

Prompt Payment Action Plan

Identification of the main causes of failing to pay 95% of invoices within 60 days.

1. We work with a large number of smaller suppliers including self employed GPs who do not have mature processes for invoicing. This results in us receiving several invoices that are either incorrectly addressed, missing key pieces of information, or not for the correct value. We aim to resolve these issues as quickly as possible but it can delay payment.
2. Some suppliers that span our group send consolidated invoices that cover dozens of our services. In these cases it requires all of the various approvers to have authorised the invoice before it can be released for payment. Due to the number of approvers this does sometimes slow down the payment. Also if there is a query with one part of the invoice it will hold up payment of the whole invoice.
3. We set expectations on workflow approvers that all invoices are either approved or alternative action taken within 3 working days to ensure that invoices are not held up in the approval workflow. Whilst the majority of approvers achieve this some invoices do get held up by approvers who do not meet the 3 day target.

Actions to address the causes:

1. We continue to regularly contact suppliers who have incorrectly addressed invoices to ensure that the information is updated in their systems so that future invoices are not held up.
2. We give suppliers the option of sending individual invoices for each service rather than consolidated invoices to reduce the likelihood of payment delays caused by one part of the invoice.
3. We will monitor how long invoices on average remain with each approver to identify any individuals who are regularly failing to achieve the 3 working days target. We can then work with these individuals to understand the reasons for the delays and to help them remove any blockages.

Reporting of progress against Action Plan:

Practice Plus Group's Audit and Risk Committee meets as required, but at least 2 times per year. Progress against the action plan will be reviewed at each meeting until the target of 95% of invoices being paid within 60 days is achieved.

Action plan approved by:

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

Ben Dunford

Director of Finance – Primary Care

22nd September 2025