Report on Payment Practices 2H FY25/26

30 April 2026

Introduction

This report addresses Here's legal requirement, as a large company, to report on a half-yearly basis on our payment practices, policies and performance for the period 1 October 2025 to 30 April 2026, under the Regulations made under section 3 of the Small Business, Enterprise and Employment Act 2015.

This report also meets the reporting requirements of the Fair Payment Code (FPC), which has replaced the Prompt Payment Code (PPC), launched in 2025 by the Office of the Small Business Commissioner (OSBC).

This report will be filed on the government [web-based portal] for this purpose, and on our company website.

Our commitments and values

As part of our values, Here is committed to working with local suppliers, with 56% of our purchases spent in organisations based in Brighton and Hove, and 66% from within Sussex in the last financial year 25/26.

As we did last year, we have looked at how our suppliers operate and what their commitments are to pay Real Living Wage, to abide by Modern Slavery Statements, whether they are a Social Enterprise and whether they are environmentally conscious. In this report, we have added an extra category: The Armed Forces Covenant, which is a promise to ensure that those who serve or have served in the Armed Forces and their families are treated with fairness and respect. By aiming to work with suppliers who share these values, we hope to encourage suppliers to adapt the way they work. We conducted a review of all our suppliers and gained the following insights:

	2025/26	
Full Year Analysis to 31 March 2026	**% of our suppliers volume**	**% of our value of purchases**
Small Company	59%	19%
B&H Based	22%	56%
Sussex Based	43%	66%
Social Enterprise /B Corp	2%	0.41%
Modern Slavery	41%	81%
RLW	16%	52%
Green Credentials	19%	10%
Armed Forces Covenant	24%	75%

Changes in our NHS contracting arrangements meant that we experienced a slight shift towards a higher expenditure in small companies (14% increase compared to 24/25). However, as we worked with more smaller companies, we saw a reduction in the percentages of Modern Slavery and Green Credentials as understandably, many of these small providers aren't required to have these in place.

Performance in this period

The government has set a standard of 95% of all supply chain invoices to be paid within 60 days. With our habitual payment cycle of 30 days, we should consistently outperform this.

During this period, Here paid 98.8% of all invoices within 60 days.

As a member of the Fair Payment Code (FPC), Silver Award, we also must report on more stringent performance of payment of 95% of invoices to suppliers with less than 50 employees within 30 days.

During this period, Here paid 93.5% of invoices from suppliers with less than 50 employees within 30 days. Delays in approval of invoices were the main reason for the small percentage not being paid within 30 days. Here is working with the budget holders to ensure that there is a regular review of any invoices received and to maintain consistent communication with suppliers to resolve any issues in a timely manner.

Statistics

Per the regulations, this includes payments made within a reporting period on qualifying contracts excluding business rates and payments for financial services. Only invoices paid in this period are included in this reporting period. Unpaid invoices are deferred to the next reporting period.

1 October 2025 to 30 April 2026		
Payments made in the reporting period?		Yes
Average number of days taken to make payments		15 days
Percentage of payments made within the reporting period that were paid:		
	In 30 days or fewer	94.6%
	Between 31 and 60 days	4.2%
	In 61 days or longer	1.2%
	Total	**100.0%**
Invoices not paid in the reporting period are reported in the period in which they are paid.		
	Invoices not paid in this reporting period:	18
	As a percentage of total invoices received:	2.3%
Business standard payment terms		
Standard contractual length of time for payment of invoices		We do not have standard payment terms, but our common practice is to pay within 30 days.
Maximum contractual payment period and changes to the standard payment terms in the reporting period		30 days No changes

How suppliers have been notified or consulted of these changes	No changes
The business process for resolving disputes related to payments	All correspondence with suppliers is via our central email address bics.invoicing@nhs.net. Any dispute over invoices, amounts or bank details are managed by our Finance team to enable the quickest and best resolution. We endeavor to respond to any emails within 5 working days. On our website we include the 'How do I get paid?' guide for suppliers. Within this is a link to the above email for any invoice disputes (see 'Invoice Dispute Resolution').
Whether we supply e-invoicing	No. We encourage suppliers to submit electronically, but our invoice document management software is only accessible internally.
Whether supply chain finance is available to suppliers	No
Whether the business' practices and policies cover deducting sums from payments as a charge for remaining on a supplier's list, and whether they have done this in the reporting period	No
Whether the business is a member of a payment code, and the name of that code	Yes, we are part of the Fair Payment Code, Silver Award.
Additional Prompt Payment Code requirements	
Percentage of payments to suppliers with less than 50 employees, made within the reporting period that were paid within 30 days	93.5%

Work plan for 1H FY26/27

- We will explore what changes can be put in place and what support can be offered to our Budget Holders so there is no delay in the approval process.
- The introduction of Syft as a live reporting tool for budget holders will allow a direct picture of all the costs coming into different services and provide more accurate information so service leads can spot any errors and avoid delays in payment of invoices.
- We are applying for the Armed Forces Covenant so we are modelling the values that we prefer in our suppliers.

Director approval

This report was reported to the Board on 22nd May 2026. It was approved by:

Lesley Jay FCA
Finance Director