



REVENUES & BENEFITS SHARED  
SERVICES  
Service Delivery Plan  
2026 – 2029



**Service Area**

**Revenues and  
Benefits**

**Directorate**

**Finance**

## **Introduction**

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the councils' themes detailed in the Council Plan [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

## **Service Plans are monitored in the following ways:**

- Through regular discussion between, service heads, managers and their teams
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis
- Mid-year review of service plans alongside Professional Conversations

# SERVICE OVERVIEW

Revenues and Benefits is a shared service between Three Rivers District Council (TRDC) and Watford Borough Council (WBC) since 2010. TRDC is the lead authority.

Revenues and Benefits is by far the biggest service in both councils. It has a combined turnover of c£250m, paying out c£40m in benefits and collecting c£200m in Council Tax and Business Rates. Across the two councils there is around:

Three Rivers District Council	Watford Borough Council
1,331 HB Customers	1,944 HB customers
4,033 Local Council Tax Support Customers	5,672 Local Council Tax Support Customers
39,294 Council Taxpayers	45,704 Council Taxpayers
2,095 businesses	2,935 businesses

# BUDGET

(Table to give topline financials. This will be added post the Service Plans and Budget being agreed at Full Council before being published. )

# SERVICE PURPOSE AND CORE FUNCTIONS

Council Plan Theme	Service's contribution to the Council Theme
	<b>Revenues and Benefits Teams</b>
A well-run council	Maintain the Council Tax and Business Rates Listings
A well-run council	Provision of benefit, council tax and business rates advice to the public.
Healthy, safe and thriving communities	Process claims for housing benefit, council tax support and discretionary housing payment to those needing financial assistance
A well-run council	Process discount and exemption claims for council tax and business rates.
Healthy, safe and thriving communities	Support of vulnerable customers, including those who have are experiencing severe financial issues, engaging with third party providers to provide the necessary support.

# PROJECTS

Council Theme	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
A well-run council	Review of Generic Working Project delivered in 2025/26	Head of Revenues and Benefits	Review of project delivered in 2025/26. Detail any further areas of work within the service to be bought in-scope.	Feb 2026	HR, CSC	Within existing resource

# PROJECTS

Council Plan Theme	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
A well-run council	Upgrade of Information@work system, incorporating email connect.	System, Subsidy & Support Manager	Upgrade the Revenues and Benefits DIP system and go-live with email connect.	Nov 2025	NEC	Within existing resource.

# POLICIES AND STRATEGIES

Policy or Strategy	Name of Policy or Strategy	New or existing Policy or Strategy	Renewal Date	Additional comments
Policy	Council Tax Support Scheme Policy	Existing	April 2026	N/A
Policy	Discretionary Housing Payments Policy	Existing	April 2026	N/A

# KEY PERFORMANCE INDICATORS TO SUPPORT THE COUNCIL PLAN

Key Performance Indicators enable us to track how we are performing against our targets and over time. They are reviewed quarterly and/or annually to ensure accountability and to drive continuous improvement.

KPI Ref	KPI Title	2024/25 Actual	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target
RB01	Percentage of Council tax due that was collected	97.50%	98%	98%	98%	98%
RB02	Percentage of business rates due that was collected	98.1%	99%	97%	97%	97%
RB04	Average time taken to process changes in housing benefit entitlement	7 days				
RB05	Average time taken to process new housing benefit claims	6 days	5 days	5 days	5 days	5 days
RB06	Accuracy of work processed	86%	95%	95%	95%	95%
RB07	Housing Benefit Overpayment Collection Rate in current year	96.55%	92.5%	96%	96%	96%

# KEY PERFORMANCE INDICATORS TO SUPPORT THE COUNCIL PLAN

Key Performance Indicators enable us to track how we are performing against our targets and over time. They are reviewed quarterly and/or annually to ensure accountability and to drive continuous improvement.

KPI Ref	KPI Title	2024/25 Actual	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target
RB08	Average time taken to process changes in council tax support entitlement	N/A	N/A	New KPI - TBC	TBC	TBC
RB09	Average time taken to process new council tax support claims	N/A	N/A	New KPI - TBC	TBC	TBC

# SERVICE VOLUMES

These are monitored internally by the individual service area and not reported on externally.

Description	Projected annual volume for 2025/2026	Estimated annual volume for 2025/26	Notes / explanation for estimated change
No. of Discretionary Housing Payment claims received	100	200	Expecting numbers to rise as rents charged in the private sector continue to increase and remain above LHA rates and there are still cost of living challenges.

# RISK MANAGEMENT

Our [Risk Register Summary](#) is published on our website and updated quarterly. These include; strategic, operational and climate change risks.