

Thames Valley ICB offices
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12 June 2026

Dear Provider

OUTSTANDING INVOICES

I am writing regarding delays to Continuing Healthcare (CHC) and Adult and Community Care Commissioning (AACC) invoice payments.

First and foremost, I would like to apologise. We recognise that these delays have caused frustration, uncertainty and, in some cases, significant financial pressure for organisations delivering vital care to some of the most vulnerable people across our communities.

We understand that delayed payments can affect cashflow, payroll, supplier payments and business sustainability. We are sorry for the impact this situation has had on you and your staff.

The delays have arisen from a combination of factors associated with the implementation of new financial systems and the migration of data from predecessor organisations. These issues have been compounded by a backlog of invoices already in process prior to the establishment of NHS Thames Valley ICB and by system-related issues encountered during the transition to our new financial ledger.

While these factors help explain how the situation arose, they do not diminish our responsibility to resolve it. We fully recognise that providers rightly expect invoices to be processed accurately, promptly and transparently.

We have therefore put in place a dedicated recovery programme, supported by NHS England, to address the backlog and restore normal payment performance. Actions already underway include:

- Redeployment of additional finance staff to invoice validation and processing activities.
- Recruitment of additional temporary resources to increase processing capacity.
- Dedicated support from NHS England and Shared Business Services to address system issues and support recovery.
- Increased payment runs to enable approved invoices to be paid more quickly.
- Changes to approval processes to increase payment throughput whilst maintaining appropriate financial controls.
- Introduction of a dedicated provider query and escalation process that supports the prioritisation and management of all finance related enquiries submitted to the ICB.



- Development and use of interim payment arrangements for providers experiencing significant financial hardship as a direct consequence of delayed payments.

Recovery of the backlog remains a priority for the Thames Valley ICB. The Chief Financial Officer has established daily oversight of the recovery programme to ensure barriers to progress are identified and resolved as quickly as possible. This work is being supported by NHS England and Shared Business Services, and the Executive Team receives weekly updates on recovery progress, risks and provider support arrangements.

We recognise that providers need visibility of progress as well as assurance. We will therefore provide routine updates to you and through your representative care associations, OACP, BCPA and BCA, on recovery activity and the actions being taken to reduce the backlog.

We are particularly concerned to ensure that no provider experiences service disruption or business failure because of these delays.

Providers who believe they are experiencing significant financial pressure because of outstanding payments should contact us through our dedicated supplier enquire process - [NHS Thames Valley ICB - Supplier Queries](#)

To help us assess requests consistently and prioritise support appropriately, providers will be asked to provide information regarding:

- The value and age of outstanding invoices – multiple invoices can be listed.
- Date of the first invoice
- Total invoice[s] value
- The nature of the financial pressure being experienced.
- For any immediate risks to payroll, business continuity or delivery of commissioned services please tick 'cash-flow concern'
- The timeframe within which those risks may materialise.

Requests will be reviewed urgently and, where appropriate, we will consider accelerated payment arrangements whilst outstanding invoices continue through the validation process.

We are committed to resolving this issue as quickly as possible, improving communication and rebuilding confidence with providers.

Thank you for your patience and understanding whilst we work through this recovery programme.

Yours sincerely,



Sam Burrows

Chief System Development & Engagement Officer
NHS Thames Valley Integrated Care Board

