linear design & construct

PAYMENT IMPROVEMENT PLAN

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We have proactively implemented the following controls to eradicate delays between receipt, validation, certification and payment release to ensure that all supplier invoices are paid within 60 days of the receipt.

Clear communication	Engaging in structured and consistent communication with our supply chain to minimise unclear invoices, missing documentation, unresolved valuation queries and disputes. Historically this has been the primary cause of delays in payment. All projects have a clearly identified Linear point-of-contact to address any queries or clarifications.
Invoice tracker	To ensure all invoices received are promptly recorded, systematically monitored and tracked through to closure; supporting timely payment within agreed terms.
16-day valuation	Our documented process ensures supplier invoices and payment applications are assessed and valued within 16 days of receipt.
Digital forecasting	Our bespoke digital supply chain management system provides enhanced visibility of projected cash flow for effective forecasting. This ensures our obligations can be effectively planned for and administered within contractual terms.
Standard valuation calendar	Adopting fixed valuation dates across all projects which align with the Housing, Grants, Construction and Regeneration Act 1996 (as amended) for compliance and consistency.
Self-billing	Our self-billing arrangement allows our suppliers to submit a payment application for assessment. This reduces administration (compared with direct invoicing), minimises pre-payment valuation queries and supports timely settlement of certified amounts. Our Schedule of Due Dates ensures that all dates are complied with and can be achieved in order to approve payment.
Digital submission	Requiring all suppliers to submit applications digitally to ensure consistency with the self-billing approach above.

Effective oversight	Our management team maintains oversight of payments made via our digital payment software. This centralised visibility ensures that all payments are processed in accordance with established procedures and agreed contractual terms.
Continuous improvement	Using KPI data to facilitate regular report, inform root analysis and highlight recurring issues. This will allow us to implement any future processing improvements that may be required.

Collectively, these measures are designed to strengthen the accuracy, consistency and timeliness of our payment processes, reducing avoidable queries and supporting prompt payment to suppliers in accordance with agreed terms.

Signed: Andrew Reid (Director)

Date: 22/07/2026