range of sectors, with employment spread throughout the town. Chief areas of employment are as follows:

- Within the Town Centre there is the purpose built Shopping Centre, which has a wide range of retail outlets, leisure facilities and office space for other businesses such as recruitment agencies, financial services and solicitors.
- Also within the Town Centre Station Road has a wide range of businesses, solicitors, food shops, funeral directors, printers, public houses, garages, car maintenance and even a tattooist, all providing the local community with products and services and employment.

- The Nibley Court Industrial Estate is the latest development for business premises in the area and has a diverse range of employment, including Local Authority, transport and haulage companies.

- Additionally there are four Industrial Estates in Western Yate, all providing a full range of employment. These are the Great Western Business Park, Beeches Industrial Estate, Stover Trading Estate and Oaklands Business Park

There are national companies represented all over Yate as well as Small and Medium Enterprises (SMEs) and local private business owners, many working from home. All of these are contributing to a diverse and vibrant local economy. This is reflected in a very high level of economic activity within Yate. At the last census (2001) 77.4% of people of working age in Yate were economically active, which compares to a UK average of 66.9%

Business and local trade is vital for Yate to continue its development. Listed below are some of the key issues and challenges that face the business community of Yate over the next 20 years.

#### **The Issue**

Several surveys and research work have highlighted the need for sound business support and the provision for better business understanding and interaction at school leaving age. This is particularly important for small and medium sized businesses, of which there are a great many in the Yate area

## “A *diverse* and *vibrant* local economy”



### **The Vision**

Well developed and productive two way links between local businesses and schools in the Yate area. This would include the provision of information for school leavers about business start ups and making young people aware of how businesses are affected by issues such as crime and anti-social behaviour.

### **The Opportunities**

Build on existing links already established. Incorporating business skills courses into the school curriculum

### **The Issue**

The challenge of keeping trade local as much as possible.

### **The Vision**

Support for trade built into the fabric of the local economy helping to ensure the sustainability of local businesses.

### **The Opportunities**

Local fruit markets and farmers markets currently emerging in the area, providing home grown local produce benefiting the local community and the environment.

### **The Issue**

Transport links both within Yate and between Yate and nearby settlements are often congested, causing problems both for businesses as a whole and for employees.

### **The Vision**

An integrated transport system that properly balances public and private transport, encourages ecologically sound transportation choices and also serves the needs of local businesses.

### **The Opportunities**

Yate train station is already used by 1200 people each day and has the capacity to be used by more, helping to ease congestion on the crowded road network. There are opportunities to combine this with improved public transportation links within Yate

### **The Issue**

Current and future developments in Yate Town Centre will have a significant impact on employment

### **The Vision**

Yate Town Centre continuing to provide a full range of employment opportunities in a range of employment sectors for the people of Yate

### **The Opportunities**

Build on current developments taking place. Possible development of an evening economy in Yate Town Centre. Developments such as a landmark building and a cinema, discussed elsewhere in this document

### **The Issue**

Improved links between local businesses are important as a means of benefiting both those businesses themselves and the local economy generally

### **The Vision**

Build on well established links between local business enabling organisations to source information/support/products locally wherever possible. Yate Town Council linked in to these networks and helping to ensure their continuation and viability.

### **The Opportunities**

Existing and developing forums such as 4Networking. Work of the local Chamber of Commerce

## 4 Our vision for the future

### 4.7 Culture and leisure



**Y**ate currently has a large range of cultural and leisure facilities and a flourishing cultural scene, but at the same time many amenities found in other towns have not yet been realised. This may in part be a result of the rapid development of Yate in the latter half of the 20th Century with most of this development being private sector led and with there being no over arching plan to accommodate culture and leisure activities in these developments.

Yate has now developed as a major hub within South Gloucestershire and there are strong arguments for enhancing and expanding cultural and leisure amenities so that they can serve both people living in Yate and people in nearby towns and villages.

The Yate area is made up of several lively heritage, art and cultural bodies including Yate Heritage Centre, Library and Leisure Centre. Following the consultation process several outcomes came to light. Key concerns and issues included the lack of a community venue for lectures and entertainment, the absence of an effective information system for activities and the need to promote the leisure opportunities that exist in Yate.

#### **The Issue**

The lack of a civic and community hall within Yate

#### **The Vision**

The establishment of civic hall that would be a multi-purpose facility housing the following: - a space for lectures, theatre and concerts for up to 200 people to accommodate major local events and enable local groups to showcase their productions. The hall could also act as a venue for community activity and could accommodate exhibitions supporting the gallery spaces of the Heritage Centre. This venue to have incorporated into it good quality and secure storage facilities.

#### **The Opportunities**

Yate Town Council have highlighted the need for and expressed support for the development of a showcase building in the centre of Yate. In the interim Yate Library, which is having a major refit in 2009, will provide exhibition space for local community groups and for the display of major touring exhibitions. This part of the Yate 3D Project will be a major contribution to meeting the needs of the community for exhibition space.



**“Communicate** the richness of existing activities and **encourage** the development of a central base”



### **The Issue**

The pleasant, interesting and (to many) unexplored physical environment in and around Yate

### **The Vision**

All sections of the community within Yate making use of the environment of Yate for leisure and recreational activities

### **The Opportunities**

The already well established and well supported Walking to Health initiative that has highlighted the multitude of good walking opportunities within Yate. Improved cycling routes and better signage and publicity of the green spaces of Yate, encouraging more people to make more use of them for leisure and recreational use.

### **The Issue**

A lack of “accessible” information regarding groups and associated events and activities taking place within Yate.

### **The Vision**

Electronic noticeboards placed in prominent areas, especially in the library and in the middle of the Shopping Centre. As well as providing community information the screens could promote exhibitions and locally created art works in a variety of media. The library could also provide training for anyone interested in creating multimedia presentations and using this equipment.

### **The Opportunities**

Similar schemes elsewhere. The spacious and uncluttered nature of the Town Centre provides lots of opportunities for the placement of these noticeboards.

### **The Issue**

Yate needs to make full use of modern forms of media to promote activities and facilities within the town

### **The Vision**

The development of digital information systems. Yate Heritage and other groups were keen to ensure their collections became more accessible both to the public and between each other in the form of digital information. Similarly, arts representatives also requested the opportunity to create and promote digital displays made available to the public at large and easy for people of all ages and background to participate in. Yate Library 3D project will aim to satisfy much of this demand

### **The Opportunities**

Developments taking place in Yate Library. Yate Town Council manages their own website, which could be developed to provide more of this information.

### **The Issue**

There is a need to protect a number of historic landscapes in Yate.

### **The Vision**

Historical landscapes respected as part of what makes up Yate and properly protected.

### **The Opportunities**

Statutory protection set up to protect landscapes from unsympathetic developments.

## 5 How to deliver our vision



**T**his document represents the collective aspirations of the community of Yate for the future development of the town over the next 20 years. Looking this far into the future it is impossible to predict all external changes that might be of importance to the local community, but every effort has been made to present a vision that is clear, bold and achievable.

Having developed a vision it is necessary to do two things. Firstly, a series of **implementation proposals** need to be worked on that move the town towards the overall vision. Ideally these proposals should be tangible and specific and should relate to a comparatively short timescale (2 - 3 years). The idea here is not to achieve the overall vision in that time but to work towards it, to maintain and develop a momentum upon which future proposals will be able to feed.

Secondly, it is necessary to set in place the **structures** that will allow those implementation proposals to come to fruition.

### Implementation proposals

Through the latter period of the consultation process the Steering Group have identified a number of proposals for the next few years that would work towards the overall vision for Yate. It should be emphasised that this list is not exclusive (and is certainly not comprehensive). It is presented to give a flavour of the work that is being recommended to take the vision of the Yate Community Plan forward.

- 1 The development of a venue for concerts and events, incorporating the Town Councils desire to deliver a landmark building for Yate
- 2 Work to identify and set up allotments within or very near to Yate (currently there are none)
- 3 Developments and improvements to Yate Station so that it can cope with more passengers and be an attractive transportation option for more people
- 4 The development and dissemination of a location map of green areas in Yate, capitalising on the large number of green spaces that exist within the town
- 5 The setting up of a Youth Café
- 6 Provision of better business support for the multitude of small and medium sized businesses currently in Yate
- 7 The development of a Youth Gym, possibly in conjunction with the Youth Cafe
- 8 The provision of a walkway through the town incorporating and making full use of the route of the River Frome through the town
- 9 The setting up of traffic management schemes to improve the balance between car, bike and pedestrian in the residential areas of Yate



**10** The establishment of accessible conservation areas within and immediately surrounding the town of Yate

### Setting up Structures to ensure delivery of the Community Plan

In the short term the most important thing is that the plan is adopted by Yate Town Council and South Gloucestershire Council and that its completion and existence is well communicated to the people of Yate. In the medium to long term the following structures need to be set up:

#### 1. An Implementation Steering Group

The function of this group would be to set the long term direction, working within the context of the existing strategy document. This group would be the “custodians of the plan”. Membership of this group would ideally comprise community groups, business representatives, the Local Authority and other statutory agencies - the key being that it would be a large but representative group.

It is likely that a large proportion of this group will be drawn from the steering group that worked on the development of the strategic plan. This group would only need to meet a few times a year.

#### 2. A Management Working Group

The function of this group would be to develop and filter proposals and ideas and to scope projects that would fit in with the overall vision. This group would bring projects to the point of delivery.

Membership of this group would best comprise of active, practical useful people with project management skills and should be limited to a comparatively small number of people (maximum 12), and would meet monthly or when necessary

#### 3. A series of Delivery Groups

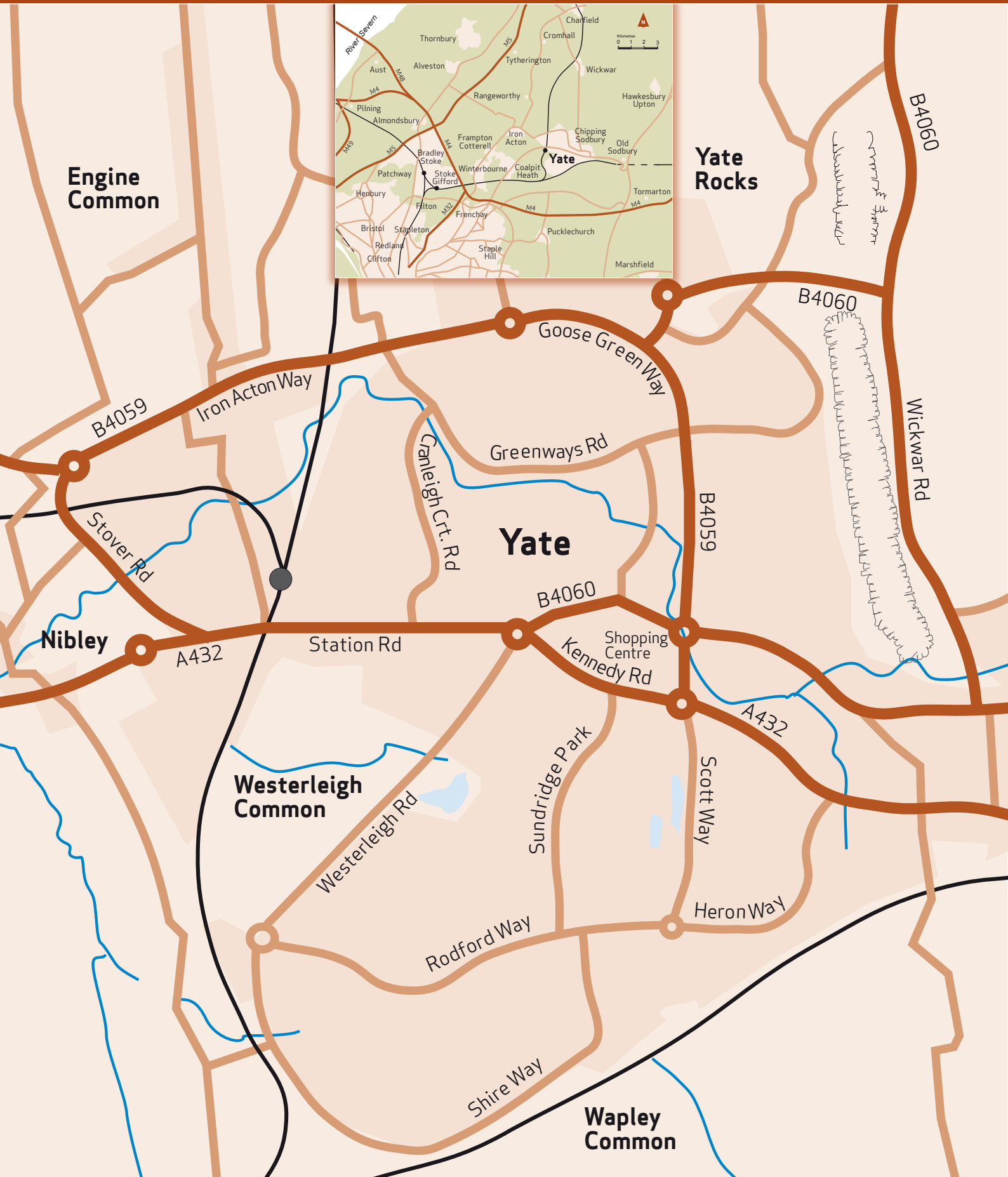
The function of these groups would be to deliver the projects identified by the Management Working Group. In some cases these groups will already exist - where there is a gap a new group will need to be set up. Membership (and size of membership) would vary according to the project being delivered. In many cases these groups would exist for a comparatively short period of time, but during that time would need to meet regularly in order to maintain the momentum and drive to bring proposals to fruition

It is suggested that the Implementation Steering Group should be formed as an Unincorporated Partnership (including an accountable body if required), the Management Working Group should be an Unincorporated Association and that the Delivery Groups formation should be dictated by the subject matter to which they are working.



# Location of Yate

OS grid reference: ST7182



# Acknowledgements

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**Cover photos:** (From top)  
*Environmental landscaping on North Yate housing estate*  
*Mountain biking/skateboarding at Peg Hill*  
*Poole Court, HQ of Yate Town Council and cultural centre*  
*Cyclepath at Brimsham Green*  
*Kingsgate Park*  
*Farmers Market, Yate Shopping Centre*

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A large print version of this document can be obtained by phoning ☎ **01454 866514**, or emailing 📧 **info@yatetowncouncil.gov.uk**, or by writing to Yate Town Council, Poole Court, Poole Court Drive, Yate, South Gloucestershire BS37 5PP.



# Yate Community Plan

“A Vision for 2028”