In accordance with Rule 3.35 of the Insolvency (England & Wales) Rules 2016 & Paragraph 49(4) of Schedule B1 to the Insolvency Act 1986

AM03 Notice of administrator's proposals



A6KD3FKW

#125

A10 01/12/2017
COMPANIES HOUSE

Company details → Filling in this form Company number 3 7 5 8 4 4 Please complete in typescript or in bold black capitals. Company name in full H C S Drain Services Limited Administrator's name Full forename(s) Christopher Surname Petts 3 Administrator's address Building name/number Grant Thornton UK LLP Street Rotterdam House 116 Quayside Post town Newcastle upon Tyne County/Region Postcode Ν Ε 3 D Υ Country Administrator's name o O Other administrator Full forename(s) David Use this section to tell us about Surname another administrator, Dunckley Administrator's address @ Building name/number Other administrator Grant Thornton UK LLP Use this section to tell us about Street another administrator. 30 Finsbury Square Post town London County/Region Postcode lΕ C 2 P Y U Country

Notice of Ac	lministrator's Proposals		
6	Statement of proposals		
	l attach a copy of the statement of proposals		
7	Sign and date		
Administrator's Signature	Signature CAWAZ,	×	
Signature date	26 11 2017		
······			

AM03

Notice of Administrator's Proposals

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
Company name Grant Thornton UK LLP
Address Rotterdam House
116 Quayside
Post town Newcastle upon Tyne
County/Region
Postcode N E 1 3 D Y
Country
DX
Telephone

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 and dated 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



Our Ref CJP/ZLC/BLA/EZF/H30201806/7

To the creditors

Recovery and Reorganisation

Grant Thornton UK LLP 4 Hardman Square Spinningfields Manchester M3 3EB

T +44 (0)161 953 6900 F +44 (0)161 953 6317 grantthomton.co.uk

30 November 2017

Dear Sirs

H C S Drain Services Limited - In Administration (the Company) High Court of Justice, Business and Property Court No 897 of 2017

1 Introduction

- 1.1 I was appointed as Joint Administrator of the Company with David Dunckley by the directors on 9 October 2017. We are both authorised by the Insolvency Practitioners Association to act as insolvency practitioners and are bound by the Insolvency Code of Ethics when carrying out all professional work relating to an insolvency appointment.
- 1.2 Following on from our appointment, we are submitting our proposals pursuant to paragraph 49(1) of Schedule B1 to the Insolvency Act 1986 for achieving the objectives of the Administration.
- 1.3 This report contains the information required by rule 3.35 of the Insolvency (England and Wales) Rules 2016.
- 1.4 In accordance with paragraph 100(2) of Schedule B1 to the Insolvency Act 1986, the functions of the Administrators are to be exercised by either or both of them.

2 Statutory information

2.1 The Company's statutory details are as follows:

Registered number 04758344

Date of incorporation 09/05/2003

Issued share capital 10

Shareholder Owen Pugh Holdings Limited

Directors Shareholding

Robin Armstrong Nil John Dickson Nil Alan Park Nil

Secretary Shareholding

Katherine Applegarth Nil

2.2 The Administration constitutes "main proceedings" under the EU Regulation on Insolvency Proceedings (article 3(1)) as the Company's registered office is and always has been in England and its management and principal trading activities are conducted in the United Kingdom.

3 Background to Administrators' appointment

3.1 The Company is part of a wider group of companies consisting of:

Owen Pugh Holdings Limited (the parent);

Owen Pugh & Company Limited

Owen Pugh Civil Engineering Limited;

Owen Pugh Aggregates Limited;

Owen Pugh Contracts Limited;

Owen Pugh Properties Limited; and

H C S Drain Services Limited (together the Group)

- 3.2 The Group is a long established contractor, providing a range of vertically integrated services to the construction sector, including civil engineering, earth moving, ground works, and drain services, in addition to being the owner and operator of Marsden Quarry & landfill site.
- 3.3 The Company employed 29 staff. A total of 289 people were directly employed across the Group, plus additional agency labour.
- 3.4 The Group had been suffering from working capital pressure and cash flow constraints in recent years and Grant Thornton UK LLP (the firm) was first engaged by Owen Pugh Holdings Limited (Holdings), the Company's parent, on 14 September 2015 to undertake a covenant and cash flow review in respect of the Group. The firm was subsequently engaged to undertake a follow-up assignment in January 2016.
- 3.5 The firm was then re-engaged in April 2017 to further review the financial position of the Group and provide advice to the senior secured lender, HSBC Bank plc (the Bank).
- 3.6 Whilst the Company did transact with external parties, its main source of trade was from within the Group. The fortunes of each member of the Group were linked through intra-Group trade and subcontracting, in order to deliver Group's projects.
- 3.7 It is, therefore, necessary to understand the position of the Group as a whole to understand why the Company entered Administration.
- 3.8 There is no single project or event that can be highlighted as leading to the failure of the Company and the Group, but, as larger and more complex civil engineering projects were undertaken, which was the Group's strategy, the level of working capital required to continue trading increased, particularly as the Group encountered problems in recovering payment from customers for work performed, which was often disputed by the end customer.

- 3.9 In April 2017, there was a request of the Bank for additional Group funding. The Bank agreed to provide additional funding to the Group, but it was conditional on the Group taking steps to improve its financial performance and seeking the support of other stakeholders to effect change.
- 3.10 All members of the Group are members of a VAT group, meaning that each Group member is jointly and severally liable for the VAT liabilities of the Group.
- 3.11 In May 2017, the Group sought a Time To Pay (TTP) arrangement from HM Revenue & Customs in the sum of £1 million, covering a range of Group VAT and payroll liabilities. The TTP request was granted against the backdrop of the Group looking to effect a turnaround and the additional lending that had been provided by the Bank.
- 3.12 Despite the significant levels of support from key stakeholders, the Group was unable to effect the necessary changes quickly enough and a further cash requirement arose by the end of June 2017.
- 3.13 As the Bank and HM Revenue and Customs had provided significant additional financial support in April and May 2017, it fell to the shareholders of the Group to provide additional support, beyond that already received. The shareholders were unable to provide the necessary additional financial support to the Group.
- 3.14 Alternative solutions were therefore explored, including an additional equity investment, or a sale of the business. The shares in Holdings were sold at the end of July 2017 to Red Poll Holdings Limited, a company owned by Merino Industries Ltd (Merino).
- 3.15 Merino provided a £1 million loan to the Group in order to provide additional working capital and sought to provide a stable platform on which to effect the necessary change within the Group.
- 3.16 Despite the support of the Bank, Merino, and the Time To Pay arrangement with HM Revenue and Customs, the Group remained in a highly distressed state.
- 3.17 During August and September 2017, the new owners of the Group looked to effect an operational restructure to support its turnaround strategy.
- 3.18 Meanwhile, the Group was engaged in a number of adjudications in which it was seeking recourse for amounts it felt were due from customers under a number of contracts. Despite significant resources and costs being incurred in preparing the adjudications, the ultimate adjudication rewards were significantly below management's expectations and provided no solution to the mounting cash challenges within the Group.
- 3.19 On 2 October 2017, the Directors and shareholders of the Group presented the Group-wide restructuring plan to the Bank. The plan required significant funding to implement, estimated at at least £1 million, which was requested of the Bank.

- 3.20 Whilst the Bank considered the request in detail, during the week commencing 2 October 2017, winding up petitions were presented in court against Owen Pugh Civil Engineering Limited and Owen Pugh Contracts Limited. In addition, agency labour and hired plant had been withdrawn, resulting in certain works being at a standstill and the erosion of customer goodwill.
- 3.21 Given the high degree of uncertainty in the Group's ability to successfully deliver the restructuring plan and the trading funding required, the Bank was unable to agree to provide the additional lending being requested.
- 3.22 Having considered all the options, the directors concluded that the best route for the Company was for it to be placed into Administration and subsequently, on 9 October 2017 made the direct appointment of Administrators in accordance with paragraph 22 of Schedule B1 to the Insolvency Act 1986.
- 3.23 The objective of an Administration is to rescue the Company as a going concern, or to achieve a better result for the Company's creditors as a whole than would be likely if the Company were wound up, or, if neither of these is reasonably practicable, to realise property in order to make a distribution to one or more secured or preferential creditors.

4 Assets and liabilities

- 4.1 The directors have prepared a statement of affairs of the Company, which is attached at Appendix A. Please note that asset valuations are the directors' estimates only and may or may not reflect the ultimate realisable value of the assets. The property valuations are estimates and are not meant as a guide price.
- 4.2 The floating charge debt is cross-guaranteed by each of the Group companies. Therefore the amount shown in the statement of affairs is the total Group debt, for which the Company is jointly and severally liable.

5 Conduct of the Administration Trading and financing of the Administration

- 5.1 Upon our appointment, we considered the option of trading the Company and the financing of the Administration. The Administrators spoke to the Company's largest customers in the hope of gaining sufficient support to approach the Bank for funding. It quickly became clear that this was not straight forward for several reasons. Firstly, the customers were not particularly supportive, citing numerous problems including a lack of supervision and poor quality of work in the pre-Administration period. In addition, ongoing contracts had been terminated by the Company's insolvency and would have to be renegotiated by the Administrators. The Administrators were not in a position to commit to completing long term contracts.
- 5.2 It appeared that a number of the Group's largest customers were anticipating the Group's failure and already had alternative suppliers in place.

- 5.3 The Company was heavily reliant on other Group companies, in particular Owen Pugh Civil Engineering Limited (OPCEL), as a source of work. All the OPCEL construction contracts had insolvency clauses, meaning that long term contracts would need to be renegotiated with customers. This exercise would have been highly challenging given the number of issues raised over the quality of the work being carried out on sites and the time available.
- 5.4 In addition, there were a number of other legal and logistical challenges to overcome, such as the need to obtain an Operator's Licence to allow earth moving vehicles to operate as normal and securing adequate insurance to allow the Administrators to continue to operate the quarry.
- 5.5 Funding of the Administration was also a significant issue, as any continuation of trade would have required significant and immediate funding, which was not available to the Administrators, other than through the Administrators seeking to borrow funds from the Bank. Arrears of wages for staff would have also have needed to have been paid to ensure continued support from the employees.
- 5.6 After considering all of the above, the Administrators concluded that it was not in the creditors' interests to continue to trade the Company.
- 5.7 In this Administration, the rescue of the Company as a going concern is not an appropriate strategy because the Company was unable to continue to trade post appointment. This decision was made based on the reasons cited above, and having taken into account the significant element of risk that existed in the Administrators borrowing funds to trade with. The decision was therefore made to cease trading on the afternoon of the date of appointment, with the loss of 29 of jobs.
- 5.8 Following the unfortunate, but necessary, decision not to trade, our first priority was to secure, as far as possible, the assets of the company as follows:
 - A small number of the Group's employees were retained by the Administrators to assist in locating plant and machinery. Once located it was repatriated to the Group's head office in Dudley
 - The debtors ledger was reconciled and the Group credit controller was retained to effect an orderly collection of book debts, providing the necessary backing documentation to maximise recovery rates
- 5.9 We instructed plant agents, Hilco Valuation Services Europe, to realise the Company's plant and machinery assets. All plant and machinery has been entered into an online auction with bidding ending on 28 November 2017. I am aware that there has been significant interest so far,
- 5.10 Our receipts and payments account covering the period from 9 October 2017 to 30 November 2017 is attached at Appendix B.

6 Proposals for achieving the objective of the administration

- 6.1 The Administrators will pursue the objective of realising assets for the benefit of preferential and secured creditors. The rescue of the Company cannot be achieved because the Company was unable to continue to trade post appointment (for reasons explained above). A better result for the Company's creditors as a whole than would be likely if the Company were wound up cannot be achieved as the realisable value of the Company's assets is not expected to be sufficient to permit payment in full of the preferential and secured creditors
- 6.2 It is proposed that the Administration will end by the Administrators filing a notice to dissolve the Company, or if more time is needed to complete realisations or distributions after any extension of the Administration, the Administrators may present a petition to wind up the Company and then seek their appointment as Liquidators.

7 Agents and outsourcing

- 7.1 We instructed ERA Solutions Limited to assist with the management of the employees rights and their claims. Their costs are included within professionals fees in the receipts and payments account at Appendix B.
- 7.2 As mentioned above, we have instructed Hilco Valuation Services Europe to assist with the disposal of the plant and machinery. All assets are to be disposed of via an online auction, with a buyer's premium being charged to minimise the costs to the Administration estate. All items have been presented for sale at the former Owen Pugh head office in Dudley to minimise external storage costs and allowed three viewing days to occur prior to the auction.
- 7.3 DLA Piper UK LLP has been instructed to act as legal advisors in regards to the Administration.

8 Administrators' remuneration and disbursements

- 8.1 The basis of the Administrators' remuneration is to be fixed by the creditors. If a creditors committee is appointed, then this is a matter for the committee. If no committee is appointed, then as we are of the opinion that the Company has insufficient property to enable any distribution to be made to unsecured creditors other than by virtue of section 176A of the Insolvency Act 1986, approval will be obtained from the secured and preferential creditors.
- 8.2 Pre-Administration costs unpaid at the date of appointment of the Administrators may also be approved as above under rule 3.52 to rank as an expense of the Administration. Approval of the statement of proposals does not constitute approval either of the Administrators' remuneration or of unpaid pre-Administration costs.
- 8.3 In the period immediately prior to the appointment, my firm held meetings to consider the logistical arrangements following appointment. The Company instructed DLA Piper UK LLP to draft the legal documents to place the Group into Administration.
- 8.4 Solicitors costs incurred for the pre-Administration work amount to £2,272 and this has yet to be paid as an expense of the Administration

- 8.5 My firm has not charged any of its time or expenses incurred in the period immediately prior to appointment and we are not seeking to recover these costs.
- 8.6 The Administrators will charge out of pocket expenses at cost, subject to creditor approval. Mileage is charged at 45p a mile. VAT is added to disbursement charges as necessary.
- 8.7 The Administrators' remuneration and disbursements are paid from funds held in the Administration in priority to the claims of creditors.
- 8.8 Time costs to date amount to £30,477. An analysis of time in accordance with Statement of Insolvency Practice 9 is attached at Appendix C. Prior to seeking approval of the basis of remuneration, a detailed fees estimate will be provided.

9 Decision of creditors

- 9.1 A decision of the creditors is not required because, in accordance with paragraph 52(1) of Schedule B1 to the Insolvency Act 1986, we are of the opinion that the company has insufficient property to enable a distribution to be made to unsecured creditors, other than by virtue of section 176A of the Insolvency Act 1986
- 9.2 The proposals contained in this statement will be deemed to have been approved by the creditors unless, within eight business days of this statement being sent out, creditors whose debts amount to at least 10% by value of the total debts of the Company request that the Administrators seek a decision from the creditors as to whether they approve the proposals.
- 9.3 Background information regarding the fees of Administrators can be found at https://www.r3.org.uk/media/documents/publications/professional/Guide to Administrators fees April 2017.pdf. Alternatively, we will supply this information by post on request free of charge.

Yours faithfully for and on behalf of H C S Drain Services Limited

Christopher Petts Joint Administrator

The affairs, business and property of H C S Drain Services Limited are being managed by Christopher Petts and David Dunckley, appointed as Joint Administrators on 9 October 2017.

A H C S Drain Services Limited - in Administration Estimated statement of affairs as at 9 October 2017

Statement of Affairs

Statement as to affairs of

HCS Drain Services Limited
On the 9 October 2017, the date of the Joint Administrators' appointment

Statement	of	Truth	

I believe that the facts stated in this statement of the affairs are true

Full name: Alan Park

Signed Search

Dated: 30 November 2017

Assets		
A C. I.I.	Book Value	Estimated to Realise
Assets subject to fixed charge:	£	£
Assets subject to floating charge: Fixtures and fittings	5,155	0
Motors	53,032	83,250
Plant and machinery Total	848,396 906,583	65,500 148,750
UK debtors	203,310	67,750
	ļ	
Estimated total assets available for preferential creditors	1,109,893	216,500

Signature Date: 30 November 2017

A1 – Summary of Liabilities

As per Schedule L			Estimated to realise
			£
Estimated total assets available for preferential creditors (carried from page A)	I	£	216,500
Liabilities Preferential creditors:-		£	(14,500)
Estimated deficiency/surplus as regards preferential creditors	L	£	202,000
Estimated prescribed part of net property where applicable (to carry forward)	£		(43,400)
Estimated total assets available for floating charge holders		£	158,600
Debts secured by floating charges	£		(6,659,245)
Estimated deficiency/surplus of assets after floating charges]	£	(6,500,645)
Estimated prescribed part of net property where applicable (brought down) £	:		43,400
Total assets available to unsecured creditors	1	£	43,400
Unsecured non-preferential claims (excluding any shortfall to floating charge \pounds holders)	:		(64,527)
Estimated deficiency/surplus as regards non-preferential creditors (excluding any shortfall to floating charge holders)	ı	£	(21,127)
Shortfall to floating charge holders (brought down)	£		(6,500,645)
Estimated deficiency/surplus as regards creditors		£	(6,521,772)
Issued and called up capital	£	į	100
Estimated total deficiency/surplus as regards members		£	(6,521,672)

30

November

2017

Date:

Signature

COMPANY CREDITORS

Name of preditte								
	Address I	Address 2	Address 3	Address 4	debt (£)	Security held by creditor		
HSBCBank plc	8 Canada Square	London	E14 51-10		5,659,245	Fixed and floating debenture	July 2010 & July 2015	
Menno Industries LTD (As Searmy Agent)	Golden Cross House	8 Duncannon Street	London	WC2N 4JF	1,000,000	1,000,000 Fixed and floating debenture]ul-17
Admec Municipal Services Ltd	Rowletch Burn Industrial Estate	Station Lane	Birthy	Co Durham DHZ 1AI	4.913	•		1
Aguam Water Services Limited		20 Bailey Lane	Manchester	M90 4AW	908	•		
Buzz Networks Limited	Orea Chensey	120 Bridge Road	Operatory	Surey KT16 8LA	-		:	
Camera Technology North West Limited	Unit 121 Red South dustrial Estate Longridge Road	E Longridge Road	Preston	Lance PR2 5LX	14.087			
Civil Engineering Training Group NE	Fenham Hall Studios	Fenham Hall Drive	Newseth mon Type	NE4 9YH	6%			
Gensing Servic Group Limited	Livernool Road	Cadishead	Manchester	M44 5DT	7076	,		
Center Service Limited	Unit 6 Gradus Yard	Throskev	Newseth Unon Type	NE 15 9P P	780			
Construction Skills	Birdam Newton	Kines Lynn	Norfolk PF31 6RH	~	Q.			
Dasy Communications Limited	Daisy House	Lindred Road Business Park	Nelson	Lancashire MK 41 7PH				
Design and Management Systems Limited	Tiehwood	ľ	Famingham	Kent DA4 0EB	2.304			
Runnem Ltd t/a Dyno Rod	5 Rosse Close	Parsons	Washington	Two & Wear NE 37 1ET	4.636	•		
The Station Limited T/A ESS Safeforce	Fields Farm Road	Long Eaton	Normehamoshire	NG10 3FZ	8	•		
European Waste Solutions Ltd	42-44 Derby Road	Tiverpool	1.20 1.A.B	and the state of t	102			
Fuel Card Services Limited	Alexandra House	Lawnswood Business Park	I mg	LS16.60Y	2,201	•		
Close Creative Marketing I in ted	7 Hearieda Dase	Classes	Distant	DHILL	77	:	-	
	Treatment into	The state of the s	T.	NE 1 OCD	8 :			
Creenbarn	- [I yne and Wear	Zell Se			:	
Derwentdale Eng. Limited IVA Hart Engineering	7	-74	Durham	DF2 2RG	13			
Fire Station Limited	Fields Farm Road	Long Eaton	Nottingham	NG10 3FZ	35.	•		
Inegrafiez Limited	Unit 9, Trident Business Centre	Startforth Road	Riverside Park	Middlesbrough TS2 1PY	1,71,			
Lookers Leasing Ltd	Lookers House, Cardale Park	Beckwith I lead Road	1 Ismogate	North Yorkshire HG3 1RY	610			
Lord Technical Limited	Deptford Road	Gateshead	Tyne and Wear NE 8 3AZ		1,069			
Maxim Facilities Management Ltd	60 - 62 Wearfield	Sunderland	SR5 2TA		196			
Mines Resaue Services	Leeming Lane South	Mansfield Woodhouse, Mansfield	7	Notting harms hire NG19 9AO	1.592			
N1 Jerting Systems Limited	Unit 13 Cathedral Park	Belmont Industrial Estate		County Durham DH1 1TF	4.798		-	
Northumbrian Waer Limited	Business Income Group	PO Box 400	County Durham	DH1 9WF	424	•		
Owen Pugh Aggregates Limited	Dudley	Cramlington	Nonhumberland	NE23 77R	, 011		-	
Owen Pugh & Co Limited	Camlington Road	Dudley	Camlington	Northumberland NE23 7PR	12,994		:	
Owen Pugh Training School	Camlington Road	Dudley	Camington	Northumberland NE23 7PR	. 60			
Roadsafe Corporate Group Limited	Railsafe House	Whiteley Road	Baydon	Tyne & Wear NE21 5NJ	2,703	•		
RS Industrial Services (Cleveland) Limited	2 Cassel Count	Haverton Hill Road	Billingham	TS23 1RB	1,357		!	
RS Industrial Services (Tyne & Wear) Limited	190 Kings way South	Team Valley Trading Estate	Gateshead	Tyne & Wear NE 11 0SH	130			
Seaton Spring Limited	The Waterworks	Seaton	Seaham	County Durham	137			
SUEZ Recyding & Recovery UK Ltd	301-303 Parkway	Work	Weston Super Mare	BS22 6WA	46			•
David Sneap Motor Body Repairers Limited	Algemon Industrial Estate	Shiremoor	Tyne & Wear NE27 ONB		09			
Jetchem Systems Limited T/A Superjet	Unit A11 Cuba Industrial Estate	Stubbins	Ramsbottom	Lanchashire BLO ONE	1,392			
Andrews Sykes Hire Limited	Customer Accounts Dept	Premier Flouse	Darlington Street	Wolverhampton WV1 4JJ	59	•		
Anne Thomas Workwear Ltd	180 Park View	Whitley Bay	Tyne and Wear NE 26 3PC	~	25.			
Total Business Systems Ltd	Albany House	Albany Road	Gareshead	Tyne & Wear NE 8 3DG	37.7	•		
Vision CCIV Repairs Limited	Uhit A119 Tustin Way	Longridge Road	Preston	Lancashire PR2 5LX	4,028			
Wearside Rewinds and Services Limited	21 Bridgewater Road	Herrburn Industrial Estate	Washington	Twe & Wear NE 37 2SG	1,855			
Zenith	Pageon House	11 Quart Care		West Yorkshire WPs 900	670			

Date: 30 November 2017

Signature

SCHEDULE OF EMPLOYEES

Per attached document

Signature_

Date: 30 November 2017

CONSUMER CREDITOR SCHEDULE

None

Signature

Date: 30 November 2017

B H C S Drain Services Limited - in Administration Receipts and payments account 9 October 2017 to 30 November 2017

Receipts	Statement of	Total (£)
	Affairs (£)	
Plant & Machinery	65,500.00	0.00
Motor Vehicles	83,250.00	0.00
Book Debts	67,750.00	110,826.28
Miscellaneous Receipts		10.29
Vehicle Licence Refunds		1,053.75
		111,890.32
Payments		
PAYE/NI		1,770.66
Net Wages		3,114.66
Professional Fees		1,495.00
Statutory Advertising		68.70
Bank Charges		20.12
Vat on Purchases		312.74
		6,781.88
Balance - 30 Novembe	r 2017	105,108.44

Made up as follows

Floating Current Account NIB 105,108.44

C SIP 9 time analysis

Introduction

The following information is provided in connection with the administrators' remuneration and disbursements in accordance with Statement of Insolvency Practice 9.

Explanation of Grant Thornton UK LLP charging and disbursement recovery policies

Time costs

All partners and staff are charged out at hourly rates appropriate to their grade, as shown below. Tasks are allocated to staff at the appropriate level. Support staff (ie secretaries, cashiers and filing clerks) are charged to the case for the time they work on it.

Current rates from 1 October 2017	£
Partner	485-615
Director	485
Manager	445-485
Other senior professional	245-315
Administrators	170-235
Assistants and support staff	155-180

Disbursements

Out of pocket expenses are charged at cost. Mileage is charged at 45p a mile. VAT is added to disbursement charges as necessary.

H C S DRAIN SERVICES LIMITED - SIP 9 TIME COST ANALYSIS

His E His		Partner	ier.	Manager	,	Executive	ive	Administrator	ator		Total	
1.35 680.75 3.25 1,420 19.25 4,719.75 12.15 1,741.25 3.6 8,661.75		Hrs	ш	Ŧ.	¥	H S	ત્ય	E S	ы	Hrs	ᡤ	Avg. Hrly Rate
No.	dministration nd Planning ncl statutory porting)	1.35	680.75	3.25	1,420	19.25	4,719.75	12.15	1,741.25	36	8,561.75	237.83
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84	gal					0.1	24.5			0.1	24.5	245
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on of party idles etc. leasing branch. 2.25 1,091.25 6.5 2,892.5 1.85 453.25 0.25 41.25 10.85 4,478.25 party) idles etc. leasing party) no of party) </td <td>alisation of sets: Other sets</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>1.8</td> <td>72</td> <td>1.8</td> <td>72</td> <td>40</td>	alisation of sets: Other sets							1.8	72	1.8	72	40
Stock (incless) 1	alisation of sets: Property int vehicles etc cl HP leasing d third party)	2.25	1,091.25	ල rv	2,892.5	1.85	453.25	0.25	41.25	10.85	4,478.25	412.74
1 485 1,103.75 ed 3.75 618.75 4.75 1,103.75 ed 5.5 1,614.5 7.4 946 14.4 2,783 in 4.85 2,378.25 27.95 12,876.5 41.88 10,286.1 35.95 4,936.25 110.63 30,477.1	alisation of sets: Stock d WIP (incl)T)							0.5	82.5	0.5	82.5	165
0.5 222.5 6.5 1,614.5 7.4 946 14.4 2,783 4.85 2,378.25 27.95 12,876.5 41.88 10,286.1 35.95 4,936.25 110.63 30,477.1	ading	F	485					3.75	618.75	4.75	1,103.75	232.37
4.85 2,378.25 27.95 12,876.5 41.88 10,286.1 35.95 4,936.25 110.63 30,477.1	secured			0.5	222.5	6.5	1,614.5	7.4	946	14.4	2,783	193.26
	tal	4.85	2,378.25	27.95	12,876.5	41.88	10,286.1	35.95	4,936.25	110.63	30,477.1	275.49