

Dickens Heath Development Company Limited – in Creditors' Voluntary Liquidation

Joint Liquidators' Progress report
from 18 July 2025 to 17 July 2026

Date: 14 September 2026

Company number: 04319615



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Abbreviations and definitions

The following table shows the abbreviations and insolvency terms that are specific to this appointment and report:

Joint Liquidators / Liquidators / we / us / our / Office holder(s)	David Robert Baxendale and Victoria Ann Hatton
Company	Dickens Heath Development Company Limited - in Creditors' Voluntary Liquidation
Date of appointment	18 July 2012
DHMC / management company	Dickens Heath Management Company Limited
Bank	Royal Bank of Scotland plc - a secured creditor
Period	18 July 2025 to 17 July 2026
Registered office	Central Square, 8th Floor, 29 Wellington Street, LS1 4DL
Trading name	Dickens Heath Development Company Limited

The following table shows generic abbreviations and insolvency terms that may be used in this report:

CVA	Company voluntary arrangement under Part 1 IA86
CVL	Creditors' voluntary liquidation
DBT	Department for Business and Trade
Firm/PwC	PricewaterhouseCoopers LLP
HMRC	HM Revenue and Customs
IA86	Insolvency Act 1986
IR16	Insolvency (England and Wales) Rules 2016
Insolvency code of ethics	The code of ethics aims to help insolvency practitioners meet their professional and ethical obligations. A copy can be found at https://www.gov.uk/government/publications/insolvency-practitioner-code-of-ethics
Ordinary preferential creditors	Creditors with claims defined in IA86 as ordinary preferential debts: These include claims for: unpaid remuneration earned in the four months before the relevant date of the insolvency up to a maximum of £800, an unlimited amount of accrued holiday pay, unpaid pension contributions in certain circumstances
Prescribed Part (pp)	The amount set aside for unsecured creditors from floating charge funds in accordance with section 176A IA86 and the Insolvency Act 1986 (Prescribed Part) Order 2003. It is paid out of 'net property' i.e. floating charge realisations after both costs and after setting enough aside to pay preferential creditors in full. It only has to be made available where the floating charge was created on or after 15 September 2003. The amount of the pp is; 50% of net property up to £10k (i.e. the pp will be up to £5k); plus (if applicable)

	20% of net property above £10k (i.e. the pp will be £5k plus 20% of the net property that exceeds £10k) The pp is subject to a maximum of £600k where the floating charge(s) is / are created before 6 April 2020. The maximum is £800k where the charge(s) is / are created on or after 6 April 2020 (provided there isn't a charge created before 6 April 2020 that ranks equally or in priority to it, in which case the maximum remains at £600k)
Regulations	Administration (Restrictions on Disposal etc. to Connected Persons) Regulations 2021
Restructuring plan	A compromise or arrangement under Part 26A Companies Act 2006
ROT claims	Claims to retention of title over goods supplied to the Company but not paid for before the Administrators' appointment
RPS	Redundancy Payments Service, part of the Insolvency Service, which is an executive agency sponsored by DBT, and which authorises and pays the statutory claims of employees of insolvent companies under the Employment Rights Act 1996
Sch B1 IA86	Schedule B1 to the Insolvency Act 1986
Secured creditor(s)	A creditor with security in respect of their debt, in accordance with section 248 IA86
SIP	Statement of Insolvency Practice. SIPs are issued to insolvency practitioners under procedures agreed between the insolvency regulatory authorities. SIPs set out principles and key compliance standards with which insolvency practitioners are required to comply
SIP 2	Statement of Insolvency Practice 2: Investigations by office holders in administrations and insolvent liquidations and the submission of conduct reports by office holders
SIP 9	Statement of Insolvency Practice 9: Payments to insolvency office holders and their associates from an estate
SIP 13	Statement of Insolvency Practice 13: Disposal of assets to connected parties in an insolvency process
SIP 16	Statement of Insolvency Practice 16: Pre-packaged sales in administrations
TUPE	Transfer of Undertakings (Protection of Employment) Regulations 2006
Unsecured Creditors	Creditors who are neither secured nor preferential, ranking behind secured creditors and all preferential classes of creditors

This report has been prepared by the Office holders solely to comply with their statutory duty to report to creditors on the progress of the insolvency, and for no other purpose. It is not suitable to be relied upon by any other person, or for any other purpose, or in any other context.

This report has not been prepared in contemplation of it being used, and it is not suitable to be used, to inform any investment decision in relation to the debt of or any financial investment in the Company.

Any estimated outcomes for creditors included in this report are illustrative only and cannot be relied upon as guidance as to the actual outcome for creditors.

Any person choosing to rely on this report does so at their own risk. To the fullest extent permitted by law, we do not assume any liability in respect of this report to any such person.

Unless stated otherwise, all amounts in this report and appendices are stated net of VAT.

We are licensed in the United Kingdom to act as insolvency practitioners by the Institute of Chartered Accountants in England and Wales. The Joint Liquidators are bound by the Insolvency Code of Ethics which can be found at:
<https://www.gov.uk/government/publications/insolvency-practitioner-code-of-ethics>

We may act as controllers of personal data as defined by UK data protection law depending upon the specific processing activities undertaken. PricewaterhouseCoopers LLP may act as a processor on the instructions of the Joint Liquidators. Personal data will be kept secure and processed only for matters relating to the Joint Liquidators' appointment. Further details are available in the privacy statement on the PwC.co.uk website or by contacting the Joint Liquidators.

PricewaterhouseCoopers LLP is a limited liability partnership registered in England with registered number OC303525. The registered office of PricewaterhouseCoopers LLP is 1 Embankment Place, London WC2N 6RH. PricewaterhouseCoopers LLP is authorised and regulated by the Financial Conduct Authority for designated investment business.

Key messages

Why we've sent you this report

We have been appointed to manage the Company's affairs, business and property as its agents and act without personal liability.

This report provides you with an update on the progress in the Period, together with information we are required to include by law and applicable insolvency guidance.

Immediately below is an estimate of the expected outcome for the different creditor classes, beneath which is what you need to do.

Please note you should read this report in conjunction with our previous reports, which can be found at www.pwc.co.uk/dickens. Please get in touch with Vanessa Jennings on 0113 289 4000 or at vanessa.jennings@pwc.com if you need a password to access the reports.

How much creditors may receive

The following table summarises the possible outcome for creditors, based on what we currently know.

Class of creditor	Current estimate (p in £)	Previous estimate (p in £)
Preferential creditors	N/A	N/A
Unsecured creditors	A further 0.3 - 0.4 (1.4p in £ paid to date)	A further 0.4 - 0.7 (1.4p in £ paid to date)

Secured creditors

As reported previously, the Bank's lending to the Company at the date of the receivers' appointment was c.£7.5m and was secured by a debenture dated 4 December 2007. This security gave the Bank fixed and floating charges over all the Company's assets. The Bank recovered its lending in full from the receivership assets.

The Metropolitan Borough of Solihull also held a debenture in relation to the Company. The receivers confirmed that this charge was removed when the sale of the Garden Square East Slab was completed by the receivers.

Details of the receivership assets and realisations are set out in our previous reports and as such are not repeated here.

Preferential creditors (mainly employees)

As reported previously, there are no preferential creditors of this Company.

Unsecured creditors

Dividends become available for unsecured creditors when there are sufficient funds (after costs of the liquidation) to pay the secured and preferential creditors in full, with an amount left over. In certain circumstances, part of the amount available for secured creditors may be ring-fenced for the benefit of unsecured creditors.

This Prescribed Part is paid out of 'net property', which is floating charge realisations after costs, and after paying – or setting aside enough to pay – preferential creditors in full. It only has to be made available where the floating charge was created on or after 15 September 2003.

As the secured creditor has recovered its lending in full from fixed charge assets, the Prescribed Part does not apply in this case.

We have previously paid an interim distribution to unsecured creditors that had proved their debt, totalling 1.4 pence in the pound, in June 2018. The total funds distributed were £498,557.

Please note that, due to an error, we paid HMRC a dividend of £5,511 after incorrectly admitting its claim. The claim has since been rejected and HMRC will not receive any further dividend. To ensure that creditors with admitted claims do not suffer a shortfall as a result, the Joint Liquidators will reduce their fees to be drawn by an equivalent amount.

Despite being hopeful that we would be able to distribute funds last year, it has taken longer than anticipated to finalise the transfer of the residual assets tied to the ground rent portfolio and complete the necessary administrative tasks related to the disclaiming of the remaining land and roads. This has now been completed, and further details are set out below.

We are therefore in a position to proceed with the second and final distribution process, we are looking to declare and pay the final distribution in December 2026.

What you need to do

We've previously asked for outstanding claims from unsecured creditors so that we can agree them for dividend purposes.

A Notice of Intended Dividend will be sent shortly to those who have not yet submitted a claim. Therefore, if you haven't already done so, please send your claim to us so that we can agree it. A claim form can be downloaded from our website at www.pwc.co.uk/dickens or you can get one by contacting Vanessa Jennings at vanessa.jennings@pwc.com.

If you have already submitted your claim, then this report is for your information, and you don't need to do anything.

Progress in the Period

Realisation of assets

Transfer of communal land associated with the ground rent

During the Period, the Joint Liquidators continued to progress the transfer of the nature reserve, communal land and common parts to DHMC. This work focused on resolving matters identified in the previous reporting period, including the title issue. All of these matters have now been completed, including the management company's incorporation of a new entity to acquire the assets. The unadopted roads have also now been disclaimed.

The only remaining matter is the transfer of the golden share in the management company, which is expected to be completed shortly, and details will be contained in our next report.

Due to the complexity of these matters and the need to ensure that each was appropriately resolved, it has taken longer than anticipated to conclude this workstream. However, we are now able to proceed with the final distribution to creditors, followed by the dissolution of the Company.

Connected party transactions

In line with SIP 13 provisions, we report that there has been a connected party transaction, of nil value, in the Period as a result of the above transfer to DHMC. The Company is the controlling shareholder of DHMC.

DHMC was suitable as this company was already responsible for managing the sites and had worked with the Liquidators on ground rents, communal assets and title plans and as such was familiar with the asset. The remaining land not yet sold had no realisable value because of restrictive covenants preventing a change in use. DHMC was therefore the most suitable party to hold and manage land retained for the benefit of the development and its residents.

Statutory and compliance

During the Period, we prepared and submitted the previous progress report, and we have also undertaken case progression reviews to ensure that the liquidation continues to progress in compliance with statutory requirements, towards closure once outstanding matters are complete.

As all VAT is irrecoverable, the submission of VAT returns is not required. Furthermore, no corporation tax returns are required as clearance has been obtained from HMRC.

Change of Liquidator

David James Kelly, one of the previous Joint Liquidators, has left the Firm. To make sure that outstanding issues in the liquidation continue to be pursued, an application was made to Court to remove him and appoint Victoria Ann Hatton as Liquidator. Victoria Ann Hatton is licensed in the United Kingdom to act as an insolvency practitioner by the Institute of Chartered Accountants in England and Wales.

The application was granted and so Victoria Ann Hatton replaced David James Kelly as Liquidator with effect from 27 February 2026. David James Kelly will be released from all liability with respect from 26 February 2026 as determined by the Secretary of State.

Investigations and actions

Nothing has come to our attention during the Period to suggest that we need to do any more work in line with our duties under the Company Directors' Disqualification Act 1986 and SIP2.

Our receipts and payments account

We set out in Appendix A an account of our receipts and payments for the Period and cumulatively.

Our expenses

We set out in Appendix B a statement of the expenses we've incurred to the date covered by this report and an estimate of our future expenses.

Our fees

We set out in Appendix C an update on our fees and other related matters.

Creditors' rights

Creditors have the right to ask for more information within 21 days of receiving this report as set out in Rule 18.9 IR16. Any request must be in writing. Creditors can also challenge our fees and expenses within eight weeks of receiving this report as set out in Rule 18.34 IR16. This information can also be found in the guide to fees at:

<https://www.icaew.com/-/media/corporate/files/regulations/insolvency/creditors-guides/2021/liquidations-creditor-fee-guide-1-april-2021.ashx>

You can also get a copy free of charge by telephoning Vanessa Jennings on 0113 289 4000 or at vanessa.jennings@pwc.com.

What we still need to do

In order to conclude our work in the liquidation, we still need to complete the following;

- Pay a second and final distribution to the unsecured creditors;
- Draw our final fees for our work in the liquidation;
- Prepare our final account for the liquidation; and
- File notice of the move to dissolution at Companies House.

Future dividend for creditors

We have provided an estimate of the amount and likely timing of the payment of the second and final distribution to unsecured creditors in the Key Messages section at the beginning of this report.

Future reports and contact information

We expect to send our next report to creditors at the end of the liquidation or in about 12 months, whichever is sooner.

If you've got any questions, you can contact the Joint Liquidators as follows: 0113 289 4000 or at vanessa.jennings@pwc.com or at Central Square, 29 Wellington Street, Leeds, LS1 4DL.

Yours faithfully

A handwritten signature in black ink, appearing to read 'D Baxendale', written in a cursive style.

David Baxendale
Joint Liquidator

Appendix A: Receipts and payments

Statement of Affairs (£) Receipts		18 July 2012 to 17 July 2025 (£)	18 July 2025 to 17 July 2026 (£)	18 July 2012 to 17 July 2026 (£)
7,818,650	Freehold property (ground rent portfolio)	1,149,514.60	-	1,149,514.60
	Receivers' funds received	895,900.57	-	895,900.57
800,000	Ground rents	512,026.67	-	512,026.67
	Contribution to legal costs	2,400.00	-	2,400.00
4,300	Accounts receivable	901.05	-	901.05
	Third party funds	500.00	-	500.00
	Refunds	17,910.25	-	17,910.25
	Interest received gross	10,904.86	-	10,904.86
	Unclaimed dividends	642.23	-	642.23
3,203	VAT	-	-	-
	Total	2,590,700.23	0.00	2,590,700.23
Payments				
	Liquidators' fees (time costs basis)	350,000.00	-	350,000.00
	Statement of affairs fee	7,500.00	-	7,500.00
	Liquidators' disbursements	2,834.49	-	2,834.49
	Agent's fees	451,151.00	-	451,151.00
	Data room costs	54,958.26	-	54,958.26
	Legal fees & expenses	284,945.08	10,243.98	295,189.06
	Corporation tax	124,123.76	-	124,123.76
	Loan to DHMC (written off)	100,000.00	-	100,000.00
	Settlement agreement - DHMC	200,000.00	-	200,000.00
	Irrecoverable VAT	227,272.06	2,048.80	229,320.86
	Statutory advertising	75.00	-	75.00
	Bank charges	39.70	-	39.70
	Total	1,802,899.35	12,292.78	1,815,192.13
	Distribution to unsecured creditors of 1.4p in £ on 21 June 2018	498,557.45	-	498,557.45
	Balance at bank held in non-interest bearing account	289,243.43	(12,292.78)	276,950.65

Notes to the receipts and payments

1. Amounts shown exclude VAT. All VAT is irrecoverable in the liquidation.
2. There have been no payments made to us, our firm or our associates other than from the insolvent estate as shown in the receipts and payments account provided above.
3. On 21 June 2018, we paid a first dividend to unsecured creditors at the rate of 1.4 pence in the £.
4. Funds are held in a non-interest-bearing account.
5. We do not expect to pay any further corporation tax in the liquidation as we have received clearance from HMRC and do not envisage any additional realisations in the liquidation.

Appendix B: Expenses

Expenses are amounts properly payable by us as Joint Liquidators from the estate but excludes our fees and distributions to creditors.

These include disbursements which are expenses met by and reimbursed to an office holder in connection with an insolvency appointment.

Expenses fall into two categories:

Expense	SIP9 definition
Category 1	Payments to persons providing the service to which the expense relates who are not an associate of the office holder.
Category 2	Payments to our Firm or our associates or which have an element of shared costs (for example, photocopying and mileage disbursements, or costs shared between different insolvent estates). Photocopying - up to 10 pence per side copied, only charged for circulars to creditors and other bulk copying. Mileage - At a maximum of 71 pence per mile (up to 2,000cc) or 93 pence per mile (over 2,000cc)

We don't need approval from creditors to draw Category 1 expenses as these have all been provided by third parties but we do need approval to draw Category 2 expenses. The body of creditors who approve our fees (in this case the unsecured creditors) also has the responsibility for agreeing the basis for payment of Category 2 expenses.

The rate for services provided by the Joint Liquidators' own firm (Category 2 expenses) may periodically rise (for example, to cover annual inflationary cost increases) over the period of the liquidation. All other disbursements to be charged at cost.

Category	Provided by	Basis of cost	Costs incurred (£)
2	PwC	Postage	9.95
2	PwC	Land Registry	7.00
1	PwC	Insurance Cost	10.00
1	PwC	Archiving Cost	5.52
Total for the period			32.47
Brought Forward			2,836.33
Total			2,868.80

The expense policy set out above has been approved by the unsecured creditors.

The table below provides details of all the expenses incurred in the liquidation.

Expense incurred	Brought forward at 18 July 2025	Incurred in the period	Paid in the period	Unpaid at 17 July 2026	Estimated future
	£	£	£	£	£
Liquidators' time costs	496,800.91	46,261.30	-	543,062.21	30,000.00
Liquidators' expenses	1.84	32.01	-	33.85	200.00
Legal & consultancy fees	10,243.98	-	10,243.98	-	28,500.00
Total	507,046.73	46,293.31	10,243.98	543,096.06	58,700.00

Note: Whilst not strictly necessary to be included in this table, our fees are included here for consistency with previous reports and to provide a better understanding of the overall position. The brought forward figure has changed slightly due to time costs being previously missed due to an administrative error. All figures are shown net of VAT. Please note that all VAT is irrecoverable.

The table should be read in conjunction with the receipts and payments account at Appendix A, which shows the expenses paid during the Period and the total paid to date.

Details of subcontracted work

We appointed Robert Wiggins and William Wardrop in order to assist us on a consultancy basis with the realisation of the ground rent portfolio and collection of arrears due. Their knowledge and expertise have been instrumental in the sale of the properties and maximising realisations from the property portfolio.

Payments to associates

No payments have been made to associates or any party who could reasonably be perceived as an associate during the Period.

Legal and other professional firms

We have instructed the following professionals on this case. Relevant parties were chosen due to their specific area of expertise or technical knowledge and payments to those parties are based on standard commercial terms.

Service provided	Name of firm	Reason selected	Basis of fees and net amount paid to date
Legal advice	Dentons LLP	Relevant expertise	Time Costs
Consultancy in relation to the management company as result of governance issues at the time of resignation of the receiver	Robert Wiggins	Relevant expertise	Time Costs
Consultancy in relation to the management company as result of governance issues at the time of resignation of the receivers	William Wardrop	Relevant expertise	Time Costs
Property agents	Lambert Smith Hampton Group Limited (LSH)	Relevant expertise & industry knowledge	Percentage realisations & time costs capped at £3,000
	Sanderson Weatherall LLP	The team from LSH moved to	

	Sanderson Weatherall and the contract has been novated	As above
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Appendix C: Remuneration update

Our fees were approved on a time costs basis at the meeting of creditors on 18 July 2012. This approval allows us to draw fees by reference to the time properly given by us and our staff in dealing with the liquidation.

We have drawn total fees to date of £357,500, including £7,500 fee for the drafting of the statement of affairs, in line with the approval given. Total time costs of £893,062.21 have been incurred since our appointment, as shown on the enclosed summary below.

The time cost charges incurred in the Period are £46,261.30 which represents 76.82 hours at an average hourly rate of £602.20. This amount does not necessarily reflect how much we will eventually draw as fees for this Period.

We set out later in this Appendix details of our work to date and anticipated future work.

Our hours and average rates

Work Type	Partner	Director	Senior Manager	Manager	Senior Associate	Associate	Overseas Professionals	Hours	Total Cost (£)	Average hourly rate (£)	Cumulative time costs (£)
Accounting and treasury	-	-	-	0.20	2.20	1.55	-	3.95	2,076.00	525.57	100,442.19
Assets	-	-	-	-	-	-	-	-	-	-	358,083.30
Creditors	-	-	-	1.75	0.30	-	4.20	6.25	3,506.50	561.04	9,006.90
Investigations	-	-	-	-	-	-	-	-	-	-	23,118.40
Property	5.15	-	-	-	19.90	-	-	25.05	17,661.50	705.05	17,661.50
Statutory and compliance	0.80	-	2.60	4.10	17.90	-	-	25.40	17,207.00	677.44	146,321.87
Strategy & Planning	-	0.60	3.37	0.45	11.25	-	0.50	16.17	5,810.30	359.33	123,584.00
Tax and VAT	-	-	-	-	-	-	-	-	-	-	114,844.05
Grand Total	5.95	0.60	5.97	6.50	51.55	1.55	4.70	76.82	46,261.30	602.20	893,062.21

Note: Please note that time costs of £2,925.04 have not been previously reported due to an administrative error; they are now included in the cumulative column of the above table.

Our time charging policy and hourly rates

We and our team charge our time for the work we need to do in liquidation. We delegate tasks to suitable grades of staff, considering their experience and any specialist knowledge that is needed and we supervise them properly to maximise the cost effectiveness of the work done. Anything complex or important matters of exceptional responsibility are handled by our senior staff or us.

All of our staff who work on the liquidation (including our cashiers, support and secretarial staff) charge time directly to the case and are included in any analysis of time charged. Each grade of staff has an hourly charge out rate which is reviewed from time to time. For the avoidance of doubt, work carried out by our cashiers, support and secretarial staff is charged on a time costs basis and is included in the analysis of hourly rates charged by partners or other staff members. Time is charged in three minute units (i.e. 0.05 units). We don't charge general or overhead costs.

We set out below the maximum charge-out rates per hour for the grades of our staff who already or who are likely to work on the liquidation.

Grade	Up to 30 June 2026 (£)	From 1 July 2026 (£)
Partner	1,110	1,350
Appointment taking director	1,040	1,275
Director (not appointee)	980	1,200
Assistant director	-	-
Senior manager	900	1,075
Manager	790	890

Senior associate	600	690
Associate	420	515
Support staff	-	515
Offshore professionals	420 - 600	625

We call on colleagues such as those in our Tax, VAT, Real Estate and Pensions departments where we need their expert advice. We may also utilise Technology Specialists from the wider Business Restructuring Services team or other parts of our firm. Their specialist charge-out rates vary but the following are the maximum rates by grade per hour.

Grade	From 1 April 2026 (£)
Partner	2,170
Director	2,010
Senior manager	1,640
Manager	1,195
Senior associate/consultant	850
Associate/assistant consultant	550
Support staff	465
Offshore professionals	390

In common with many professional firms, our scale rates may rise e.g. to cover annual inflationary cost increases.

Our relationships

We have no business or personal relationships with the parties who approve our fees or who provide services to the liquidation where the relationship could give rise to a conflict of interest.

Our work in the Period

Earlier in this section we included an analysis of the time spent by the various grades of staff. Whilst this is not an exhaustive list, in the following table we provide more detail on the key areas of work.

Work undertaken	Why the work was necessary	What, if any, financial benefit the work provided to creditors OR whether it was required by statute
Accounting and treasury		
- Managing and reconciling the bank account - Processing an invoice for payment	- For proper management of funds held - Ensures proper management of funds held	Ensures proper management of funds held
Assets - Property		
- Coordinating the transfer of the sites with legal advisors and the management company - Liaising with solicitors regarding transfer documentation, title enquiries and restrictions - Drafting and issuing letters consenting to the removal of property restrictions - Reviewing and signing transfer and disclaimer documents - Liaising with the management company and residents regarding estate management - Conducting milestone reviews of property transfer progress	- To realise funds or dispose of assets in the liquidation - To progress the transfer and disclaimer of remaining properties	Maximises potential returns to creditors
Creditors		
- Reviewing HMRC claim rejection and issuing formal rejection letter - Responding to creditor queries	- To adjudicate claims and notify creditors of the outcome - To comply with regulatory requirements	- Provides updates to creditors - Returns funds to creditors
Statutory and compliance		
- Preparation, review and circulation of the annual progress report - Completing recurring month-end compliance - Updating the case website and uploading statutory documents - Conducting six-month statutory reviews - Maintaining case files and records	- To comply with statutory requirements - Statutory and regulatory requirements	Statutory and regulatory requirements
Strategy and Planning		

- Case progression meetings
- Strategy meetings

- To ensure effective case management
- Ensures orderly progression of the liquidation

- Ensures orderly progression of the liquidation
- Optimises the strategy for concluding the liquidation

Our future work

We still need to do the following work in the liquidation.

Work to be undertaken	Estimated cost (£)	What, if any, financial benefit the work will provide to creditors OR whether it is required by statute
Accounting and treasury		
• Managing and reconciling the bank account • Processing invoices for payments • Processing the final distribution to creditors • Dealing with unclaimed distribution cheques • Bank account closure	• 4,000	• Ensures proper management of funds held
Assets		
• Dealing with the transfer of the golden share in DHMC	• 1,000	• Maximises potential returns to creditors
Creditors		
• Responding to creditor queries • Issuing Notice of Intention to Distribute for the final dividend • Reviewing and agreeing any new creditor claims received • Distributing funds to creditors (final) • Dealing with unclaimed dividends and any queries arising from the distribution	• 10,500	• Provides updates to creditors • Returns funds to creditors
Statutory and compliance		
• Preparing the final progress report • Maintaining case files, records and website • Statutory file reviews by the appointees	• 7,000	• Statutory and regulatory requirements
Strategy and Planning		
• Progression reviews • Closure strategy	• 1,500	• Ensures orderly progression of the liquidation

		€	Optimises the strategy for concluding the liquidation
Closure			
• Clearance requests and closure reviews • Filing relevant notices to exit office • Systems closure	•	6,000	• Statutory and regulatory requirements