Report on Payment Practices 1H FY26/27

31 October 2026

Introduction

This report addresses Here's payment practices, policies and performance for the period 1 April 2026 to 30 September 2026, under the Regulations made under section 3 of the Small Business, Enterprise and Employment Act 2015. Although this is not a legal requirement for a medium sized business, Here is committed to transparency in their payment practices.

This report also meets the reporting requirements of the Fair Payment Code (FPC), 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.

Annually, we look 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 or B Corp and whether they are environmentally conscious. Recently, 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%**
Brighton & Hove based	**22%**	**56%**
Sussex Based	**43%**	**66%**
Social Enterprise /B Corp	**2%**	**0.41%**
Modern Slavery	**41%**	**81%**
Real Living Wage payer (RLW)	**16%**	**52%**
Environmentally conscious	**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 98.6% 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 **96.2%** of invoices from suppliers with less than 50 employees within 30 days.

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 April 2026 to 30 September 2026		
Payments made in the reporting period?		Yes
Average number of days taken to make payments		18 days
Percentage of payments made within the reporting period that were paid:		
	In 30 days or fewer	90.7%
	Between 31 and 60 days	7.9%
	In 61 days or longer	1.4%
	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:	19
	As a percentage of total invoices received:	2.9%
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 here.finance@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	96.2%

Work plan for 2H 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.
- We are applying for the Armed Forces Covenant, so we are modelling the values that we prefer in our suppliers.
- Now that our services reach to East Sussex, we will no longer use the Brighton and Hove statistic at the end of 26/27.

Director approval

This report was approved on 29th of October 2026 by:



Lesley Jay FCA
Finance Director