

REVENUES & BENEFITS SHARED SERVICES
Service Delivery Plan
2026 – 2029

THREE RIVERS DISTRICT COUNCIL

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£33.6m in benefits, collecting £185.9m in Council Tax, after Exemptions, Disregards and CTS reductions, along with £120.7m Business Rates. Across the two councils there is around:

Three Rivers District Council	Watford Borough Council
1,239 HB Customers	1,821 HB customers
3,993 Local Council Tax Support Customers	5,595 Local Council Tax Support Customers
39,482 Council Taxpayers	45,896 Council Taxpayers
2,100 businesses	3,039 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
	Revenues and Benefits Teams
A well-run council	Maintain the Council Tax and Business Rates Listings through a Transformation Project
A Green and sustainable future	Provision of benefit, council tax and business rates advice to the public, promotion of e-billing and comms solutions reducing printing and print consumables
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. Process claims for housing benefit, council tax support and discretionary housing payment to those needing financial assistance
A prosperous and vibrant district	Through the increased collection of Council Tax and Business Rates the council's revenue is increased which can then be reinvested back into the communities. This also benefits essential services that receive a percentage of the funds collected such as emergency services.

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	Revenues and Benefits Transformation Project	Head of Revenues and Benefits	A full review and restructure of services deliver, focusing on the delivery of whole case solutions to clients and stakeholders. Alligned to LGR proposals where appropriate	Q2 2027	HR, CSC and all Operational service streams	TBC

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A green and sustainable future	Ebilling Project	Billing Workstream Manager & Systems Manager	Proposal to change EBIlling into an opt out scheme to improve customer communication. This also enables us to make cost savings on printing and postage of bills.	31/03/27	ICT	Initial cost on some software specific consultation but off set by ongoing cost saving on postage

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Healthy, safe and thriving communities	Recovery Transformation Project	Recovery Workflow Managers	This project will focus on reviewing and revising our current Recovery processes in order to increase revenue into the council	31/03/27	External Enforecement Agents	Revenue Increase via recovery of monies owed

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	7 days	7 days	7 days	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%

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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.