Strategic Communications

Capability Statement 2024

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## A people practice

### tor&co is a planning, design, and environmental consultancy with a human focus.

People are at the core of every tor&co project. We believe that when we consider what they need, how they think, feel, and behave, we uncover the potential to not just meet, but to exceed expectations. We pride ourselves on building long-term relationships, so that together with clients, communities, and partners, we realise our mission to build a lasting legacy.

### Philosophy

For us, collaboration breeds creativity.

We believe that collaboration breeds creativity and that thinking creatively will always result in better solutions. By working alongside our clients and partners, calling on the expertise of our colleagues, and consulting the communities for which we create, we arrive at better outcomes for people, the planet, and all its ecosystems.

### **Our Clients**

Fostering relationships for the long-term.

We are proud to partner with a broad range of clients on commercial and socially significant projects of every scale. Both in the public and private sector, our aim is to forge long-term relationships so that every challenge and complexity is tackled with insight and foresight.

### Approach

Putting people and legacy at the core.

Our approach is always to start with people and continue to put them at the centre of every project. By giving every consideration to their physical, emotional, environmental and commercial needs, we exceed expectations and leave a sustainable and lasting legacy.

### Culture

An interdisciplinary ecosystem.

We are a small but perfectly formed team with an open, inclusive and supportive culture. There are no siloes or egos, just a group of highly skilled individuals who interconnect in pursuit of better outcomes for people and planet





## An integrated team

### **Diverse specialisms** with an interdisciplinary approach.

Our breadth of projects demands a diverse set of specialisms and individual skills, but our seamlessly integrated culture and interdisciplinary approach means we listen, learn, and refine as one. Together we unravel the complex, clear a path with singular focus, and apply life-enhancing creativity.

### Planning

For us, planning goes beyond just process and the purely technical. Our planning team has an enviable success rate, working to promote positive land use, devising ingenious strategies and advancing projects that make a positive contribution. We embrace challenges from the large, complex and demanding, to the small, and soon to be, perfectly formed, with equal enthusiasm, commitment and creativity.

### Landscape Architecture

While we understand the value of the aesthetic, our landscape team know that how a space makes people feel, emotionally and physically, is the key to unlocking the full potential of a site. This focus ensures that our proposals are creative and sympathetic, so that we promote positive co-existence between people, place and planet.

### **Architecture**

Taking a holistic approach, working in synergy with clients and the wider tor&co team, we believe, results in buildings and spaces that are not only deliverable but exceed expectations. We create exceptional environments where people, business and communities can thrive.

### **Urban Design**

We have a passion to create sustainable places where strong community bonds can be forged. Our belief that truly successful places, ones that intuitively respond to human needs, have exceptional guiding principles. So our approach to masterplanning is designed to add lasting value for developers, partners, and the communities they serve.

### **Environmental Planning**

Now more than ever, how we care for the environments in which we live, work, learn, and play, is high on everyone's agenda. Our environmental specialists analyse, advise and coordinate with respect to environmental and sustainability issues and environmental impact assessment so that our solutions are robust, meaningful, mutually beneficial, and future focused.

### Strategic Communications

By providing strategic advice to our clients from the outset we can shape, design and deliver targeted communications and engagement strategies to help navigate complex circumstances. Developing opportunities for meaningful dialogue with local communities and building trust with decision makers across national and local government is critical in mitigating risk and maximising opportunities.

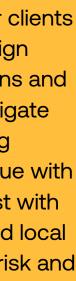
### Heritage

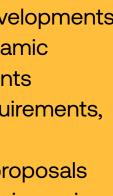
Early consultation with local authorities and interest groups ensures our heritage experts bring their considerable experience to bear. We work with the wider team to uncover and resolve potential heritage risk, navigating planning pitfalls to ensure that heritage issues are comprehensively addressed. Our work safeguards historical integrity for generations to come.

### Viability

We aim to help design and plan developments that are deliverable throughout dynamic market conditions. We help our clients balance commercial and policy requirements, promoting positive outcomes by demonstrating how development proposals are able to contribute towards planning gain.







## Expertise

tor&co is a leading consultancy for achieving success from the planning process. We provide inspired and imaginative design and planning solutions, unlocking opportunities at the forefront of best practice and at the cutting edge of commercial thinking.

With an ever-increasing emphasis on early engagement in planning, to improve the efficiency and effectiveness of the process and improve outcomes for local communities, as highlighted in the NPPF and National Design Guide, this document provides an overview of tor&co's strategic communications services.

At tor&co we plan and deliver bespoke communications, stakeholder engagement and public consultation strategies to help facilitate development for the public and private sectors. We apply our expertise in planning, communications, stakeholder engagement and the political process to maximise opportunities for meaningful dialogue with local stakeholders and communities, manage reputations and minimise risk. In doing so we seek to demonstrate social value as a benefit of proposals. Our team of built environment experts, working on projects across the UK from our offices in London, Birmingham and Bournemouth, has extensive local knowledge and trusted networks to navigate complex and sensitive projects.

We are passionate about creating places in which strong communities can establish and be truly sustainable in the long term. With wide ranging experience across a broad range of sectors including mixed-use and residential developments, energy and waste, aviation, tourism, entertainment, sports, education and workspace, we understand that projects in the built environment really can change lives for the better and deliver substantial benefits, even though they are often contentious in the developmental stage. It is only through effective communication and engagement that such issues can be overcome.

Alongside traditional consultation methods, our digital tools – including interactive websites, on line polls, visual and animated story telling, video documenting and social media outreach – enable inclusive, far-reaching and meaningful engagement opportunities. We seek to use these methods creatively, tailored to each project, to maximise effective engagement with positive outcomes.





## Strategic Communications

### Strategic Advice

Shaping and delivering targeted communications and engagement strategies to help our clients navigate complex circumstances.

### **Political & Stakeholder Engagement**

Political and policy counsel, developing trust and relations with decision makers and influencers across national and local government, mitigating risk and maximising opportunities.

### Public Consultation & Community Engagement

"Applications that can demonstrate early, proactive and effective engagement with the community should be looked on more favourably than those that cannot."

### (NPPF 132)

We design and implement bespoke public consultation and community engagement strategies. Building on a granular local understanding, we work in collaboration with project teams to ensure balanced and inclusive participation.

- Prepare all communications materials including newsletters and content for web and print
- Promote and run events and exhibitions
- Establish and facilitate community steering groups and workshops
- Target balanced participation
- Evidence-based Statements of Community Involvement, providing a record of and findings from all engagement activities
- Community investment plans
- Interactive websites, on line polls, visual and animated story telling, video documenting and social media outreach – ensuring a range of approaches to communicate, widen reach and motivate feedback

### **Public Relations**

### **Construction Communications**

We deliver communications strategies to ensure good relations with communities and key local stakeholders throughout the construction process, from initial works, through the build process.

### Social Value

At TOR we believe that the built environment has the power to improve people's lives. Understanding and investing in social impact is a growing priority for our clients who are increasingly expected by national government, local authorities and the wider public to deliver positive and sustainable social value. Through developing trusted relationships across the communities in which we work, we help clients identify and unlock opportunities to create social value, as a significant planning benefit.

Clear and measurable strategies, key message creation, compelling narratives communicated across a range of platforms, and placements in local, regional and national media outlets.



Strategic Communications Capability Statement

## Case Studies

In the following pages we present a selection of our projects. They showcase the breadth of experience we have throughout the country. This locational range continually develops our experience, expanding our knowledge of different approaches from councils, consultants and clients.

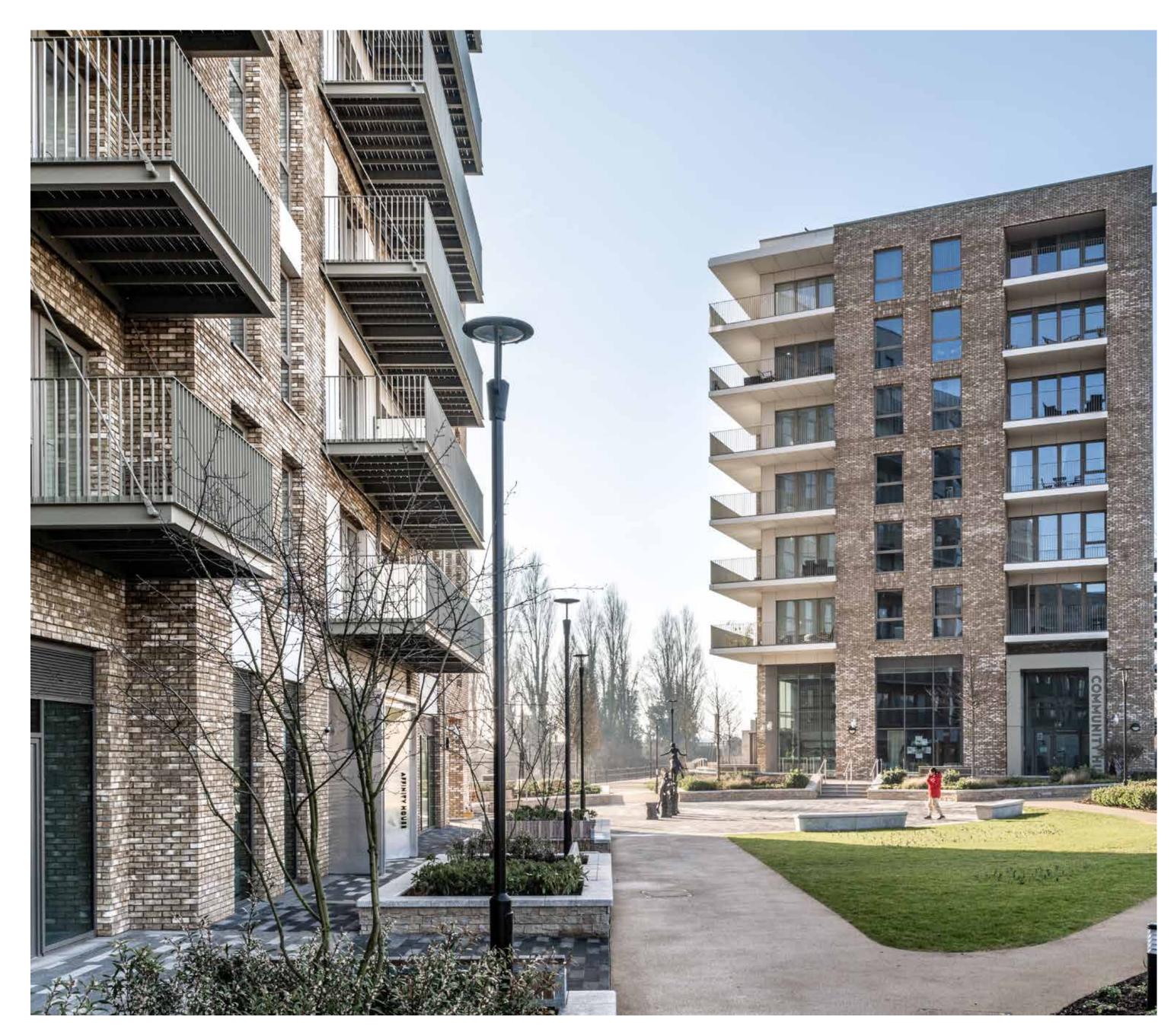
### tor&co



## Grand Union

This exemplary mixed use development will deliver up to 2,900 new homes along with flexible commercial retail, industrial, cultural and leisure uses and will generate in the region of 650 new jobs.







### **Client** St George Developments Ltd

**Location** London Borough of Brent

### Expertise

Architecture Planning Strategic communications Landscape architecture Graphic design

tor&co was selected by the Berkeley Group to provide an interdisciplinary planning and design team to ensure that the proposals were exciting, challenging, technically excellent and viable in order to bring this long derelict and formerly closed off industrial site back to life.

An open space strategy was developed with the local community action groups to ensure that the needs of a highly multi-cultural and demographically polar community could be met. Our approach to public engagement was praised by the Greater London Council and Brent Borough Council after we were able to conceive an open space strategy, within a particularly dense urban development, that made provision for all sectors of the community.

As a result, four and a half hectares of high quality public realm, half the area of the site, will be delivered in the early phases of the masterplan which will provide meeting spaces along the previously inaccessible Grand Union Canal and River Brent.

A new community centre will help the wider neighbourhood reconnect with traditional local celebrations such as the Alperton Summer Festival which will be held in the new Central Gardens. It is intended to be a place where work and living environments meet.

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## Keith House

Halcyon Development Partners secured planning approval from the London Borough of Hillingdon for a co-living development on the Keith House Eastern site in Hayes.

Keith House currently comprises a warehouse building occupied by the Yodel distribution centre and presents an opportunity to provide much needed new homes and employment space locally.

Designed by Stirling Prize Winning architects, Allford Hall Monaghan Morris, the scheme is the borough's first co-living development and combines a range of vibrant shared amenity spaces with well specified private rooms. The new accommodation will be prioritised for key workers and local people and incorporates a number of sustainable initiatives to promote healthy living.

We were appointed by Halcyon Development Partners in 2021 to design and implement an engagement strategy that would help to understand how the building's spaces could provide socio-economic benefits for the local community alongside future residents.

To integrate the development into the local community and deliver real benefits, tor&co has been leading the development of a Community Investment Programme, engaging a diverse range of local groups and organisations over a period of 15 months.

A wide-range of community-led initiatives have been explored, including:

- Events on-site that celebrate and support Hayes' multi-cultural and young population
- Apprenticeships and jobs for local people
- Accommodation for foster care leavers
- Working, meeting and events spaces for the local community
- Accommodation partnerships
- Skills training and mentoring for local entrepreneurs
- Supporting local health and wellbeing through on-site events for local people
- Cycle workshops and lessons on-site
- Linking residents with local volunteering and charity opportunities

Our work with local groups and organisations will continue post planning through the formation of a Community Steering Group comprising local residents, community groups, civic organisations and businesses.

### Client

Halcyon Development Partners Limited

### Location

London Borough of Hillingdon

### Expertise Strategic communications





## New Town



The ambition for Northstowe is to create Cambridgeshire's 3rd largest market town from the ground up, the first to be entirely master planned around a dedicated public transport system, the Guided Busway.

The team at tor&co was engaged in 2007 to advise and refresh the masterplan and planning strategy, with the aim of kick starting a project that was dependent upon major infrastructure funding. We focused on how to deliver the new town as a series of phased developments, within the framework of an overarching masterplan. Greater emphasis was also given to making Northstowe an exemplar of sustainable development based on the objectives within the Cambridgeshire Quality Charter for Growth. Designated as a Healthy New Town, Northstowe has been designed with a healthy and well-balanced lifestyle in mind. A comprehensive network of safe walking and cycling routes promotes active travel and the Guided Busway and its adjoining cycleway connects the town to Cambridge and beyond.

Comprehensive blue and green infrastructure, community facilities, including a town centre, schools, sports and recreation grounds will create a home for 25,000 people, to live efficiently, comfortably and more sustainably.

Progress has been apace, with much of the early phases now fully occupied and the last major housing parcel approved in 2022.



**Client** Gallagher Estates and Homes England

Location Cambridgeshire

### Expertise

Planning Strategic communications Urban design Environmental planning Landscape architecture Heritage Graphic design Architecture tor&co

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## Marham Park

Through our original appointment to promote the 70-hectare site through the local plan process we were able to build a strong dialogue with the local planning authority.

This, in part, led to the successful allocation of the site and following an extensive and positive consultation process, outline planning permission was secured for around 1,000 homes.

We prepared a comprehensive masterplan for the mixed-use neighbourhood that includes retail provision, a primary school, a site for a new leisure centre along with around 1,000 new homes. The consultation process contributed largely to the success of the project. Working closely with county and district councils, we were able to engage the local community and build good relationships and positive reactions, ensuring success for our clients.

We have retained an involvement in the project with the landscape and heritage teams now working with the developer with the reserved matters applications for early phases of the project, which is now under construction.

### Client

Countryside

Location Suffolk

### Expertise

Urban design Strategic communications Masterplanning Landscape architecture Architecture Heritage Graphic design





# Shipley & Keighley Towns Funds



Keighley and Shipley have secured up to £58 million of funding as part of the Government's Towns Fund. This funding will help to increase economic growth with a focus on regeneration, improved transport, skills and culture.

Investment will support the sustainable growth of Keighley as a forward-facing, premier manufacturing, engineering and technology hub, celebrating its rich heritage across industry, culture and sport.

Building on the economic success of Shipley as an IT, digital and manufacturing hub, and the rich, unique cultural offer of Saltaire World Heritage Site, to transform it into a wellconnected, sustainable, creative and innovative location, supporting tourism, jobs, skills, training and educational opportunities for all.

tor&co are currently appointed to lead Community Engagement and since 2021, we have developed a granular understanding of each town, delivered a series of public engagement events, developed and managed an interactive consultation website, and are currently engaging Bradford's rich multicultural and young population to enable meaningful opportunities for involvement in shaping their future towns

### Client

City of Bradford Metropolitan Council

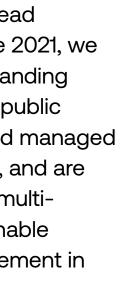
Location

Yorkshire

### Expertise

Strategic communications Graphic esign





## Solar Farms

tor&co has considerable experience in the solar farm sector and has helped to gain planning consent for a number of schemes across England at a range of scales.

Our integrated approach and range of inhouse expertise are ideally suited to address the key planning and EIA issues associated with these projects with public consultation events and liaison with local members, officers and consultees being paramount to their success. We prepare robust planning applications within demanding timeframes and are successful in demonstrating the acceptability of the schemes. Our team has helped gain planning permission for the following solar farms, of which 14 have been built and are operational or under construction:

- Cantelupe, Shelswell Estate and Fryingdown
   Copse for Alectron Investments Ltd
- Langage Energy Park for Langage Solar Farm Ltd
- Bedborough, Newnham, Warren Farm, Ashby (2 no.), Parchfields, Hungerford, Granville Road, Kenniford Farm and Sawmills solar farms for Solstice Renewables Ltd
- Great Glemham, Cowdown and Newbold
   Quarry for AG Renewables
- Creacombe Farm Solar Farm for Gnaton
  Farm
- Leigh Delamere Solar Farm for Eden Renewables

Planning permission for a further five solar farms was granted but these have not been constructed. In addition, we have worked for a range of other solar farm developers including Ennoviga, Solar Century and Solar Fields. We are currently working with a number of solar farm developers and landowners on sites across England range from site reviews through to planning applications.

### Clients

Solstice Renewables, Carlton Power, Alectron Investments, AG Renewables, Gnaton Farm

### Location

Various

### Expertise

Planning Strategic communications Environmental planning Landscape architecture Geographic information systems Graphic design



## Wind Forms

We have acted as heritage advisor for a portfolio of wind farm sites across the U.K.

Three sites from one portfolio were progressed to application stage. North Rhins wind farm, on the west coast of Scotland, was granted planning permission and is now operational. Newfield and Earlshaugh wind farms, located in Dumfries and Galloway and Scottish Borders respectively, were submitted to Scottish Government and failed to gain permission at public inquiries.

We undertook all necessary archaeological and built heritage assessment work for two successful wind farms in the East of England at Lissett Airfield, near Bridlington and Sixpenny Wood, near Goole both of which are now operational. We worked closely and collaboratively with GIS, Landscape and Ecology colleagues to determine the least constrained areas of the Orkney Islands that led to our client selling a portfolio of sites with land option agreements to a prospective developer.

### **Client** Wind Energy / AES

### **Location** Various

### Expertise

Planning Strategic communications Environmental planning Landscape architecture Heritage Geographic information systems





## AWCICS

2024	Housing Design Awards - Hill Rise, Woodstock	2017	Planning Awards - Finalists for Wing, Cambridge Airport in Planning Permission of the Year, Planning for Housing Growth, Stakeholder Engagement in Planning and for Silverstone, Finalist for Promoting Economic Growth	2013	BCSC Gold
2023	Brent Design Awards - Winner Mixed Use - Grand Union Phase 1			2013	RTPI South
2021	Local Authority Building Control - Winner - Best High Volume Housing - Tree Tops				outstandin Park local d
2021	British Homes Awards - Finalist –Development of the year (20-100 units) - Tree Tops	2016	Construction Computing Awards - Best Use of IT in a Construction Project - Farnborough	2013	Hertfordsh of the Retro Bros. Studi
2021	RTPI South West Awards - Finalist - Excellence in planning delivery - Tree Tops	2016	International Exhibition and Conference Centre Local Authority Building Control National Finals - Best High Volume New Housing Development - The Citrus Building	2013	London Pla
2021	Landscape Institute Awards - Winner Excellence in Biodiversity Conservation and Enhancement - Trumpington Meadows				Best Built F Estate
		2016	Landscape Institute Awards - Best Urban Design or Masterplanning Highly Commended - Barton Park	2012	MIPIM Awa Developme
2021	RTPI South West Awards - shortlisted for Excellence in Planning Delivery - Tree Tops			2012	Civic Trust
2019	Local Authority Building Control South East	2016	Planning Awards - Planning for Housing Growth Highly Commended - Wilton Hill	2012	Award - Cr East of Eng
	<ul> <li>Winner Best Large Commercial Project</li> <li>Farnborough International Exhibition and Conference Centre</li> </ul>	2015	The Planning Awards - Planning for economic growth - Milton Park	2011	Award - Wa
2019	Planning Awards - Winner Best Housing Scheme (Fewer than 500 homes) - Berry	2015	Scottish Quality in Planning Awards - Delivering in Partnership - Hillington Park		Architectur Chewton G
2019	Court Planning Awards - Highly Commended - Planning Permission of the year - Grand Union	2015	RTPI South East Awards - Excellence in Planning to Create Economically Successful Places – Whiteley Town Centre	2011	South East Planning fo Centre
2019	First Time Buyer Readers' Awards - Winner Best Urban Regeneration Project - Acton Gardens	2015	RTPI South East Awards - Excellence in Planning to Create Economically Successful Places – Newbury Racecourse	2011	Premier Gu Small Deve Branksome
2018	Planning Awards - Best Housing Scheme (500 homes or more) - Winner - Tadpole Garden	2014	Planning Awards - Planning for Housing Growth – Barton Park, Oxford – Winner	2010	RTPI Award Year 2010
2018	Village RTPI Learning Partner Award - Commended	2014	Planning Awards - Planning Consultancy of the Year - Highly Commended	2010	RTPI Award Strategies
2018	South Coast Property Awards - Architectural	2014	Planning Awards - Planning Permission of		Cornwall
2010	Practice of the Year - Winner	2014	the Year - Dollis Valley Estate Regeneration – Highly Commended	2010	South Wes Clay Count
2018	South Coast Property Awards - Property Client Service - Winner - Chewton Glen Treehouses	2014	Evening Standard New Homes Awards	2010	RICS Londo Award - Sto
2018	Planning Awards - Finalists for Planning Permission of the year - Silverstone		- Winner of Best Large Development - Trumpington Meadows		planner, wi
2017	The Sunday Times British Homes Awards -	2014	Evening Standard New Homes Awards - Winner of Best Regeneration Project - Acton Gardens	2009	South Wes Tremough
	Finalist - Tadpole Garden Village			2008	
2017	RTPI Awards for Planning Excellence - Employer Award for Excellence - Winner				Awards - Jo Planning -

- ld Awards Whiteley Town Centre lation - New Centres category
- h East Planning awards Award for ng planning to deliver growth - Milton development order
- nire Building Futures Awards Winner rofit for the Future Award - Warner lios Leavesden
- anning Awards Commendation -Project Five Years On - Stonebridge
- ards Best Industrial and Logistics ent - McLaren Production Centre
- t Award Community Recognition rewe YMCA
- gland RTPI Planning Achievement Arner Bros. Studios Leavesden
- nal Hotel Awards Best Hotel Ire and Best Small Hotel Design -Glen Country House Hotel
- t RTPI Awards Overall Winner and or Business - McLaren Production
- uarantee Excellence Awards elopment - 23 Western Avenue, e Park, Poole, Dorset
- ds Planning Consultancy of the
- ds Commendation for Spatial - Clay Country Vision Eco-Town,
- st RTPI Awards Commendation ntry Vision Eco-Town, Cornwall
- don Region Awards Regeneration tonebridge Estate, London (master vith Shepheard Epstein Hunter)
- st RTPI Awards Commendation -Campus Extension, Cornwall
- Urban and Regional Planning Joint Winner Public Participation in Stonebridge Estate, London

- 2007 RTPI Awards Award for Heritage Mercedes-Benz World, Surrey
- 2007 RTPI Awards Award for Spatial Strategies -Marine Spatial Planning
- 2007 British Homes Awards Commendation for Housing Project of the Year - Vision @ Devonport, Devon
- 2007 South East RTPI Awards Award for Development in a Sensitive Area - Rolls Royce Motor Cars Headquarters and Manufacturing Plant, Goodwood, West Sussex
- 2007 South East RTPI Awards Commendation for Good Practice in the use of the Planning Process - Mercedes-Benz World Draft Conservation Plan
- 2007 Elmbridge Borough Council Design Award -Mercedes-Benz World, Surrey
- 2006 Building, BD & Property Week Regeneration Awards - Finalist: Best Design-led Regeneration Project - Stonebridge Estate, London
- 2005 RTPI Awards Award for Sustainable Communities - Stonebridge Estate, London
- 2005 RTPI Awards Award for Spatial Strategies -Poole Bridge Regeneration Initiative
- 2005 RTPI Awards Award for Spatial Strategies -Taunton Vision
- 2005 South West RTPI Awards Best submission: Other Planning Work - Poole Bridge **Regeneration Initiative**
- 2005 British Association of Landscape Industries Awards - Grand Award - McLaren Technology Centre, Surrey
- 2005 British Association of Landscape Industries Awards - Principal Award for Mainly Soft Landscaping (over 1 hectare) - McLaren Technology Centre, Woking
- 2005 RIBA Award McLaren Technology Centre (Town Planner, Environmental Consultant, Landscape Architect)

- 2004 RTPI Awards Award for Planning for Business - McLaren Technology Centre, Woking
- 2004 RTPI Awards Commendation for Planning for Business - Portland Fuel Bunkering Facility, Dorset
- 2004 Richmond Society Commendation for Marshgate Primary School in acknowledgement of a positive and beneficial contribution to amenity in Richmond-upon-Thames
- 2002 RTPI Awards Award for Planning for Business and the Economy - Marine Transfer Facility, Isle of Wight
- 2002 Public Private Finance Awards Winner: Best Education Project Below £20m - Jewish Free School and London Borough of Brent (Architect)
- British Construction Industry Awards Highly 2001 Commended: Small Projects Category -Marine Transfer Facility, Isle of Wight (Planning and Environmental Consultant)
- 2001 Civic Trust Awards Commendation for a valuable contribution to the quality and appearance of the environment - The Ropewalk, Somerset
- 1999 RIBA Southern Region Chairman's Award - New office development - 250 Winnersh Triangle Reading (Landscape Architect)
- 1999 RTPI Awards Commendation Planning for Passive Solar Energy
- Highways Agency Winning competition 1997 entry (Landscape Architect) - Poole Harbour Crossing, Dorset
- 1996 Plain Language Commission Plain Language Award for Stonebridge Housing Action Trust leaflet 'Stonebridge Into the 21st Century'
- 1992 RIBA Competition First Prize Stella Ideas Competition, Newcastle & Gateshead
- 1991 RIBA Competition First Prize Morecambe Seafront Competition

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