Davis Langdon Annual Review 2007–8

Review

DAVIS LANGDON

✳ Review of the year

Book one

“Having focused our knowledge and skills around sectors rather than geography we can think even more intensively about our clients’ needs.”

ROB SMITH – SENIOR PARTNER

Contents

01 Review 2007–8 **06** Chief Executive’s Review
10 Corporate Responsibility **14** A Confident Future

Review 2007–8

Rob Smith - Senior Partner

It has been a hugely-exciting and transformational year for Davis Langdon. One in which an enormous amount of passion has been put into a strategy known within the business as One Firm One Future. It has had implications on our leadership team, the way in which we are organised and the way in which we gauge performance.

The overarching aim of the strategy is to align all of the firm's activities in a way whereby we achieve real differentiation in the services we offer. One Firm One Future is enabling us to overcome some hurdles that would otherwise inhibit our ability to respond quickly to a rapidly-changing market. Given an ever-worsening economic background, the timing of the new strategy that focuses on sectors and the integration of our specialist services with our core activities, could not be better.

Previously, our focus was broadly geographical in terms of the way that we would serve our clients. Now it is very much a case of putting our best foot forward, which we are confident will create and capture new demand. We have introduced sector leadership that forms the focus for this year's Annual Review.

We are confident that this approach will prepare the business for the next decade of its history. However, when doing so, the guiding principles that are the legacy from our predecessors remain unchanged.

The partners will continue to lead with their hearts, which is not to say that we are a soft organisation, but we have a passion for our work, compassion for our people, empathy for those we work with and the courage to make difficult decisions. We remain committed to establishing and maintaining enduring relationships with those people we work with and alongside, as well as the clients we work for directly.

As a business, we will go on applying consistently high levels of self discipline in order to produce great results. This will require us to continue to be accountable for performance and accept responsibility for the outcomes of the things that we do. We are also locked into our values, being collaborative in our work, constantly striving to innovate and acting with integrity at all times.

All of these characteristics demonstrate that although our strategy may have changed quite radically, everything that has made the firm what it is today remains unchanged.

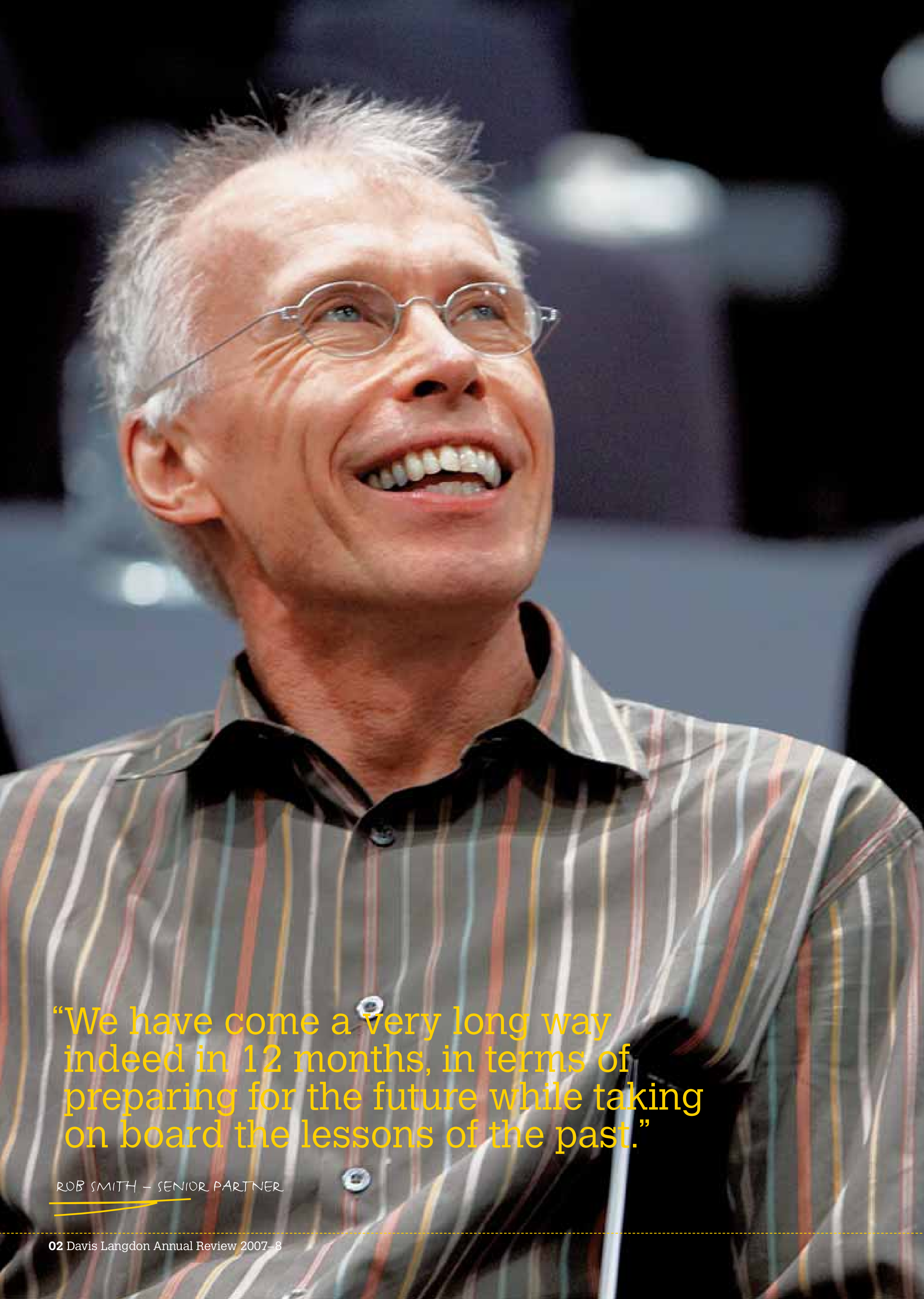
A quick look at some of our achievements in 2007–8 clearly illustrates the firm that is Davis Langdon. On pure numbers, our turnover in Europe and the Middle East (EME) increased as compared with last year by 28 per cent to £197 million (US$391m) while global turnover is up by 35 per cent to £261 million (US$518m).

Over the same period we also managed to increase our head count in EME by 27 per cent. This has largely come from organic growth, but we also completed a significant merger with the Mackenzie Partnership, which has culminated in us becoming the largest construction consultancy in Scotland. At the time of publishing this Annual Review we employ over 2,100 people in EME.

Our core ideology is to attract and employ great people, for they in turn deliver great service. This requires us to concentrate our effort on being among the very best employers who apply their values both internally and externally. In this regard, the past year has seen some positive moves with the introduction of a 'well being' programme that includes flexible working hours, a weekly GP surgery and a number of other benefits. A measure of our progress can be seen by our 19th place in *The Sunday Times 100 Best Companies to Work For*, which as an independent survey is a good measure of our commitment in this area.

Externally it was also a successful year in that we secured the *Building* award for Construction Consultant of the Year for the third consecutive year. Despite moving into a period badly affected by credit crunches, banking crises and high fuel costs, One Firm One Future has enabled us to identify and capture 'new demand' in markets that were not previously on our radar.

Having focused our knowledge and skills around sectors rather than geography we can think even more intensively about our clients' needs. We are thus able to produce holistic solutions that align our specialist services with our core services of project and cost management.



"We have come a very long way indeed in 12 months, in terms of preparing for the future while taking on board the lessons of the past."

ROB SMITH – SENIOR PARTNER

Our new governance structure underpins the changes we have made in that we now have a five-person Board that focuses on strategy. It includes new positions of Managing Partner and Chief Executive and is supported by an Executive that is accountable for delivering the firm's strategy and business plan. Simon Johnson's article – 'A Confident Future' – goes into this new structure further. We also now have Sector Heads as part of the Executive, all of them experts in their fields. They each outline the changes and opportunities they and their teams face in Book two – Introduction to our sector approach.

In the UK and Ireland, despite the challenging market, some 'new demand' is appearing in areas such as infrastructure with increased investment in rail, aviation and ports. Energy, too, will become an even bigger story for Davis Langdon, especially renewables.

Another new service area for us will be program management. The knowledge that we are accumulating from our role providing services to the Delivery Partner of the Olympic Delivery Authority for the London 2012 Olympic and Paralympic Games, has enabled us to align with colleagues to bid for major program management assignments such as Crossrail where we are part of the Legacy3 consortium that has, at the time of writing, been shortlisted to tender for the appointment. Our rapid progress in this service area has been such that one of our stated aims is to secure 10 per cent of our turnover in program management by 2013.

Meanwhile, although it is a tougher market in sectors such as offices and retail, some cities are bucking the trend. An example for this year is Liverpool, which is experiencing something of a renaissance, having been the joint focus – with Stavanger in Norway – of the European Capital of Culture for 2008. Liverpool has reaped the reward of major investment in the city, with projects such as Liverpool One, on which we worked for developer Grosvenor, completely transforming the way the retail offering – and city as a whole – works. It was fitting that we held our annual Partners' Conference in the city this year, where One Firm One Future went 'live' across the partnership. Fitting, too, that we have had an office in Liverpool for some 60 years and that Liverpool projects feature heavily in this publication. The city that has fantastic history is clearly continuing its exciting journey.

I'd like to think that the next Liverpool for Davis Langdon might be in Europe – somewhere like Zagreb where we have recently opened an office, or St Petersburg where we will be opening shortly.

Certainly, our future prospects in EME are exciting, with phenomenal growth in the pipeline. If anything, the slowdown in the UK and Ireland has enabled us to optimise some of these opportunities.

Through a recent merger, we now have 50 people in our office in Moscow, whereas in Dubai, our office celebrated its 60th anniversary this year.

In the Middle East we have been prudently growing the business, rather than rushing to scale up and take whatever work is available. We have been careful to protect the brand and are proud to be revered as one of the best-performing firms in the Middle East. We are witnessing great opportunities, with a sizeable upturn in business from our five offices in the region. For all these reasons, I include a special focus on the Middle East at the end of this piece.

The new strategy is also paying dividends in the form of cross-fertilisation of ideas and knowledge across the business. Overall, our work in Central Europe, Russia and the Middle East is a very solid foundation for us, particularly while the UK and Ireland is levelling off.

As part of our forward strategy we have two clear goals in place. The first is that we will have 10 per cent of our turnover from mainland Europe by 2010 – at the moment it is around one to two per cent. And the second is that we will have 25 per cent of our turnover made up from work in the Middle East – currently it is around seven to eight per cent. Alongside these specific international goals we have more general stated aims, such as our ambition to have even more global clients and become the leading global construction consultancy.

Returning to the business itself, we have continued to invest in ourselves, installing and upgrading vital infrastructure to ease communication and knowledge sharing, through SAP, and also Pinnacle – our knowledge and document management system that Jeremy Horner talks more about in his piece. We also continue to invest in the world around us – through our sustainability and charitable efforts.

In the case of the former, we must think big about the planet, for if Lord Stern was writing his Review on the Economics of Climate Change today, it would be an even gloomier piece than it was when it was published in October 2006. For that reason and many more, environmental concerns underpin all that we do.

The corporate and eco worlds are starting to coalesce, in the sense that higher oil prices and carbon costs will mean that an increasing number of clients will see sustainability as a real issue that we can help navigate, thus offering best value to our clients.

Our commitment to our people and wider society is illustrated by Tony Llewellyn, our Head of Specialist Services, who outlines in his article our approach, including our charitable giving to organisations such as children's cancer charity CLIC Sargent and Sabre Charitable Trust, a charity helping poor rural communities in Ghana.

So, in summary, it has been another great year for Davis Langdon. We have come a very long way indeed in 12 months, in terms of preparing for the future while taking on board the lessons of the past. And in terms of ensuring our biggest asset – our people – are primed for the next 12 months and beyond.

There is no doubt that there will be challenging times ahead, but we are confident that we have the people, the knowledge, and now the strategic agenda as well to keep learning, developing our service offer and capturing new demand.

Rob Smith

Rob Smith,
Senior Partner

The Middle East

With 2008 representing Davis Langdon's 60th year in the Middle East, we are celebrating this special anniversary by reflecting on 60 continuous years of adding value to construction projects in the region.

Since commencing business in the region in 1948, we are now operating from offices in Dubai, Abu Dhabi, Qatar, Bahrain and Lebanon, and are immensely proud of our 250-strong multidisciplinary team which represents 15 different nationalities. Our results speak for themselves. During 2007–8 turnover increased by 56 per cent to £14 million (US$27.8m), and this growth is set to continue with projected fee income for the year ahead already at £29.2 million (US$58m).

With such strong growth, it is no surprise that our search to recruit the best people in the industry continues, aided by the collaborative nature of Davis Langdon across the EME region and globally. We are increasingly providing opportunities for our people to move around to gain experience of this buoyant and exciting market. Our people numbers in the region have increased by 48 per cent over the past year, approximately in line with turnover growth, and we continue to drive an aggressive recruitment plan to support the development of the business.

The firm has been involved in many high-profile projects over the past year, including New Doha International Airport; Bahrain Financial Harbour; Harvard Medical School (using the PPC Partnering form of contract); Palm Jebel Ali in Dubai; Saudi Aramco Cultural Centre in Saudi Arabia; Hilton Hotel in Beirut and Yas Island in Abu Dhabi.

This has been another exceptional year for Davis Langdon in the Middle East. Our focus is to continue to provide the best quality of service for our clients and therefore make a measurable and valued difference. We also look forward to working with our clients from within the Middle East who are increasingly applying a global perspective to their investments. We remain privileged to be involved with a large number of the most innovative projects in this commercially vibrant region.

Rates converted at £1=US$1.98428 as of 30/04/08

BAHRAIN FINANCIAL HARBOUR

"We have stuck to our longer term plan and challenged ourselves to think big."

JEREMY HORNER – CHIEF EXECUTIVE

Chief Executive's Review

Jeremy Horner - Chief Executive

I ended my comments in last year's Annual Review with a reference to the credit crunch, and with an observation that it was difficult to see how much longer our industry could remain unaffected by it. It has surprised many of us that we had to wait a further year before seeing any real impact.

As a result, the financial pages of this year's Annual Review record another chapter of unabated growth and investment across all of our businesses. And whilst the financial highlights of the year are indeed impressive – as shown in the Finance section below – what I am most proud of is that as well as meeting the incredible demands of business as usual, we have stuck to our longer term plan and challenged ourselves to think big.

To this end the firm implemented One Firm One Future, an alignment of every part of our business – from leadership and governance to organisational structure and performance and reward – to support our strategy of sectorisation and specialisation. This strategy, which is referred to in Rob's introduction, arises from the conviction that by aligning ourselves ever closer with the markets we serve, we will maintain clear blue water between Davis Langdon and our competitors, and continue to outperform the markets in which we compete.

Let's now look at some other achievements during the year.

Finance

It has been another extraordinary year of achievement in terms of financial performance, and the highlights include:

- Turnover growth of 28% across our businesses in Europe & Middle East (EME), a £43m (US$85m) increase to £197m (US$391m)
- Growth of 27% in our average headcount across EME to 2,135
- Operating profit grew 19% to £48.8m (US$96.8m), double the level three years ago
- Partner numbers increased by 21, and members' average profit shares increased to £211,000 (US$418,683)
- The firm completed the acquisition of Mackenzie Partnership, a £6.5m (US$12.9m) turnover business in Scotland
- Revenue growth across Davis Langdon businesses worldwide was 35%, with global billings now at £261m (US$518m)
- On top of last year's significant investment in the business, the firm invested a further £17m (US$33.7m) in technology and our working environment

Investing in our people

We have continued to develop our people agenda, and our reputation for being a great place to work means that we continue to attract and retain the top talent in our industry. This year we were placed 19th in *The Sunday Times 100 Best Companies to Work For 2008* – a spectacular result.

With further investment in learning and development, we ran 503 training events this year, comprising 3,860 training days. We have enjoyed our biggest ever intake into the Graduate Development Programme, 114 people in 2007, and the best ever APC results in November. In addition, we rolled out a technical-training programme for project management and cost management. All this is underpinned by the highly-acclaimed Leadership Development Programme which operates at all levels throughout the firm. We are absolutely committed to developing the all-round capability of our staff so that they are equipped to provide world-class client service.

Recruitment has continued apace and we have grown significantly in the last twelve months. We have made over 300 offers to experienced staff and received a record number of applications for our graduate placements.

Equally important was the introduction of a progressive maternity and paternity policy this year. The challenge of creating a diverse workforce is particularly acute in our industry and we are determined to lead the way in this area. We are particularly keen to see more women in senior positions within the firm, and with approximately one third of our graduate intake being female, the future looks bright in this respect.

We will be introducing greater flexibility in relation to benefits next year, in order to give people the opportunity to shape how they are remunerated. We believe that employees value flexibility and we are designing our internal processes with this in mind.

As our community of international offices continues to build stronger links, we are finding that more people are choosing to work overseas for a period of their career. We welcome this trend and are working towards

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consistency in our approach to people issues across the globe. All of this reflects our overarching desire to create an environment at Davis Langdon in which talented people can flourish and achieve their aspirations.

Investing in technology

Technology has been a major focus for the business this year, the biggest element of which has been SAP, which went live in March. SAP, which introduces single processes and integrated systems across our business areas, gives our business two key enablers. Firstly, it helps us to achieve operational excellence. We pride ourselves on the careful management of our business and the profitability advantage it gives us over our competitors. To maintain this position we need to maintain investment in the systems on which our business runs. SAP replaces our previous practice management systems with a single technology. Secondly, SAP gives our future ambitions complete scalability.

The construction industry has had mixed successes with enterprise-wide systems integration, so I was delighted for our SAP Programme Team when Davis Langdon was awarded the SAP Quality Award for 2008 in Berlin. It is a fantastic acknowledgement of their hard work and commitment to quality. By the end of the 2007–8 financial year, we had transferred our £200 million (US$397m) business to a new, integrated, future-proof technology platform allowing us to realise significant benefits and efficiencies and to exploit future growth opportunities created by our One Firm One Future strategy.

Elsewhere in IT, video conferencing is now widespread across the business, helping us deliver time and cost savings, and contributing to reducing our carbon footprint.

Finally, Pinnacle, our internal knowledge and document management system, has now been fully implemented across the business and integrated with SAP. It has succeeded in driving efficiencies and introducing additional rigour to our project processes.

Our environment

The big message here is that something like 70 per cent of our people have moved office or had their offices upgraded in the last two years. We have relocated our offices in Birmingham, Edinburgh, Glasgow, Milton Keynes and Maidstone, and have expanded our offices in Cardiff, Leeds, Liverpool and London. Space planning and designed interiors have been used to support our values of open non-hierarchical, contemporary, and informal working environments. To this end, we have spent about £5 million (US$9.9m) on improvements to our office workspace.

Our environmental awareness extends to all aspects of our business. Last year, Davis Langdon succeeded in becoming carbon neutral. To achieve this we measured our carbon footprint, which is equivalent to 11,014 tonnes of carbon dioxide, and invested in a range of projects which enabled an equivalent reduction in carbon emissions. We are now taking further steps to reduce our environmental impact. We have designed and implemented an innovative, award-winning car policy to encourage our people to make greener vehicle choices. We are working towards an ISO 14001:2004 certified environmental management system and have set ourselves some stringent environmental goals, whereby we aim to reduce our carbon footprint by at least 15 per cent (to 5.3 tonnes of carbon dioxide per employee) by 2010.

Thought leadership

As we move into less certain economic times, Davis Langdon's strengths in research, information and market intelligence are key resources for our clients, augmented during the year by the appointment of a specialist construction economist. Our sector focus has also been evident in our research and publication agenda where, in delivering over 35 research articles into the technical press, we have concentrated on growth opportunities in the public and infrastructure sectors.

Our structures and envelope value specialists have also worked closely with clients, their designers and the supply chain to deliver innovative, best value solutions in a very challenging commercial climate.

Sustainability has also been a priority and the most original facet of our work has been the development of our Embodied Carbon Model. The model represents genuine thought leadership and will be a key tool for clients who seek to manage the overall carbon impact of their projects. It is being rolled out internationally by our sustainability specialists. Innovations such as this, and our work on Pinnacle, made a key contribution to Davis Langdon's continuing success in securing a *Building* award in our sector, won for the third year running in 2008.

Our clients

Our ongoing goals here revolve around client care. We've asked clients for feedback on where we have performed well and where we could do better. We're pleased, though not surprised, to hear that as well as highly rating our transactional expertise around buildings and projects, our clients also value our strategic advice and insights into their business issues. Our challenge must be to create more opportunities to deliver this combination of skills to our clients.

In the coming year we will be unveiling the results of a brand programme which will deliver greater consistency internally and externally across all elements of our business. Our newly-defined brand will make us look and feel as distinct as we know ourselves to be.

In knowing ourselves better and knowing where we can add value, we can better prepare ourselves for the right opportunities. We are, therefore, improving how we bid for new work. This will mean that we bid for projects where we can add the most value, focusing resource where it really counts for the benefit of our clients.

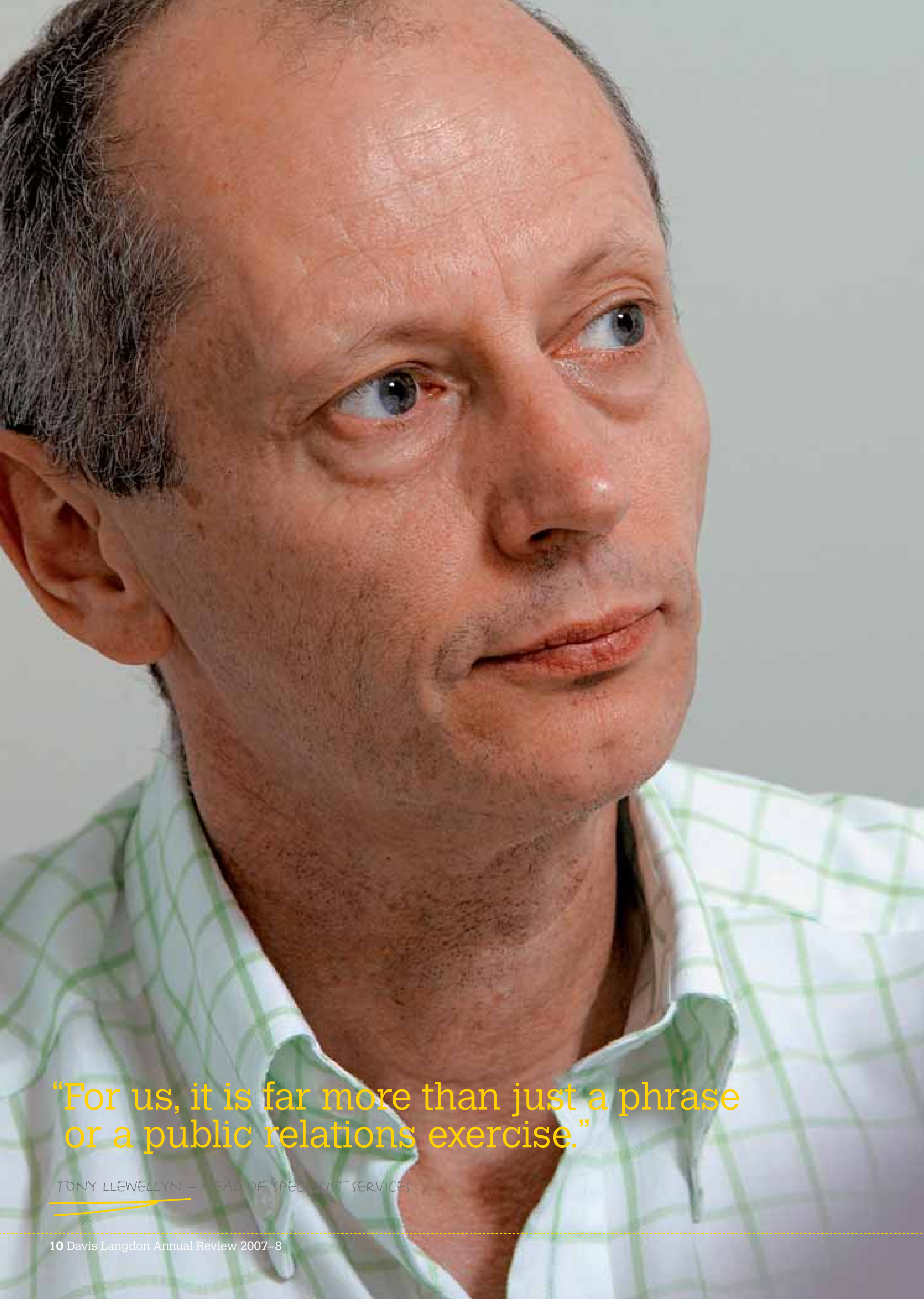
Looking ahead

A rising tide lifts all boats, and we and others in this industry have enjoyed a period of extraordinary and sustained growth. Time will tell whether 2007–8 marked the point at which the tide began to turn. But whether it does or it doesn't, Davis Langdon remains committed to a long-term strategy. We shall continue to invest in areas which clearly differentiate us from our competitors, and which deliver real value to our clients. We shall continue to strive to outperform in all our markets. We shall continue to be ambitious for our clients, our people, and for our firm. We shall continue to think big.

Despite the uncertain economic outlook, we see huge opportunities in new geographical markets and in new services, and we shall be investing heavily in both. Our clients and our people can be confident that Davis Langdon could not be better prepared for the exciting challenges that lie ahead.

As always, the achievements of this business are made possible only by the extraordinary contribution of the people in it, and to them I must once again record my thanks for working so hard this year.

Jeremy Horner,
Chief Executive



“For us, it is far more than just a phrase or a public relations exercise.”

TONY LLEWELLYN – HEAD OF SPECIALIST SERVICES

Corporate Responsibility

Tony Llewellyn - Head of Specialist Services

It might not be obvious for the Head of Specialist Services to be writing about our approach to corporate responsibility (CR). But it is a particular passion of mine and I am proud that CR is a serious issue for Davis Langdon. For us, it is far more than just a phrase or a public relations exercise. If we are to be taken seriously by our clients, and if we are to continue to attract the best people, we must provide a real response to the communities in which we work. CR is an investment in our employer brand.

Back in 2005, at the time of the Tsunami disaster in Asia, the firm's turnover pushed through £100 million (US$198m). We realised then we were becoming a significant entity, and that it was time to set clear policies around social and environmental issues.

We appointed a small working group to look at the whole subject, and came up with a draft policy. Across the firm different business groups had historically provided pro bono support and given money to various charities. We also had policies in place on environmental issues and health and safety but there was no consistency. Over the last three years we have therefore built our CR policy around five main 'pillars'. These are: Community Support; Health and Safety; Environment and Sustainability; Ethical Behaviour; and Employee Welfare and Development. These are fairly standard in the CR world. The difference is how we have chosen to implement our initiatives.

Our aim has been to develop policies that are visible enough for our people to see and understand, without being forced upon them. In financial terms the overall objective is to give one per cent of our profits into community support projects. This is principally through charitable donations, pro bono support on construction projects, and volunteering. On the latter point, everyone in the organisation gets two days to help a not-for-profit organisation, and every office is expected to run a pro bono project at some time during the year. Teams have organised fundraising activities which have included things like climbing mountain peaks and running through muddy ditches. Some have been more unusual with one team spending the day doing a sponsored search across London visiting over 700 Davis Langdon projects. Another team spent the day on the phone and internet, searching for other organisations who could help our nominated charity of the year.

For 2007–8, we supported CLIC Sargent, a children's cancer charity for whom we have raised more than £100,000. In the current year our Middle East operation has chosen to support the International Federation of Red Cross and Red Crescent Societies. The UK business has chosen to get behind the construction of two schools in Ghana with Sabre Charitable Trust (SCT), a UK Registered charity that works with the local Education Authority in Ghana to enhance education provision. These are really exciting projects as we will be able to engage with the charity on a number of levels. We will be helping SCT with everything from advice on the sustainability of the building materials, to sending people out to help with the management of the project.

Our policy is to try and support our charity partners over a sustained period of time, rather than just exit at the end of twelve months. We remain a patron of CRASH (our charity of the year for 2006–7) and we aim to provide pro bono support for their homelessness projects. For CLIC Sargent we are helping to organise their 2008 annual fundraising charity ball, thereby maintaining a continued level of support.

Through our membership with Business in the Community, we have completed initiatives such as helping to repair nursery and school playgrounds, and planting a herb garden which will be used for complementary therapies. It is important that anyone can get involved, right across the business. Going forward, individuals will have a menu of volunteering options. They may choose who they would like to support, but supporting communities is the ultimate goal. The benefits we are looking for revolve around skills development and team working by doing something that relates to the built environment, no matter where they are.

Across all of the CR work, the big change over the year is that we have brought in a CR Coordinator, Carmen Harris. She has helped us move the agenda on from things we have wanted to do, to things that we have now done.

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There is a cynical view that all of this kind of work is just PR; it's just about making ourselves look good to the outside world. Actually, it's all about the internal market. Over the past three years, the biggest challenge for the firm has been to find enough good people, and we don't see that changing in the future. The market may dip, but in the long term the benefits that we have seen to date – coming 19th in *The Sunday Times 100 Best Companies to Work For 2008,* for example – bear out that CR is a necessary and worthwhile investment. Our scoring in the *Sunday Times* survey showed that one of the areas where we had improved the most over the year was in responses to giving something back. To become a top 20 employer is exceptional, and has clearly worked in our favour in the marketplace.

So where do we go with CR in the future? The answer is that we are likely to be helping not-for-profit organisations with more projects. Charitable organisations thrive on a strong emotional drive to push projects into life, but all too often they are chronically short of project management skills. That is where we can and will help more. We will thus steer more of our volunteering and pro bono skills in that direction. The underlying goal for all of our CR policies is to make a difference to the lives of the people that our business touches, directly or indirectly. If we are successful, then these initiatives will have a lasting impact on the way that we all feel about belonging to such a great firm.

Tony Llewellyn,
Head of Specialist Services

“The underlying goal for all of our CR policies is to make a difference to the lives of the people that our business touches.”

TONY LLEWELLYN – HEAD OF SPECIALIST SERVICES

"We needed to channel our expertise, in every market and across every building type, in a way that helps our clients deliver the best buildings, faster and on a tighter budget."

SIMON JOHNSON – MANAGING PARTNER

A Confident Future

Simon Johnson - Managing Partner

Having just reported another excellent set of results, it may seem strange that we have decided to adopt a new approach to organising ourselves and facing our markets. We're carving the market up into six sectors, rather than our previous geographic configuration. Why have we done this? And how will our clients and staff benefit?

The first point we should make is that we are witnessing a changing world, where our clients are increasingly under pressure from their customers to deliver more. Take retailers, as an example. Customers are demanding better products, at lower prices. This puts pressure on the retailers, who in turn must look to their cost base and get more 'bang for their bucks'. The construction, fitting-out, and subsequent refurbishment of their stores are, of course, a major part of that cost base, so it follows that the retailers need to squeeze more out of the construction process. Similar pressures exist for office developers, residential developers, hotel operators, transport and infrastructure companies, and so on.

This made us think about how we could best respond to help all of these sectors achieve their goals. Our main conclusion was that we needed to channel our expertise, in every market and across every building type, in a way that helps our clients deliver the best buildings, faster and on a tighter budget. We also have to carry on delivering the best market-focused advice, based on the best market-focused knowledge. And the only way we could do that is to ensure that we have the best people, who really live, eat and sleep their particular sector and who have access to the best and most up-to-date knowledge.

In a sense, though, this level of preparedness is nothing new for Davis Langdon. We started creating specialist sector teams several years ago. From that experience we found that people in those teams enjoy becoming experts in their sector, as they complete more and more projects and acquire a progressively deeper understanding of the particular building type in which they specialise. They can then apply that expertise to the next project they work on and thus enjoy a bigger input into delivering a better product. Whether they are a project manager, a cost manager, or a specialist consultant, they can come in, right from the start, and fully understand a client's business. And they can make a real, active contribution to the briefing, design and construction process. This whole scenario benefits clients and, as a consequence, our business. For example, in our London office, where sector specialisation has been in operation for the last few years, turnover has grown consistently at over 20 per cent per annum. We have taken more market share because clients recognise that we are acquiring and applying this expertise to give them competitive advantage.

One Firm One Future is about applying exactly that principle, but across the whole of the UK, Europe and Middle East. It is about creating a pool of expertise, beyond just project or cost management in its traditional sense, to something more creative, proactive and involved in the whole process. The world has changed, and so must we. But clients should rest assured that they will still be able to get access to their favourite people, as we consider that building these relationships is extremely important – both at a business and a personal level. Around 80 per cent of our workload is repeat business, which is a reflection of the importance we place on the special relationship we have with our clients.

One of the many spin-off advantages for us is that it creates a more exciting environment for our people and for those we hope to attract to Davis Langdon, now and in the future. The opportunity to become an expert in your field is an attractive proposition and allows our people to build these special relationships with our clients.

At the same time, we are also able to assemble a huge database of the most up-to-date information available within each of the sectors. These will be important differentiators for the business – offering real, valued service to clients in any tough times that might lie ahead.

So, what does the new structure look like?

Essentially, we have organised the practice into firm-wide sectors, with each sector representing a particular type of client. We also have a Specialist Services team. Within each of the sectors there are a number of different sub-sectors, representing specialist building types. Centres of excellence in each of these sub-sectors have been created and then joined together across the firm, virtually and through regular meetings and steering groups, to share information and feed back into our ‘knowledge bank’.

The sectors are: Commercial; Retail; Infrastructure and Industry; Public; Hotels, Sports, Culture; and Residential. And, beyond these, the sectors are further divided into 23 sub-sectors.

SECTORS

SUB-SECTORS

Commercial Sector
Paul Allen

- **Business Parks** – Nick Leggett
- **Data Centres** – Barry Nugent
- **Fit-out** – Padraic McGuinn
- **Offices** – James Clark

Hotels, Sports, Culture
Peter Flint

- **Culture** – Paul Davis
- **Hotels & Resorts** – Ian Memmott
- **Sports & Venues** – Alan Willby

Infrastructure & Industry
Steve Waltho

- **Aviation** – David Connolly
- **Energy & Utilities** – Jon Dedman
- **Industrial, Distribution & Manufacturing** – Mike Wilcock
- **Pharmaceutical & Process Engineering** – Steve Waltho
- **Transport & Infrastructure** – Andrew Stevenson

Public
John Hicks

- **Administration, Defence, Custodial & Justice** – John Lewis
- **Education (Schools)** – David Long
- **Education (Further)** – Peter Boote
- **Education (Higher)/Science** – Laurence Brett
- **Healthcare (Private)** – John Hicks
- **Healthcare (Public)** – Paul Coomber
- **PFI/PPP** – Kevin Bradley

Residential
Mike Ladbrook

- **Affordable Housing** – Paul Donlan
- **Private Residential** – Gerard Cook

Retail
Richard Taylor

- **Development** – Nick Clare
- **Retailers** – Paul Zuccherelli

Crucial to the effectiveness of this new structure, however, are the people we now have in place. We have identified Sector Heads who sit on an Executive, which is charged with delivering the business plan for the practice as set by the Board. These individuals head up their sectors – developing a business plan, identifying opportunities and getting the right people in the right seats.

The skills required of the Sector Heads vary according to the markets they serve. In some, such as offices, residential or retail, we are market leaders – they are mature areas of our business. For other emerging sectors, we see opportunities for growth. Some of the Heads will therefore be building on success; others have the kinds of personalities that are able to create new opportunities. We have also looked to these individuals as a group that can work together to manage the business. We feel we have the right mix of age and experience balanced with youth and enthusiasm. Thinking big, but with cautious risk management. They are people who demonstrate the core values of the business – collaboration, innovation and integrity. But perhaps most importantly, they are a team that works well together – it's essential that we do operate as one firm, and not six silos. Happily, even in these early days of this new structure, it's clear that the six sectors are working well together, ensuring that we are able to make the most of the opportunities that arise and seeking out new areas of opportunity.

The process of choosing the Sector Heads was the subject of careful thought, but we are pleased with the balance we have got, entirely populated from within. That shows our real strength and depth, and also the pleasing range of expertise and age in the partnership.

The Executive also includes myself – the Managing Partner, and Jeremy Horner, the Chief Executive. Both of us also sit on the Board and we will, therefore, have a role in ensuring strategy is translated into action. The other members of the Executive are Tony Llewellyn, the Head of Specialist Services, and Paul Stanion, the Head of Service Quality and Development. (Full details of our organisational governance can be found in Book four – Inside Davis Langdon).

Tony represents the various specialist teams providing services beyond traditional cost and project management. These specialist services now represent around 20 per cent of our turnover. Paul is responsible for advising on the services we provide to our clients, how these should be provided, and for all aspects of quality in the delivery of these services. His position on the Executive demonstrates our commitment to service quality.

All of the above is a new structure that was in place as of 1 May 2008. In many ways, it will be business as usual. The difference, however, will be the growth in knowledge and the creation of a deeper pool of experts across our Europe and Middle East (EME) region who are even better able to think beyond their traditional spheres. Innovation, collaboration and integrity will still be our watchwords, with sustainability a common thread throughout the whole business.

We recognise that it is a challenging task to change a successful business of this size, especially when outwardly there is no need to do so. We are changing simply because we are looking to the future, with all the added sense of competition, complexity and pressure that this may mean for our clients, and for us. Ultimately, we are convinced that this will lead to a better service to our clients and continued success for Davis Langdon.

Simon Johnson,
Managing Partner

The difference will be the growth in knowledge and the creation of a deeper pool of experts.

Introduction to our sector approach

Book two

Contents

22 Commercial **26** Hotels, Sports, Culture **30** Infrastructure and Industry **34** Public
40 Residential **44** Retail **50** Services from a Global Construction Consultancy

"...we have the best people, who really live, eat and sleep their particular sector and who have access to the best and most up-to-date knowledge."

SIMON JOHNSON – MANAGING PARTNER

“Refurbishment of existing space starts to look attractive compared with the ‘wait and redevelop’ option.”

PAUL ALLEN – 201 Bishopsgate & The Broadgate Tower, London

Commercial

Paul Allen, Head of Commercial, joined Davis Langdon in 1987 as a qualified surveyor. He rose up through the ranks as Senior Project Surveyor, then Associate, becoming involved in the commercial world with the Foster + Partners-designed ITN in Gray's Inn Road in London, and also Commerzbank in Frankfurt. He became a Partner in 1992.

At Davis Langdon, our commercial sector offering has seen phenomenal growth including an unprecedented 60 per cent increase in income over the last two years.

We have appointments on some of the highest-profile schemes around, including the big London towers like Broadgate, Fenchurch Street, Heron, Leadenhall, Pinnacle and Shard. This growth and involvement in exciting projects is by no means restricted to London. We've helped deliver Colmore Plaza in Birmingham, St Paul's in Liverpool and Aurora in Glasgow. We've also shown our belief in the product we have helped to create by taking space in both Colmore Plaza and Aurora.

But we live in changing times, and it's fair to say that the environment is now very different for the commercial sector and we are facing some big challenges.

In the London market – which accounted for roughly half of all new orders for commercial work last year – the combination of falling demand, yields decreasing and rental levels dropping off means that our developer clients are thinking very carefully about committing to new starts. When you add into the mix the fact that tender prices are still being driven upwards by global commodity price rises and a strong Euro, it looks to us like it could be a perfect storm.

Looking forward

But, while life looks a bit challenging, it's certainly not all doom and gloom. One Firm One Future has made us work more as one team across the Europe and Middle East (EME) region, rather than in a city, region or even country-specific way. Our big priority now that we are more joined up is to ensure we are working with all of the larger developers – not just in certain locations, but everywhere. And there are certainly some major centres where we can see big wins.

Through improved information sharing we can also help clients deliver their products more economically. A good example is the lessons the London teams have learned from the St Paul's project in Liverpool which has been delivered at economical prices, but with no diminution of quality.

A number of big occupiers have leases that expire in 2010–11 and they need to be planning for change now. This is obviously good news for our developer clients and ourselves, and we have the added opportunity of acting directly for occupiers through our fit-out experts.

At times like these, refurbishment of existing space also starts to look attractive compared with the 'wait and redevelop' option, and here again we have a fantastic track record which makes us the ideal choice. Helping our clients to make the right call is where we can really make a difference, and it's where they rely on us to think laterally and help them to get it right.

Big opportunities

In the short term our big opportunities are in commercial markets that are further away from our traditional heartlands. We are already undertaking commercial projects across Europe and the Middle East, but in many ways we have just scratched the surface. Where we can really make a difference is in combining our sector expertise with our local market knowledge, particularly in places as diverse as the Gulf States, Moscow and St Petersburg. Inevitably the kind of projects we are asked to help with are the bigger, more challenging schemes and this fits very well with the expertise we already have.

Data centres are a hot area for us too. We are working for owner occupiers and co-locators, and because mechanical and electrical services make up 70–80 per cent of the cost of these projects they tend to be led by our Engineering Services specialists who can bring an unparalleled level of expertise.

Specialist Services

In this sector we rely heavily on many of the other specialist services which help to make Davis Langdon so unique, particularly the expertise in the Banking Tax and Finance and Value Planning and Risk teams. Across the board, these people can make a real difference to the viability and security of our major projects.

A specialist service that we see gaining greater prominence is Design Project Management, because commercial clients want to be more in control of information delivery. They also want to be sure that their teams deliver what they need when they need it. Our style is very collaborative, rather than management with a big stick, and we have an opportunity to help the team deliver.

Inevitably, sustainability is a driver in the sector – though the degree of commitment is dependent on what tenants want. Everyone recognises it's the right thing to do, and people are looking to achieve even more sustainable solutions. In a downturn, all costs get looked at more closely, but developers will want to ensure that their building stock continues to meet the highest expectations. We really don't expect sustainability to be one of the areas targeted for a cut.

ST PAUL'S, LIVERPOOL

NEW STREET SQUARE, LONDON

Case Study – A tale of two cities

Land Securities' New Street Square, London and ECF's St Paul's development in Liverpool

These are both more than just office buildings, and they demonstrate our regional strength. Like Broadgate in the City of London, New Street Square and St Paul's encompass fantastic public realm mixed with high-quality office buildings.

St Paul's is a scheme which will ultimately deliver 140,000m^2 of commercial space, and has to date delivered two energy-efficient commercial buildings, a residential building comprising 50 units and a 400-space multi-storey car park, set around public realm. As it has progressed, the scheme has also taken on board more sustainable measures, with the current phase potentially receiving a Building Research Establishment Environmental Assessment Method (BREEAM) 'excellent' rating.

Davis Langdon assisted in securing grant funding for the initial buildings, and cost managed each phase of the development from initial cost modelling through procurement, tenant negotiations and eventual commercial close-out. The firm was well placed to understand the linkages between development return, availability of funding and initial capital costs, to ensure best value could continue to be delivered in very challenging circumstances.

New Street Square follows a similar theme, a project comprising four office buildings plus a small management building totalling 93,000m^2. The development is cleverly arranged to create a public square that has a very private, enclosed feel. The Project Brief challenged the team to provide a commercial development that also pushed the environmental and sustainable boundaries further than any other office buildings within the City of London.

Davis Langdon worked closely with the design team throughout the design process to generate four very different architectural buildings that performed in a similar way, incorporating the flexibility to adopt varying cooling solutions. The sustainable challenge did not stop with the design process but followed through the tendering and construction stages to find a contractor and trade contractors who similarly supported the environmental objectives of the project. The end product speaks for itself: a hugely-successful commercial development which achieved a BREEAM 'excellent' rating and one that a makes a bold statement – 'commercial buildings can be environmentally conscientious!'

Commercial – sub-sectors

Head of Sector, Paul Allen

Head of Offices

James Clark

Head of Fit-out

Padraic McGuinn

Head of Business Parks

Nick Leggett

Head of Data Centres

Barry Nugent

"Given our role providing services to the Delivery Partner of the Olympic Delivery Authority, for the London 2012 Olympic and Paralympic Games, we are rapidly becoming the 'go-to' people for major sporting events."

PETER FLINT – O2 Arena, Dublin

Hotels, Sports, Culture

Tasmanian-born Peter Flint, Head of Hotels, Sports, Culture, joined Davis Langdon Australia in 1990 as a student in his final year at university in Melbourne. After seven-and-a-half years in the Melbourne office, he came to London in 1997 as a Project Surveyor. He became a Partner in 2001 and has been based in the Dublin office since May 2007.

For Davis Langdon, the opportunities in the hotels, sports and culture sector are truly international. While the credit crunch and rising oil prices both have an impact on the leisure industry, it is still a vast market – and I'm pleased to say the outlook for the sector is positive. This means growth opportunities, particularly in Europe and the Middle East.

Similarly, cultural buildings have been the catalyst to regeneration in many European cities such as Bilbao. Governments around the world are interested in this and we are making it our business to know what their grand plans are. The Gulf States are pushing ahead with a number of very large, mixed-use masterplans featuring cultural centrepieces. These are supported by numerous hotel developments.

A question of sport

Given our role providing services to the Delivery Partner of the Olympic Delivery Authority, for the London 2012 Olympic and Paralympic Games, we are rapidly becoming the 'go-to' people for major sporting events. The London 2012 Games have so many aspects for a construction consultant – beyond the obvious buildings such as the stadia that will house the major events. It is the regeneration, land remediation, utilities, infrastructure, media and residential aspects, among others, that make these large-scale programs such a good fit for Davis Langdon. Then there is the legacy work – taking the structures and spaces from event-specific solutions to long-lasting future benefits for the community at large. This broad experience puts us in a great position to offer our knowledge and capabilities for future world sporting events, such as the 2014 Commonwealth Games in Glasgow, the 2014 Winter Olympics in Sochi, and the 2016 Summer Olympics. Before our appointment on the London 2012 Games, we had already established our credentials through our work on the 2004 Commonwealth Games in Manchester and the 2010 Football World Cup in South Africa. And right now there are football clubs across Europe requiring development: we are ideally placed to provide them with a successful outcome. By focusing our relevant specialists through the One Firm One Future approach, we will deliver this expertise in a way that most benefits our clients.

Our hotels work is varied, covering everything from resorts and branded hotels, to refurbishments and roll out programmes. The impact of the resort sector on Davis Langdon is significant. In fact, as a result of working on a large resort scheme in the Bahamas, we have set up an office there in order to service the region. Major cities continue to attract new developments as illustrated by some of our London projects which include the Great Eastern, The Grove, Four Seasons Canary Wharf and the Silken Hotel, Aldwych. When markets get depressed, discretionary leisure spending can reduce, but we are still finding it quite a buoyant sector.

Aligned to client needs

We have always prided ourselves on service quality. But we think our new sector-focused approach will provide an even better service to clients, because we are strengthening our knowledge base and are now able to deliver across service lines in a more seamless manner. Clients and their requirements are at the top of the list in terms of priorities, and that gives us an opportunity to become even more valuable on projects. Despite the credit crunch we see the sector remaining buoyant – particularly in mainland Europe, the Middle East and Caribbean.

Regarding sustainability, the leisure sector is in a difficult place due to the air travel involved. But clients in the sector are taking sustainable issues seriously. We are well placed to address these issues, and already our global sustainability experts are advising clients on LEED (Leadership in Energy and Environmental Design) certification. If resorts can attend to sustainable construction methods and low-energy ideals in terms of operation over the life of the project at least, it is a valuable start. Our sustainability specialists will enable us to provide crucial advice in this sector.

Case Study – The Belgrade Theatre

The Belgrade Theatre project in Coventry marked a change of approach for Davis Langdon's culture sector specialists. This was a lengthy project involving refurbishment, comprising a new entrance, a large new theatre and a flexible performance space designed by architects Stanton Williams. We conducted all the cost planning in London and transferred the post-contract role to our Birmingham office, but retained the control in London for continuity. The project is significant as it highlighted that clients really appreciate our strategic advice.

As cost managers we set up and ran the project from our specialist Culture group. It is an award-winning, complex project which presented challenges and which we helped to deliver on time and budget. It shows the benefit of having true knowledge of the sector. A successful theatre is more than just a building. To make it a success it needs to recruit great employees – perhaps even bring in great artwork for its reception – and these are examples of the broader project costs. Our ability to advise across these diverse areas is one of the aspects where we really add value.

Hotels, Sports, Culture – sub-sectors

Head of Sector, Peter Flint

Head of Hotels and Resorts

Ian Memmott

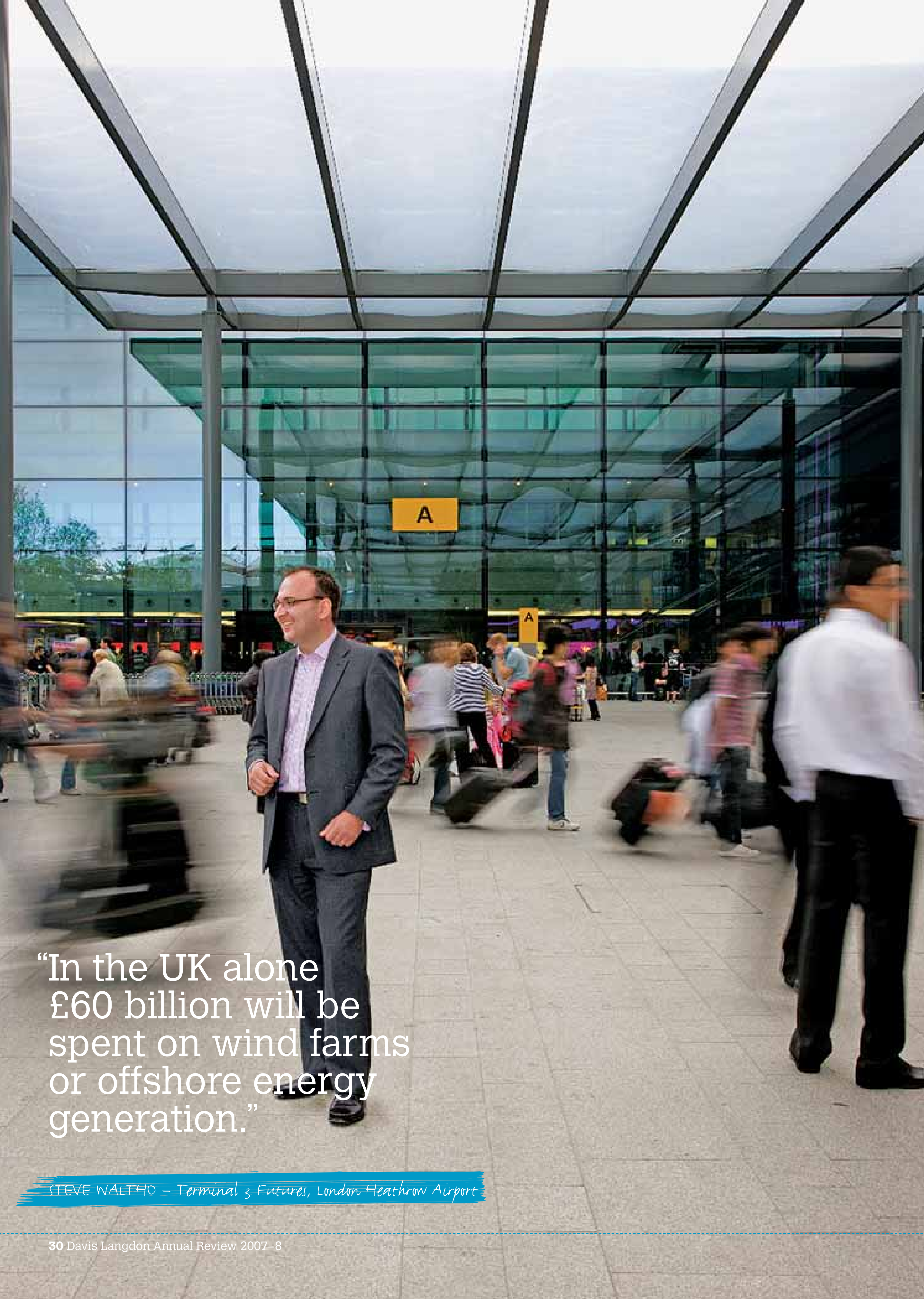
Head of Culture

Paul Davis

Head of Sports and Venues

Alan Willby


BELGRADE THEATRE, COVENTRY



“In the UK alone £60 billion will be spent on wind farms or offshore energy generation.”

STEVE WALTHO – Terminal 3 Futures, London Heathrow Airport

Infrastructure and Industry

Steve Waltho, Head of Infrastructure and Industry, joined Davis Langdon as a 22-year-old Project Surveyor in 1996, based in the Manchester office. After successfully completing complex, high-profile projects including The Lowry and Urbis, he became an Associate, and then a Partner in 2004.

Infrastructure and industry represent key areas of opportunity for Davis Langdon. With all the talk of the global credit crunch and uncertainty in the British economy, infrastructure and industry are actually bucking the trend. A few facts demonstrate this. Over recent months the FTSE All-Share Index has shown a fall of around one-and-a-half per cent. By contrast, the global infrastructure funds have grown by between four and eight per cent over the same period.

The reasons for this are many and varied. One is to do with the global economy and growth of countries like China and India, but the UK itself is doing very well. In fact, it has seen its infrastructure and industry market rising by seven-and-a-half per cent in a period when other sectors have seen notable falls. Some of the key clients in the sector are now the major investment funds – two of which have raised £10 billion for investment in infrastructure projects alone over the last 12 months.

Renewable source

A number of features set the landscape for the sector and support this pattern. The first is the energy sector. Here, EU targets are such that by 2020, 40 per cent of the energy produced should be from renewable sources. Currently, the UK is at four per cent. So a ten-fold growth will mean that in the UK alone £60 billion will be spent on solutions such as wind farms or offshore energy generation. We are seeing a huge amount of interest and talk about power stations, including nuclear. And, given the price of oil, the resurgence of North Sea oil is even being mentioned. In short, EU targets are making it necessary to spend on energy; if the UK government fails, it could face large fines that would be passed on to the taxpayer.

Various White Papers and statements from UK government departments over recent months have set out their stalls on energy. It is clear that there will be no single solution but rather a mix, most probably of nuclear and wind. There is a perverse spin-off too. Increases in electricity prices affect the consumer, but it is those same increases that make development of new power stations viable. Companies like EDF, E.ON, and DONG Energy are weighing up how they can provide their energy solutions to the UK, and we are well placed to advise.

Port of call

Globalisation is driving growth in the sector with a huge swathe of investment in ports. Bringing in imports and cargo by sea often represents the most economical and sustainable mode of transportation. So we are looking at container ports and we are in good company in doing so: organisations including the major supermarkets are considering putting their main distribution hubs at ports and then distributing by rail.

This is being driven by UK-government targets: doubling rail freight by 2030, to ease road congestion and trucks on the road – again, oil prices are reinforcing this. A recent report on ports in the UK newspaper *The Times* said that we have not seen investment in infrastructure on this scale since colonial times – interesting because we are being forced to go back and look at old methods of transportation.

Taking flight

Airports are the other major industry where we are experiencing real growth and some very exciting projects. The reality is that there are increases in passenger numbers in travel, and many major airports are at capacity if they are not overstretched already. But they are also often landlocked in the UK, having too many facilities around them, constraining development. The last boom in this area was in the 1960s, so with rising demand, ageing structures, increasing regulatory controls and safety standards, the aviation industry is looking to develop itself. It creates an awful lot of momentum and investment, and is rightly looking to us for inventive solutions to meet its challenges.

Up on the rails

Rail is a growing area for Davis Langdon, for again it is a broadly-sustainable method of transportation. In the UK, we are working on the East London Line and the current extension to the Metrolink light tram system in Manchester, and we are bidding for Crossrail as part of the Legacy3 consortium team, another highly-complex, high-profile program that is central to our ambitions and a huge opportunity for us.

Global connections

This is a truly-global sector; we are doing a good deal of development worldwide on airports with our offices in Ireland, Asia and the Middle East. For example in Abu Dhabi we are working on a new £3 billion airport, a great example of how we harness our worldwide expertise. In terms of the other infrastructure and industry sub-sectors, we are seeing our industrial clients moving east through Europe, with expansion in Russia and eastern Europe. On the rail side, light rail in Europe will continue to grow as other countries and cities face congestion issues.

Green aspirations

How do we square our position in this sector with sustainability? The answer is that it is a different scenario for each of our sub-sectors. For industrial, the challenge is to make highly energy-efficient distribution centres like Pineham – a ProLogis development of a major distribution centre for Sainsbury's. And for the challenging sustainability proposition of airports, we are finding that most operators have to address the issue through a carbon ladder scheme. This takes in all of their operations and determines actions – the aspiration is that the last thing they want to do is invest in off-sets, since it is the easy way out, has no real longevity and is ethically difficult. The airport operator has no say in the type of aircraft used by the airline, so we can only make the facilities as carbon-efficient as possible. There appears to be a disconnect in the industry – we may well see landing taxes used more readily by government over pollution aspects. We are talking to clients such as Manchester Airport on the rebuilding of part of Terminal One. It used to be the case that we would do a cost plan and present a series of options. But the model would have largely been based on the least capital cost. Now, with a carbon agenda, we are changing our advice to add carbon ratings for different design solutions and the whole life running costs of the building. Decisions can therefore be made based on the true environmental cost – a far more rounded way of doing things.

With increasing consumer awareness on carbon and sustainability, the industry has to positively and responsibly respond. The biggest challenges are likely to be with plc bodies, largely because they are very today-driven. Because of the constant problem of share price they are the least likely to take the long-term view. We need to help them imbed sustainability into their strategies.

Our new sector-focused approach will bear a lot of fruit, and the evidence is already there. Previously in airports for example, there was a loose association – our regional teams would share ideas from time to time. What we rarely used to do was share expertise right across the firm. The sector focus removes the barriers of working in geographic regions and profit centres and asks how we can best meet client needs, with the right people on the right jobs. It also builds momentum – everyone involved has a good reason to get together to share real experiences and build knowledge and relationships. When the bonds form, that's when ideas can come, and from a client's perspective, the quality of the benchmarking data and globally-shared knowledge will enable us to bring new ideas and thinking to the market with greater speed. They will see a noticeable benefit.

Case Study – Pineham, Northampton

Pineham is a ProLogis development of a major distribution centre for Sainsbury's, situated off the M1 near Northampton. With over 55,750m^2 of facilities, the scheme is dubbed the most environmentally sustainable centre of its kind in the UK. It relies on transportation by truck for a client aware of reducing carbon footprints, so ProLogis wanted a distribution centre that really advances expectations on sustainability. It features rain-water harvesting, combined heat and power generation, solar-powered generation with photovoltaic panels and a whole host of energy-efficient lighting installations. The inclusion of these features mean that Sainsbury's is able to benefit from carbon credits which they can use to offset against their vehicular transportation of goods.

The £40 million project went live in October 2007 and combines a 49,240m^2 chilled and ambient distribution unit, a 7,450m^2 resource recovery facility and a 790m^2 vehicle maintenance unit. It includes a solar wall and won the 2007 IAS award for sustainable achievement.

Infrastructure and Industry – sub-sectors

Head of Sector, Steve Waltho

Head of Transport and Infrastructure

Andrew Stevenson

Head of Aviation

David Connolly

Head of Industrial, Distribution and Manufacturing

Mike Wilcock

Head of Energy and Utilities

Jon Dedman

Head of Pharmaceutical and Process Engineering

Steve Waltho

"One of the things which makes us different is our broad service range and this helps us find more complete solutions for clients."

JOHN HICKS – Porton Down, part of Project INSPIRE for Dstl

Public

John Hicks, Head of Public, joined Davis Langdon in 1982, initially as a Project Manager working on UK healthcare development programmes. Since then he has worked in the US – where he was seconded to a pharmaceuticals architect-engineering practice – in Dubai and in Hong Kong, and was instrumental in developing the PPP/PFI expertise within the practice. John became a Partner in 1998.

In the UK alone, spend on non-residential public sector projects is around £30 billion per year, representing around 24 per cent of the total construction spend. So it is safe to say we are working in a significant sector. The UK is an example of how many governments around the world have progressed from hands-on delivery of property and construction projects. The trend now is towards scoping and over-seeing projects through outsourcing and PPP. Public sector clients have seen their often-ageing property and building stock needing to be replaced to make it fit for purpose for today's needs. This, coupled with a rise in the expectation of the public at large, has meant that governments have begun to replace buildings such as large hospitals and education stock.

The UK's higher education and research capabilities are world renowned. Leading academic institutions are increasingly putting satellite campuses into other countries. We look forward to supporting these programmes. On top of this, there is an increased requirement for homeland security.

All of this has meant that in the last five years, construction spending in the public sector has been at high levels in many countries across Europe and the Middle East.

Focus on UK

The UK has recently delivered many major public projects and with these coming into service, the move is now towards waves of smaller, secondary-capital projects. That said, 'smaller' is a relative concept when looking across our industry. Schemes such as the Building Schools for the Future (BSF) programme are significant in terms of spend. Programmes like this, and the roll out of the Further Education capital development via the Learning and Skills Council (LSC), are important to us. Davis Langdon is the only consultant approved to have project and cost management on the LSC Framework nationally across all of the seven regions.

Another growth area stems from continued engagement with the private sector clients who are delivering public services. Outsourcing looks set to continue and we have several major clients who specialise in this work.

We must, however, recognise that the UK tax take is reducing along with the fall-off of the economy, so Gordon Brown's Golden Rule (essentially that over the economic cycle, the government will borrow only to invest and not to fund current spending) will be heavily challenged. In anticipation, the Treasury has reviewed its periodic long-term spending reviews through the Comprehensive Spending Review. And it will not be a surprise to see certain government building programmes trimmed. I suspect there will also be pressure for government departments to look again at PPP-style vehicles, funded from revenue as ways of delivering programmes. We have already seen this through Private Development Schemes.

So, buoyant times have been experienced but more restricted times will inevitably arrive. As the wider economy cools, people look increasingly to the public sector, so greater competition is to be anticipated. Davis Langdon is well placed for future public sector work partly because of partnering agreements with bodies like Drivers Jonas on the OGC Framework and Her Majesty's Courts Service and the Home Office General Property Framework. It is a very similar story with frameworks for client bodies like Manchester City Council, Imperial College, DEFRA, and SEEDA.

Sector focus – continual service improvement

We aim to provide what others might badge 'solutions' rather than individual service lines. One of the things which makes us different is our broad service range and this helps us find more complete solutions for clients. The continued refocusing of Davis Langdon under sectors is another example. It moves us forward as a consultancy, beyond just buildings, becoming a more holistic solutions provider. We have allied four key specialist services to our sub-sector groups within our wider public sector offering:

- building surveying with a focus on asset and stock surveys into our schools and further education sub-sectors
- we have put the focus of our sustainability team into our public healthcare group
- our value and risk management group is focusing on the administration sub-sector
- in our private healthcare offering, we have linked in Energy Performance Certificates, VAT and tax advice provided by the experts from our specialist service groups.

Going global

Another interesting service area is the export of PFI and PPP expertise. The UK is seen as a world leader in this field, so Davis Langdon has developed its offering in this area in our offices across Australia. In South Africa, we are working on the US$4 billion Gautrain heavy rail system from Soweto to Johannesburg. This project won the best overseas PFI project in the 2008 PPP Awards. We are working on PPP schemes in Canada, too, such as providing risk services for the Ontario infrastructure project.

Our public sector specialists view healthcare as another significant global opportunity. There are many countries which are building or refreshing their social healthcare infrastructure. By leveraging our global brand and connections in, for example, the North American healthcare companies and architectural firms who are working in the Middle East, we are building on our international relationships and delivering innovative health facilities in Dubai, Qatar and Bahrain.

A greener future

Like many initiatives the industry has witnessed, from the birth of cost planning in the late 1960s, through to the Egan Report and supply chain work in the 1990s, the public sector has often initiated industry change. Sustainability is no exception to that rule, and many public buildings are required to be BREEAM 'very good' if not 'excellent' – in line with government principles, as well as merely making good 'green sense'. Many of our projects are BREEAM 'excellent', including the Home Office's new facility in Sheffield for the Borders and Immigration Agency which was runner-up in the Building Engineering Services Green Building Award.

In the UK, Her Majesty's Courts Service is likewise striving for sustainable measures, and the LSC will be upgrading its cost model to facilitate the next banding of BREEAM rating to come. This demands a great deal of knowledge and ability from our people.

We are combining all our sector procurement knowledge, and our knowledge of government systems, for the benefit of clients and the practice. An example of that would be our NEC form of contract and competitive dialogue knowledge and experience under OJEU Procurement rules, which will help all our sub-sectors deliver best-in-class advice.

So, overall, our public sector work has remained buoyant and there is still much to be done. Quality and price will continue to be major determinants, but our framework agreements stand us in good stead to do well. The barometer is set fair for our public sector offering, and our new structure can only help.

JOHN HICKS – Porton Down, part of Project INSPIRE for Dstl

Case Study – Manchester Civil Justice Centre

Davis Langdon has proved a major part of the success of the Manchester Civil Justice Centre, with two of the firm's specialist service teams helping the shortlisted project for the UK's premier architectural award, the RIBA Stirling Prize 2008.*

Following success in an international competition to design a new civil law courts building in Manchester, Davis Langdon Schumann Smith was approached by the Australian winners, Denton Corker Marshall Architects, to provide architectural specification consultancy services to assist in securing their design within the UK market; whilst Davis Langdon's Banking Tax and Finance team was appointed by Allied London to provide tax advice and also by The Royal Bank of Scotland Plc, the funder of the scheme, to provide due diligence and monitoring services.

The centre cost £110 million, provides some 34,000m^2 of space on 16 levels, 47 courtrooms and is the first major court development in the UK for 100 years. Dubbed the 'filing cabinet' by local people, the design comprises a series of projecting rectilinear forms, articulated at each floor level and projecting at the ends providing a varied composition of both solid and void. In side elevation these 'stacked' elements form the affectionately-known projecting 'drawers'.

Davis Langdon Schumann Smith's role was to provide architectural specification services recognising the procurement (design and build) and assisting the design team in providing robust information to achieve its inspirational goal. By working alongside the design team, providing help and support with its approach to procurement, material selection, performance and testing criteria and using our extensive UK experience, we were able to provide a 'steer' on how best Denton Corker Marshall should develop the design to deliver information to meet the difficult design and build delivery schedule.

The Banking Tax & Finance team undertook a detailed review of the specification to ensure that the capital allowances, enhanced capital allowances on energy efficient equipment and regeneration incentives were maximised, including careful assessment of the environmental veil and the borehole system, both of which form an integral part of the heating and cooling of the building.

Substantial financial benefits were also delivered in respect of a regeneration incentive claim and the 150 per cent tax relief obtained for the removal of over 5,000 cubic metres of contaminated soil from the site. In 2004, the Banking Tax & Finance team was also appointed by The Royal Bank of Scotland Plc to undertake due diligence as to the viability of constructing the project. Following the agreement of terms between the bank and Allied London later the same year, Davis Langdon continued to monitor the scheme, effectively acting as the 'eyes and ears' of the bank, until its successful handover to the Courts Service in 2008.

* The Stirling Prize is to be announced in Liverpool on 11 October 2008

Public – sub-sectors

Head of Sector, John Hicks

Head of Schools

David Long

Head of Private Healthcare

John Hicks

Head of Higher Education/Science

Laurence Brett

Head of Administration, Defence, Custodial and Justice

John Lewis

Head of Further Education

Peter Boote

Head of PFI/ PPP

Kevin Bradley

Head of Public Healthcare

Paul Coomber

“The fundamental truth in the residential market in the UK is that there are not enough homes at present.”

MICHAEL LADBROOK – Broad Road, Sale

Residential

Michael Ladbrook, Head of Residential, joined Davis Langdon in 1972 as a Trainee and rejoined in 1988 after a spell in local government. He became a Partner in 1993 and now leads our residential sector offering, which brings together two aspects of housing – private residential and affordable housing.

There is no denying that the credit crunch is affecting residential development in the UK and Ireland. Global economic problems brought on by the banking crisis have reduced confidence in the market which is now being felt by both developers and purchasers. But there are brighter or at least less gloomy parts of the market. What is more, our new sector strategy will give us the opportunity to offer our clients in-depth expertise and great service at a time when they are experiencing great challenges.

Better communication, improved service

Thanks to our new approach, our communication – regardless of geography – is better than ever. For example, our stronger linkages across the firm with Registered Social Landlords (RSLs) and private developers will allow us to focus more effectively on clients with a wide geographic coverage. We have been able to create 'centres of excellence' with deeper pools of talent, from which we will provide our clients with greater expertise and more innovative thinking. We will also be in a better position to share information across the business, which will improve the quality and consistency of our service to our clients.

Supply and demand

Our clients can be categorised in three groups – private developers, affordable housing providers, and housebuilders. All are finding the market increasingly difficult, particularly housebuilders who are stopping schemes on site. The market is even trickier for those developers with major mixed-use schemes where work needs to continue, albeit at a time when the office and retail sectors do not look good.

The fundamental truth in the residential market in the UK is that there are not enough homes at present. But it will take quite a turnaround before the recovery of those locations where, for example, too much buy-to-let accommodation has been built to recover. On a more positive note, prime locations with proposals for the right housing mix are still being progressed. Irrespective of the state of the market, our focus is on client service and offering the best advice.

Affordable housing has been less severely affected by the economic slow down. Over recent years Section 106 work – whereby private housing developments are required to fund an element of affordable housing – has provided the affordable sector with some of its ongoing work. This will initially slow down housing starts, but it also affords RSLs the opportunity to acquire sites and develop their own schemes. Those RSLs with funding in place will be in a good position to take advantage of this situation.

Future areas of housing opportunity for us include projects like the Olympic Village, and the Eco Towns we are working on such as Weston Otmoor in Oxfordshire, Imerys China Clay Community in Cornwall, and RAF Coltishall in Norfolk. These are at very early stages, but they represent opportunities to bring our sustainability expertise into play.

Given the somewhat controversial and high-profile nature of such schemes, it is vital that we utilise the expertise of our sustainability professionals, ensuring that not only are we acting in traditional cost management or project management roles, but also working closely with clients and design teams. In doing so we need to challenge assumptions and actively contribute to the direction in which these projects are heading. We do this with a team that has both UK and international expertise in sustainable construction in residential schemes, and the infrastructure required to support them. Members of the team are registered users of the main assessment methodologies used in the UK (BREEAM, Code for Sustainable Homes and CEEQUAL) and, above all, are familiar with the practical issues relating to project conflicts and costs associated with successful delivery.

Looking to the future, the banks and funders will influence the return to a buoyant residential market in both the private and public sectors, for the public purse now only funds 30 per cent of the affordable sector. The private sector will not pick up until public confidence returns. People are holding back – especially first-time buyers – and the consequent demand for rented homes is increasing. Banks and building societies are tightening up, and the general economic picture is compounded by rising inflation and uncertainty over job security.

Strength and depth of service

Our Specialist Services offering presents us with opportunities to address our clients' businesses in addition to their projects. At a business level we are providing clients with consultancy services ranging from business performance reviews, business strategies and organisational change through to asset management strategies. In the UK, as part of our role as the National Change Agent on behalf of communities and local government, we have already helped over one hundred housing associations, councils and arm's-length management organisations (ALMOs) to set up consortia, achieving an estimated £500 million of efficiency savings. A number of these are also realising non-cashable social benefits.

With the UK Government Code for Sustainable Homes setting out its aims for all new housing to be 'zero-carbon' by 2016, we are supporting clients to meet this vision in a reliable and effective way through advice from our in-house sustainability experts and accredited Sustainable Homes Assessors.

Our Banking Tax and Finance team are advising clients on funding opportunities and tax matters, together with our risk monitoring service. At a project level we are able to call upon the vast experience of our Engineering Services team, particularly in the areas of design critiques and strategic utility procurement.

For those clients requiring legal support, we have a team who are able to act as expert witnesses, provide quantum expert evidence and retrospective delay analysis.

Looking outside the UK, eastern Europe and the Middle East currently represent particular focuses and opportunities for developing our service offerings and workload.

So, residential is a mixed picture and those clients who do proceed will be even more committed to optimising returns. That is where the depth and quality of Davis Langdon's service will come into its own.

Whilst residential might present a mixed picture at the moment, our new sector approach gives us opportunities to provide our clients with solutions to their business needs. They are our number one priority; and that's what One Firm One Future is all about.

Case Study – The Kingspan Lighthouse

The Lighthouse is the most advanced house design produced for mainstream construction, with extensive environmental features that help it achieve Level 6 of the new Code for Sustainable Homes, the standard to which all new properties need to be designed and constructed by 2016. The zero carbon 93m^2, two and a half storey, two-bedroom house prototype, on which Davis Langdon was project manager, cost manager and cost administrator, was built for the OFFSITE2007 exhibition at the Building Research Establishment in Watford from 11–14 June 2007. It features off-site construction techniques, unrivalled efficiency in terms of energy use, carbon emissions and carbon footprint.

Davis Langdon worked with Sheppard Robson, Arup, CCB Evolution, Macfarlane Wilder and Chorus Group, from conception through to construction on procuring materials and the production of a 'roadmap' to bring client Kingspan's vision for the delivery of affordable and sustainable homes to fruition. This was an extremely tight programme of only 20 weeks – from project inception to practical completion, with an immoveable deadline of the exhibition opening day, a constrained budget and a small site with tight tolerance. Davis Langdon's hands-on approach led to the successful, if heavily compressed delivery of this exciting project, and will be followed with another environmental first to help clients further engage with sustainability – a new index to allow clients to assess the carbon emissions associated with their developments.

Residential – Sub Sectors

Head of Residential, Mike Ladbrook

Head of Private Residential

Gerard Cook

Head of Affordable Housing

Paul Donlan

"Challenging times lie ahead, but I believe this is where our strengths come to the fore – by thinking and procuring smarter."

RICHARD TAYLOR – Selfridges, London

Retail

Richard Taylor, Head of Retail, joined Davis Langdon in 1989, straight from university, where he graduated in quantity surveying. He became an Associate in 1998 and a Partner in 2001. One of his early projects included the Meadows Shopping Centre in Chelmsford (his introduction into retail) and from 1993 he has worked on numerous retail schemes including Paradise Street, Bracknell, Ashford and Cheshire Oaks.

We are proud to work with great retail brands – the likes of John Lewis, Sainsbury's, Debenhams, Marks & Spencer, and Selfridges. However, retail, like any sector, can fluctuate according to the conditions of the market and it is fair to say that we are in a very hard place at the moment. That said, this year we will be delivering two major projects in White City (Westfield London) and Paradise Street (Liverpool One) which will be recognised as ground-breaking both nationally and internationally.

Clients in this sector are experts in driving maximum value out of their programmes of work. An investment in construction ultimately needs to be recouped through value, sales or rent. We have worked hard to improve our profile and our market share, with the aim of being the premier consultant in the sector.

Focused expertise

The rivalry between retailers such as the large supermarket chains remains intense, and alongside 'green' corporate agendas and customer care, cost remains king. Such demands make for challenging, yet rewarding clients, which we believe brings the best out in us.

Over the last 12 months, retailers have been reviewing their construction portfolios, many reducing workload, but our strong client relationships have continued to provide a healthy and rich vein of work. Our retailer clients still have thriving portfolios and continue to seek to increase their space requirements.

On the retail development side, yields have moved in the wrong direction, rent levels are depreciating and developers are finding it difficult to find suitable funding. Challenging times lie ahead, but I believe this is where our strengths come to the fore – by thinking and procuring smarter. By that, I mean driving to mitigate risk and minimise cost. 'Seeking to maximise value' is hugely important. This is where our sector approach helps enormously. We utilise our specialist knowledge to maximise value and opportunities for our clients.

A greener future

Sustainability is a key opportunity to differentiate Davis Langdon, right across the business. We can assist in providing solutions and maximising sustainability for projects without necessarily impacting dramatically upon capital costs. We are working with the British Council of Shopping Centres, Sainsbury's, Marks & Spencer and John Lewis to achieve their sustainability targets, and if we can further integrate this into the work we do with developers, it has to be a 'win-win' scenario. The 'development process' is up and running well in advance of the retailers coming on board, but if we can assist at the outset of projects, when briefs are being established, it can only benefit all parties. Sustainability can never be an afterthought.

For the future, the key issues we face are entwined and integrated across the two client groups – the developers and the retailers. On the surface they have a simple relationship: developers provide space for retailers. But often the market is dictating that we look at other options. The developer continues to look at existing assets to try and squeeze out further value. We are assisting many clients in this respect, recognising present market conditions and, crucially, future-market opportunities. We are also seconding people into both retailer and developer teams to fast track to best solutions and to better understand our client needs.

We want to maximise our market share with existing retailer clients by differentiating ourselves and remaining competitive on fees. Assisting our clients' procurement and program management strategies remain targets. We want to get to know our clients better. We are asking our retail teams, for instance, to spend time working in the retail environment, gaining experience first hand – perhaps a week in a store – as we need to better understand their businesses. I worked in Sainsbury's packing bags and stacking shelves, which was hard work yet enjoyable, enlightening and beneficial in respect to getting to know my client's needs – the importance of logistics and customer interface becomes clearer.

In terms of future direction, we are looking to work with more local retailers and developers, also expanding into opportunity markets including Scotland, Northern Ireland and Wales. We know we have not exploited these potential opportunities to date.

On the development side, we appreciate that over the next 18-24 months there will be tough times, so we need to consider and seek new opportunities including retail parks and the refurbishment/extensions of both city and local centres. We want to be the number one choice for clients and continue to strengthen our 'offer' on the development side.

Central/Eastern Europe and the Middle East represent fantastic opportunities as we seek to harness our experience both in the UK and internationally to further develop our sector-based offer. This will require relocating people to Middle East offices. Our goal must also be to assist our clients in establishing footholds in new locations.

Ultimately, our clients, like many others, want more, they want it faster, and require smarter thinking and innovation. They demand the right people and specialists who understand the market and their business. If you don't have this specialism, very quickly you will get found out. Our flexibility and One Firm One Future approach will allow us to meet these demands.

Our vision remains to be the number one choice for both retailers and developers seeking construction consultancy advice.

RICHARD TAYLOR – Selfridges, London

Case Study – Paradise Street, Liverpool

This is presently the largest city regeneration project in Europe – some 43 acres with over 40 mixed-use buildings, designed by 25 different architects, delivered in four years, on time, for the European Capital of Culture 2008. The £500 million plus project runs to six districts, two hotels, 600 residential units, 3,000 car parking spaces, and 150,000m^2 of new retail space. Specialists from retail, residential, hotels, utilities, tax, specification writing and infrastructure have all been involved in the project. The scheme was run from our London office, delivered through the Liverpool office.

As a result we offer a fantastic service to our retail clients in both Liverpool and Manchester, with unparalleled local experience. The centre is now successfully trading, with a second phase opening imminently. Press coverage to date has been hugely positive. The knowledge created from the project is being fed back into the business. Our core value of collaboration really came to the fore on this project – we worked across our regional offices utilising sector expertise and specialist services.

Retail – Sub Sectors

Head of Sector, Richard Taylor

Head of Retailers

Paul Zuccherelli

Head of Development

Nick Clare

"The business has started to think of itself as something different. We now recognise that the sum of the parts of the business is becoming more of a construction consultancy, not just a QS business."

PAUL STANION & TONY LLEWELLYN – Royal Festival Hall, London

Services from a Global Construction Consultancy

A conversation between Tony Llewellyn (TL), Head of Specialist Services and Paul Stanion (PS), Head of Service Quality and Development who met at the Royal Festival Hall in London to talk about our specialist service lines and how they can strengthen and add value to the core service we offer to our clients.

TL: It's fitting that we are having this conversation here. This building is a great example of the direction in which the firm is moving. Having taken on the role of leading our Specialist Services group, it feels good to be at the forefront of this shift. The primary appointment for the renovation and refurbishment at the Royal Festival Hall was in a cost management role through our Arts group and was always going to be a challenging job. It's a Grade I listed building, built in the 1950s. It's possibly one of the best recent examples of the cost management partners looking at a project and saying: we need more than just cost management here. Our Specialist Services teams were involved in exercises in risk management and value management, and the engineering specialists had to deal with some really challenging mechanical and electrical installation issues. On top of that, we were able to pull together a finance leasing package that provided savings of £5 million. Finally our grants team were instrumental in obtaining a £450,000 grant for the waste water system.

PS: I wasn't involved in this project personally, but it is really interesting to hear about our services combining to make for better client service. My new role is Head of Service Quality and Development across our project and cost management services. In layman's terms that means I'm responsible for making the most of our class-leading research and knowledge base. We are unique in our market in terms of our investment in research – we have a team of 25 people involved in data collection and research and also in best practice. I will be making sure that this expertise runs through our project and cost management delivery. When our thought leadership is at the core of what we do, clients receive the best, most innovative and up-to-date service. It means we will do everything to the highest standard – no matter how big we grow. If the systems are right the communication will be in place and our service delivery will be underpinned by our great thinking. In the past we have had committees and specialist groups which have looked at different areas, but it is fair to say that the new focus – under One Firm One Future – makes us much more coordinated in the way we act. Here at the South Bank, this is a perfect example of having all that knowledge put together and disseminated to the people who need it. It makes for an incredibly vibrant working environment. I'm sure you would agree, Tony, that this will make for a far more comprehensive service for clients.

TL: Indeed – the specialist services are those that deal with technical and operational problems around construction, over and above cost and project management services. The business has started to think of itself as something different. We now recognise that the sum of the parts of the business is becoming more of a construction consultancy, not just a QS business. In the past, the perception has been that the cost management teams do cost management; the project management teams do project management; and the specialist teams do their respective specialist activities. But, following the sector-focused approach that we have started to take, the opportunity exists to actually face the market as a more cohesive group. I think one of the next stages of what we do in terms of working with your group, Paul, is to start to input more of our information, data, and capabilities. I'm not sure that we would have had such a strong incentive to do that before the One Firm One Future reorganisation. What do you think?

PS: I agree. The firm has invested significantly in IT, and I think our project delivery IT platform (Pinnacle) will drive even better collaboration and knowledge management in the future. This is going to benefit the client in the service they receive. We are a big firm – well over 2000 people across Europe and the Middle East (EME). You can't share knowledge effectively without robust systems when you are a firm of that scale. Actually Tony, what would you say to clients about scale – what is the advantage to a client of working with a big firm like Davis Langdon?

TL: Good question. I think that the main advantage is the depth of experience that we have built up. For example, we have 46 consultants working in our tax team, 26 in our legal team, and 45 people providing specifications consultancy. We have previously encountered most problems that a client will face on any issue relating to tax on development. We know how we dealt with those problems, and this informs what we do when similar problems arise on projects. The challenge is to get the extent of this expertise understood throughout the sector teams. We need to keep reinforcing the innovative culture of the business in terms of sharing more of what we do. If we can achieve this, I don't think anybody else will have the ability to resolve problems in the way that we can.

PS: It's really exciting – the new structure is a great platform for really joined-up thinking and working. What do you think will be the message to clients about the benefits of having all their eggs in one basket?

TL: I think the most obvious one is communication – that we will be able to spot issues a lot quicker than if several firms are involved. But I think it's important to distinguish between a one-stop-shop model and our multi-skilled consultancy. There are a wide range of services that Davis Langdon can provide – but our approach should be more of a case of 'what are the problems and challenges that you, as a client, have got with this particular site? What are the challenges you are experiencing in your business and how can we help you?' It's also about speed of response. By getting all of our services focused around specific sectors, we are going to be able to deliver assistance in time to make a difference.

PS: It's about collaboration too. Joint commissions give us the advantage to set up a project-specific team to sit together, which is something you don't get where you have different organisations pulling in different directions. The most successful projects tend to be where you have a team of dedicated people sitting together working on the process, with clear communications and clarity over objectives. That's a big part of One Firm One Future – improved communications. I think it is also about innovation. Converting all our thought leadership into leading-edge services and helping to ensure that clients have access to our great market intelligence.

TL: I agree – and that will mean that we spend more time really understanding what our clients' businesses are all about. By being able to talk to clients about what's going on in their markets, the trends and where they see the future.

PS: I think very often it's the quite simple things. One example is where projects do encounter problems, those are retained by people involved in the project and solutions don't get disseminated. So knowledge management is going to be instrumental. We have so many experts around the business. And I think we are already collaborating to share knowledge and work together, but in my new role I am charged with ensuring this happens even more in the future.

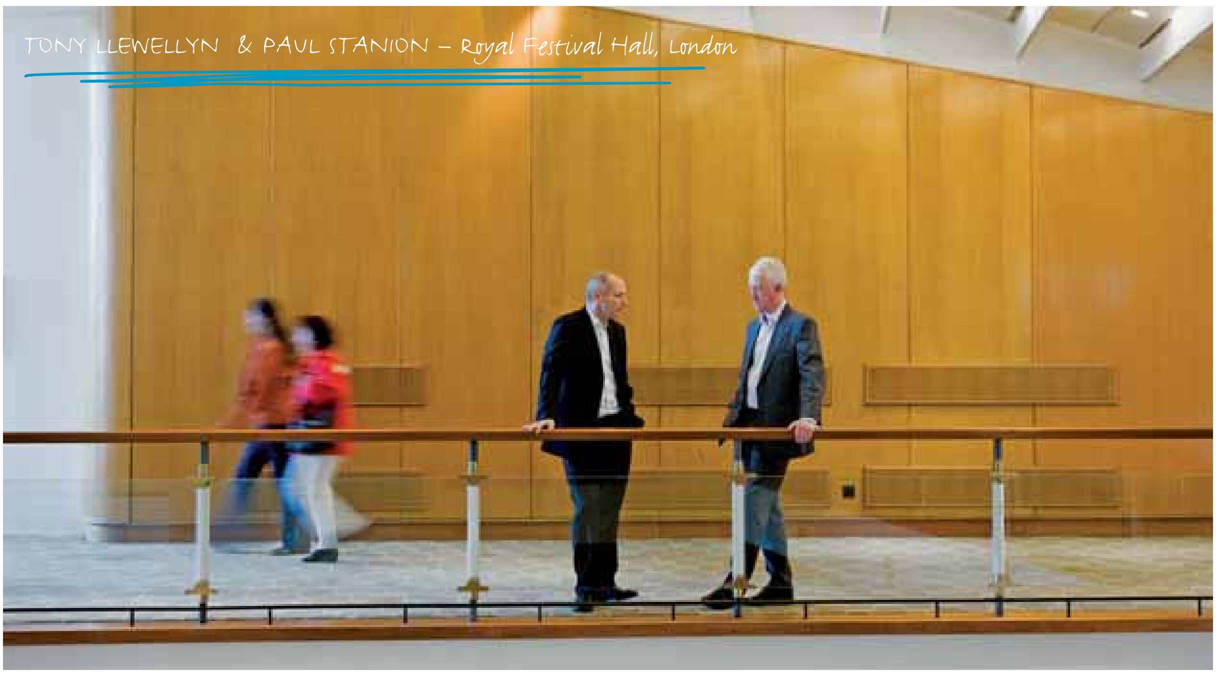
TL: The Royal Festival Hall project was an example of a client being aware there was a broader capability around the business, that could step in and assist with problems. There are plenty of other examples around the country where clients are beginning to realise that we have a much broader range of capability.

PS: What does our future hold?

TL: I think that's the exciting bit. One Firm One Future has enabled us to recognise the broader specialist capability that exists throughout the firm, but I am still discovering the extent of what we can do, who we've worked for, the type of projects that we've worked on. There is an amazing potential to take our existing depth of specialisation and start to mix skills and people to present something to our clients that they won't have seen before. A good example of that is sustainability. We have a core sustainability team sitting in our management consultancy business, but we actually have sustainability expertise in the tax team, the specifications team, in our building surveying teams, and our engineering specialists team. By combining those different skills together and focusing them on sector-related issues, we have the opportunity to produce a service offering that will be unique.

PS: Yes. And alongside that is improved communication and systems which allow us to pool knowledge and respond in a way that sets us apart from the competition. It's particularly important on the major projects, the billion pound schemes where you really do need the wheels within the organisation to be well oiled so that you can react in an expert manner. What fascinates me is that we have a diverse group of specialists. Pulling all those people together and coordinating their specialist areas to really add value, I think is quite challenging. What do you see as the major challenges?

TL: I think change in itself introduces new opportunities and different ways of thinking. But by focusing on sectors, it is so much easier to actually pull together and work towards a particular goal. There is a genuine enthusiasm in the specialist groups to embrace this. The challenge is more about mapping out what we do and then communicating it in an effective way. I think the future for Davis Langdon will be in providing a broader service which will be defined by the different things that we do. In addition to our people working in our core services of cost and project management, we have just over 400 individuals working in our specialist services teams. I can only see that growing. We will continue to provide cost management and project management services as our primary service lines because that is what we are known for. But as time moves on I see more clients will recognise that employing Davis Langdon to steer them through the complexities of the development process will lead to even more successful outcomes on their projects.



TONY LLEWELLYN & PAUL STANION – Royal Festival Hall, London

Our numbers 2007–8

Book three

Summary Report to the Members

For the year ended 30 April 2008

This summary financial statement does not contain sufficient information to allow as full an understanding of the results of the group and state of affairs of the Limited Liability Partnership or of the group, and of their policies and arrangements concerning members' remuneration, as would be provided by the full annual financial statements and reports. Stakeholders can obtain a copy of the group's full financial statements and reports for the year ended 30 April 2008 by writing to the Partnership Secretary at MidCity Place, 71 High Holborn, London, WC1V 6QS.

Principal activity and review of the business

The organisation is a global construction consultancy operating in the UK and internationally.

The profit for the year before members' remuneration charged as an expense and after corporate taxation and minority interests amounted to £48.4 million (2007: £40.7 million).

On 1 July 2007, the partnership acquired 100% of the share capital of Mackenzie Partnership Services Limited, strengthening the group service offering in Scotland.

Designated members

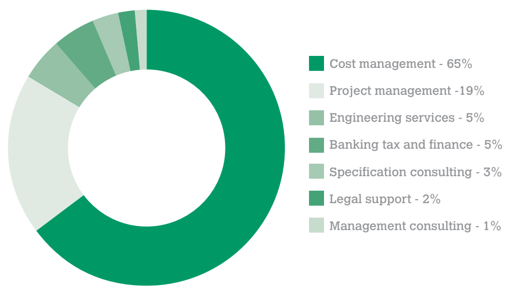
The Management Board at 30 April 2008 was made up as follows:

R J Smith
R H Baldwin
J D N Horner
J P Dedman
A G Llewellyn
K Sims
P A Edwards
S R Johnson

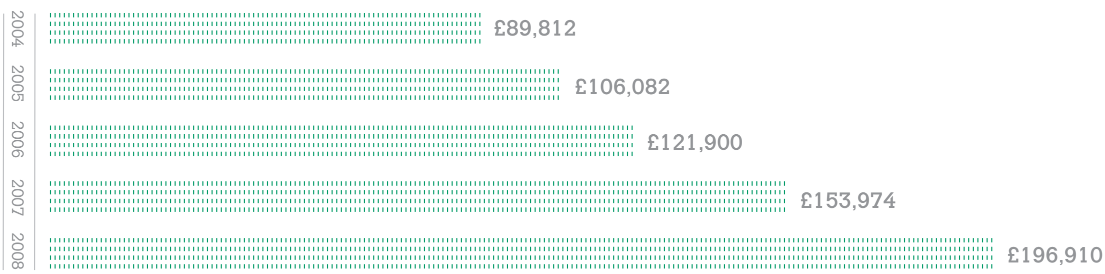
Other designated members during the year were:

N A D Morrison
P J Allen
M E Hackett
N D Leggett
A M Ladbrook
P G Donlan
J H Leighton
S M MacKenzie

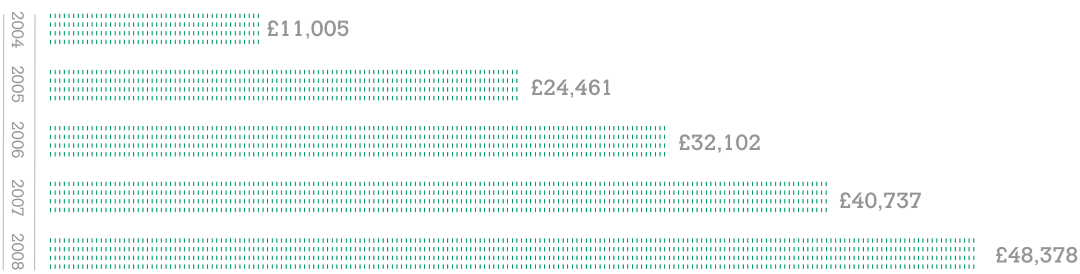
Turnover split by service line



Turnover (£'000)



Profit (£'000)



Consolidated Profit and Loss Account

For the year ended 30 April 2008

	2008 £'000	2007 £'000
Turnover	196,910	153,974
Operating costs		
Other external charges	(20,205)	(14,905)
Staff costs	(88,648)	(67,175)
Depreciation and other amounts written off tangible fixed assets	(5,479)	(3,836)
Other income	473	471
Other operating expenses	(34,449)	(27,646)
Operating profit	48,602	40,883
Net interest receivable	25	89
Profit on ordinary activities before taxation	48,627	40,972
Tax on profit on ordinary activities in corporate subsidiaries	(177)	(119)
Profit on ordinary activities after taxation	48,450	40,853
Minority interests	(72)	(116)
Profit for the financial year before members' remuneration and profit shares	48,378	40,737
Profit for the financial year before members' remuneration and profit shares	48,378	40,737
Members' remuneration charged as an expense	(12,049)	(10,627)
Profit for the financial year for discretionary division among members	36,329	30,110

Consolidated Balance Sheet at 30 April 2008

	2008 £'000	2007 £'000
Fixed assets		
Intangible assets	1,362	–
Tangible assets	25,797	14,181
Investments	13	17
	27,172	14,198
Current assets		
Debtors	81,640	55,354
Cash at bank and in hand	5,084	7,582
	86,724	62,936
Creditors: amounts falling due within one year	(38,136)	(23,692)
Net current assets	48,588	39,244
Total assets less current liabilities	75,760	53,442
Creditors: amounts falling due after more than one year	(9,836)	(2,542)
Provisions for liabilities	(4,623)	(20,090)
Net assets excluding pension scheme deficit	61,301	30,810
Pension scheme deficit	(3,900)	(5,300)
Net assets attributable to members	57,401	25,510
Represented by:		
Loans and other debts due to members within one year		
Members' capital classified as a liability under FRS 25	30,886	11,702
Amounts due to members	4,986	–
Other amounts	21,529	13,808
	57,401	25,510
Total members' interests		
Amounts due from members	(5,304)	(5,801)
Members' other interests	21,529	13,808
Loans and other debts due to members	30,886	11,702
	47,111	19,709

Consolidated Cash Flow Statement

For the year ended 30 April 2008

	2008 £'000	2007 £'000
Operating profit	48,602	40,883
Depreciation	5,479	3,836
Loss on sale of tangible fixed assets	117	52
Provision against investments	4	2
Increase in debtors	(23,007)	(9,207)
Increase in creditors	7,635	3,544
Increase in provisions for liabilities and charges	1,909	2,092
Net cash inflow from operating activities	40,739	41,202
Interest received	343	389
Interest paid	(317)	(300)
Returns on investments and servicing of finance	26	89
Taxation	–	(119)
Purchase of tangible fixed assets	(17,904)	(10,319)
Proceeds on sale of tangible fixed assets	451	238
Capital expenditure and financial investment	(17,453)	(10,081)
Payments to and on behalf of members	(32,287)	(32,773)
Retirement benefits paid to former members	(153)	(148)
Repayment of capital to members	–	(465)
Members' capital introduced	209	870
Transactions with members and former members	(32,231)	(32,516)
Cash outflow before financing	(8,919)	(1,425)
New bank loans issued	8,624	1,006
Capital element of finance lease repayments	(2,203)	(1,400)
Financing	6,421	(394)
Decrease in cash in the year	(2,498)	(1,819)

Summary of Five Year Trading Results

Consolidated Summarised Profit & Loss Account Year ended 30 April	2008 £'000	2007 £'000	2006 £'000	2005 £'000	2004 £'000
Turnover	196,910	153,974	121,900	106,082	89,812
Operating costs	(148,308)	(113,091)	(90,142)	(81,331)	(78,224)
Operating profit	48,602	40,883	31,758	24,751	11,588
Net financing (costs)/income	25	89	450	(214)	(401)
Profit on ordinary activities before taxation	48,627	40,972	32,208	24,537	11,187
	Average number	Average number	Average number	Average number	Average number
Members and Staff					
Members	225	204	177	151	63
Staff	1,910	1,479	1,229	1,159	1,138
	2,135	1,683	1,406	1,310	1,201

Consolidated Balance Sheet As at 30 April	2008 £'000	2007 £'000	2006 £'000	2005 £'000	2004 £'000
Fixed assets					
Intangible assets	1,362	–	–	–	–
Tangible assets	25,797	14,181	7,965	7,790	6,810
Investments	13	17	19	22	85
	27,172	14,198	7,984	7,812	6,895
Current assets	86,724	62,936	54,131	44,991	39,248
Current liabilities	(38,136)	(23,692)	(18,927)	(17,369)	(23,140)
Total assets less current liabilities	75,760	53,442	43,188	35,434	23,003
Non-current liabilities	(14,459)	(22,632)	(19,608)	(19,171)	(18,664)
Net assets excluding pension scheme deficit	61,301	30,810	23,580	16,263	4,339
Pension scheme deficit	(3,900)	(5,300)	(4,500)	(6,900)	(7,800)
Net assets/(liabilities) attributable to members	57,401	25,510	19,080	9,363	(3,461)
Loans and other debts due to members within one year					
Members' capital classified as a liability under FRS 25	30,886	11,702	11,297	11,037	8,774
Other amounts	26,515	13,808	7,783	(1,674)	(12,235)
	57,401	25,510	19,080	9,363	(3,461)

"Our reputation for being a great place to work means that we continue to attract and retain the top talent in our industry. This year we were placed 19th in The Sunday Times 100 Best Companies to Work For 2008 – a spectacular result."

JEREMY HORNER – CHIEF EXECUTIVE

Inside Davis Langdon

Book four

The Board

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Chief Executive

Jeremy Horner
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Board Member

Kevin Sims
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Board Member

Richard Baldwin
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Non Executive Director

We will be announcing our Non Executive Director in financial year 2008–9

The Executive

Managing Partner (Chairman)

Simon Johnson
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Chief Executive

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Head of Sector, Retail

Richard Taylor
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Head of Sector, Public

John Hicks
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Head of Sector, Residential

Mike Ladbrook
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Head of Sector, Hotels, Sports, Culture

Peter Flint
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Head of Sector, Commercial

Paul Allen
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Head of Sector, Infrastructure and Industry

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Head of Specialist Services

Tony Llewellyn
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Head of Service Quality and Development

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Location Office Heads

Head of Aberdeen

Sam MacKenzie
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Head of Abu Dhabi

Steven Coates
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Head of Bahrain

Steve Gee
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Head of Birmingham

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Head of Bristol

Alan Francis
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Head of Cambridge

Stuart Bremner
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Head of Cardiff

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Head of Cork

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Head of Doha

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Head of Dubai

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Head of Glasgow

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Head of Lebanon

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Head of Leeds

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Head of Limerick

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Head of Liverpool

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Head of London

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Head of Manchester

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Head of Milton Keynes

John Alcock
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Head of Norwich

Mike Ladbrook
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Head of Oxford

Paul Coomber
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Head of Peterborough

Chris Brooks
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Head of Plymouth

Gareth Steventon
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Head of Southampton

Peter Boote
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Commercial

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Head of Business Parks

Nick Leggett
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Head of Data Centres

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Head of Fit-out

Padraic McGuinn
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Head of Offices

James Clark
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NEW STREET SQUARE, LONDON

ST PAUL'S, LIVERPOOL

Hotels, Sports, Culture

Head of Sector, Peter Flint

Head of Culture

Paul Davis
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Head of Hotels & Resorts

Ian Memmott
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Head of Sports & Venues

Alan Willby
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BELGRADE THEATRE, COVENTRY

Infrastructure and Industry

Head of Sector, Steve Waltho

Head of Aviation

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Head of Energy and Utilities

Jon Dedman
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Head of Industrial, Distribution & Manufacturing

Mike Wilcock
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Head of Pharmaceutical and Process Engineering

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Head of Transport and Infrastructure

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PINEHAM, NORTHAMPTON

Public

Head of Sector, John Hicks

Head of Administration, Defence, Custodial and Justice

John Lewis
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Education > Head of Further Education

Peter Boote
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Education > Head of Higher Education/Science

Laurence Brett
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Education > Head of Schools

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Healthcare > Head of Private Heathcare

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Healthcare > Head of Public Healthcare

Paul Coomber
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Head of PFI/PPP

Kevin Bradley
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MANCHESTER CIVIL JUSTICE CENTRE

Residential

Head of Sector, Mike Ladbrook

Head of Affordable Housing

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Head of Private Residential

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KINGSPAN LIGHTHOUSE, OFFSITE2007 EXHIBITION, WATFORD

Retail

Head of Sector, Richard Taylor

Head of Development

Nick Clare
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Head of Retailers

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PARADISE STREET, LIVERPOOL

Service Quality and Development

Head of Service Quality and Development

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Specialist Services

Head of Specialist Services, Tony Llewellyn

Head of Banking Tax and Finance

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Operations

Led by Jeremy Horner

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Celebrating Success in 2007–8

£197m

Turnover growth in the Europe & Middle East region has exceeded that of last year, with a 28% increase in turnover to £197m (US$391m).

2,100 people

Staff numbers have increased by 27%. We now employ over 2,100 people in the EME region.

US$518m

Global turnover has risen to US$518m (£261m) – a 35% increase.

46%

Rapid growth in both Ireland and the Middle East. In total these regions have increased turnover by 46%.

Rates converted at £1=US$1.98428 as of 30/04/08

"A happy and motivated workforce has provided a firm base for property consultancy Davis Langdon. Employee satisfaction is mirrored in a 78% positive score for staff finding their work stimulating and an 81% result for feeling they can make a valuable contribution to the success of the firm.

"85% of respondents consider their team fun to work with and 84% would strongly recommend working for the firm."

Sunday Times 100 Best Companies to Work For

"Davis Langdon swept to victory in this category for its tremendous growth, care for its employees and its visionary approach to sustainability… it seems the company is well on the way to making the world a greener place."

Building Awards – Construction Consultant of the Year

"I am not surprised Davis Langdon wins cost consultant. It is a major international firm involved in many sectors. We do a lot of work with it; it's pretty consistent."

Peter Drummond, chief executive of BDP,
BD World Architecture's 'Top International Cost Consultant'

In 2007–8, we supported CLIC Sargent, a children's cancer charity for whom we have raised more than

£100,000

'Data' celebrated its

40th

anniversary

Over

35

research papers published

96%

of our clients would recommend us to others

National recruitment campaign leading to

305

appointments

£2 million

investment in developing our people

90

New Graduates

20

new Partners and

81

new Associates

884

press articles reaching a readership of 34.8 million

Last year...

We helped deliver over **8,000** new hospital beds

Healthcare (Public and Private)

We completed **340,000m²** of central London offices

London Offices

We delivered **420,000m²** of sheds

Distribution

East London Line Project – **30,000m³** of concrete used – equates to filling **12** Olympic size swimming pools **5,000** tonnes of steel reinforcement – equates to **2,000** laps of an Olympic running track (if laid end to end)

Infrastructure

We worked on the **3** largest retail developments in the UK – Stratford City, Westfield London and Liverpool Paradise Street – total value **£2 billion**

Retail

10,000+ residential units delivered and **1,961** storeys of residential towers on the books. The first Code for Sustainable Homes Level 6 Home to be completed in the UK.

Residential

We delivered over **4,000** theatre seats:-

Royal Festival Hall	**2,500**
Belgrade Theatre	**300**
Young Vic Theatre	**600**
Theatre Royal, Bury St Edmunds	**350**
Bernie Grant Arts Centre	**370**
Total	**4,120**

Hotels, Sports, Culture


THE YOUNG VIC, LONDON

THE YOUNG VIC, LONDON


BERNIE GRANT ARTS CENTRE, LONDON

Our People

Our subtle shift from regional to sector orientation has set us thinking about our relationships, and the ways in which we define and categorise ourselves. Over 1,300 of us volunteered for this simple experiment to map our organisation along a different axis – by our birthdays.

01.01 Alice le Fleming, Amy Boothman, Jennifer Bickley, Johnny De Mesa, Nisreen Moussa, Simon Rawlinson, Stephen Brown
02.01 Alex Maduaka, David Daly, Jennifer Rittenberg, John Attwood, Justin George
03.01 Andrew Sweasey, Colin Proctor, Gemma Hayward, James Cumming, Robert McQueen
04.01 Beccy Eady, Daniel Afoke, Lee Whitehead, Peter Browne
05.01 David Wray, Jason Pateman, Jo Cartwright, Simon Routledge
06.01 Gordon Stirling, Marlien Marais, Ron McLean
07.01 Christina Websdale, David Moore, Ian Humphreys, Serena Mandell, Sharon Madden
08.01 Leonie Thian
09.01 Ann Freeston, Colin Morris, Jennifer Watters, Matthew Reid, Russell Hyslop
10.01 Andrew Tilley, Andrew Wright, Craig Knight, David Hubbard
11.01 Andrew Britton, David French, Mateus Burgers, Michelle Lowe, Rebecca White
12.01 Andrew Hedger, Paul Dodd
13.01 Alistair Walker, Erland Rendall, Helen Whittaker, Laura Horne, Liyun Mei Wang, Matthew Tyler-Smith, Metin Ozaslan, Michael McLaren, Victoria Glover-Ward
14.01 Alan Stephenson, Dale Lush, Lisa Ord, Richard Edwin
15.01 Trevor Stone
16.01 Alan Heckford, Antonie De Klerk, David Bailey, Henry Imson, Victoria Ma
17.01 Adam Richardson
18.01 Blair Swanston, Thomas Rendle
19.01 Craig Mulholland, Geraint Morris, Jay Kotecha
20.01 Adam Pearson, Brian Irving, Daniel Betteridge, Emma Miller, Julie Howell
21.01 Inga Poulsen, Reza Haji, Steve Blake
22.01 James Lappin, John Billington, Michelle Russell, Nick Whitehouse, Rita Asafu-Adjaye
23.01 Marc Sibley, Yuen Ching Wong
24.01 Jonathan Nelson
25.01 Chris Maw, David Cox, JM Erasmus, Koh Tang
26.01 Andy Meekings, Gordon Hallewell, Iain Ballantyne, Michael O Driscoll, Owen Griffith, Piyal Perera, Robert Talliss
27.01 Jennifer Horton, Lisa Taylor, Malcolm Lewis, Matthew Pike, Mussab Yasen, Scott Price
28.01 Craig MacDougall, Viv Cane
29.01 Martina Martin
30.01 Bina Bhatt, Felicity James, Ronan Byrne, Simon Lofty
31.01 Shaun Mahoney
01.02 Ewan Shaw
02.02 David Smith, John O'Regan, Mark Claridge, Michael Maclean
03.02 Hilda Rutabanzibwa-Chagula, Jonathan Smith, Natalie Parrott, Sharon Mault, Walter Dunlop, Wendy Bartlett
04.02 Carl Jones, Martin Rouse, Peter Smyth
05.02 Afam Ajoh, Alan Grant, Alistair Howden, Birute Mskyte, Laura Curr, Lisimba Allen
06.02 Joanne Raja, Neil Rushton, Richard Crosbie, Richard Crosbie, Ryan Dodd
07.02 Brian Smith, Carl Maidment, Cherry Araw, Chris Bullock, Colin Clement, Colin Phillips
08.02 Jonathan Whyte, Nick Jones, Patrick McNamara, Paula Nilsson
09.02 Alex Leighton, Bill Lisgo, Cathy Ogg, David Jones, Justin Coote, Padraic McGuinn
10.02 Andrew Fletcher, Chris Taylor, David Bailey, Rebecca Wigley
11.02 Robert Burlumi
12.02 Dan Harrison, Faisal Zaidin, Paul Candelent, Sarah Fairris
13.02 Richard Utting, Rosemary Blackwood
14.02 Chris Akers, Nick Chriscoli
15.02 John Evans, Jonathan Stone, Laurence Alden, Paul Riley
16.02 Brigham Young, Duncan Ross Russell, John Tamilia, Kenneth Canney, Mark Munnelly, Rachael Thomas, Stuart Howard
17.02 Andrew Kirby, Carl Dainter, David Maiden, Gareth Harris, KB Yeoh
18.02 John Lewis, Joseph Duffy, Liam Fitchett, Philip Steyn, Richard Jackson, Sonia Jayalal
19.02 Claire Hornung, Damon Woulfe, John Stevens, Jonathan Flack, Kate Peebles, Richard Rudd
20.02 Andrea Herbert, Dawn Shayler, Gary Bonner, Keith Watt, Mark Howard, Rhona Downie
21.02 Patrick Hadlow, Regina Dongo, Seamus Murphy
22.02 Ben Crossland, Carl Stoakes, Douglas Robertson, Duncan Moss, Hazel Joy, Justina Turner, Lee Chapman, Lorella Rivi, Paul Bonner, Tracey Lancaster
23.02 Karen Byrne-Smith, Paul Ralph
24.02 Alex Rapley, Claire Bunton, Olu Ogunrinola, Richard Jackson
25.02 Geoff Battle, Harry Maitland, Jo Barnes, Joy Macenzie, Richard Percival, Simon Nsubuga
26.02 Bulen Hourshid, Charlotte Riley, Martin Jennings, Michael O'Sullivan
27.02 Alexander Sargent, Alonzo Guzman, Sue Gibson, Wendy Lee
28.02 Catherine Bone, Louise Barth, Rishi Rai, Vincent Pelaez
29.02 Catherine Finney, Phil Goode
01.03 David Rossiter, Janelle Kutsienyo, Mark Askem, Neil Brierley
02.03 Dean Hargrave, Helen Brown, Mark Lacey, Stephen Naismith, David Boyes, Edwina McKechnie, Jim Murray, Paul Farey, Thomas Hickman
04.03 Pete Sutherland, Simon Fullard
05.03 Bob Dollin, Brian Whitehead, Paul Baird, Paul Duggins, Tina Brown
06.03 Michael Wright, Tom McNair
07.03 Ben Dougherty
08.03 Christopher Amesbury, Neil Ashton
09.03 Andrew Thompson, Keith Bushell, Martin Rowark, Robert Williams, Sarah James, Shaun McLean
10.03 Rhys Williams, Steve Clamp
11.03 Julia Macleur, Michelle Cottrell, Roger Watson, Sarah White
12.03 Ben Glanz, Gerard Cook, Martin Feeney, Samantha Walters, William Riakos
13.03 Cieran McArdle, Jenny Baggaley, Richard Owen
14.03 Sandeep Machivale, Sheilagh Knowles, Stuart Feeney
15.03 Adrian Boyce, Gary Marshall, Oswin Benedict, Paul Hodder
16.03 Bernard Duffy, Gillian Donnelly, Rob Dennis, Stephen Jennings
17.03 Danny Coleman, Emma Hale, Mark Hampton, Stuart Axcell
18.03 Diane Moloney, Emmanuel Osebor
19.03 David Owen, Eren Hourshid, Fred Samaha, Keith Waterman, Nick Flanagan, Peter Flint, Simon Downing
20.03 Chris Matthews, Chris Neaves, Peter Jackson
21.03 James Maynard-Lowe, Richard Round
22.03 Carol Miller, Donna McLellan
23.03 Alastair Bliss, Jon Dedman, Julie Preston
24.03 Marcus Price, Martin Judd, Philip Thomas
25.03 Aaron Joyce, Anita Suji, Claire Goucher, Duncan Houston, Ireneo Coronel, Paul Plane, Robert Rankin
26.03 Deirdre Chapman, James Cooney, Krystalla Michael, Malcolm Dunne, Tersia De Witte
27.03 David Martin, Gemma Butler
28.03 Brenda Little, Brett Lamond, Huw Thomas, Karen McAllister, Rachael Keene, Russell Bennett, Tracey Hanson
29.03 Ali Abdulsaheb, Amanda Commane, Amy Farquharson, Joe Martinez, Kate Weare, Vivien Kon
30.03 Jamie Lannen, Nigel Ball, Paul Donlan, Stephen Mudie
31.03 Alan Nock, David Stevens, Fraser Brock, Lisa-Marie Storrar, Mark Milligan, Stephen Frood
01.04 Bob Edwards, John Grounds, Lizanne Du Plessis, Melvin Johnston, Simon Hughes
02.04 Donald Ward, Jonathan Davies, Jorawar Boparai
03.04 Graham Jones, Nicola Callanan, Rebecca Lindridge
04.04 Daniel Pomfrett, Linda Cantelo, Paul Thomas, Rosario Oliveros
05.04 Chris Jones, Thomas Butler
06.04 Alex Hyams, Alf Beckett, Gerry Brooks, James Burlumi, Ken Smith, Spencer Wylie
07.04 Clare Nugent, Dayo Okoro, Eddie Gallagher, Peter McCallum
08.04 Bob Ramsden, Joanna Simon, Julian Verde, Neil Bowman, Russell Gwilliam
09.04 Jeremy Horner, Luca Basile
10.04 David Wong, Iain Parker, Jason Hall, Matthew Ball, Natalie Maynard
11.04 Andrew Tether, David Smith, Guy Solway, Paul Barnett
12.04 Danielle Rowley, Graeme Jeffery, Greg Flynn, Holly Davis, Sergey Skorokhodov, Usman Tahir
13.04 Tania Baker
14.04 Chris Barker, Neill Morrison, Nigel Mercy, Stephen Spiller
15.04 Laurie Chadwick, Patrick Power
16.04 Andrew Rotteveel, Bassem Fawwaz, Gavin Travica, Olabimipe Olaowolabi, Philip Hatton, Sarah Williamson
17.04 David Thornley, Ed Cook, Gary Fisher, Michael Mahoney, Naomi Hughes, Paul Coomber
18.04 Benjamin Abbott, Bryony Martin, Henda Knobel, Lois Stirling
19.04 John Davie, Maureen Jones
20.04 Anton Botha, Victoria Tiffin
21.04 John O'Neill, Tom Donkin
22.04 Ben Agyekum, Christopher Page, James Starkey, Paul Lavelle, Selma Benbouzid
23.04 Richard James, Simon Matthews
24.04 John McEvoy, Steve Walton
25.04 Amy Mulumba, Barry Nugent, Michael de Silva
26.04 Clive Norkett, Fiona Rogerson, Roger Roodhouse
27.04 Gavin Steele, John Lombard, Michael Wimbush, Norman Craig
28.04 John Dudley, Lawrence Brooks, Paul Wass, Peter Murphy, Saad Benkhabba
29.04 Christopher Holmes, David Hanney, Geoffrey Lane, Laura Stone, Stephen Berridge
30.04 Andrew Hewitt, David Evans, Nathaniel Sandoval, Paul Gillibrand, Ray Hooper
01.05 Iain Hendry, Mark Baron
02.05 Dogan Yiginer, John Lione, Kathleen Griffin
03.05 Angela Monaghan, Christy Oram, Jack Roberts, Michael Parker, Pushti Rajput
04.05 Joanne Lewis, Kevin French, Neil Roe, Paul Lewis, Rene von Mullen
05.05 David McKean, Japhet Simon, Philip Miller, Sophie Booth
06.05 Alasdair Cameron, Katie Alexander
07.05 Anthony Keegan, Jonathan Flin, Kelly Davies
08.05 Chris Hanson, Giorgio Conrater, Hazel Peters, Mark Halstead
09.05 Alex Chambers, James Harrison, Paul Allen, Robert Roodhouse
10.05 Anvar Poovankulathil, George Georgiou, Mandeep Purewal
11.05 Brendan Hodge, Geoff Coleman, Louisa Thomas, Martin Savage, Rian Smith
12.05 Alison Wilson, Carmen Harris, Darren Talbot, Duncan Hemsley
13.05 Charlotte Arling, James Griffin, Kirsty Clark, Satnam Kainth, Sheena Jay
14.05 Andrew Howland, Derek Vernon, Jessica Kery, Jim McKinstry, Tony Brady
15.05 Alex Perry, Richardson Nazar, Russell Weir
16.05 Daniel Wild, Gary Butcher, Gemma Buery, Martyn Willcox, Stephen Cummins
17.05 Alex Ward, Barry Hayden, David O'Keeffe, Lee Moore
18.05 Alex Storey, Denise Clewer, Fiona Justice, Guy Robinson, Michael Robertson, Paul Casey, Rachel Fowler, Richard Grover
19.05 Alison Chisholm, Demelza-Dawn Lund
21.05 Ben Garton, Colin Hart, Dave Bishop
22.05 Charlotte Ellis, Edward Cook, Rob Ball
23.05 Andrew Stevenson, Ericson Garcia, Robert Billing, Robert Kay
24.05 Andy Outram
25.05 Charlotte Rankin, Neil Campbell, Paul Mitchell, Tim Adams, Tomas Kelly, Wayne Cummings
26.05 Iain Watson, James Bradley, Lucy Rowley, Samantha Willrich, Stephen Pope, Sunnie Yeoh
27.05 Andrea Soffe, Anne Cunningham, Gabrielle Bedwell, Graham Coutts, Ian Robinson, Kevin Bradley, Paul Aylwin, Ronald Blessett
28.05 Clive Urry, Gary Duncumb, Hing Chung, Wai Hoong Tham
29.05 Faiza Khan, Paul Edwards, Steven Larkman
30.05 Gail Tansley, Jill Tipping, Michael Beale, Rajwant Badial, Rob Corlett, Satheesh Kumar
31.05 Gail Galbraith, Maisarah Sani, Roger Lewis
01.06 Alison Halls, Keith Doolin, Rana Hajjar
02.06 Alan Cadden, Amy Wesley, David Sabine, Lee Jones, Paul Kells, Simon Venner
03.06 Anthony Flynn, Daniel Key, Iwan Davies, Jonathan Fajardo, Kate Rispoli-May, Lewis Peacock, Paul Stubbs, Robert Ogilvie, Scott Laird
04.06 Nigel Williams
05.06 Alan Kyle, Joseph Magramo, Neil Hamilton, Philippa Marland, Simon Hughes, Tony Williams
06.06 Andrew McNulty, Elaine Sutcliffe, Matthew Hicks, Stephen Jackson
07.06 Janet Gale, Julia Elliott
08.06 Jamie Barnsley
09.06 Gordon Milne, Peter Evans
10.06 David Howson, Simon Drummond
11.06 Hudson Fountain, James Barton
12.06 Barry Corrigan, Jim Rees, Luke Salmon, Paul Buist
13.06 Gareth Welch
14.06 Helen Dring, James Dean
15.06 Murray Anderson, Rebecca Jones, Richard Newey, Richard Taylor, Stephen Denton, Tanji Marshall, Vikram Bhatia
16.06 Linda Chirwa, Richard Scott
17.06 Amer Mokaddem, Antonio Contegiacomo, Dara Ward, Duncan Sutton, Ian Harrison, Sarah Boddy
18.06 Alex Duff, Dionisio Dalisay, Emma Capon, Finlay Munro, Hayley Cathcart
19.06 David Mann, Roisin Gavin,Susanna Collado
20.06 Andrew Hudson, Clarke Morton-Shepherd, Lee Harris
21.06 Beatrice Filkin, Elaine Cross, Hanna Yacoob, Louise Coleman, Yao Li
22.06 Carl Giles, John Houghton, Liam Drawwater, Roy Harris, Steven Pollock
23.06 Alison Berwick, Mike Whitfield, Tim Harwood, Tony Schofield
24.06 Andrew Grist, Andrew Wheeler, Hattie Riches, Mark Day, Simon Wicken
25.06 Greg Allan, Katie Ellam, Martyn Blunt
26.06 Chris Brooks
27.06 Adam Ralph, Beccy Jones-Reading, Brian Wicks, Hopeton Austin,

Our Birthdays

Marco Ielpi, Mauro Cipriani 28.06 Claire Roper, Daniel Cadman, John Gammon, Stephen Porter 29.06 Alan Lai, Kevin Sims, Lisa Collier, Melissa Currie 30.06 Andrew Battersby, Fozia Tabasum, Paul Melton, Wendy Weir 01.07 Gordon Clark, Jodie Wright, Jonathan Brennan 02.07 Andrew Harward, Ashleigh Riddell, Stephen Rice, Steve Waltho 03.07 Annette Edwards, Mandy Ashpool, Nigel Powell 04.07 David Goff, David Wood, Derek Hussey, Gary Rose, Gerard Daws, Mike Parkyn, Rose Ting, Samta Patel, Stuart Bremner, Thomas Dowd 05.07 Lyn Morter, Robert Bliss, Roger Petherbridge 06.07 John Barrett, Nora Popescu-Kirby, Patrick McArdle, Rachael McGrath 07.07 Alexander Gospodinov, Ian Strathdee, Nicola Steff 08.07 Craig McQuarrie, Fergal O'Donovan, Samuel Clark 09.07 Gordon Graham, Rachel Sanders, Sandeep Mandir, Steve Webb, Steven Restall, Teresa McCarthy 10.07 Barry Hogge, Nadine Flynn, Tony Potter, Will Richardson 11.07 Carl Matthews, Danny Palmer, David Cane, Judi Maxwell, Kenneth Smith 12.07 Grayham Howarth, Thamara Perera 13.07 Alison Patey, Michael Harris, Stuart Anderson, Tim Goodson, Tom Sargant 14.07 Louis Scott, Lucianne Lord, Simon Collard 16.07 Alex Westbrook, Courtland Clarkson, Hamish Summers, Malcolm Withers, Nadja Kemp, Roger Scott, Ross Charrot, Toby Philpott 17.07 Adam Chambers, Alex McCallum, Anie Lyn Bolibol Gano, Hussain Najim, Nick Clare 18.07 Alan Welsh, Ben de Waal, Sam MacKenzie, Tim Jackson, Wayne Ganderton 19.07 Michael Soffe, Natalie Killian 20.07 Akanimo Edoho, Martin Molloy 21.07 Jay Pearman 22.07 Andy Poulton 23.07 Cameron Baylis, David Halford, Sara Lewis 24.07 David Gittins, John Sarson, Rosemary Clarkson, Stephanie Goh 25.07 Allan Cox, Dimple Sambhi, Kate Cherry, Naresh Sandhu, Stuart Colbert 26.07 Joseph de Klerk 27.07 Angela Penman, Gary Statham 28.07 Karen Hart, Stuart Farquharson, Tim Beresford, Yvonne Cull 29.07 Charles Burleigh, David Cunningham, Helen McIntosh, Howard Metcalf, Jenny Charlton, Paul Stanion, Peter Fordham, Richard Baldwin, Timothy Butler 30.07 Maurice Petch, William Loudon 31.07 Chris Tildsley, Elizabeth Foster, Gareth Barry, Paula Bates, Valerie McLean 01.08 Andy Gale, Ian Jull, Leanne Lloyd 02.08 Alan Hepburn, Matthew Jacobs, Stuart Hardy, Tony Lewis 03.08 Christopher Coleman, Meena Houston, Scott Buckenham 04.08 Maren Baldauf-Cunnington, Peter Snyman, Simon Johnson 05.08 Robert Weddle, Sam Baker 06.08 Andrea Boylan, Anthony Brennan, Gareth Chambers, Gareth Lloyd, Jack Trutch 07.08 Adam Trigg, Bill McKinney 08.08 David Unwin, Marcus Greenhill 09.08 Claire Highcock, James Morrison, Sarah Barnwell 10.08 Anna Parkin, Claire Fleming, Daniel Hunt 11.08 Beveley Wills, Ian Memmott, Matthew Bromley, Paul Jarvis 12.08 Andy Shaw, Raymon Ramzi 13.08 Amreen Ahmed, Ben McCafferty, Christopher Chandler, Donald Reid, Gerard Hannon, Graeme Watson, Lucy Freeston 14.08 Gary Lockey, George Newlands, Joseph Rutledge, Lorraine Holme, Steven Humphrey 15.08 Chris Sutor 16.08 Adrian Dunn, Cathy Chadwick, Dave Elwood, Donna Harmson 17.08 Cannis Lam, Laurence Brett, Peter Boote, Russell Spooner 18.08 David Buckland, Leigh Doran, Narelle Millard 19.08 David McIntosh 20.08 David Turner, James Phillips, Nicholas Bending, Ryan Brough, Teresa Gore, Tunji Fasae 21.08 Matthew Verling 22.08 Robert Kay 23.08 Chris Laud, Ellen Freegard, James Douglas, John Randall 24.08 Claire Bower, Elliot Davies, Onesai Ndoro, Sandra Cabanillas 25.08 Denise Waltho, Joanna Yardy, Joanna Yardy, Rosemary Herron 26.08 Kevan Matheson, Nic DiSanto, Stuart Francis 27.08 Chris Jones, Jonathan Simon 28.08 Neil Fyles, Philip Harrison, Steve Cross 29.08 Christopher Cronin, James Clark, Jane Barnes, Will Mahany 30.08 Chris Robson, Richard Gamble, Trish Lang 31.08 Nagisa Shibata 01.09 David Weight, Jon Malin, Kerry McDermott, Robert Butler, Stephen Roots 02.09 Campbell Abercrombie, Carol Wilkie, Chris Floyd, Danielle Phillips 03.09 Barry Digby, Neels Heunis 04.09 Phil Molyneaux, Sean Ging 05.09 Kerr Gray 06.09 Adell Wallace 07.09 Daniel Simpson, Philip Mendelsohn 08.09 Alasdair Maclean, Cara-Jane Culley, David Ainsley, David Morris, Hyun-Jin Ko, Mark Turner, Sally-Anne Carr 09.09 Eadaoin MacDonagh, Joanna Milburn, Olive Grosse, Peter Baxter 10.09 Emily Muir, Hannah Andrews, Sean Eden 11.09 Eileen Kennedy, Kirsty Threlfall, Luke Smith, Matt Viall 12.09 Dan Bentley, Hannah Bailey, Lucy Litwinko, Ronaldo Quilao, Sarah Amery 13.09 Andrew Low, Richard Shinfield 14.09 Dominic Devine, Kelly Yau 15.09 Alex Amato, Marc Gibbons, Matthew Harrison, Nick Schumann, Robert Peel 16.09 Alison Keep, Andrew Mason, Jonathan Eyles, Paul Bennett, Paul Davis, Valerie Pascual 17.09 Denise McKay, James O'Connor, Judith Williams, Nicholas Leggett, Peta Cheyne, Simon Fuller 18.09 Farah Merican, Mark Schumann, Peter Laing, Peter Way 19.09 Paul Burgess, Reshma Pandya, Rob Smith 20.09 Alan Wallace, James Holborow, Kristina Renshaw, Lynne Bayliss, Olumayowa Ani 21.09 Gavin Skelly, Marcialito Reyes, Monica Gaisie 22.09 Alun Thomas, Andrew Snape, Elaine Brennan, Emma Burns, Geoffrey Selecios, Kenneth Oke, Matthew Tanner 23.09 Ben Sheppard, Tom Goode 24.09 Andrew Whittaker, Kiran Nandra, Laura Duke, Peter Medland, Tom Williams 25.09 Abena Boateng-Mensah, Eion Mitchell, James McBirnie, Sally O'Neill 26.09 Barnabas Lee, David Holmes, Dylan Lewis, Nicola Evans, Simon Lerwill, Simon Skinner 27.09 Douglas Snowden, Matthew Blue, Matthew Waller, Stefan Eriksson 28.09 Ameera Al Aradi 29.09 Barry Collins, Joseph Blythe 30.09 Frankie Ansell, Philip Esper, Robert Crawford 01.10 Chris Robinson, Edward Brown, Magdalena Salonga, Philip Scotney, Ross Maclean, Sally Jarrett 02.10 Chris Barker, Dom White, Mark Shea, Mike Wilcock, Nadia Slattery 03.10 Alan Cobb, Darren Vaughan, Ian Bird, Paul Reilly 04.10 David Elsmore, Ilze de Clerk, Peter McMonagle, Stacey Hawkins, Steven Ford 05.10 Darren Hodkinson, Gary Hoskyn, Michael Cracknell, Roger Barbrook 06.10 Lisa Farley, Nick Dalton, Serena Conway 07.10 David Murphy, Michael Ladbrook, Mike Briffett, Tony Mathews 08.10 Alex Davey, Amy Whittaker, Andrew Watt, Ian Morrison, Karen Dale, Philip Tait, Shane Clifford, Stuart McConnachie 09.10 Anthony Tarr, Christine Thomas, Jill Pett 10.10 Alex Manuel, Jason Hobson-Shaw, Tom Thompson, Tracy Webb 11.10 Duncan Sissons, Philip Hynard 12.10 Adam Thompson, Chris Ennis, Stephen Maskell, Zoe Lee 13.10 Rajesh Tailor 14.10 Gillian Sutherland, Gurninder Bansal, Stephanie Dawson, Stephen Lacey 15.10 Andrew Aldrich, Cynthia Moras, Neil Suggitt, Robert Knight, T.P Reghu 16.10 David McCulloch, K C Lee, Melissa Sinclair, Oscar Torres-Salgado 17.10 Andrew Quinn, Guy Carson 18.10 Thomas Brady 20.10 Keely Hogan, Martin Broughton, Steven Vigers, Vicki Haverson, Vikki Etheridge 21.10 Alan Francis, Bethany Stanton 22.10 Andrew Kan, Julian Giles, Nathan Winnall, Simon Trafford 23.10 Leanne Matthews, Robert Reed, Sanjay Trivedi, Thomas Moore 24.10 Kate Beech, Louise Tuxworth 25.10 Sarah Deeming 26.10 Chad Chen, Jon Mayor, Richard Hubbard, Roy Laurent 27.10 Anne Johnson, Darren Short 28.10 Dan Powers, David Nicholl, John Mead, Matthew McBrien, Stephen Smith 29.10 Jonathan Baldwin, Mark Hackett, Paul Sweeney, Susan Rayton 30.10 Gemma Coleman, James Abraham, Simon Howson 31.10 Coralie Soudee, Declan Hegarty, Tim Boucher, Ven Guerra 01.11 Anthony Scarfe, Douglas Wilson, Fiona Corcoran, Gary Moss, Ian Whiting, Kevin Smith, Lorna Rebusa, Peter Kelland, Stuart Fyvie 02.11 Jonathan Hamilton, Paul Hamilton 03.11 Chetan Lad, Martin Rix, Matthew Schaaf, Sandra Fagan, Tom Brooker-Corcoran 04.11 Jodie Day, John Fox, Simon Barnard, Terry Harris 05.11 Jason Rennie, Michael Bertie, Nichola Fawcett 06.11 Abbey Fahmi, Alicia Daza, Dominic Kearney, Glenn Watts, Jocelyne Boucher-Halfpenny 07.11 John Gleeson 08.11 Chris Bound, Garry Wilks, Melanie Parker, Paul (Cardiff) Campbell 09.11 Ross Meins, Sheila Barry 10.11 Helen McNamara 11.11 Daniel Pearce 12.11 David Summers, Jenny Imson, Michael New, Paul Clark, Phil Churchman 13.11 Andrew Hyman, Jill Kirk, Lee 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Thomas, Peter Jolly 30.11 Brian Cooper, Chris Rodia, Garvan Smith, Jill Lindsay, Mehaboob Abdulkader, Michael Riley 01.12 Andrew Gardner, Michael Murray, Nisar Khan, Piers Ridout, Richard Hopper, Steven Clarke 02.12 Claire Woodman, Crisologo Bernardo, Darren Bayley, David Lombard, David Macintyre, George Gaitho, Martyn Evans, Mike Oldham 03.12 Alan Sinclair, Matthew Davis, Steven Cobb 04.12 Graham Willson 05.12 Arlina Pereira, David Latham, Mary Comiskey 06.12 Andrew Munro, Antony Redshaw, Dinesh Dabasia, Donny McKinnon, James Reynolds, Lena Pereira, Paul Houghton, Simon Williams 07.12 Adrian Legg, David Porter 08.12 Karl Codd, Merinda Vinall, Rebecca Gooderson, Sian Blake, Stewart McGill, Troy Holden 09.12 Barry Harper, Chris Kingston, Hilary Allen, Marisa Brynard, Mark Austin, Mark Gough, Tim Molden 10.12 Daniel Foran, Karen Powell 11.12 Christopher Bailey, Francesco Vilona, John Lee, Kerry Short, Stewart MacKay, Victoria Norris 12.12 Lee Morton-Shepherd, Martin Jones 13.12 Adam Skoyles, Gareth Cordiner, Tom Gallego 14.12 Andrew Bennett, David Richardson, Lucy Makina, Mark Loveland, Neil Hutchinson, Rachel Fyvie 15.12 Adam Shaw, Ghassan Baroudi, Rachel Whittle, Tim Crow 16.12 Carol Barnard, Emma O'Brien, Len Stewart, Michael Lambert, Pam Coughlan, Vicki Blessett 17.12 Chris Shilvock, Danelle Leggett, Tina Laker 18.12 Carl Vicary, George Parker, Graham Anderson, John Allen, Kevin Carney, Lee McMorn, Shane Watkinson, Tamsin Virdi 19.12 Andy White, John Evans, John Lewthwaite, Sarah Deakin, Seth Cooper 20.12 Tony Llewellyn 21.12 Lorraine Morley, Mandy Wheeler, Marie Nevin 22.12 Christopher Rooney, Fakrul Uddin, James Nass, Jennifer Sutton, Leo Poon, Richard Jarvis 23.12 Andrew Griffiths, Conor Mooney, Peter Holding, Rob Mills 24.12 Nick Mather 25.12 Chris du Toit, Jeanet Leyton, Mark Carey, Nazir Fard, Paul Mannion, Paul Wycherley, Philip Angell 26.12 Ian Cooper, Joe Spolidoro 27.12 Holly Chapple-Hyam, John Alcock, John Connaughton, Katie Bacon, Lee Millhouse, Martin Hicks 28.12 Elizabeth Mason, Mark Hutchinson, Martin Friend, Méabh Browne, Peter Smith, Raj Hanspaul, Yvonne Westhead 29.12 Derek Harrison, Kirsty Payne, Mark Baxter, Melanie Hill, Michael Gallacher 30.12 Andrew Langmaid, Nick Suttle 31.12 Andrew Paines, Heather Atkins, Helen Harrison

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