

Councillor Jane Hanna OBE  
Chair, Oxfordshire Joint Health Overview &  
Scrutiny Committee  
Oxfordshire County Council  
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3<sup>rd</sup> July 2026

Dear Councillor Hanna,

**Re: Continuing Healthcare (CHC) and Adult & Community Care Commissioning (AACC)  
Invoice Payments**

Thank you for your recent correspondence regarding delays to Continuing Healthcare (CHC) and Adult & Community Care Commissioning (AACC) invoice payments and for the Committee's continued interest in this important issue.

I fully recognise the concern that these delays have caused amongst providers and the wider health and care system. Timely payment is fundamental to maintaining confidence across our supply chain and to ensuring that organisations delivering essential care services are able to operate sustainably.

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.

A number of actions have now been implemented, including:

- 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.
- 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 long-term system sustainability.

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% in the last month alone. 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. Since the Committee last met, we have written to providers via the local Care Associations, responded to media enquiries and participated in local radio interviews to explain the actions being taken and provide regular updates on progress.

We remain particularly concerned to ensure that no provider experiences service disruption or business failure because of delayed payments. A dedicated supplier query and escalation process remains in place, enabling providers experiencing significant financial pressure to contact us directly so that individual circumstances can be reviewed urgently and, where appropriate, interim payment arrangements considered whilst invoices continue through validation.

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, and we will continue to provide regular updates on progress to providers, partner organisations and the Committee.

Thank you for your continued interest and scrutiny of this important issue.

Yours sincerely,



**Sam Burrows**

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

**On behalf of**

Dr Nick Broughton  
Chief Executive  
NHS Thames Valley Integrated Care Board

**CC**

Dr Priya Singh, Chair, NHS Thames Valley Integrated Care Board  
Dr Nick Broughton, CEO, NHS Thames Valley Integrated Care Board

