

Thames Valley ICB offices
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Monday 6th July 2026

Dear Provider

I am writing to update you with the ongoing issues we have been experiencing with Continuing Healthcare (CHC) and Adult and Community Care Commissioning (AACC) invoice payments.

I would like to reiterate my apology from my previous correspondence. I know that ongoing delays to invoice approvals and payments is continuing to impact many organisations in the geography and we fully appreciate the impact this has on cashflow and provider sustainability. Again, we are sorry for the impact this situation has had on you and your staff.

This continues to be a major operational priority for NHS Thames Valley Integrated Care Board. We have implemented a dedicated recovery programme, supported by NHS England and Shared Business Services, to both address the current backlog and establish longer-term resilience within our financial processes.

Actions now implemented include:

- Deployment of additional finance capacity to validate and process invoices.
- More frequent payment runs to increase payment throughput.
- Changes to final authorisation processes to improve the speed of invoice approval whilst maintaining appropriate financial controls.
- Introduction of a dedicated provider query and escalation process to ensure finance-related enquiries are managed consistently and prioritised appropriately.
- Dedicated programme management bringing together senior leaders from NHS Thames Valley ICB, NHS England regional and national teams and Shared Business Services to oversee both immediate recovery and longer-term system sustainability.
- Interim payment arrangements for providers experiencing significant financial hardship as a direct consequence of delayed payments.

Governance arrangements have also been strengthened. Progress is reviewed weekly by the Executive Team, whilst the Chief Financial Officer maintains daily oversight of the recovery programme to ensure issues are escalated and resolved as quickly as possible.



Whilst there remains more work to do, we are seeing measurable progress. Within the Continuing Healthcare and Learning Disability/Mental Health Aftercare cohort, outstanding invoices have reduced by **25% over the last month**. These figures include duplicate and disputed invoices and therefore do not represent invoices requiring payment in every case.

Alongside reducing the backlog, we recognise that rebuilding provider confidence requires open and transparent communication. Whilst this is our second written update to you on this matter, we recognise that there is more that can be done in this area and we are focused on improving our communication with you.

Despite the progress of the last month, we remain particularly concerned to ensure that no provider experiences service disruption or business failure because of delayed payments.

Providers who believe they are experiencing significant financial pressure because of outstanding payments should contact us through our dedicated supplier enquiry 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 value.
- The nature of the financial pressure being experienced.
- Whether there is an immediate risk to payroll, business continuity or delivery of commissioned services.
- The timeframe within which those risks may materialise.

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

Although significant progress has been made, we fully acknowledge that the position is not yet where it needs to be. Clearing the remaining backlog and restoring normal payment performance remains one of our highest operational priorities.

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 continue this recovery programme.

Yours sincerely



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

