



Appendix 1 - Key Performance Indicators (KPI) & Performance Monitoring Data

Reading Borough Council

KLAS Key Performance Indicators (KPIs)

Purpose and Context

This appendix provides detailed operational and performance information to support the summary analysis and conclusions set out in the main report. It presents activity-based and compliance-related data from the enhanced environmental enforcement trial period, including patrol activity, Fixed Penalty Notices issued, payment performance and complaints monitoring.

The information is intended to evidence trends in enforcement delivery and governance during the trial period, rather than to demonstrate short-term reductions in fly-tipping volumes, which are influenced by multiple external factors and are evaluated separately within the main report.

1. Performance and Contract Management

The Supplier shall keep performance data for the duration of the Contract.

In the performance of the obligations under the Contract, the Supplier shall, but not exclusively:

1.1	Appoint a Contract Manager before the commencement of the Contract, who will be responsible for ensuring compliance with the Contract & Specification terms. Liaise regularly with the Council's named person responsible for this contract.
1.2	Agree to meet with the Council's named person for the contract. <ul style="list-style-type: none">• *Monthly to discuss performance and operational issues and• Quarterly to review overall Service delivery (*) For the first three months the Supplier agrees to meet with the Council's named contract manager every two weeks.

1.3	<p>Provide monthly performance data for the duration of the contract. This information must then be collated for an annual report.</p> <p>This will include but not limited to:</p> <ul style="list-style-type: none"> • Number of FPNs issued. • FPN by Offence Type • % of FPNs paid • Payment rate • Location of offence • Ethnicity, gender, age and any disability of perpetrator • Number of prosecutions files sent to the Council. • Outcome of prosecutions • Number of FPN Objections/representations • Number of FPNs withdrawn – including reason • Contractor Revenue • Contractor Expenditure • Details of partnership patrols/activities/operations • Detail of Enforcement Officer hours accrued on patrol • Details of any service complaints, investigations and outcomes. • Social value performance* <p>(*) Social value performance reporting to be provided quarterly.</p>
1.4	<p>Provide details of work-related incidents/accidents resulting in more than 5 days off work and near miss accidents, investigations and actions taken.</p>
1.5	<p>To ensure that the Council is informed of any changes to the Service at the earliest possible opportunity and that any shortfall in the Service is reported on the same day to the SET management Team that Service was due.</p>
1.6	<p>To provide the Council full access to any electronic management systems that the Supplier uses to log data and produce performance reports. The supplier will provide training in the use of any such systems.</p>
1.7	<p>The Supplier shall be aware that as part of the monitoring process the Council shall evaluate the achievement of the Key Performance Indicators (“KPIs”) set out below</p>
1.8	<p>Undertake regular quality assurance checks to monitor the number of objections/representations that are lodged against FPNs and investigate all those that are upheld leading to cancellation of the FPN.</p>

Performance Management assumes that failure to meet a KPI is a Service Failure as detailed in Section 15.

There are 3 categories of Service Failure for each KPI.

- Minor
- Intermediate
- Serious

The Performance Management process and/or remedies for the different categories of Service Failure are detailed in Section 2.

2. Key Performance Indicators (KPIs)

2.1 As part of the performance monitoring process the Council shall evaluate the Contracts performance with regards to achievement of the Target KPIs as detailed below:

KPI No.	Target KPI name/ description	Frequency of measurement	Category of Service Failure To be Confirmed
KPI 1	<p>Staff- Enforcement Deploy a team per Operational Day (7.5 hrs), including public holidays and weekends, which equates to no less than the following:</p> <p style="padding-left: 40px;">1 (one) Team Manager/Supervisor (Monday to Sunday = 37.5 hours)</p> <p style="padding-left: 40px;">4 (Four) EOs (Monday to Sunday = 150</p>	Weekly	<p>Target KPI: 100% (504 hours per week)</p> <p><u>Minor failure</u> (-16 hrs) = 181.5 Hours per week</p> <p><u>Intermediate failure</u> (-40 hrs.) = 147.5 hours per week.</p> <p><u>Serious failure</u> (anything above -40hrs) = <147.5 hours per week</p>
KPI 2	<p>Finance</p> <p>Collection Note By the 10th working day of each month the supplier shall issue a collection note which summarises the full revenue collected for the</p>	Monthly	<p>Target KPI: 100%</p> <p><u>Minor failure</u>: 2 days late <u>Intermediate failure</u>: 3 days late <u>Serious failure</u>: 5 days late</p>

	<p>preceding month.</p> <p>Payment 100% of revenue collected shall be paid to The Council by the 15th day of each month for the preceding month.</p> <p>Invoice the Council for the agreed revenue share percentage █████ of the income received by the Supplier pursuant to the Contract for the preceding month.</p>		
KPI 3	<p>FPN Errors</p> <p>The number of FPNs cancelled/withdrawn due to agreed errors made by the EOs must remain below 5% of all FPNs issued.</p>	Monthly	<p>Target KPI: 100%</p> <p><u>Minor failure:</u> 1% <u>Intermediate failure:</u> 3% <u>Serious failure:</u> 5% or above</p>
KPI 4	<p>Prosecution Files</p> <p>Where FPNs are not paid within the specified timescales, and where the evidential standard is met, and it is appropriate and proportionate to do so, The Supplier will provide the Council with “court ready” prosecution files within the statutory timescales.</p>	Monthly	<p>Target KPI: 100%</p> <p>The “failure percentage” around this KPI are based on accuracy and timescales of files submitted and do not relate to any prosecution target.</p> <p><u>Minor failure:</u> 2% <u>Intermediate failure:</u> 3% <u>Serious failure:</u> 5%</p>
KPI 5	<p>Performance Reports</p> <p>Reports provided to the Council no later than five (5) working days after the reporting cycle, containing information as detailed in section 14 of this specification.</p>	Monthly	<p>Target KPI: 100%</p> <p><u>Minor failure:</u> 1-day <u>Intermediate failure:</u> 2 days <u>Serious failure:</u> 3 days</p>

KPI 6	<p>Replying to Complaints/Enquires/FOIs as directed by the Council.</p> <p>Provide full response to all enquiries received by the Council which relate to the provision of service. Responses to be provided to the Council's named contract officer in accordance with any statutory time frames and/or in accordance with the Council's complaints process.</p>	Weekly	<p>Target KPI: 100%</p> <p><u>Minor failure:</u> 1-day</p> <p><u>Intermediate failure:</u> 2 days</p> <p><u>Serious failure:</u> 3 days</p>
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2.2 **Minor Failure** will result in a performance meeting and for the Supplier to demonstrate in writing how the failure will be rectified within an agreed timeframe.

2.3 **Intermediate Failure** will result in a performance meeting and a written improvement plan to be defined and agreed.

2.4 **Serious Failure** will result in a performance meeting and the instigation of the Remediation Plan Process.

2.5 In this Contract, "**Consistent Failure**" shall mean:

A Serious Failure of the same KPI or a Serious Failure of more than one KPI, occurring two or more times in a 3-month rolling period.

OR

A failure to deliver any agreed improvement plan following an Intermediate Failure.

OR

the Supplier repeatedly breaching any of the terms of this Contract in such a manner as to reasonably justify the opinion that its conduct is inconsistent with it having the intention or ability to give effect to the terms of this Contract.

2.6 In the event of a Consistent Failure the Council may, at its

discretion, terminate the Contract under the terms of the Contract Conditions or commence the Remediation Plan process under the terms of the Contract Conditions.

- 2.7 The rights and remedies of the Council provided above are in addition to
and without prejudice to any other remedies that the Council may have under the Contract or at Law.

KLAS Performance Monitoring

3. KLAS partnership performance

3.1. Government guidance for local authorities in England strictly dictates that enforcement activity should be measured by improvements in environmental cleanliness, not by the number of Fixed Penalty Notices (FPNs) issued. Authorities are explicitly told not to set targets for the number of FPNs issued or for revenue generated from them. However, this information is useful to monitor resource provision and to display benefits to the service area.

3.2. Please see breakdown of FPN data in the tables & maps below:

Table 3.2.1. Total number of FPNs issued (by month)

	Sept	Oct	Nov	Dec	Jan	Feb	Total
FPNs issued	205	277	248	169	240	248	1387

Table 3.2.2 Total FPNs issued by offence type

Offence type	Number of FPNs issued (Sept-Feb)
Depositing litter (S87/88 EPA 1990)	1237
Unauthorised disposal of waste/fly-tipping (S33 EPA 1990)	10
Breach of household duty of care (S34 2A EPA 1990)	139
Failure to produce waste transfer documents for the transfer of waste to authorised persons (S34 EPA 1990)	1
Failure to produce authority to transport waste (S5 COPA 1989)	0
Commercial waste presentation breaches (S47 EPA 1990)	0
Vehicle repairs on the highway (S4 CNEA 2005)	0
Sale of vehicle on the highway (S5 CNEA 2005)	0

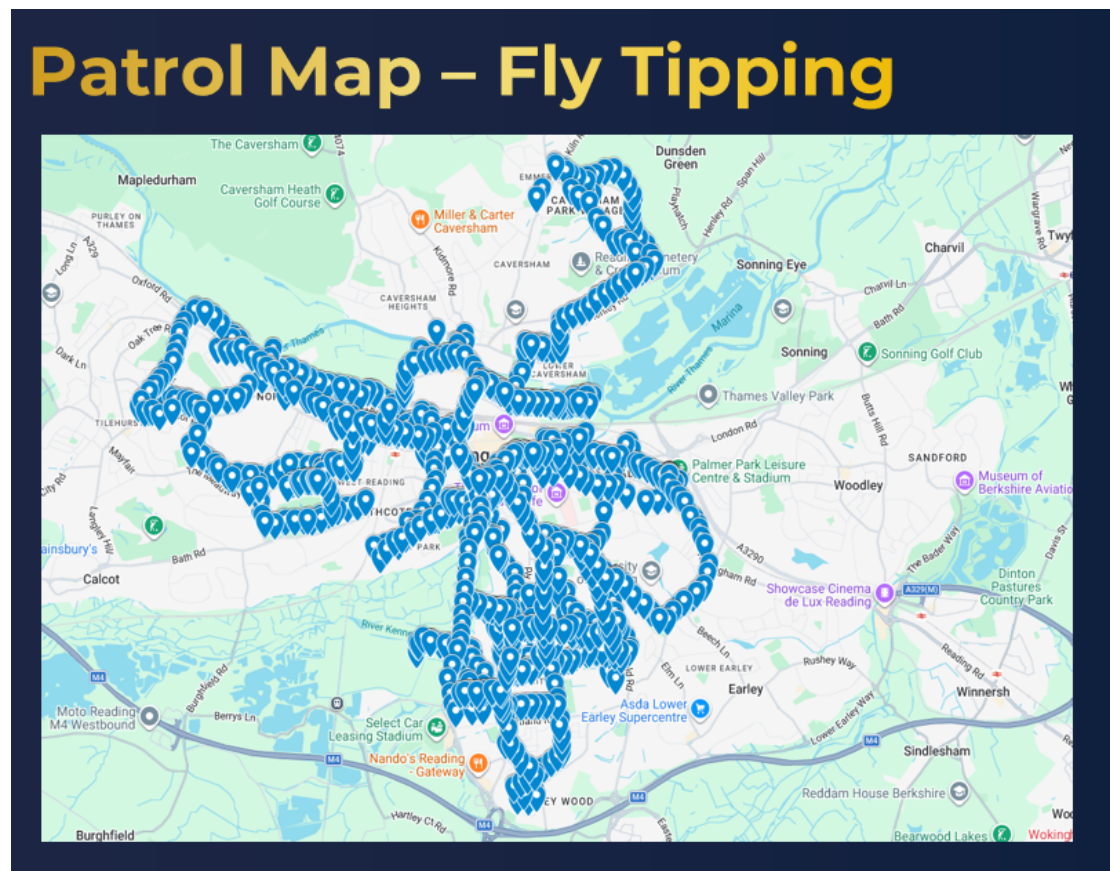
Table 3.2.3. Total FPNs issued by ward area

Ward area	Number of FPNs issued (Sept -Feb)
Abbey	1127
Battle	35
Caversham Heights	1
Caversham	4
Church	40
Coley	19
Emmer Green	13
Katesgrove	18
Kentwood	15
Norcot	22
Park	14
Redlands	4
Southcote	8
Thames	20
Tilehurst	11
Whitley	36

Map 3.4.4. Map showing typical litter patrol route by Officers on foot (tracking from March 2026)



Map 3.2.5 Map showing typical patrol route by Officer in streetscene vehicle (tracking from March 2026)



Map 3.2.6 Map showing distribution of fly-tipping offence FPNs (Sept-Feb)

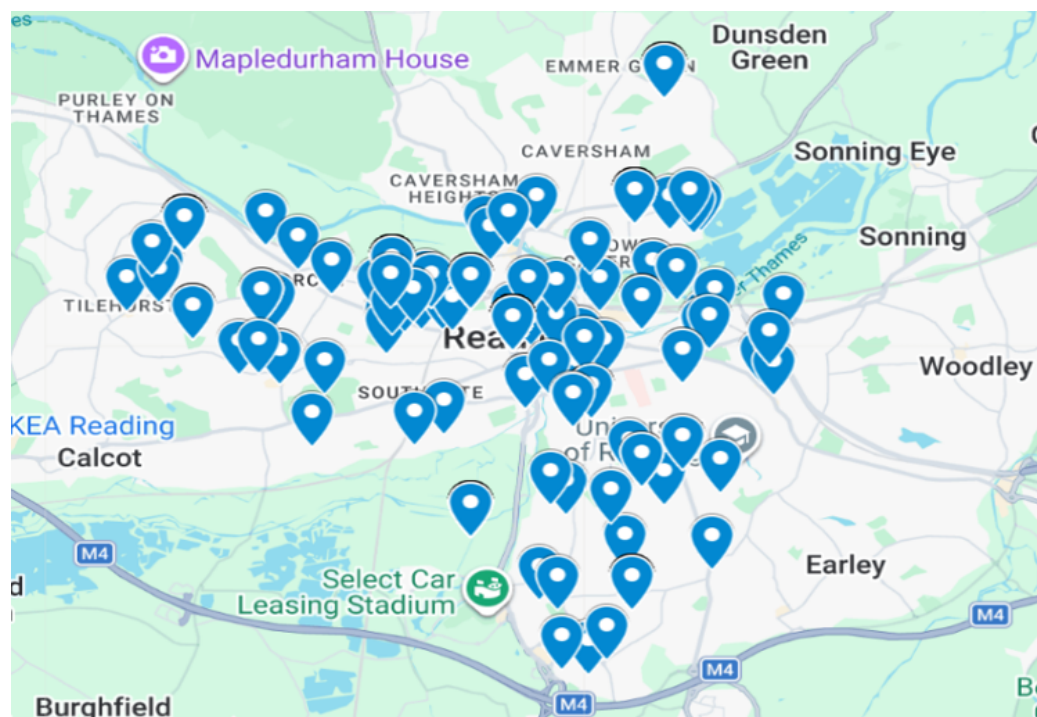


Table 3.2.6. FPN payment rate (by month)*

**At time of reporting. Rates may ultimately be higher than this as a proportion of the FPNs issued may still be within their payment window.*



Note: Monthly payment rates reflect the status of Fixed Penalty Notices at the point of reporting and include notices that remain within their statutory payment, representation or cancellation period. As a result, payment rates may vary between reporting periods and typically increase over time as cases progress through the full process. Aggregate payment figures therefore provide a more accurate indication of overall compliance than individual monthly snapshots.

Table 3.2.7. Income generated (by month)

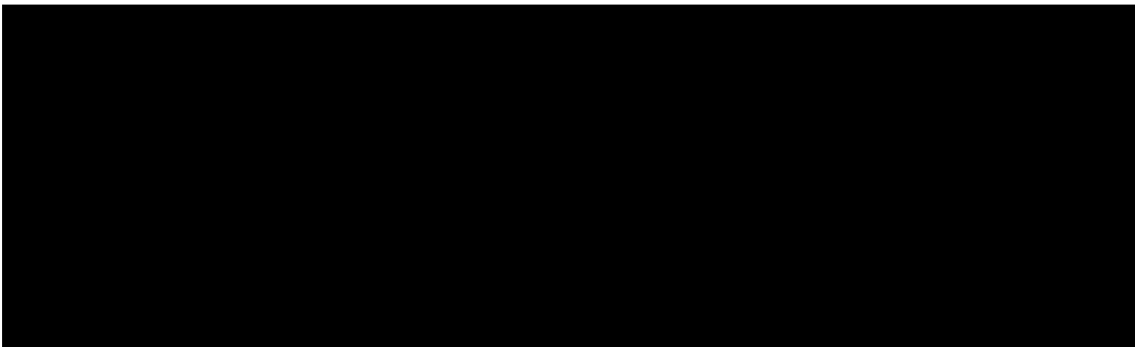


Table 3.2.8 Complaints received at Council for KLAS cases (by month)

	Sept	Oct	Nov	Dec	Jan	Feb	Total
Total number	0	4	2	0	1	4	11

Complaints received during the trial period were managed in accordance with the Council’s established procedures, with oversight retained by the Council. Complaint volumes and outcomes do not indicate any systemic conduct, fairness or equality-related issues arising from enforcement activity during the trial.

3.3. In addition to the above data, a range of agreed key performance indicators are reported to the Council by KLAS in an agreed format monthly. These demonstrate performance against measures such as officer hours worked, FPN errors and provision of monthly reporting and responding to complaints.

3.4. Please see breakdown of agreed KPI target monitoring below:

Table 3.3.1: KPI 1 - KLAS Officer hours worked (by month)

	Sept	Oct	Nov	Dec	Jan	Feb	Avg.
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Officer hours	555	735	843.5	825	1015	1009	830
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On average, this is viewed to be satisfactory. However, Officers are currently working Monday to Friday and weekend or bank holiday staff provision has not yet been implemented as expected.

Table 3.3.2: KPI 2 – Timeliness of payments (by month)

	Sept	Oct	Nov	Dec	Jan	Feb
Timeliness of payment	On time	On time	On time	Late	Late	Late

Kingdom experienced a change over in accounting staff from January 2026 which has ultimately resulted in delayed transfer of funds since. The delay in December, January and February is deemed a serious service failure but has since been rectified with KLAS Management. Ongoing monitoring is in place.

Table 3.3.3: KPI 3 – Number of cancelled FPNs due to Officer error (by month)

	Sept	Oct	Nov	Dec	Jan	Feb	Avg.
% of total FPNs voided/cancelled (%)	5%	2%	1%	12%	3%	9%	5%

This has fluctuated significantly from month to month but tends to coincide with recruitment of new officers undertaking training on FPN devices.

Table 3.3.4: KPI 4 – Provision of prosecution files for unpaid FPNs (by month)

	Sept	Oct	Nov	Dec	Jan	Feb	Avg.
Total files received	0	0	0	0	0	0	0

Where Fixed Penalty Notices (FPNs) remain unpaid, cases are reviewed for evidential sufficiency and proportionality in line with Council policy. While the enforcement partner undertakes operational activity including investigation, evidence gathering and preparation of prosecution files, decisions to progress cases to court rest solely with the Council as the statutory authority. Progression of cases is subject to available legal capacity and relevant court processes, including limitations associated with the Single Justice Process.

The process for escalating unpaid FPN cases is under review with the Council's legal services team. Prosecution files will be produced by KLAS accordingly when

required.

Table 3.3.5: KPI 5 – Provision of performance reports (by month)

There are no concerns relating to provision of and quality of monthly performance reports provided to the Council by Kingdom.

Table 3.3.6: KPI 6 – Replying to complaints (by month)

When a representation is received by KLAS an acknowledgement and holding response is sent advising of a 10–14 working day review period. There have been a small number of cases where a holding response had not been sent or the review period lapsed without a response. This would be raised with KLAS management where Council is aware.

On average, responding to complaints by KLAS and provision of information for Council logged complaints is viewed to be satisfactory at this time.

The performance information contained within this appendix should be read alongside the main report, which provides the contextual analysis, governance interpretation and options appraisal informed by this data.