



For further information, please
refer to our guidance at
www.gov.uk/companieshouse

1 Company details

Company number 1 0 8 0 2 1 0 4

Company name in full Shepherd Cox Hotels Holdings Limited

→ Filling in this form

Please complete in typescript or in
bold black capitals.

2 Administrator's name

Full forename(s) Anthony

Surname Murphy

3 Administrator's address

Building name/number Harrisons Business Recovery & Insolvency (London) Limited

Street 20 Midtown

20 Procter Street

Post town London

County/Region

Postcode W C 1 V 6 N X

Country

4 Administrator's name ①

Full forename(s) Paul Robert

Surname Boyle

① Other administrator

Use this section to tell us about
another administrator.

5 Administrator's address ②

Building name/number Harrisons Business Recovery & Insolvency (London) Limited

Street 20 Midtown

20 Procter Street

Post town London

County/Region

Postcode W C 1 V 6 N X

Country

② Other administrator

Use this section to tell us about
another administrator.

AM10

Notice of administrator's progress report

6 Period of progress report

From date	d	2	d	8	m	0	m	9	y	2	y	0	y	2	y	0
To date	d	2	d	7	m	0	m	3	y	2	y	0	y	2	y	1

7 Progress report

☒ I attach a copy of the progress report

8 Sign and date

Administrator's
signature

Signature

X

Handwritten signature

X

Signature date

d	2	d	3	m	0	m	4	y	2	y	0	y	2	y	1
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**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 Evgeny Khoruzhiy

Company name Harrison's Business Recovery &
Insolvency (London) Limited

Address 20 Midtown
20 Procter Street

Post town London

County/Region

Postcode W C 1 V 6 N X

Country

DX

Telephone 0207 317 9160

**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

Continuation page

Name and address of insolvency practitioner

✓ **What this form is for**
Use this continuation page to tell us about another insolvency practitioner where more than 2 are already jointly appointed. Attach this to the relevant form. ①
Use extra copies to tell us of additional insolvency practitioners.

✗ **What this form is NOT for**
You can't use this continuation page to tell us about an appointment, resignation, removal or vacation of office.

→ **Filling in this form**
Please complete in typescript or in bold black capitals.
All fields are mandatory unless specified or indicated by *

1 Appointment type

Tick to show the nature of the appointment:

- ☒ Administrator
- ☐ Administrative receiver
- ☐ Receiver
- ☐ Manager
- ☐ Nominee
- ☐ Supervisor
- ☐ Liquidator
- ☐ Provisional liquidator

① You can use this continuation page with the following forms:
- VAM1, VAM2, VAM3, VAM4, VAM6, VAM7
- CVA1, CVA3, CVA4
- AM02, AM03, AM04, AM05, AM06, AM07, AM08, AM09, AM10, AM12, AM13, AM14, AM15, AM20, AM21, AM22, AM23, AM24, AM25
- REC1, REC2, REC3
- LIQ02, LIQ03, LIQ05, LIQ13, LIQ14,
- WU07, WU15
- COM1, COM2, COM3, COM4
- NDISC

2 Insolvency practitioner's name

Full forename(s) David Michael
Surname Clements

3 Insolvency practitioner's address

Building name/number Harrisons Business Recovery & Insolvency (London) Limited
Street 20 Midtown
20 Procter Street
Post town London
County/Region
Postcode W C 1 V 6 N X
Country



Administrators' Progress Report

Shepherd Cox Hotels Holdings Limited

(in Administration)

"SCH Holdings / the Company"

23 April 2021

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THE ADMINISTRATORS' PROGRESS REPORT

1 Introduction

- 1.1 I, Anthony Murphy, Paul Robert Boyle and David Michael Clements were appointed Joint Administrators of Shepherd Cox Hotels Holdings Limited ("SCH Holdings / the Company") on 28 September 2020. The appointment was made by Luqa Ltd ("Luqa"), the holder of a qualifying floating charge.
- 1.2 The administration is being dealt with by Harrison's Business Recovery & Insolvency (London) Limited ("Harrison's") at 20 Midtown, 20 Procter Street, London, WC1V 6NX. The Administrators' contact details are 0207 317 9160 (by phone) or via email at sch@harrisons.uk.com. I would note that due to Covid-19 restrictions the office telephone number is unmanned at this time. The administration is registered in the High Court of Justice, Business and Property Courts of England and Wales Insolvency and Companies List number CR-2020-003827.
- 1.3 SCH Holdings was the parent company, to a number of other companies, all operating in the hotel sector and part of the same group ("Shepherd Cox Hotels").
- 1.4 The registered office address of the Company has been changed to c/o Harrison's, 20 Midtown, 20 Procter Street, London, WC1V 6NX. The previous registered office was 2nd Floor, 32-33 Gosfield Street, Fitzrovia, London, W1W 6HL and the registered number is 10802104.
- 1.5 The Administrators are required to provide a progress report covering the period of six months commencing from the date the Company entered administration and every subsequent period of six months. This progress report covers the period from 28 September 2020 to 27 March 2021 ("the Period") and should be read in conjunction with the earlier Report and Statement of Proposals and any previous correspondence.

2 Progress of the Administration

- 2.1 The statutory objective being pursued in the administration is to realise property in order to make a distribution to one or more secured or preferential creditors.
- 2.2 In pursuance of this statutory objective, the Administrators have additional duties imposed by insolvency and other legislation, some of which may not provide any financial benefit to creditors.
- 2.3 This section of the report provides creditors with an update on the progress made in the Period, both in terms of the achievement of the statutory objective, but also work which is required of the Administrators under other related legislation.
- 2.4 At Appendix A is the Receipts and Payments Account covering the Period of this report. I comment further on receipts and payments in the report below.
- 2.5 Attached at Appendix B is a time analysis outlining the time spent by the Administrators and their staff during the Period.
- 2.6 Further information about the basis of remuneration agreed in this case and the Administrators' fees estimate can be found in section 4 of this report, together with any relevant information about revisions to the initial estimate, where applicable.

Administration (including statutory compliance & reporting)

2.7 As noted above, the Administrators must comply with certain statutory obligations under the Insolvency Act 1986 and other related legislation. Details about the work that we anticipated would need to be done in this area was outlined in our initial fees estimate/information, provided in the Administrators' Report & Proposals to creditors.

2.8 Where the costs of statutory compliance work or reporting to creditors exceeds the initial estimate, it will usually be because the duration of the case has been longer than anticipated, possibly due to protracted asset realisations, which have in turn placed a further statutory reporting requirement on the Administrators.

2.9 During the Period, costs of £21,909 have been incurred in discharging our statutory obligations.

This work includes:

- Notifying creditors of the appointment.
- Preparing the Administrators' Report and Proposals to creditors.
- Setting up, updating and maintaining the case files.
- Establishing the Administrators' insurance requirements and dealing with ongoing insurance queries raised by the insurers, and calculating and confirming the Administrators' bonds.
- Periodic case progression reviews.
- Review and approval of documents.
- Dealing with all post appointment corporation tax compliance, and VAT.
- Cashiering – dealing with receipts and payments.
- Dealing with statutory pension checks.
- Dealing with matters affecting the subsidiaries.
- Liaising with the Company's existing advisers and directors.

2.10 As noted in our initial fees estimate/information, this work will not necessarily bring any financial benefit to creditors but is required on every case by statute.

2.11 Time costs to 27 March 2021 in dealing with administration, statutory compliance and reporting total some £21,909, which is within the estimate given in the Proposals.

Realisation of Assets

Sale of the Subsidiaries

2.12 Immediately prior to appointment, certain subsidiaries of Holdings were sold to Festival Group as set out the Proposals. The Administrators have since reviewed those transactions.

- 2.13 There was an arithmetic error in the calculation of the consideration for the sale of the subsidiaries of some £1.159M. The correct sales consideration was £4.3M, not £3.141M as set out in the contract. We have noted this to both Luqa and Festival Group, who have since amended the sales consideration. This has no material impact on the case but is rather an adjustment of the monies owed to Luqa under its security.

Cash at Bank

- 2.14 The cash at bank on appointment was £1,750.

Intercompany Debtors

- 2.15 Most of the SCH entities that appear to owe monies to the Company are either in insolvency proceedings or are (on the face of it) insolvent and unable to make payment. The intercompany position is still not reconciled, but as the debtor entities are unable to pay, this may be an academic issue.
- 2.16 Time costs to 27 March 2021 in dealing with the realisation of assets total some £2,568 which is within our anticipated initial fee estimate.

Payments

- 2.17 We have made no payments in the Period.

Creditors (claims and distributions)

- 2.18 Further information on the anticipated outcome for creditors in this case can be found at section 5 of this report. Administrators are not only required to deal with correspondence and claims from unsecured creditors (which may include retention of title claims), but also those of any secured and preferential creditors of the Company. This may involve separate reporting to any secured creditor and dealing with distributions from asset realisations caught under their security, most typically a debenture.
- 2.19 Luqa Claim and Security: We have instructed Irwin Mitchell solicitors ("IM") to review the Luqa security and cross guarantees in other SCH companies . IM has confirmed that the security is valid and the cross guarantees are effective. Given the size (and priority) of the Luqa liability, the Administrators have not incurred costs in determining the validity and quantum of the second charge holders.
- 2.20 Preferential creditors: Claims from preferential creditors typically involve employee claims and payments made on behalf of the Company by the Redundancy Payments Service following dismissal. We have not as yet received confirmation of the preferential claim.
- 2.21 The above work will not necessarily bring any financial benefit to creditors generally, however an Administrator is required by statute to undertake this work. Similarly, if a distribution is to be paid to any class of creditor, work will be required to agree those claims and process the dividend payments to each relevant class of creditor. The more creditors a company has, the more time and cost will be involved by the Administrators in dealing with those claims. **In this case, it is not anticipated that there will be any return to unsecured creditors.**
- 2.22 Time costs to 27 March 2021 in dealing with creditors total some £12,796, which is in excess of our anticipated initial fee estimate (£9,905). This is mostly because of greater engagement with Luqa and more creditor queries than originally anticipated.

Investigations

- 2.23 Some of the work the Administrators are required to undertake is to comply with legislation such as the Company Directors' Disqualification Act 1986 ("CDDA 1986") and Statement of Insolvency Practice 2 – Investigations by Office Holders in Administration and Insolvent Liquidations and may not necessarily bring any financial benefit to creditors, unless these investigations reveal potential asset recoveries that the Administrators can pursue for the benefit of creditors.
- 2.24 The Administrators have submitted a report on the conduct of the directors of the Company to the Department for Business, Energy & Industrial Strategy ("DBEIS") under CDDA 1986. As this is a confidential report, the Administrators are unable to disclose the contents, or comment upon any matters raised by DBEIS on the directors' conduct.
- 2.25 The Administrators are aware of concerns raised by creditors with regards to the conduct and stewardship of the directors. These concerns have been reflected in the reporting to DBEIS.
- 2.26 Time costs to 27 March 2021 in dealing with our investigations total some £18,396, which is greater than our initial fee estimate (£8,615). This is due in part to the checking and correction of the (subsidiaries) sales consideration.

3 Pre-administration Costs

- 3.1 The following amounts in respect of pre-administration costs are agreed, but not yet formally approved by Luqa :

Charged by	Brief description of services provided	Total amount charged £	Amount paid £	Amount unpaid £
Harrisons	Advice to Luqa to allow the Company to be placed into administration	£8,598 plus VAT	Nil	£8,598 plus VAT
Bishop & Sewell	Advice to place the Company into administration	Est. £2,020 plus VAT	Nil	£2,020 plus VAT

- 3.2 All pre-administration costs remain unpaid.

4 Administrators' Remuneration

- 4.1 It has been proposed that the basis of the Administrators' fees will be fixed by reference to the time properly spent in managing the administration, in agreement with Luqa, the Company's secured creditor. Our fee basis has not been formally approved, but Luqa has indicated that it is content with the proposed fees estimate. As there are unlikely to be any significant further recoveries in the estate, Luqa will make a contribution to our costs.
- 4.2 A copy of that estimate is reproduced below:

Category of Work	Estimated Number of Hours	Average Blended Charge Out Rate £/hr	Estimated Cost £
Administration (Including Statutory Compliance & Reporting)	93	252.42	23,475
Investigations	75	114.87	8,615
Realisation of Assets	15	210.00	3,150
Creditors (Claims & Distributions)	66	150.08	9,905
Total Estimated Fees	249	181.31	45,145

- 4.3 Total time costs for the Period are £56,050. This represents 180 hours at an average rate of £311.39 per hour. Attached at Appendix B is a Time Analysis which provides details of the activity costs incurred by staff grade during the Period in respect of the costs fixed by reference to time properly spent in managing the administration. To date no fees or disbursements have been drawn.
- 4.4 *At the date of this report, our costs are in excess of the original fees estimate in dealing with the administration of SCH Holdings*. Given that there are unlikely to be any further significant recoveries in the case, we will be asking Luqa for a contribution to our costs.
- 4.5 A copy of 'A Creditors' Guide to Administrators' Fees' is available on request or can be downloaded from <http://www.harrisons.uk.com/creditors-guide-fees/>
- 4.6 Attached at Appendix C is Additional Information in Relation to the Administrators' Fees, Expenses & Disbursements, including (where relevant) information on the use of subcontractors and professional advisers.

5 Estimated Outcome for Creditors

Secured Creditors

- 5.1 Luqa holds fixed and floating charges over the Company's assets. At the date of the administration the Company's indebtedness to Luqa was estimated at £7,594,285 plus interest.
- 5.2 The liability to Luqa relates to total indebtedness under cross guarantees within the Shepherd Cox Hotels group of companies. We are advised by Luqa that the estimated monies due (in total) are some £11.8M to 31 January 2021. Interest continues to accrue on the monies due to Luqa.

- 5.3 Luqa holds fixed and floating charge security in priority to the second chargeholders (Lloyds Bank Plc and Part Time Limited -"PTL"). As there are unlikely to be any further recoveries, the chargeholders will all suffer a significant (or total) shortfall on recovery.

Preferential Creditors

- 5.4 The Administrators have not received confirmation of the preferential creditor claims, which have been estimated at some £4,800. This claim is not yet agreed.

Unsecured Creditors

- 5.5 We have received claims totalling £1,649,677 from 19 creditors.
- 5.6 SCH Holdings granted floating charges to Luqa, Lloyds and PTL. The Administrators would ordinarily be required to create a fund out of the Company's property for unsecured creditors (known as "the Prescribed Part"). Given the level of recoveries, all monies will be paid to Luqa or the preferential creditors.
- 5.7 There will be no surplus funds available from asset realisations (after the costs of realisation) for the benefit of unsecured creditors ; **there will be no return to unsecured creditors.**

6 Ending the Administration

- 6.1 We will continue to consider if there are any further recoveries to be made from debtors and will agree the preferential creditor claims. It is probable that this work will be concluded in the next period.
- 6.2 Once all matters in the administration have been concluded and all costs paid, it is anticipated that the administration will end by way of dissolution of the Company.
- 6.3 The Administrators will be discharged from liability under Paragraph 98(3) of Schedule B1 to the Insolvency Act 1986 immediately upon their appointment as Administrators ceasing to have effect.

7 Creditors' Rights

- 7.1 Within 21 days of the receipt of this report, a secured creditor, or an unsecured creditor (with the concurrence of at least 5% in value of the unsecured creditors) may request in writing that the Administrators provide further information about remuneration or expenses (other than pre-administration costs) which have been itemised in this progress report.
- 7.2 Any secured creditor, or an unsecured creditor (with the concurrence of at least 10% in value of the unsecured creditors) may within 8 weeks of receipt of this progress report make an application to court on the grounds that, in all the circumstances, the basis fixed for the Administrators' remuneration is inappropriate and/or the remuneration charged or the expenses incurred by the Administrators as set out in this progress report are excessive.

8 Next Report

- 8.1 The Administrators are required to provide a progress report within one month of the end of the next six months of the administration, or earlier if the administration has been finalised.

For and on behalf of
Shepherd Cox Hotels Holdings Limited



Anthony Murphy
Joint Administrator

Appendix A

Receipts and Payments Account from 28 September 2020 to 27 March 2021.

Statement of Affairs £	From 28/09/2020 To 27/03/2021 £
ASSET REALISATIONS	
Bank Interest Gross	0.06
Cash at Bank	1,749.97
	<u>1,750.03</u>
	<u>1,750.03</u>
REPRESENTED BY	
Bank 2 - Current	1,750.03
	<u>1,750.03</u>

Appendix B

Time Analysis for the Period from 28 September 2020 to 27 March 2021.

Time Entry - Detailed SIP9 Time & Cost Summary

SCHHO001 - Shepherd Cox Hotels Holdings Limited
From: 28/09/2020 To: 27/03/2021
Project Code: POST

Classification of Work Function	Partner	Manager	Other Senior Professionals	Assistants & Support Staff	Total Hours	Time Cost (£)	Average Hourly Rate (£)
101 : Case planning	0.00	0.30	0.70	0.00	1.00	217.00	217.00
102 : Administrative set-up	0.00	0.00	1.70	0.00	1.70	297.50	175.00
103 : Appointment notification	0.00	0.00	4.40	0.00	4.40	770.00	175.00
104 : Maintenance of records	0.00	0.00	2.00	0.00	2.00	380.00	190.00
112 : Dealing with Existing Advisors	0.00	0.00	1.50	0.00	1.50	277.50	185.00
113 : Dealing with Directors	9.30	0.00	5.80	0.00	15.10	5,178.50	342.95
115 : Insurance	0.00	0.00	0.30	0.00	0.30	52.50	175.00
120 : General Correspondence	0.60	0.00	0.00	0.00	0.60	267.00	445.00
122 : Ptrr Review and Signing	4.40	0.00	0.00	0.00	4.40	1,958.00	445.00
136 : Admin - Month 1 Review	0.00	0.00	2.50	0.00	2.50	437.50	175.00
143 : Admin - Financials - SoA, EoS, I&E	0.00	0.00	0.80	0.00	0.80	140.00	175.00
144 : Admin - Financials - Forecasts & Projections	0.40	0.00	2.40	0.00	2.80	613.00	218.93
146 : Admin - P49 Report	19.20	0.00	3.60	0.00	22.80	9,174.00	402.37
147 : Admin - Administration 6 Month Progress Report	0.00	0.00	0.00	0.00	2.80	1,246.00	445.00
170 : Meeting - Post Mtg Mins/Reports - All Procedures	0.00	0.70	1.30	0.00	2.00	448.00	224.00
171 : Closing - Final Budget	0.00	0.00	0.30	0.00	0.30	67.50	225.00
180 : Bonding - Initial Bond Calculation	0.00	0.00	0.40	0.00	0.40	70.00	175.00
184 : Cashier - Client Account Reconciliations	0.00	0.00	1.20	0.00	1.20	210.00	175.00
186 : Cashier - Receipts	0.00	0.00	0.40	0.00	0.40	70.00	175.00
194 : Pensions - PPF Dealings	0.00	0.00	0.20	0.00	0.20	35.00	175.00
Administration & Planning	36.70	1.00	29.50	0.00	67.20	21,909.00	326.03
600 : Case Specific	0.00	0.00	0.40	0.00	0.40	70.00	175.00
705 : Bridge BR Time 19.07.11 B/F	0.70	0.00	0.00	0.00	0.70	311.50	445.00
Case specific matters	0.70	0.00	0.40	0.00	1.10	381.50	346.82
500 : Creditors	5.10	0.00	6.20	0.00	11.30	3,504.50	310.13
501 : Communication with creditors	0.00	0.50	1.80	0.00	2.30	497.50	216.30
508 : Secured Creditors	16.40	0.00	1.50	0.00	17.90	7,560.50	422.37
516 : Employee - Pref Claims (Wages/Hol)	0.90	0.70	3.20	0.00	4.80	1,181.00	246.04
518 : Claims - RPO	0.00	0.00	0.30	0.00	0.30	52.50	175.00
Creditors	22.40	1.20	13.00	0.00	36.60	12,796.00	349.62
201 : SIP 2 review	0.00	1.00	0.40	0.00	1.40	385.00	275.00
205 : General Investigations	6.00	50.80	1.10	0.00	57.90	15,856.50	273.86
206 : SIP 4/CDDA Review	0.00	1.00	3.60	0.00	4.60	945.00	205.43
207 : CDDA Report	2.60	0.00	0.30	0.00	2.90	1,209.50	417.07
Investigations	8.60	52.80	5.40	0.00	66.80	18,396.00	275.39
300 : Realisation of assets	2.20	3.00	2.80	0.00	8.00	2,434.00	304.25
304 : Sale of business and assets	0.30	0.00	0.00	0.00	0.30	133.50	445.00
Realisations of Assets	2.50	3.00	2.80	0.00	8.30	2,567.50	309.34

Time Entry - Detailed SIP9 Time & Cost Summary

SCHHO001 - Shepherd Cox Hotels Holdings Limited
From: 28/09/2020 To: 27/03/2021
Project Code: POST

Classification of Work Function	Partner	Manager	Other Senior Professionals	Assistants & Support Staff	Total Hours	Time Cost (£)	Average Hourly Rate (£)
Total Hours	70.90	58.00	51.10	0.00	180.00	56,050.00	311.39

Appendix C

Additional Information in Relation to the Administrators' Fees, Expenses & Disbursements

1 Staff Allocation and the Use of Sub-Contractors

- 1.1 The general approach to resourcing Harrison's assignments is to allocate staff with the skills and experience to meet the specific requirements of the case.
- 1.2 The case team will usually consist of a Director, a Manager, and an Administrator or Assistant. The exact constitution of the case team will depend on the anticipated size and complexity of the assignment and the experience requirements of the assignment.
- 1.3 We are not proposing to utilise the services of any sub-contractors in this case.

2 Professional Advisors

- 2.1 In this assignment, we have used the professional advisors listed below. We have also indicated alongside, the basis of Harrison's fee arrangement with them, which is subject to review on a regular basis.

Name of Professional Advisor	Basis of Fee Arrangement
Bishop & Sewell LLP (legal advice)	Time costs and disbursements plus VAT

- 2.2 Harrison's choice was based on our perception of their experience and ability to perform this type of work, the complexity and nature of the assignment and the basis of the fee arrangement with them.

3 Administrators' Expenses & Disbursements

- 3.1 The estimate of expenses (including disbursements) which were anticipated at the outset of the administration was provided to creditors in the Administrators' Report and Proposals, a copy of which is set out below:

Expense	Provider	Basis of fee arrangement	Cost to date £
Legal Fees	Bishop & Sewell LLP	Time costs	2,020
Statutory advertising	London Gazette	Fixed fee	95
Administrators' bond	AUA Risk	Value of assets	23
Document storage	Total Data	Per box stored	200

Current position of Administrators' expenses

- 3.2 An analysis of the expenses paid to the date of this report, together with those incurred but not paid at the date of this report is provided below:

	Paid in the period covered by this report £	Incurred but not paid to date £	Total anticipated cost £
Legal Fees – Bishop & Sewell LLP	Nil	2,020	2,020
Statutory advertising	Nil	95	95
Specific penalty bond	Nil	23	23
Document storage	Nil	200	200

- 3.3 Category 1 disbursements do not require approval by creditors. The type of disbursements that may be charged as a Category 1 disbursement to a case generally comprise of external supplies of incidental services specifically identifiable to the case, such as postage, case advertising, invoiced travel and external printing, room hire and document storage. Also chargeable will be any properly reimbursed expenses incurred by personnel in connection with the case. These disbursements are included in the tables of expenses above.
- 3.4 Category 2 disbursements do require approval from creditors. These are costs which are directly referable to the appointment in question but are not payments which are made to an independent third party and may include shared or allocated costs that can be allocated to the appointment on a proper and reasonable basis such as internal room hire, document storage or business mileage. Details of Category 2 disbursements charged by this firm (where appropriate) were provided in the Administrators' Report and Proposals and approved by creditors. Any Category 2 disbursements incurred are specifically highlighted in the tables of expenses above.

4 Charge-Out Rates

- 4.1 Harrisons Business Recovery & Insolvency (London) Limited's current charge-out rates effective from 1 July 2020 are detailed below. *Please note this firm records its time in minimum units of 6 minutes.*

	2020/2021	2020/2021 [from 1 January 2021]
	£	£
Directors/Appointment Takers	425 – 750	450 - 775
Managers/Associate Directors	250 – 425	275 - 450
Senior Case Supervisors/Assistant Managers	175 – 250	200 - 275
Case Supervisors	125 – 175	150 - 200
Assistants / Administration	100 – 125	100 - 150