

LIQ03

Notice of progress report in voluntary winding up



Companies House

TUESDAY



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04/02/2020

#317

COMPANIES HOUSE

1 Company details

Company number 01968864

Company name in full Ashwood Nursing Home Limited

→ Filling in this form

Please complete in typescript or in
bold black capitals.

2 Liquidator's name

Full forename(s) Sean

Surname Bucknall

3 Liquidator's address

Building name/number 3RD FLOOR

Street 37 FREDERICK PLACE

Post town BRIGHTON

County/Region

Postcode BN1 4EA

Country

4 Liquidator's name ①

Full forename(s) Andrew

Surname Watling

① Other liquidator

Use this section to tell us about
another liquidator

5 Liquidator's address ②

Building name/number Office D

Street Beresford House

Post town Town Quay

County/Region Southampton

Postcode SO14 2AQ

Country

② Other liquidator

Use this section to tell us about
another liquidator.

LIQ03

Notice of progress report in voluntary winding up

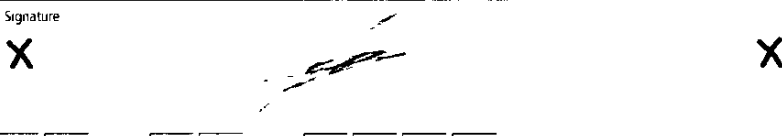
6 Period of progress report

From date	^d	0	^d	4	^m	1	^m	2	^y	2	^y	0	^y	1	^y	8
To date	^d	0	^d	3	^m	1	^m	2	^y	2	^y	0	^y	1	^y	9

7 Progress report

☒ The progress report is attached

8 Sign and date

Liquidator's signature	Signature															
Signature date	^d	0	^d	3	^m	0	^m	2	^y	2	^y	0	^y	2	^y	0

LIQ03

Notice of progress report in voluntary winding up



Presenter information

You do not have to give any contact information, but if you do it will help Companies House if there is a query on the form. The contact information you give will be visible to searchers of the public record.

Contact name	Jamie Balding
Company name	Quantuma LLP
Address	3rd Floor 37 Frederick Place
Post town	Brighton
County/Region	Sussex
Postcode	B N 1 4 E A
Country	
DX	
Telephone	01273 322400



Checklist

We may return forms completed incorrectly or with information missing.

Please make sure you have remembered the following:

- ☐ The company name and number match the information held on the public Register.
- ☐ You have attached the required documents.
- ☐ You have signed the form.



Important information

All information on this form will appear on the public record.



Where to send

You may return this form to any Companies House address, however for expediency we advise you to return it to the address below:

The Registrar of Companies, Companies House,
Crown Way, Cardiff, Wales, CF14 3UZ.
DX 33050 Cardiff.



Further information

For further information please see the guidance notes on the website at www.gov.uk/companieshouse or email enquiries@companieshouse.gov.uk

This form is available in an alternative format. Please visit the forms page on the website at www.gov.uk/companieshouse

ASHWOOD NURSING HOME LIMITED (IN MEMBERS' VOLUNTARY LIQUIDATION)

THE JOINT LIQUIDATORS' PROGRESS REPORT

3 February 2020

This report has been prepared for the sole purpose of updating the members for information purposes. The report is private and confidential and may not be relied upon, referred to, reproduced or quoted from, in whole or in part, by members for any purpose other than updating them for information purposes, or by any other person for any purpose whatsoever.

Sean Bucknall and Andrew Watling of Quantuma LLP, 3rd Floor, 37 Frederick Place, Brighton, BN1 4EA, were appointed Joint Liquidators of Ashwood Nursing Home Limited on 4 December 2017.

Sean Bucknall is licensed to act as an Insolvency Practitioner by the Insolvency Practitioners Association and Andrew Watling is licensed to act as an Insolvency Practitioner by the Institute of Chartered Accountants in England and Wales.



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ABBREVIATIONS

For the purpose of this report the following abbreviations shall be used:

"the Act"	Insolvency Act 1986
"the Rules"	Insolvency (England and Wales) Rules 2016
"the Joint Liquidators"	Sean Bucknall and Andrew Watling of Quantuma LLP
"the Company"	Ashwood Nursing Home Limited (in Members' Voluntary Liquidation)
"SIP"	Statement of Insolvency Practice (England & Wales)
"Review Period"	Period covered by the report from 4 December 2018 to 3 December 2019



1. INTRODUCTION

Introduction

This report has been prepared to provide members with an update on the progress of the Liquidation of the Company since our last report to members dated 31 January 2019.

Given the information previously provided to members in our earlier report we have not included detailed background information in respect of the Company and have focussed on the progress of the Liquidation subsequent to that report

A schedule of statutory information in respect of the Company is attached at **Appendix 1**

Details of the appointment of the Joint Liquidators

Sean Bucknall and Andrew Watling of Quantuma LLP were appointed Joint Liquidators of the Company on 4 December 2017.

The Joint Liquidators confirm that they are authorised to carry out all functions, duties and powers by either one or both of them

2. THE PROGRESS OF THE LIQUIDATION

The Joint Liquidators' receipts and payments account

Attached at **Appendix 2** is a receipts and payments account covering the Review Period together with a summary of the transactions in the previous period.

We have summarised the main asset realisations during the Review Period and provide an estimation of the those assets yet to be realised, together with details of costs incurred but as yet remaining unpaid.

VAT Basis

Receipts and payments are shown net of VAT. As the Company is not registered for VAT a separate entry shows the amount of VAT incurred as an expense of the Liquidation.

Administrative, Statutory & Regulatory Tasks

The Joint Liquidators have met a considerable number of statutory and regulatory obligations. Whilst many of these tasks have not had a direct benefit in enhancing realisations for the estate, they have assisted in the efficient and compliant progressing of the Liquidation, which has ensured that the Joint Liquidators and their staff have carried out their work to high professional standards.

During the Review Period, primarily these tasks have included.

- Drafting and issuing the progress report to Members;
- Consulting with and instructing staff and independent advisers as regards practical, technical and legal aspects of the case to ensure efficient progress;
- Maintaining electronic case files, which must include records to show and explain the Liquidation and any decisions made by the Joint Liquidators that materially affect the Liquidation,
- Monitoring and maintaining an adequate statutory bond;
- Conducting periodic case reviews to ensure that the Liquidation is progressing efficiently, effectively and in line with the statutory requirements,



- Maintaining and updating the estate cash book and bank accounts, including regular bank reconciliations and processing receipts and payments; and
- Completing periodic tax returns.

Realisation of Assets

Nursing Home

Members will recall from my previous report that the sole asset in the Liquidation was the freehold property from which the Company traded as a nursing home. As referred to in the previous report, following a period of targeting marketing it was the recommendation of Crickmay Chartered Surveyors ("Crickmay") that the property be sold via an open market campaign.

The property was therefore listed for sale in early 2019, however the level of interest in the property was very limited. The Liquidators continued to explore a "change of use" application to widen the appeal of the property in the general market. However, the time and costs of pursuing such an application meant that this strategy proved to be unrealistic.

In April 2019 a cash offer of £400,000 was received for the property, despite the guide price of £750,000. The Liquidators discussed the offer with both Crickmay and the Director, and it was agreed that this offer could not be accepted.

Shortly after this offer was rejected, a new offer of £625,000 was received. The terms of this new offer were that the Purchaser would pay £450,000 on completion of contracts and payment of the balance of £175,000 would be deferred for 18 months after completion. The deferred consideration of £175,000 would be secured by way of a charge over the property. This offer was recommended for acceptance by Crickmay, and the Director was also satisfied that this was likely to best price that could be achieved for the property in the circumstances.

Accordingly, on 20 December 2019, the sale of the property was completed and the proceeds of the sale, less the balance due to the secured creditor and costs, were paid into the Liquidation account. As the sale completed outside of the Review Period, the transaction does not appear on the receipts and payments account at **Appendix 2**.

3. CREDITORS: CLAIMS AND DISTRIBUTIONS

Secured creditors

The Company granted fixed and floating charges, by way of a debenture to National Westminster Bank PLC ("NatWest") on 15 April 2004, who was owed £152,890.88 on appointment.

On completion of the sale of the freehold property, the sum of £160,477 was paid to NatWest in order to discharge its security in full.

Preferential Creditors

Preferential claims relating to unpaid holiday pay and wage arrears were estimated at £1,200 in the Declaration of Solvency. The Liquidators are yet to formally adjudicate on these claims, however it is anticipated that these claims will be paid in full.

Unsecured creditors

Unsecured claims were estimated at £485,462 in the Declaration of Solvency and to date claims received from unsecured creditors total £127,948.



Claims process

A notice of intended dividend was circulated to all creditors on 17 January 2020 with the last date for proving set as 7 February 2020

Statutory Interest

All creditors will be paid in full and are entitled to 8% statutory interest from the date of Liquidation to the date of payment in full

4. SHAREHOLDERS' DISTRIBUTIONS

No distributions have been made to shareholders to date, however this distribution will take place once the creditor dividend has been paid.

5. THE JOINT LIQUIDATORS' REMUNERATION AND EXPENSES

Pre-Appointment Costs

The members authorised the fee of £3,500 plus disbursements and VAT for assisting the Directors in calling the relevant meeting, and with preparing the Declaration of Solvency on 4 December 2017. This sum has been paid outside of the Review Period and therefore does not appear in the receipts and payments account at **Appendix 2**.

Joint Liquidators' Remuneration

The Joint Liquidators' remuneration was approved on a time costs basis in relation to this assignment, as authorised by members at the members' meeting on 4 December 2017 in accordance with the following resolution.

"That the Joint Liquidators shall be authorised to draw their remuneration based upon their time costs by reference to the time spent by them and their staff in attending to matters arising in the Liquidation, subject to a cap of £12,000 plus VAT. The Joint Liquidators' time will be charged at the hourly charge out rate of the grade of staff undertaking the work at the time the work is undertaken. These fees are to be paid as and when funds permit as an expense of the Liquidation."

Summary of Costs

A breakdown of the time costs incurred during the Review Period, together with the time costs incurred during the whole period of Liquidation are summarised at **Appendix 3**.

In summary, the Joint Liquidators' time costs for the Review Period total £11,069, representing 49 hours at an average hourly rate of £225. The Joint Liquidators' time costs since their appointment total £21,396 representing 109 hours at an average hourly rate of £196.

The work undertaken is detailed in full at **Appendix 4**.

A copy of 'A Members' Guide to Liquidators' Fees' effective from 6 April 2017 together with the firm's current schedule of charge-out rates and chargeable disbursements may be found at <https://www.quantuma.com/guide/creditors-guide-fees/>.

A hard copy of both the Members' Guide and the firm's charge-out rate and disbursement policy may be obtained on request at no cost



Joint Liquidators' Disbursements

I have incurred the following Category 1 disbursements, which do not need the specific approval of Members, during the Review Period:

Name of Expense	Amount incurred/accrued during Review Period (£)	Amount Paid (£)	Amount Outstanding (£)
Postage	3.66	Nil	3.66
Agents' Fees	189.00	Nil	189.00
Total	192.66	Nil	192.66

The Joint Liquidators' Category 2 disbursements for the Review Period are as follows:

Name of Expense	Amount incurred/accrued during Review Period (£)	Amount Paid (£)	Amount Outstanding (£)
Stationary	3.00	Nil	3.00
Photocopying	1.80	Nil	1.80
Total	4.80	Nil	4.80

The bases on which the expenses defined as Category 2 disbursements are calculated are explained in the firm's schedule referred to above. Members approved the payment of Category 2 disbursements on this basis on 4 December 2017.

Other professional costs

I would refer members to my previous report for details on agent instructions that took outside of the Review Period.

Accountant

X5 Accountants have been instructed to assist with the calculation of the Company's Capital Gains Tax liability following the sale of the property. This is a recent instruction and therefore costs have not yet been agreed.

All professional costs are reviewed and analysed before payment is approved.

Members' right to request information

A member may, with the permission of the Court or with at least 5% of the total voting rights of all the members having the right to vote at general meetings of the Company, request further details of the Joint Liquidators' remuneration and expenses, within 21 days of receipt of this report.

Members' right to challenge remuneration and/or expenses

A member may, with the permission of the Court or with at least 10% of the total voting rights of all the members having the right to vote at general meetings of the Company, apply to Court to challenge the amount and/or basis of the Joint Liquidators' fees and the amount of any proposed expenses or expenses already incurred, within 8 weeks of receipt of this report.



Future of the Liquidation

The administration of the Liquidation will continue until the dividend has been paid to creditors, and the distribution to members declared.

Further Information

Members should note that the Joint Liquidators are bound by the Insolvency Code of Ethics when carrying out all professional work relating to an insolvency appointment. Further information can be viewed at the following link <https://www.gov.uk/government/publications/insolvency-practitioner-code-of-ethics> Additionally the Joint Liquidators are also bound by the regulations of their Licensing Bodies

To comply with the Provision of Services Regulations, some general information about Quantuma LLP, including our complaints policy and Professional Indemnity Insurance, can be found at <http://www.quantuma.com/legal-information/>.

In compliance with the General Data Protection Regulation, creditors, employees, shareholders, directors and any other stakeholder who is an individual (i.e. not a corporate entity) in these insolvency proceedings is referred to the Privacy Notice in respect of Insolvency Appointments, which can be found at this link www.quantuma.com/legal-notice/.

Should you have any queries in regard to any of the above please do not hesitate to contact Jamie Balding on 01273 322 400 or by e-mail at jamie.balding@quantuma.com.



Sean Bucknall
Joint Liquidator

**Ashwood Nursing Home Limited
(IN MEMBERS' VOLUNTARY LIQUIDATION)**

STATUTORY INFORMATION

Company Name	Ashwood Nursing Home Limited
Trading Address	Ashwood Nursing Home, Burwash Common, Etchingham, TN19 7LT
Trading Styles	Ashwood Nursing Home
Proceedings	In Members' Voluntary Liquidation
Date of Appointment	4 December 2017
Joint Liquidators	Sean Bucknall Andrew Watling Quantuma LLP 3rd Floor, 37 Frederick Place, Brighton, Sussex, BN1 4EA
Registered office Address	c/o Quantuma LLP, 3rd Floor, 37 Frederick Place, Brighton, Sussex, BN1 4EA
Former Registered Office	Ashwood Nursing Home, Burwash Common, Etchingham, TN19 7LT
Company Number	01968864
Incorporation Date	5 December 1985

Appendix 2

**Ashwood Nursing Home Limited
(IN MEMBERS' VOLUNTARY LIQUIDATION)**

THE JOINT LIQUIDATORS' RECEIPTS AND PAYMENTS ACCOUNT AS AT 3 DECEMBER 2019

Ashwood Nursing Home Limited
(In Liquidation)
Joint Liquidators' Summary of Receipts and Payments

RECEIPTS	Declaration of Solvency (£)	From 04/12/2017 To 03/12/2018 (£)	From 04/12/2018 To 03/12/2019 (£)	Total (£)
Freehold Land & Property	800,000.00	0 00	0.00	0.00
Claim against Insurers	Uncertain	0 00	0.00	0 00
		0.00	0.00	0.00
PAYMENTS				
Marketing Costs	(12,000 00)	0.00	0.00	0 00
Conveyancing Costs and Disbs.	(2,500.00)	0 00	0 00	0 00
National Westminster Bank PLC	(152,890 88)	0 00	0 00	0 00
Preparation of D o.S and Disbursements	(3,800.00)	0.00	0 00	0 00
Accountants' Fees	(3,000.00)	0 00	0 00	0 00
Insurance of Freehold Property	(2,000.00)	0 00	0 00	0 00
Employee Arrears/Hol Pay	(1,200.00)	0.00	0.00	0 00
Trade & Expense Creditors	(18,974 41)	0 00	0 00	0.00
McMahon Associates Retirement Scheme	(64,374.61)	0.00	0.00	0 00
Directors	(265,000 00)	0 00	0 00	0 00
Shareholder Loans	(33,467 58)	0 00	0 00	0 00
HM Revenue and Customs	(28,645 00)	0 00	0 00	0 00
HM Revenue and Customs		0.00	0.00	0 00
Mr P Crouch	(75,000 00)	0 00	0 00	0 00
Ordinary Shareholders	(101.00)	0 00	0 00	0 00
		0.00	0.00	0.00
Net Receipts/(Payments)		0.00	0.00	0.00
MADE UP AS FOLLOWS				
		0.00	0.00	0.00

Note:


Sean Bucknall
Joint Liquidator

Appendix 3

**Ashwood Nursing Home Limited
(IN MEMBERS' VOLUNTARY LIQUIDATION)**

**THE JOINT LIQUIDATORS' TIME COSTS FOR THE REVIEW PERIOD AND THE WHOLE PERIOD
OF LIQUIDATION**

Time Entry - Detailed SIP9 Time & Cost Summary

6002154 - Ashwood Nursing Home Limited
From 04/12/2018 To 03/12/2019
Project Code POST

Classification of Work Function	Partner	Manager	Other Senior Professionals	Assistants & Support Staff	Total Hours	Time Cost (£)	Average Hourly Rate (£)
100 Administration & Planning	0.80	0.00	0.10	0.20	1.10	318.50	289.55
104 General Administration	0.20	0.50	1.10	0.00	1.80	383.00	212.78
105 Case strategy / Review	2.20	0.70	1.90	0.00	4.80	1,280.50	266.77
106 VAT & CT matters and returns	0.00	0.00	0.90	0.00	0.90	140.00	155.56
Admin & Planning	3.20	1.20	4.00	0.20	8.60	2,122.00	246.74
600 Cashiering	0.00	0.00	0.10	0.75	0.85	109.75	129.12
Cashiering	0.00	0.00	0.10	0.75	0.85	109.75	129.12
203 Creditor correspondence / Call	0.00	0.00	2.10	0.00	2.10	322.00	153.33
207 Payment of dividends	0.00	0.50	0.00	0.00	0.50	132.50	265.00
207C Dealing with HMRC/RPO Claims	0.00	0.20	0.30	0.00	0.50	95.00	190.00
210 Secured creditor reports / claims	0.00	0.00	0.40	0.00	0.40	60.00	150.00
211 Annual / Progress report	0.00	0.50	4.00	0.00	4.50	725.00	161.11
Creditors	0.00	1.20	6.80	0.00	8.00	1,334.50	166.81
302 Pursuing Antecedent Transactions	0.00	0.20	0.00	0.00	0.20	53.00	265.00
Investigations	0.00	0.20	0.00	0.00	0.20	53.00	265.00
400 Realisation of Assets	0.00	0.70	0.00	0.00	0.70	182.50	260.71
401 Freehold / Leasehold Property	2.80	18.10	8.90	0.00	29.80	7,162.50	240.35
406 Sale of Business	0.00	0.00	0.00	1.00	1.00	105.00	105.00
Realisation of Assets	2.80	18.80	8.90	1.00	31.50	7,450.00	236.51
Total Hours	6.00	21.40	19.80	1.95	49.15	11,089.25	225.21
Total Fees Claimed						0.00	

Time Entry - Detailed SIP9 Time & Cost Summary

6002154 - Ashwood Nursing Home Limited
From 04/12/2017 To 03/12/2019
Project Code POST

Classification of Work Function	Partner	Manager	Other Senior Professionals	Assistants & Support Staff	Total Hours	Time Cost (£)	Average Hourly Rate (£)
100 Administration & Planning	1.00	0.00	0.30	0.60	1.90	463.50	243.95
101 Insurance / Bonding	0.00	0.30	0.00	0.00	0.30	60.00	200.00
104 General Administration	0.20	0.90	8.30	0.00	9.40	1,565.50	166.54
105 Case strategy / Review	3.00	1.40	6.00	0.00	10.40	2,356.00	226.54
106 VAT & CT matters and returns	0.00	0.00	1.70	0.00	1.70	260.00	152.94
Admin & Planning	4.20	2.60	16.30	0.60	23.70	4,705.00	198.52
600 Cashiering	0.00	0.00	1.00	0.95	1.95	263.75	135.26
Cashiering	0.00	0.00	1.00	0.95	1.95	263.75	135.26
201 Creditors	0.00	0.00	0.10	0.00	0.10	15.00	150.00
202A Employees	0.00	0.00	0.20	0.00	0.20	30.00	150.00
203 Creditor correspondence / Call	0.00	0.30	4.30	0.00	4.60	712.00	154.78
204 Unsecured Creditors claims	0.00	0.00	0.20	0.00	0.20	30.00	150.00
207 Payment of dividends	0.00	0.50	0.00	0.00	0.50	132.50	265.00
207C Dealing with HMRC/RPO Claims	0.00	0.20	0.50	0.00	0.70	125.00	178.57
208 Retention of Title	0.00	0.00	0.20	0.00	0.20	30.00	150.00
210 Secured creditor reports / claims	0.00	0.30	1.10	0.00	1.40	225.00	160.71
211 Annual / Progress report	0.00	0.50	4.00	0.00	4.50	725.00	161.11
Creditors	0.00	1.80	10.60	0.00	12.40	2,024.50	163.27
302 Pursuing Antecedent Transactions	0.00	0.20	0.00	0.00	0.20	53.00	265.00
Investigations	0.00	0.20	0.00	0.00	0.20	53.00	265.00
400 Realisation of Assets	0.00	1.50	0.00	0.00	1.50	357.50	238.33
401 Freehold / Leasehold Property	2.80	30.00	34.80	0.00	67.60	13,787.50	203.66
406 Sale of Business	0.00	0.00	0.00	1.00	1.00	105.00	105.00
412 Arranging & Monitoring Insurance	0.00	0.00	0.80	0.00	0.80	120.00	150.00
Realisation of Assets	2.80	31.50	35.60	1.00	70.90	14,360.00	202.40
Total Hours	7.00	36.10	63.60	2.55	109.15	21,396.25	196.03
Total Fees Claimed						0.00	

Ashwood Nursing Home Limited
(IN MEMBERS' VOLUNTARY LIQUIDATION)

DETAILED NARRATIVE OF WORK UNDERTAKEN DURING THE REVIEW PERIOD

Phase	Activities
Phase 1: Initial assessment and planning	<p>Initial assessment of the company's financial position and the complexity of the case</p> <p>Identifying the key issues and the scope of the work</p> <p>Establishing a timeline and budget for the project</p> <p>Identifying the key stakeholders and the need for external advice</p>
Phase 2: Gathering information and evidence	<p>Obtaining the company's financial records and documents</p> <p>Interviewing the company's management and staff</p> <p>Obtaining the company's contracts and other documents</p> <p>Identifying the company's assets and liabilities</p>
Phase 3: Analysis and evaluation	<p>Analysing the company's financial records and documents</p> <p>Evaluating the company's financial position and the complexity of the case</p> <p>Identifying the key issues and the scope of the work</p> <p>Establishing a timeline and budget for the project</p>
Phase 4: Preparation and filing of documents	<p>Preparation and filing of documents to meet statutory requirements</p> <p>Advertising in accordance with statutory requirements</p>
Phase 5: Collection and making an inventory of company books and records	<p>Collection and making an inventory of company books and records</p>
Phase 6: Discussions regarding strategies to be pursued	<p>Discussions regarding strategies to be pursued</p> <p>Meetings with team members and independent advisers to consider practical, technical and legal aspects of the case</p> <p>Periodic file reviews</p> <p>Periodic reviews of the application of ethical, anti-money laundering and anti-bribery safeguards</p> <p>Maintenance of statutory and case progression task lists/diaries</p> <p>Updating checklists</p>
Phase 7: Preparation and filing of VAT Returns	<p>Preparation and filing of VAT Returns</p> <p>Preparation and filing of Corporation Tax Returns</p>
Phase 8: Receive and follow up creditor enquiries via telephone	<p>Receive and follow up creditor enquiries via telephone</p> <p>Review and prepare correspondence to creditors and their representatives via email and post</p>
Phase 9: Preparation of correspondence to creditors advising of intention to declare distribution	<p>Preparation of correspondence to creditors advising of intention to declare distribution</p> <p>Advertisement of notice of proposed distribution</p>
Phase 10: Agreeing allocation of realisations and costs between fixed and floating charges	<p>Agreeing allocation of realisations and costs between fixed and floating charges</p> <p>Receipt of POD</p> <p>Adjudicating POD</p> <p>Request further information from claimants regarding POD</p> <p>Preparation of correspondence to claimant advising outcome of adjudication</p> <p>Seeking solicitors' advice on the validity of complex claims</p> <p>Dealing with unclaimed dividends</p>

	Seeking solicitors' advice on the validity of secured creditors' claims Paying distribution to secured creditors and seeking confirmation of discharged claims
	Preparing, circulating and filing progress reports Disclosure of sales to connected parties
	Liaising with valuers and agents on marketing strategy and offers received Dealing with tenant issues (if any) Liaising with secured creditors and landlords Agreeing assignment, surrender or disclaiming property
	Preparing correspondence opening and closing accounts Requesting bank statements Correspondence with bank regarding specific transfers Maintenance of the estate cash book
	Issuing cheques/BACS payments
	Banking remittances
	Preparing and filing statutory receipts and payments accounts at Companies House

Current Charge-out Rates of the staff working on the case

Time charging policy

Support staff and executive assistants do not charge their time to each case except when the initial set up is being performed or when a sizeable administrative task or appropriate ad hoc duty is being undertaken

Support staff include secretarial and administrative support

The minimum unit of time recorded is 6 minutes

Rates are likely to be subject to periodic increase

Partners	350.00
Senior Manager	250.00
Manager	200.00
Assistant Manager	185.00
Senior Administrator	175.00
Administrator	150.00
Assistant Administrator	95.00