In accordance with Rule 18.7 of the Insolvency (England & Wales) Rules 2016 and Sections 92A, 104A and 192 of the Insolvency Act 1986.

LIQ03 Notice of progress report in voluntary winding up





03/01/2020 **COMPANIES HOUSE**

1	Cor	np	any	det	ails	s								
Company number	0 1 4 7 9 8 8 6					→ Filling in this form Please complete in typescript or in								
Company name in full	Ca	Callan Management Organisation Limited						Org			bold black capitals.			
2	Liqu	uic	lato	's n	an	1e								
Full forename(s)	Fra	an	k											
Surname	We	es	sely											
3	Liqu	ıic	lator	's a	dd	res	S							
Building name/number	81	S	tatio	n R	oa	ad			 					
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Country											,			
4	Liqu	ıic	ator	's n	am	ie 0)							
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Surname	Ne	W	ell								another liquidator.			
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Building name/number	81	S	tatio	n R	oa	ıd			 		Other liquidator			
Street	Ма	ırle	ow						 			Use this section to tell us about another liquidator.		
Post town	Bucks													
County/Region														
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LIQ03 Notice of progress report in voluntary winding up

6	Period of progress report
From date	d d d T T T T T T T T T T T T T T T T T
To date	
7	Progress report
	☑ The progress report is attached
8	Sign and date
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Liquidator's signature	X Juen &
Signature date	0 2 0 7 7

LIQ03

Notice of progress report in voluntary winding up

Presenter information	Important 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.	All information on this form will appear on the public record.		
Contact name Kerry Whalley	₩ Where to send		
Company name Quantuma LLP	You may return this form to any Companies House address, however for expediency we advise you to return it to the address below:		
Address 81 Station Road Marlow	The Registrar of Companies, Companies House, Crown Way, Cardiff, Wales, CF14 3UZ. DX 33050 Cardiff.		
Post town Bucks County/Region Postcode S L 7 1 N S			
Country	<i>i</i> Further information		
Telephone 01628 478100	For further information please see the guidance notes on the website at www.gov.uk/companieshouse or email enquiries@companieshouse.gov.uk		
✓ Checklist	This form is available in an		
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.	alternative format. Please visit the forms page on the website at www.gov.uk/companieshouse		

Callan Management Organisation Limited (In Liquidation) Joint Liquidators' Summary of Receipts & Payments

NIL NIL	
NIL NIL	NIL
NIL NIL	
NIL	
	NIL
NJ∟	NIL
1.43	56.53
	5,475.16
	10,000.00
	30,730.69
	30,730.09 NIL
	46,262.38
1.43	40,262.36
NIII	4 500 00
	4,500.00
	NIL
	219.00
	1,250.00
	28,045.00
	45.00
NIL	45.50
NIL	43.53
NIL	75.00
NIL	15.02
NIL	10,016.01
NIL	135.00
NIL	22.00
	150.00
	950.00
	52.51
	(45,563.57)
(000.00)	(10,000.01)
NIII	NIL
	NIL
INIL	IVIL
NIII	NIL
	NIL
	NIL
	NIL
NIL	NIL
	NIL
NIL	NIL
(0.40 ==)	
(948.57)	698.81
	
	491.71
	207.10
	698.81
	NIL 1.43 NIL NIL NIL 1.43 NIL NIL NIL NIL NIL NIL NIL NIL NIL NI





CALLAN MANAGEMENT ORGANISATION LIMITED (IN LIQUIDATION)

THE JOINT LIQUIDATORS' PROGRESS REPORT

2 January 2020

This report has been prepared for the sole purpose of updating the members and creditors 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 and creditors for any purpose other than updating them for information purposes, or by any other person for any purpose whatsoever.

Frank Wessely and Chris Newell of Quantuma LLP, 81 Station Road, Marlow, Bucks, SL7 1NS, were appointed Joint Liquidators of Callan Management Organisation Limited on 11 November 2015.

Frank Wessely is licensed to act as an Insolvency Practitioner by the Institute of Chartered Accountants in England and Wales and Chris Newell is licensed to act as an Insolvency Practitioner by the Insolvency Practitioners Association



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2	THE PROGRESS OF THE LIQUIDATION
3	CREDITORS: CLAIMS AND DISTRIBUTIONS
4	OTHER MATTERS AND INFORMATION TO ASSIST CREDITORS
5	THE JOINT LIQUIDATORS' FEES AND EXPENSES

APPENDICES

Appendix 1	Statutory Information
Appendix 2	The Joint Liquidators' receipts and payments account as at 10 November 2018
Appendix 3	Schedule of Joint Liquidators' time costs
Appendix 4	Detailed narrative list of work undertaken by the Joint Liquidators during the Review Period

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" Frank Wessely and Chris Newell of Quantuma LLP

"the Company" Callan Management Organisation Limited (in Liquidation)
"SIP" Statement of Insolvency Practice (England & Wales)

"Review Period" Period covered by the report from 11 November 2018 to 10 November 2019

1. INTRODUCTION

Introduction

This report has been prepared to provide members and creditors with an update on the progress of the Liquidation of the Company since our last report dated 10 January 2019.

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

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

Details of the appointment of the Joint Liquidators

Frank Wessely and Chris Newell of Quantuma LLP were appointed Joint Liquidators of the Company on 11 November 2015.

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 Review Period.

The rest of this report describes the key developments in the Liquidation over the Review Period.

We have summarised the main asset realisations during the Review Period and 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, with any amount due from HM Revenue and Customs shown separately.

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 insolvent 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 creditors;
- 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

I would refer creditors to my earlier reports for details of asset realisations.

Estimated future realisations

No further realisations are anticipated.

Payments

Payments are shown on the receipts and payments account at Appendix 2 and are self-explanatory.

Costs incurred but remaining unpaid

During the Review Period, the Joint Administrators have incurred time costs and direct expenses, not all of which have yet been discharged. Further details of these costs are set out below.

3. CREDITORS: CLAIMS AND DISTRIBUTIONS

Secured creditors

The Company had granted the following security:

Type of charge	Date created	Beneficiary
Debenture	15 December 2000	HSBC Bank plc

The Company granted a fixed and floating charge to HSBC Bank Plc on 15 December 2000, who was not owed anything on appointment.

Preferential creditors

Preferential claims relating to unpaid holiday pay and wage arrears were estimated at £5,070 in the director's estimated Statement of Affairs. The Joint Liquidators have received claims totalling £3,657 to date.

There are sufficient funds to pay a small dividend to preferential creditors. This dividend will be issued on receipt of the VAT reclaim from HM Revenue & Customs.

Prescribed Part

Under Section 176A of the Insolvency Act 1986, where after 15 September 2003 a company has granted to a creditor a floating charge, a proportion of the net property of the company must be made available purely for the unsecured creditors. This equates to:

- 50% of net property up to £10,000,
- Plus, 20% of net property in excess of £10,000.



Subject to a maximum of £600,000.

As advised above, the Company granted a floating charge to HSBC Bank plc ("HSBC") on 15 December 2000. As there are no sums due to HSBC under their floating charge the prescribed part provisions will not apply.

Unsecured creditors

Unsecured claims were estimated at £2,814,961 in the director's estimated Statement of Affairs and, to date, 11 claims have been received totalling £3,093,197.

There are insufficient asset realisations to pay a dividend to unsecured creditors.

EU Regulations (Whether Proceedings Are Main Proceedings or Territorial)

The Company's centre of main interest was in the UK as their registered office address was Ivy Dene, 43 Mill Way, Grantchester, Cambridge CB3 9ND and their trading address was 133-135 Oxford Street, London, W1D 2HY and therefore it is considered that the EU Regulations apply. These proceedings are main proceedings as defined in the EU Regulation.

Further Information

Please 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/.

Information about this insolvency process may be found on the R3 website here http://www.creditorinsolvencyguide co uk/>.

General Data Protection Regulation

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-notices/.

5. THE JOINT LIQUIDATORS' REMUNERATION AND EXPENSES

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

Pre-Appointment Costs

A fixed fee of £5,000 was agreed and paid by the Company prior to the Section 98 meeting of creditors.



Joint Liquidators' Remuneration

The basis of the Joint Liquidators' fees for the first 12 months of the liquidation were fixed on 24 December 2015 by postal resolutions considered and approved by creditors as follows:

 The Joint Liquidators time costs for the first 12 months of the case will not exceed £18,045.00 plus VAT

Further fees in excess of the fees estimate were approved by reason of postal resolutions considered and approved by creditors on 3 February 2017 as follows.

- 1. That the Joint Liquidators' fees for undertaking any work that becomes necessary in respect of general administration, asset realisations and payment of a dividend to preferential creditors during the period 11 November 2016 to 10 November 2017, will be charged at a fixed fee of £10,000 plus VAT
- 2 That the Joint Liquidators' fees for undertaking any work that becomes necessary in respect of declaring a dividend to unsecured creditors during the period 11 November 2016 to 10 November 2017, will be charged as a fixed fee of £3,500 plus VAT.
- 3 That the Joint Liquidators be permitted to recover Category 2 Disbursements plus VAT, as defined in the Schedule of Current Charge Out Rates and Chargeable Disbursements provided to Creditors

In accordance with these resolutions, fees totalling £28,045 plus VAT have been drawn to date.

We believe this case generally to be of average complexity and no extraordinary responsibility has to date fallen upon us as Joint Liquidators.

Comparison of estimates

The Joint Liquidators' time costs incurred for the first 12 months of the liquidation (whether or not they have been charged to the Liquidation estate) have been compared with the fees estimate and the actual time costs incurred in my progress report dated 9 January 2017.

My fees for the review period were based on a fixed fee agreed by creditors on 3 February 2017. For that reason there is no comparison of estimates for the Review Period

A detailed narrative list of the work undertaken during the Review Period is provided at Appendix 4.

The expenses incurred to date are compared with the original expenses estimate as follows.

Expenses	Original expenses estimate £	Actual expenses incurred in the Review Period	Actual expenses incurred to date £	Reason for any excess (if the expenses are likely to, or have, exceeded the original estimate)
Category 1 expenses:				
Legal costs – Validity of Charge and Rent Deposit	Nil	Nil	1,250.00	Requirement to instruct was not anticipated at the time of the original fee estimate



Expenses	Original expenses estimate	Actual expenses incurred in the Review Period	Actual expenses incurred to date	Reason for any excess (if the expenses are likely to, or have, exceeded the original estimate)	
Agents' and valuers' costs			Requirement to instruct was not anticipated at the time of the original fee estimate		
Accounting fees	Nil	Nil	4,500.00	Requirement to instruct was n anticipated at the time of the origin fee estimate	
Advertising	150 00	Nil	150.00		
Insurance	Nil	Nil	219.00	Property insurance required until lease disclaimed	
Postage	Nil	Nıl	43.53	Listed in estimate as 'other'	
Bonding	135.00	Nil	135.00		
Mail redirection	160.00	Nil	Nil		
Payroll fee	Nil	Nil	45 00	Required for P45's to be prepared for employees	
Storage costs	Nil	950.00	950.00		
Other Category 1 expenses	150.00	Nil	Nil		
Category 2 expenses:	50.00	Nil	Nil		
Travel Costs		Nil	52.51		
Stationery		Nil	27 46		
Photocopying		Nil	45.50		
TOTAL	645.00	950.00	18,234.01		

The bases on which the expenses defined as Category 2 disbursements are calculated are explained in Quantuma LLP's current schedule of charge-out rates and chargeable disbursements referred to above. Creditors approved the payment of Category 2 disbursements on these bases on 24 December 2015 and 9 January 2017.

Having regard for the costs that are likely to be incurred in bringing this Liquidation to a close, the Joint Liquidators consider that.

- the original fees estimate has been exceeded; and
- the original expenses estimate has been exceeded.

The main reason why the fees estimate has been exceeded is due in the most part to the additional time spent on the necessary negotiations with the landlord. However, given the limited realisations in this case to date, the Joint Liquidators do not propose to draw fees in excess of the fees estimate at present. The Joint Liquidators will review the position as regards fees should the situation change.



Other professional costs

Solicitors

As previously advised, Freeths Solicitors were instructed by the Joint Liquidators to advise on appropriate legal matters, specifically the debenture and rent deposit deed. Their costs have been agreed on the basis of their standard hourly charge out rates, plus disbursements and VAT. No time costs have been incurred for the Review Period. The Solicitors' total time costs from the date of appointment amount to £1,250 and they have been paid in full.

Agents & Valuers

SIA Group Limited were instructed as agents and valuers in relation to the physical assets and the leasehold properties of both this Company and Callan School London. No fees have been incurred or payments made in relation to this instruction.

CBRE Limited were instructed to assist in negotiations with the landlord concerning the dilapidations claim. Their fee has been agreed at £10,000 plus disbursements plus VAT. This has been paid in full.

Accountants

The Paris Partnership was instructed to assist in matters related to the Company obligations due under its leasehold commitments, including assisting in the negotiated settlement of liabilities due to the landlords. Total costs from the date of appointment amount to £6,250 plus VAT and to date £4,500 plus VAT has been paid

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

Creditors' right to request information

Any secured creditor, or unsecured creditor with the support of at least 5% in value of the unsecured creditors or with permission of the Court, may request in writing the Joint Liquidators to provide additional information regarding remuneration or expenses to that already supplied within this report. Such requests must be made within 21 days of receipt of this report.

Creditors' right to challenge remuneration and/or expenses

Any secured creditor, or unsecured creditor with the support of at least 10% in value of the unsecured creditors or with permission of the Court, may apply to the Court for one or more orders, reducing the amount or the basis of remuneration which the Joint Liquidators are entitled to charge or otherwise challenging some or all of the expenses incurred.

Such applications must be made within 8 weeks of receipt by the applicant(s) of the progress report detailing the remuneration and/or expenses being complained of.

Please note that such challenges may not disturb remuneration or expenses disclosed in prior progress reports.

Future of the Liquidation

Once the dividend to preferential creditors has been paid, the Joint Liquidators will seek their release from office by issuing their final account to members and creditors.



Should you have any queries in regard to any of the above please do not hesitate to contact Kerry Whalley on 01628 478100 or by e-mail at kerry.whalley@quantuma.com

Frank Wessely Joint Liquidator

APPENDIX 1

CALLAN MANAGEMENT ORGANISATION LIMITED (IN LIQUIDATION)

STATUTORY INFORMATION

Company Name	Callan Management Organisation Limited
Trading Address	133-135 Oxford Street, London, W1D 2HY
Proceedings	In Liquidation
Date of Appointment	11 November 2015
Joint Liquidators	Frank Wessely Chris Newell Quantuma LLP 81 Station Road, Marlow, Bucks, SL7 1NS
Registered office Address	c/o Quantuma LLP 81 Station Road, Marlow, Bucks, SL7 1NS
Company Number	01479886
Incorporation Date	18 February 1980

APPENDIX 2

CALLAN MANAGEMENT ORGANISATION LIMITED (IN LIQUIDATION)

THE JOINT LIQUIDATORS' RECEIPTS AND PAYMENTS ACCOUNT AS AT 10 NOVEMBER 2019

Callan Management Organisation Limited (In Liquidation) Joint Liquidators' Summary of Receipts and Payments

RECEIPTS	Statement of Affairs (£)	From 11/11/2015 To 10/11/2018 (£)	From 11/11/2018 To 10/11/2019 (£)	Total
	ζ-,	, -,	, , , , , , , , , , , , , , , , , , ,	, -,
Rent Bond	286,126.00	0.00	0.00	0 00
Short Leasehold	NIL	0.00	0.00	0 00
Inter Company Loans (CSL)	NIL	10,000.00	0.00	10,000.00
Rates Refund		30,730.69	0.00	30,730.69
Cash at Bank	6,809.00	5,475.16	0.00	5,475.16
Bank Interest Gross		55.10	1.43	56.53
		46,260.95	1.43	46,262.38
PAYMENTS				
Landlord	(2,949,020.00)	0 00	0.00	0.00
Specific Bond	(=1+ 1-1+-+1++)	135.00	0.00	135.00
Office Holders Fees		28,045.00	0.00	28,045.00
Accountancy Fee		4,500.00	0.00	4,500.00
Property Agents Fee & Disbs		10,016.01	0.00	10,016.01
Legal Fees (1)		1,250.00	0.00	1,250.00
Payroll Fee		45.00	0.00	45.00
Photocopying		45.50	0.00	45 50
Postage		43.53	0.00	43 53
Travel Costs		52.51	0.00	52.51
Storage Costs		0.00	950.00	950.00
Stationery		22 00	0.00	22.00
Statutory Advertising		150 00	0.00	150 00
Insurance of Assets		219 00	0.00	219 00
Pre app Travel		15.02	0.00	15.02
Pre app Advertising		75.00	0.00	75.00
Employee Arrears/Hol Pay	(5,070.00)	0.00	0.00	0.00
Trade & Expense Creditors	(90,024.00)	0.00	0.00	0.00
Employee Arrears, Notice & Redundancy	(26,253 00)	0 00	0 00	0.00
Inter Company Loans (CEG)	(33,790 00)	0.00	0.00	0.00
HMRC	(2,000 00)	0.00	0.00	0.00
Ordinary Shareholders	(20,000.00)	0.00	0.00	0.00
		44,613.57	950.00	45,563.57
Net Receipts/(Payments)		1,647.38	(948.57)	698.81
	(20,000.00)	44,613.57	950.00	45,563.57
Bank 1 Current		1,630.28	(1,138.57)	491.71
VAT Receivable / (Payable)		17.10	190.00	207.10
		1,647.38	(948.57)	698.81

CALLAN MANAGEMENT ORGANISATION LIMITED (IN LIQUIDATION)

SCHEDULE OF THE JOINT LIQUIDATORS' TIME COSTS DURING THE REVIEW PERIOD AND THE WHOLE PERIOD OF THE LIQUIDATION

Time Entry - SIP9 Time & Cost Summary

6000850 - Callan Management Organisation Limited Project Code POST From 11/11/2018 To 10/11/2019

Classification of Work Function	Partner	Manager	Other Senior Professionals	Assistants & Support Staff	Total Hours	Time Cost (£)	Average Hourly Rate (£)
Admin & Pianning	0.92	150	2 80	3.20	8 42	1,56195	185 50
Case Specific Matters	000	000	000	000	00 0	00 0	00 0
Cashiering	000	00 0	000	2 10	2 10	278 50	132 62
Closing Procedures	000	00 0	000	0000	000	00 0	00 0
Creditors	000	1 00	0.40	2 15	3.85	597 50	155 19
Investigations	0000	00 0	000	0000	000	000	00 0
Pre Appointment	000	00 0	000	00 0	000	00 0	0000
Realisation of Assets	000	0000	000	00 0	000	000	00 0
Trading	00 0	00 0	00 0	00 0	00 0	000	00 0
Total Hours	0.92	2.50	3.50	7.45	14.37	2,437.95	169.66
Total Fees Claimed						0.00	

Time Entry - SIP9 Time & Cost Summary

6000850 - Callan Management Organisation Limited Project Code POST To 10/11/2019

Classification of Work Function	Partner	Мападег	Other Senior Professionals	Assistants & Support Staff	Total Hours	Time Cost (£)	Average Hourly Rate (£)
	ć	ŗ	;	;	!		ļ
Admin & Planning	2/8	// 8L	41 05	39.20	107 74	18,375.20	1/055
Case Specific Matters	00 0	00 0	000	000	000	000	0000
Cashiering	0 40	030	1 40	17.45	19 55	2,647 25	135 41
Closing Procedures	000	000	00 0	000	00 0	00 0	0000
Creditors	5 10	12 00	22 70	4 35	44 15	8,975 00	203 28
Investigations	0.50	110	18 70	00 0	20 30	3,502 50	172 54
Pre Appointment	000	800	00 0	00 0	00 0	000	0000
Realisation of Assets	2 95	15 70	8 30	0000	26 95	6,232 50	231 26
Trading	00 0	000	00 0	00 0	00 0	000	00 0
Total Hours	17 67	47 87	92.15	61.00	218.69	39,732.45	181.68
Total Fees Clarmed						28,045.00	

CALLAN MANAGEMENT ORGANISATION LIMITED (IN LIQUIDATION)

DETAILED NARRATIVE LIST OF WORK UNDERTAKEN BY THE JOINT LIQUIDATORS DURING THE REVIEW PERIOD

ADMINISTRATION & PLANNING Maintaining electronic case files and electronic case defails on (PS. General Administration Dealing with all routine correspondence and emails relating to the case.	Includes
Case strategy & completing file reviews at C month integrals V. Commission for company and restricts.	Discussions regarding strategies to be pursued Meetings with team members and independent advisers to consider practical, technical and legal aspects of the case Periodic file reviews Periodic reviews of the application of ethical, anti-money laundering and anti-bribery safeguards Maintenance of statutory and case progression task lists/diaries Updating checklists Preparation and filing of VAT Returns Preparation and filing of Corporation Tax Returns
PA Telephone (Access Reports) Atministration (Access Reports)	Corresponding with the PPF and the Pensions Regulator Preparing, circulating and filing progress reports
CASHERING Maintaining and managing the Office Flotders' cashbook and bank account.	Preparing correspondence opening and closing accounts Requesting bank statements Correspondence with bank regarding specific transfers Maintenance of the estate cash book
Dealing with cheque requisitions Dealing with deposit forms	Issuing cheques/BACS payments as appropriate Banking remittances as appropriate
Bank Reconciliations	
Preparing & Filing statutory Receipts & Payments accounts	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.

	Charge out fates
Partners	345.00 - 525.00
Senior Manager	265.00 – 395.00
Manager	210.00 - 295.00
Assistant Manager	195.00 – 280.00
Senior Administrator	185.00 - 270.00
Administrator	160.00 - 185.00
Assistant Administrator	105.00
Case Accountant	135.00