Complete Skills Solutions
Standard Supplier Payment Terms

Effective from: September 2026

These are the standard payment terms applying to suppliers, contractors and service providers engaged by Complete Skills Solutions Ltd ("CSS"), unless alternative terms have been expressly agreed in writing by an authorised representative of CSS.

1. Standard payment terms

CSS's standard payment terms are 30 calendar days from receipt of a valid and undisputed invoice following delivery of the relevant goods or services.

The payment period begins when CSS has received all information reasonably required to validate and process the invoice.

2. Purchase Orders

A valid CSS Purchase Order is required for all expenditure of £1,000 or more including VAT.

Purchase Orders may also be issued for expenditure below £1,000 at CSS's discretion.

Where a Purchase Order is required, the PO number must be quoted on the supplier's invoice.

Suppliers should ensure they have received the required Purchase Order before commencing delivery.

3. Valid invoices

To be considered valid, an invoice should include:

- supplier legal or trading name
- invoice number and date
- clear description of the goods or services supplied
- relevant delivery dates or period
- agreed charges
- VAT information where applicable
- CSS Purchase Order number where required
- correct supplier bank details

Invoices should only be submitted once the relevant goods or services have been delivered, unless alternative milestone arrangements have been agreed in advance.

Incomplete or incorrect invoices may be returned for correction, and the payment period will commence once a valid invoice has been received.

4. Supplier payment terms

Terms stated on a supplier invoice do **not** override the payment terms agreed with CSS.

For example, the inclusion of:

- 7-day terms
- 14-day terms
- payment on receipt
- immediate payment terms

on an invoice does not alter CSS's standard 30-calendar-day payment terms.

Any alternative payment terms must have been expressly agreed in writing in advance by the CSS CEO, Commercial Director or another person who has been specifically delegated the relevant authority.

5. Payment runs

CSS normally processes supplier payments through a weekly Friday payment run.

Invoices will be scheduled according to their contractual due date.

Payment runs may occasionally be adjusted due to circumstances including bank holidays, annual leave, staffing availability or banking arrangements.

Where this occurs, CSS will seek to process payments as close as reasonably practicable to the normal payment date and within the agreed payment terms.

6. Invoice approval

All invoices are subject to appropriate CSS approval.

Before an invoice can be authorised for payment, CSS may confirm that:

- the expenditure was authorised
- the goods or services were delivered
- delivery was satisfactory
- the amount agrees with the relevant order, schedule or agreed rate

- any required delivery evidence has been provided

Suppliers should therefore work with their CSS contact to ensure that delivery can be promptly confirmed.

7. Disputed invoices

Where CSS reasonably disputes an invoice, or requires further information to validate it, payment of the disputed amount may be placed on hold while the matter is resolved.

CSS will seek to raise invoice queries promptly and work with the supplier to resolve them.

Where practical, an undisputed element of an invoice may be processed separately.

8. Advance payments

CSS does not ordinarily make payment in advance of delivery.

Advance payments, deposits or accelerated payment terms will only apply where:

- they form part of an agreed payment milestone; or
- they have been expressly approved in writing by the CSS CEO or Commercial Director.

A requirement contained within a supplier's own terms or invoice does not constitute CSS approval of an advance payment.

9. Expenses

Travel, accommodation or other supplier expenses will only be reimbursed where they have been agreed in advance as part of the engagement.

CSS may require receipts or other supporting evidence before reimbursement.

Expenses incurred without prior agreement may not be reimbursed.

10. Changes to supplier bank details

For security purposes, CSS independently verifies changes to supplier bank details.

Suppliers should provide reasonable notice of any change and cooperate with the verification process.

CSS will not normally make payment to amended bank details until the change has been successfully verified.

11. Separate agreements

Specific engagements may also be governed by a contract, Schedule of Delivery, statement of work, Purchase Order or other written agreement.

Where expressly agreed terms differ from these standard terms, the specifically agreed terms will take precedence.

Otherwise, these Standard Supplier Payment Terms will apply.

12. Questions

Suppliers who are unsure about their Purchase Order, invoice requirements or agreed payment arrangements should contact their CSS representative before commencing work or submitting an invoice.

13. Invoice submission and queries

All supplier invoices and payment-related queries must be sent directly to finance@completeskillssolutions.co.uk

Invoices sent to individual CSS employees, Department Heads or other email addresses will not be treated as received by CSS for payment purposes and will not start the 30-calendar-day payment period. CSS employees are not responsible for forwarding invoices received directly from suppliers to the Finance Team. Suppliers are therefore responsible for ensuring invoices are submitted to the correct finance email address.

Any questions relating to an invoice, Purchase Order, payment status or supplier account should also be directed to finance@completeskillssolutions.co.uk