

FINANCE SHARED SERVICES
Service Delivery Plan
2027 – 2030

THREE RIVERS
DISTRICT COUNCIL

Service Area	Finance	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. 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 Indicators are reviewed by the Corporate Management Team on a quarterly and annual basis
- Mid-year review of service plans alongside PDRs and Council Plan Delivery Plan mid-year review.

SERVICE OVERVIEW

The Finance Service is part of the Shared Services arrangement for Three Rivers District Council and Watford Borough Council. The Director of Finance is the Section 151 Officer for Three Rivers District Council. The Head of Finance is Deputy Section 151 Officer for Three Rivers District Council and Watford Borough Council.

The service provides the organisational expert advice for the following strategic, statutory and transactional processes at Organisational, Service and Project level:

- Budget Setting and Realignment
- Financial Reporting
- Financial Monitoring
- Treasury Management
- Accounts Payable
- VAT
- Financial Systems
- Fraud
- Debtors/Accounts Receivable

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SERVICE OVERVIEW cont.

Our Promise to our Customers:

- We are trusted advisors who are professional and knowledgeable.
- We communicate clearly using language that is accessible to managers and the public.
- We are responsive to our customers' needs, with a focus on helping services to deliver their objectives.

All staff working within the service demonstrate the following core behaviours:

- Commitment to personal development and the development of others
- Commitment to continuous improvement
- Professionally curious – seeks out opportunities, and identifies and resolves risks and issues
- Maintain calm whilst under pressure
- Flexible and resilient

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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 Plan Theme
	Finance Services
Healthy, safe and thriving communities	The Finance service supports the delivery of the all themes within the Council Plan through the provision of robust financial advice, budget planning, budget reporting and creating a strong control environment for the Council's financial transactions. The Finance service will support the financial analysis of the Local Government Reorganisation proposals for Hertfordshire and the development of a new unitary council under the agreed proposals.
A green and sustainable future	
A prosperous and vibrant district	
A well-run council	

PROJECTS

Council Plan Theme	Project Title	Project Description & Proposed Outcome(s)	Project Start Date (Month/Year)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
No Corporate Projects in 2027/28 Continuous improvement projects are reported to CMT and CMB via the Shared Service Operations Board (SSOB)						

POLICIES AND STRATEGIES

Policy or Strategy	Name of Policy or Strategy	New or existing Policy or Strategy	Renewal date	Additional comments
No Policies for review in 2027/2028				

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	2025/26 Actual	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target
FN09	Accounts paid within 30 days	98.96%	98.5%	98.5%	98.5%	98.5%
FN15	% of Commercial income received	100%	100%	100%	100%	100%
FN16	General Balances are above the risk assessed level	>£2.0m	>£2.0m	>£2.0m	>£2.0m	>£2.0m

SERVICE VOLUMES

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

Description	Three Rivers Projected annual volume for 2027/28	Three Rivers Estimated annual volume for 2028/29	Watford Projected annual volume for 2027/28	Watford Estimated annual volume for 2028/29	Notes / explanation for estimated change
Supplier Invoices paid	5,469	5,469	6,042	6,042	It is not anticipated that there will be an increase in volumes over the period of the service plan.
FPM Payment Vouchers paid	389	389	553	553	
New Suppliers raised	312	312	279	279	
Procurement card transactions	1,019	1,019	950	950	
Number of faster payments and chaps made out	301	301	303	303	
Number of transactions through the income management system (Aim) for all funds	98,885	98,885	140,989	140,989	
GL journals (not inc budget journals nor cashbook journals)	558	558	499	499	
Insurance claims	32	32	14	14	
National Fraud Initiative	277	277	377	377	

RISK MANAGEMENT

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