Clancy Supply Chain Action Plan

July 2026

Clancy Supply Chain Action Plan v2.0

Classification: Public

Version: 2.0

Clancy Supply Chain Payments Improvement Action Plan

A clear, practical plan to strengthen the way we process, approve and pay supplier invoices.

Our commitment

Clancy is committed to working fairly and professionally with our supply chain. We recognise the important role our suppliers play in helping us deliver essential infrastructure for our customers and communities, and we are focused on making our payment processes clearer, faster and more consistent.

Where we are now

Our current performance shows a strong foundation, with 91% of invoices paid within 60 days and an average payment period of 39 days. We are not standing still. Our objective is to improve payment performance further and achieve more than 95% on-time payment of compliant invoices.

What we are improving

We have reviewed the common causes of payment delay and are taking action across the full invoice journey, from the point a purchase is raised through to invoice approval and payment. The areas of focus are designed to reduce avoidable queries, improve visibility and help suppliers get paid on time when their invoices are complete and accurate.

Focus area	What this means
Purchase order compliance	Strengthening the use of valid purchase orders so that invoices can be matched and processed efficiently.
Invoice capture and automation	Improving how invoices are received and processed, reducing manual handling and the risk of invoices being missed.
Approval processes	Simplifying approvals, improving reminders and ensuring invoices do not stall because the right approver is unavailable.
Exception reduction	Reviewing invoice queries and recurring causes of mismatch so that issues can be corrected at source.
Supplier guidance	Providing clear expectations for invoice standards and helping suppliers improve first-time acceptance.
Payment processing	Improving payment proposal routines and monitoring payment exceptions so that delays can be identified and resolved.
Governance and visibility	Using performance reporting to track progress, maintain leadership oversight and keep improvement actions moving.

Working with our suppliers

Suppliers can help us process payments quickly by ensuring invoices quote the correct purchase order, reflect agreed prices and quantities, and are submitted through the correct invoice route. Where issues arise, we will continue to work with suppliers, procurement, operations and accounts payable teams to resolve repeat causes and improve the overall process.

Our aim is simple: clearer invoice requirements, fewer avoidable queries and more reliable payment performance for compliant supplier invoices.

Next steps

We will continue to monitor payment performance and review progress through our finance governance arrangements. The plan will remain under regular review so that improvements are embedded and suppliers have a clearer, more consistent experience when working with Clancy.