

PLACE SELECT COMMITTEE

9TH NOVEMBER 2026

REPORT OF DIRECTOR OF NEIGHBOURHOODS

Community Services and Transport Overview Report

Summary

This report gives an overview of the key achievements and challenges in 2025/26 in the Community Services and Transport Service.

Key Achievements

Waste Changes

Following Cabinet approval to move to weekly recycling and food waste collections, alongside a shift to fortnightly residual waste collections, the service was launched on 31st March 2026. There were some significant challenges in the first few weeks, not only associated with such a significant change in collection provision, but specifically dealing with much higher levels of recycling participation than the most optimistic of modelling.

Most authorities when adopting to a fortnightly refuse collection provision in the past have experienced an increase of recycling participation levels of around 40%, rising to 60% over time. As Stockton introduced the new recycling and waste services following an extensive community engagement campaign, we experienced unprecedented recycling levels which approached 90% recycling of at least 1 commodity in the first week and, even after 6 months, participation levels are around 75%.

The need to deploy additional resources has been challenging as the extra 15% in participation levels has resulted in an increase of 6 rounds to deal with the demand, although this is also countered with the huge success associated with our residents engaging with the new service and has seen a net reduction in residual waste tonnages of around 33% when compared to 2025/2026. In recent weeks, the efforts to engage proactively with residents in the run up to the implementation of the new collection service was recognised nationally when the Waste Engagement Team were crowned the winners of the 'Best Communications Campaign of the Year' at the annual Local Authority Advisory Committee (LARAC) Awards.

Household Waste Recycling Centre (HWRC)

We have secured a new facility which will see the location of the HWRC move from its current location on Haverton Hill Road to a new facility at Belasis Avenue, Billingham following the end of the current contract that we have with Suez in 2030.

A partnership with colleagues from across the Council managed to close on the sale of the new site in the summer and works are now progressing to identify the most appropriate project delivery model for the new site. This new facility will provide an opportunity to consider and implement best practice from other recently constructed sites across the country in order to improve on the offer of what is a well-used and critical means by which our residents can dispose of their large items of household waste.

Waterfront Park

In conjunction with many colleagues from teams across the Council, we successfully opened the new Waterfront Park, which has provided a vital link between the High Street and the riverside. The park has received a significant number of compliments from users and has drawn the attention of national interest as a result of the innovative design and distinct areas including the play area, ornamental areas and the events space.

The maintenance of the site has been challenging although the team have worked tirelessly since the park was opened to ensure that the standard remains high and the park continues to be a beacon of the ongoing development and regeneration across the town centre.

Workforce Planning and Development

Investing in staff is not only a key corporate commitment but also one which is of significant importance within Community Services and Transport in light of the number of staff employed within the area and the need to tackle issues associated with competition in what can be a buoyant employment market, staff retention and dealing with the challenges of an ageing workforce.

The ongoing support with the Council's Apprenticeship programme has provided many young people with opportunities in areas including Highway Maintenance, Arboriculture, School Catering with many Apprenticeships being used as a springboard to onward employment with the Council. We have also provided work placement opportunities in a range of national schemes including the Youth Trailblazer Programme and, more recently, provided work placement opportunities to some of our Care Experienced Young People with one young person being successful in securing a Gardener Apprenticeship working at our flagship waterfront park.

Eaglescliffe Station Western Car Park

The new western car park at **Eaglescliffe Station** has been successfully delivered, providing 65 additional parking spaces together with a new bus shelter, secure cycle parking facilities and two dedicated taxi bays. The scheme has significantly improved access to rail services from the western side of the railway and enhanced connectivity between the station, surrounding residential communities, existing businesses and the Tees Link development. The project was completed ahead of programme and within budget, delivering early benefits to station users and the wider local area. The design has also been developed to accommodate future expansion should parking demand increase over time.

Various cycleways

Working with the **Tees Valley Combined Authority**, **Thornaby Town Deal** and **Levelling Up Fund** programmes, significant progress has been made over the past year in developing and delivering several strategic cycleway schemes across the Borough. These schemes are designed to improve walking, wheeling and cycling connectivity, providing safer and more sustainable access to town centres, education and employment opportunities.

The **Thornaby Town Centre Cycleway** and **Durham Lane Cycleway** schemes are currently under construction. The contract for the **Thornaby to Stockton Cycleway** has been awarded, with the **Cowpen Bewley to Wolviston Cycleway** scheme expected to be awarded shortly. In addition, delivery of the **Stockton Town Centre Cycleway** is programmed to commence over the coming months. Together, these schemes will make a significant contribution to improving active travel infrastructure and connectivity across the Borough.

2025/26 Highway Maintenance Programme

The **2025/26 Highway Maintenance Programme** has been successfully delivered, with all planned footway maintenance, vegetation clearance, street lighting and Traffic Signal Obsolescence Grant (TSOG) works completed. The carriageway structural maintenance programme was also substantially delivered, resulting in significant improvements to the condition and resilience of the Borough's highway network. In addition, 100% of the planned general bridge inspections were completed, providing a comprehensive assessment of the Council's structures assets and informing future investment priorities.

The structures programme has also delivered several key achievements. Investigation works at Billingham Beck Bridge have been completed and have informed a funding bid to the Department for Transport's Structures Fund. Furthermore, the Council successfully submitted its Department for Transport Transparency Report, securing the full allocation of highway maintenance funding. Collectively, these achievements demonstrate the Council's continued commitment to maintaining and improving its highway infrastructure through effective programme delivery, asset management and external funding opportunities.

Challenges

The significant financial challenges the Council faces also inevitably impacts upon operational areas where budgets remain the same (or are reduced to make MTFP savings) whilst the cost of supplies, materials and equipment continues to increase significant. To illustrate, the costs of parts to maintain the councils fleet of vehicles has increased by around 50% in the last 4 years although budgets are not increased to reflect these hikes.

This is the same scenario across all other services across Community Services as the majority of functions are operationally focused providing direct services to the public whether this be on grounds maintenance, street cleansing, school catering or other functions, all of which are heavily reliance upon goods, materials or contractors and all areas have seen significant price increases in recent years. Whilst the service tries to adopt creative ways in which resources can be stretched, explore the use of new technology and materials which may prove more cost-effective, it is inevitable that we will need to deliver less in the future as a direct consequence of reduced financial resource and the natural increase in supplies and services; it is proving impossible to deliver more for less.

The Council also continues to face significant challenges in maintaining its highway assets. As the Borough's most valuable asset, the highway network has an estimated replacement value of £2.27 billion and requires substantial ongoing investment to maintain its condition and resilience. These challenges have been compounded by a prolonged period of static maintenance funding, alongside significant inflationary increases in labour, materials and construction costs, resulting in a reduction in purchasing power in real terms. In addition, significant funding has been allocated to essential structural works and investigations on key bridge assets. While necessary to ensure the continued safety and operation of these critical structures, this expenditure has reduced the funding available for wider carriageway maintenance across the network. The Council must continue to prioritise investment based on risk, asset condition and network hierarchy, recognising that parts of the network will continue to deteriorate unless additional funding becomes available. This presents an ongoing challenge in balancing the maintenance of key transport corridors and structures whilst seeking to minimise further decline across the wider highway network.

The ongoing search for a new cemetery to serve the Stockton Centre / West as a result of the ongoing reduction in available grave spaces in Durham Road. At the moment, there is around 6 years of burial provision left in Durham Road and working to tight timescales to find suitable burial provision considering the time associated with the identification of appropriate land, purchase (if it is not owned by the Council), planning approvals, construction and settlement time before the ground is ready to accept burials.

Emerging Issues

Continued emphasis is being placed on evidencing the Council's performance in maintaining its highway assets, particularly in response to increasing requirements from Government to publish transparency reports and provide supporting evidence to secure the full allocation of

maintenance funding. These reporting requirements play an important role in demonstrating effective asset management, accountability and value for money, while providing assurance to residents that available funding is being invested efficiently and targeted where it will deliver the greatest benefit. However, the preparation of these reports and the associated evidence base is resource intensive and places additional demands on officer time and specialist technical expertise.

On a practical level, unprecedented level of potholes associated with weather and the degradation of the highway network has taken significant resources to maintain in line with the requirement and criteria contained our Highway Safety Inspection Policy.

The introduction of the Mayoral Transport Fund (MTF) represents a significant opportunity for the Council and the wider Tees Valley to secure a more flexible and integrated approach to transport investment. By consolidating several previously separate funding streams into a single allocation, the MTF provides greater flexibility to develop and deliver local transport priorities, including highway maintenance, active travel, public transport improvements, electric vehicle infrastructure and wider sustainable transport initiatives. This approach should enable investment to be aligned more effectively with local needs and opportunities while supporting the delivery of strategic transport objectives across the Borough.

However, alongside these benefits, the new arrangements bring increased demands on local highway authorities. The development, prioritisation and delivery of a larger and more diverse programme of transport interventions will require additional resource, business case development, scheme appraisal, programme management and performance monitoring. There are also enhanced reporting requirements associated with the Department for Transport's outcomes-based approach, requiring robust evidence and governance arrangements to demonstrate the successful delivery of investment. As a result, while the MTF presents a valuable opportunity to secure additional transport improvements and investment for residents, it will also require increased technical, project management and administrative capacity to maximise the benefits of the funding programme.

Changes to waste collections has seen pressures within the Workshop environment. The introduction of 22 new recycling vehicles has caused an increase of "Operator License" vehicle numbers to the fleet and introduced a review of the current "O" license arrangements with the Traffic Commissioner.

We are also having to respond to the change in environmental factors and weather conditions as the traditional seasons appear to be bleeding into each other with changes seen in areas including grounds maintenance and the provision of winter maintenance services. The traditional growing season has changes in recent years following warmer winters; this has required us to adopt a more nuanced approach to start and finishing points for grass cutting and has seen an increase in costs as resources have needed to be kept on contract for longer.

There has also been emerging issues around flooding and storm conditions in recent years, all which have proved to be problematic for staff across the service both in terms of dealing with the incidents at the time but also dealing with the clearing up exercise which can often impact upon the normal programme of work – a good example being the Arboriculture team where it can take several weeks to deal with impact of winter storms.

Cabinet Member Approval

The Cabinet Member has been briefed on the contents of this report.

Stockton-on-Tees Plan – Progress 2026

Community Services and Transport

Summary

Following Council agreement of the Stockton-on-Tees Plan in 2024, it was agreed that Place Select Committee would receive annual performance updates of the Tier 2 outcomes.

The indicators attached (Appendix 1) provide Place Select Committee with an update on the Council's progress against the high-level outcomes identified in the Stockton-on-Tees Plan.

Recommendations

Place Select Committee is recommended to note and comment on the update attached at Appendix 1.

Reasons for the Recommendations

1. To Ensure Transparency and Accountability:

Regular reporting against the Stockton-on-Tees Plan enables Members to monitor progress, assess the effectiveness of service delivery, and ensure that the Council remains accountable to residents and partners.

2. To Support Evidence-Based Decision Making:

The report provides an overview of outcomes, highlighting both achievements and areas requiring improvement. This evidence base supports informed decision-making and prioritisation of resources.

3. To Drive Continuous Improvement:

Identifying areas for improvement allows for timely intervention and the implementation of corrective actions. This promotes a culture of continuous improvement across services and contributes to better outcomes for communities.

4. To Align with Strategic Priorities:

Monitoring progress against the Stockton-on-Tees Plan ensures that the organisation remains focused on delivering its strategic objectives and that progress is aligned with the Council's vision and long-term goals.

5. To Inform Future Planning and Budgeting:

Insights from the report can inform future service planning, policy development, and budget setting, ensuring that resources are targeted effectively to meet community needs.

6. To Highlight and Celebrate Success:

Recognising areas of strong progression helps to motivate staff, share best practice, and reinforce the Council's commitment to delivering high-quality services.

Detail

1. The Stockton-on-Tees Plan (2024) set a Vision for the future of the Borough, developed with communities, for communities:
 - a. Our Vision: Stockton-on-Tees is home. It's a warm and friendly place where we welcome others and come together as a single community. We are a diverse and inspiring Borough, culturally rich and with confidence in a future that we can all share and be proud of. At the economic heart of the Tees Valley, we are a dynamic, safe and healthy place where everyone can grow and succeed. We will continue to work together to reduce inequalities and barriers to opportunity.
2. The wider plan was developed to reflect the drivers and priorities that can turn our Vision into reality, and included a picture of success, underpinned by key outcome measures (What success looks like – Stockton-on-Tees Borough Council).
3. Outcomes centre around our priority areas of:
 - The Best Start in Life to Achieve Big Ambitions
 - Healthy and Resilient Communities
 - A Great Place to Live, Work and Visit
 - An Inclusive Economy
 - A Sustainable Council
4. Appendix 1 provides the first year's progress report against key outcome measures, it includes:
 - a. The vision and priorities
 - b. Key indicators (current position and direction of travel)
 - c. Activity to date
 - d. Planned activity

e. Key metrics

5. This includes:

- a. Areas where the Council performs above the national average, and demonstrates strong performance trends aligned to our ambitions:
 - Proportion of passenger journeys on local bus services taken by elderly and disabled concessionary passengers
 - Killed or seriously injured per billion vehicle miles
 - Percentage of local authority motorways and A roads that should be considered for maintenance, split by road type (motorways and A roads)
 - Percentage of local authority motorways and A roads that should be considered for maintenance, split by road type (B and C roads)
- b. Areas where the Council shows strong performance relative to national averages, however there is a need to manage local trends to improve outcomes:
 - Connectivity Score (overall public transport)
- c. Areas where the Council demonstrates strong performance trends aligned to our ambitions:
 - Percentage change in service mileage year on year (Total local bus services vehicle miles (millions))
- d. Known areas of challenge, which form the basis of targeted activity to improve outcomes:
 - Percent of total household waste sent for reuse, recycling and composting
 - Percentage of total household waste that is collected separately as food waste
 - Residual household waste per household
 - Percentage of adults who engaged in active travel at least twice in the last 28 day
 - Number of passenger journey of local bus services per head of population
 - Percentage of local authority motorways and A roads that should be considered for maintenance, split by road type (unclassified roads)
 - Public EVSEs (Electric Vehicle Supply Equipment per 100,000 population)
 - Rate of change of years remaining in Durham Road Cemetery
 - Rate of change of years remaining in Oxbridge Lane Cemetery

- Rate of change of years remaining in Billingham Cemetery
- Rate of change of years remaining in Egglescliffe Cemetery
- Rate of change of years remaining in Thornaby Cemetery

e. Indicators that are specific to SBC with a positive trend:

- Percentage of referrals received by Home Improvement Agency completed in priority timeline
- Customer Satisfaction - Pavements and Footpaths
- Customer Satisfaction - Condition of Highways
- Customer Satisfaction - Highway Maintenance
- Customer Satisfaction - Street Lighting
- Customer Satisfaction - Highway Overall
- Customer Satisfaction - Provision of EV charging points

Community Impact and Equality and Poverty Impact Assessment

6. The Council Plan drew from a wide range of data and intelligence. But overall, it represents the voice of the Borough. It has been developed with communities, for communities. Intelligence has been gathered from:

- Our Residents Survey
- Conversations with Community Groups
- Face-to-face interviews
- Out Viewpoint Panel

7. Key themes from our conversation with communities, and which are reflected in the Council Plan are:

- Creating a Borough to be proud of that encourages more young people to stay here
- Creating employment opportunities and raising aspirations
- Creating safe communities and reducing anti-social behaviour in town centres
- Good Schools and Colleges
- Good transport links – including cycleways & pathways
- Joint working with communities and creating an inclusive Borough

8. Working closely with our communities and partners will help us meet the needs of our residents and make Stockton-on-Tees a place we can all be proud of. Some examples of how we will measure success include:

- The number of children in poverty
- Educational attainment
- Feelings of belonging in communities
- Crime rates & perceptions of crime
- Satisfaction with employment & accommodation
- Employment rates & productivity

Corporate Parenting Implications

9. The Stockton-on-Tees Plan's strategic priorities will support the Local Authority to deliver its statutory functions and enable it to be an effective Corporate Parent.

Financial Implications

10. The Stockton-on-Tees Plan is aligned with the Council's Medium Term Financial Plan. There are no financial implications as a direct result of this report. Financial Implications will be considered through any proposed action to deliver and approval sought at that point.

Legal Implications

11. Any and all legal implications will be identified through careful action planning throughout the delivery of the Stockton-on-Tees Plan noting, in particular, that growing pressures on communities and public services will require effective management of all Council's resources, and that, any decisions made pursuant to the Council Plan are also made in accordance with the law to minimise any risk of legal challenge.

Risk Assessment

12. The Stockton-on-Tees Plan provides the vision for the future of the Borough. The greatest risk associated with the Stockton-on-Tees Plan is that the development has not been sufficiently robust and that the wrong priorities have been identified. This risk has been mitigated by a detailed development process including considerable consultation with our communities, partners and internally with Members and officers.

Wards Affected and Consultation with Ward Councillors

All Stockton-on-Tees Wards are affected.

Background Papers

Council Plan (Council Report, November 2024)

Name of Contact Officer: Craig Willows

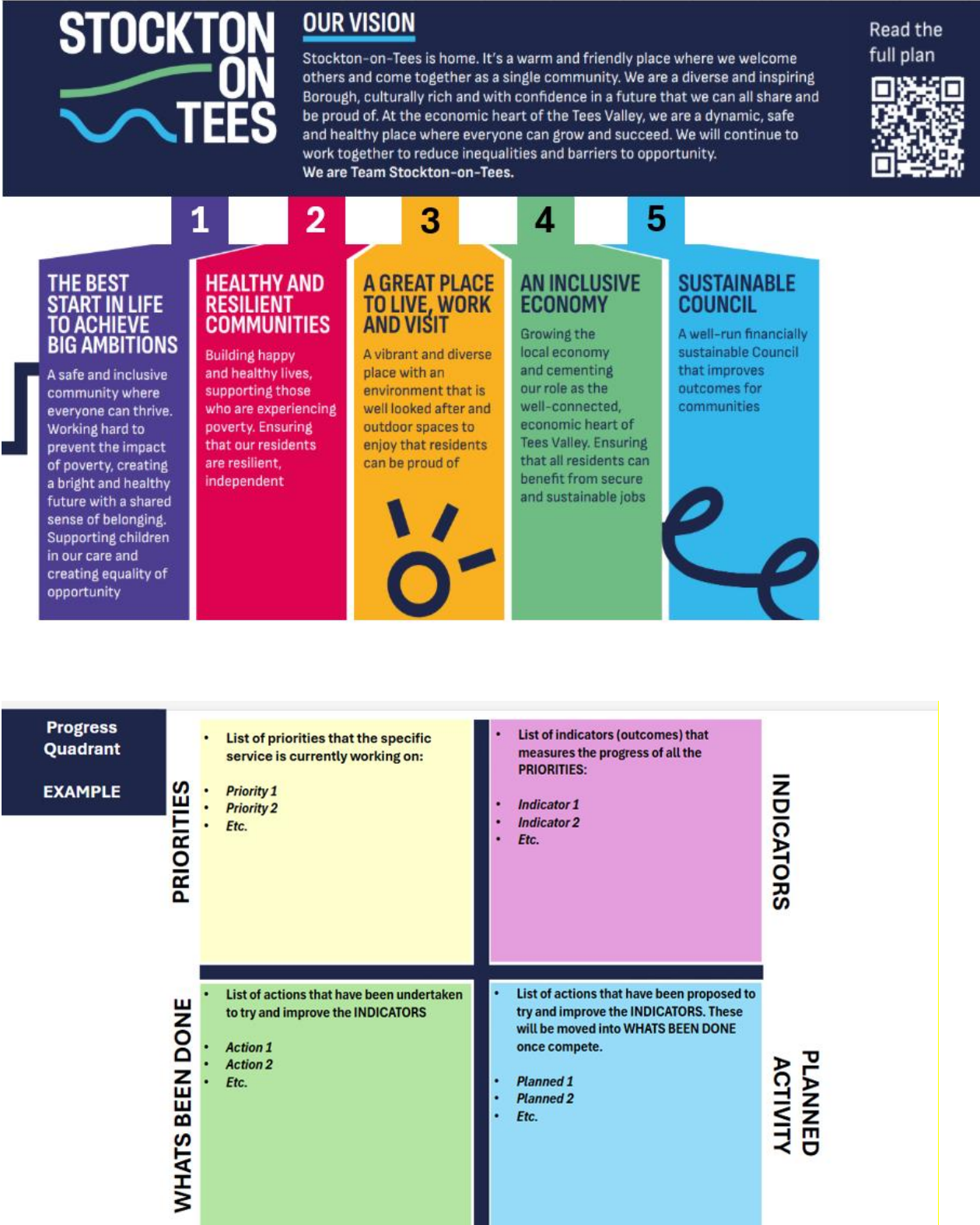
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Appendix 1 – Measuring Progress

a) The vision, priorities and key indicators



Community Services & Transport		Service Priorities				
		THE BEST START IN LIFE TO ACHIEVE BIG AMBITIONS	HEALTHY AND RESILIENT COMMUNITIES	A GREAT PLACE TO LIVE, WORK AND VISIT	AN INCLUSIVE ECONOMY	SUSTAINABLE COUNCIL
Unique Indicator Code	Priority	Linked to above priority				
CS001	Provision of high-quality and cost-efficient catering to Schools	Yes	Yes	No	No	Yes
CS002	Development and delivery of Capital & Planned Maintenance Projects and Transport Programmes	No	No	Yes	Yes	No
CS003	Work with Tees Valley Combined Authority to assist in reducing CO2 emissions from Road Transport	No	No	Yes	Yes	No
CS004	Provision of Recycling services to homes and businesses in-line with Government legislation and Environment Act 2021	No	No	No	Yes	Yes
CS005	Ensure sufficient burial provision throughout the Borough	No	No	No	No	Yes

b) Key indicators (current position and direction of travel)

Ref	Indicator	Latest Value	Trend
1	Percent of total household waste sent for reuse, recycling and composting	24.2%	
2	Percentage of total household waste that is collected separately as food waste	0.00%	
3	Residual household waste per household (kg)	702.0	
4	Proportion of passenger journeys on local bus services taken by elderly and disabled concessionary passengers	35.0%	
5	Percentage of adults who engaged in active travel at least twice in the last 28 days	24.5%	
6	Number of passenger journey of local bus services per head of population	30.3	
7	Killed or seriously injured per billion vehicle miles	48.9	
8	Percentage of local authority motorways and A roads that should be considered for maintenance, split by road type (motorways and A roads)	1.0%	
9	Percentage of local authority motorways and A roads that should be considered for maintenance, split by road type (B and C roads)	1.0%	
10	Percentage of local authority motorways and A roads that should be considered for maintenance, split by road type (unclassified roads)	18.0%	
11	Public EVSEs (Electric Vehicle Supply Equipment per 100,000 population)	132.70	
12	Connectivity Score (overall public transport)	64.11	
13	Percentage change in service mileage year on year (Total local bus services vehicle miles (millions))	3.2%	
14	Operator Licence MOT Pass Rate	92.0%	
15	Percentage of Schools in the Borough provided with SBC Catering Services	50.0%	
16	Percentage of referrals received by Home Improvement Agency completed in priority timeline	99.5%	
17	Rate of change of years remaining in Durham Road Cemetery	71 months	
18	Rate of change of years remaining in Oxbridge Lane Cemetery	0	
19	Rate of change of years remaining in Billingham Cemetery	326 months	
20	Rate of change of years remaining in Egglecliffe Cemetery	0	
21	Rate of change of years remaining in Thornaby Cemetery	911 months	
22	Total number of public requests for repairs to Street Lighting received	1,486	
23	Customer Satisfaction - Pavements and Footpaths	48.0%	
24	Customer Satisfaction - Condition of Highways	29.0%	
25	Customer Satisfaction - Highway Maintenance	46.0%	
26	Customer Satisfaction - Street Lighting	65.0%	
27	Customer Satisfaction - Management of Roadworks	45.0%	
28	Customer Satisfaction - Highway Overall	51.0%	
29	Customer Satisfaction - Footpath Schemes	-	
30	Customer Satisfaction - Carriageway Schemes	95.0%	

Ref	Indicator	Latest Value	Trend
31	Customer Satisfaction - Cycle routes and facilities	53.0%	
32	Customer Satisfaction - Provision of EV charging points	41.0%	
33	Customer Satisfaction - Refuse Collection	88.5%	
34	Customer Satisfaction - Recycling Collection	82.0%	
35	Customer Satisfaction - Street Cleansing	77.0%	
36	Customer Satisfaction - Bulky Waste	86.0%	
37	Customer Satisfaction - Grounds Maintenance	73.0%	

c) Activity to date

1	Weekly recycling and food waste collections achieved exceptionally high participation levels, helping reduce residual waste by around 33%.
2	Separate weekly food waste collections were introduced across the Borough from March 2026.
3	The new collection regime has delivered a significant reduction in residual waste tonnages.
4	Improvements at Eaglescliffe Station have enhanced access to public transport for residents, including elderly and disabled passengers.
5	Multiple strategic cycleway schemes have progressed, improving opportunities for walking, wheeling and cycling.
6	Sustainable transport connectivity has been enhanced through investment in station and active travel infrastructure.
7	Highway maintenance and asset management activity has supported safer and more resilient transport infrastructure.
8	Significant carriageway maintenance works have been completed through the Highway Maintenance Programme.
9	Structural maintenance programmes have improved sections of the local road network.
10	Planned highway investment has addressed deterioration across the wider local network.
11	Sustainable transport remains a priority and future funding opportunities have been identified.
12	The Eaglescliffe Station western car park has improved rail access and wider connectivity.
13	Ongoing transport investment supports the sustainability and connectivity of public transport services.
14	Fleet operations continue to perform well despite significant increases in maintenance costs.
15	Apprenticeships and workforce development continue to support School Catering Service capacity.
16	Effective service management has maintained strong operational performance.
17	Capacity pressures have been identified, with around six years of burial provision remaining.
18	Cemetery capacity is being monitored as part of long-term service planning.
19	Ongoing asset management supports future burial provision planning.
20	Burial capacity continues to be monitored and managed.
21	Cemetery assets continue to be managed to support long-term provision.
22	All planned street lighting works were completed during 2025/26.
23	All planned footway maintenance works were completed.
24	Significant carriageway maintenance works have improved network condition and resilience.
25	The Council successfully delivered the majority of its maintenance programme.
26	Planned lighting improvement works were completed successfully.
27	Major maintenance and transport projects have been delivered through effective programme management.
28	Continued investment has supported improvements across highway assets and infrastructure.
29	Footway maintenance programmes have improved walking infrastructure.
30	Structural maintenance programmes have delivered improvements across the road network.
31	Several strategic cycleway schemes are under construction or progressing to delivery.

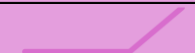
32	Future opportunities have been identified through sustainable transport investment programmes.
33	A major transformation of refuse and recycling services was successfully implemented.
34	Weekly recycling collections achieved participation levels of up to 90% following implementation.
35	Frontline environmental services have continued despite financial and operational pressures.
36	A new Household Waste Recycling Centre site has been secured for future service provision.
37	High standards have been maintained across parks and open spaces, including Waterfront Park.

d) Planned activity

1	Continue resident engagement and operational improvements to sustain high participation rates and further increase recycling performance.
2	Embed the new service and maximise food waste capture through ongoing communications and service optimisation.
3	Continue promoting waste minimisation and recycling behaviours to further reduce residual waste levels.
4	Continue investing in transport connectivity through the Mayoral Transport Fund and wider transport programmes.
5	Complete delivery of the current cycleway programme and encourage increased active travel usage.
6	Deliver further transport connectivity improvements through MTF-funded schemes and active travel investment.
7	Continue prioritising highway safety interventions and asset maintenance based on risk and condition.
8	Continue targeting investment at key strategic routes while seeking additional external funding opportunities.
9	Maintain a risk-based approach to prioritisation whilst maximising available maintenance funding.
10	Continue prioritising available funding to minimise further deterioration across lower hierarchy roads.
11	Utilise opportunities available through the Mayoral Transport Fund to expand EV charging infrastructure.
12	Monitor demand and consider future expansion opportunities identified within the scheme design.
13	Work with regional partners to maximise transport funding and support network accessibility.
14	Continue investment in fleet maintenance and explore efficiencies to manage cost pressures.
15	Continue workforce development initiatives and promote service quality to maintain and grow provision.
16	Continue monitoring performance and prioritising timely support for vulnerable residents.
17	Progress identification, acquisition and development of a replacement cemetery site serving Stockton Central and West.
18	Continue reviewing burial provision requirements across the Borough.
19	Continue monitoring capacity and future demand trends.
20	Review future provision requirements as part of borough-wide cemetery planning.
21	Continue monitoring capacity and future demand forecasts.
22	Maintain planned maintenance activity and respond to customer requests efficiently.
23	Continue footway improvement programmes through future Highway Maintenance Plans.
24	Maintain a risk-based investment strategy and seek additional external funding opportunities.
25	Continue delivering annual maintenance programmes whilst evidencing performance to secure full DfT funding allocations.
26	Continue asset replacement and maintenance programmes to maintain service standards.
27	Strengthen programme coordination as transport investment activity increases through the Mayoral Transport Fund.
28	Focus future investment on key transport corridors and critical structures based on risk and condition.

29	Deliver future footpath and active travel schemes to improve accessibility and connectivity.
30	Continue annual carriageway investment programmes while seeking additional funding sources.
31	Complete the current programme of strategic cycleway schemes across the Borough.
32	Develop and deliver additional EV infrastructure through Mayoral Transport Fund investment.
33	Stabilise the service, manage increased demand and continue supporting residents to use the new arrangements effectively.
34	Maintain engagement activity and optimise service delivery to sustain high participation rates.
35	Explore new technology and service efficiencies to maintain standards within available budgets.
36	Progress project development, agree the delivery model and construct the new facility ahead of 2030.
37	Adapt service delivery to changing seasonal growth patterns and climate impacts whilst maintaining flagship sites.

e) Key Metrics

Ref	Indicator	Polarity	Previous 2 years		Previous year	Latest data	Latest data date	Direction of travel	Trend
1	Percent of total household waste sent for reuse, recycling and composting	High is Good	25.7%	25.2%	24.5%	24.2%	2024/25	↓	
2	Percentage of total household waste that is collected separately as food waste	High is Good	0.0%	0.0%	0.0%	0.0%	2024/25	→	
3	Residual household waste per household (kg)	Low is Good	735.1	693.5	699.2	702.0	2024/25	↑	
4	Proportion of passenger journeys on local bus services taken by elderly and disabled concessionary passengers	High is Good	34.0%	33.0%	35.0%	35.0%	2024/25	→	
5	Percentage of adults who engaged in active travel at least twice in the last 28 days	High is Good	24.4%	25.6%	24.7%	24.5%	2024/25	↓	
6	Number of passenger journey of local bus services per head of population	High is Good	25.5	29.1	30.7	30.3	2024/25	↓	
7	Killed or seriously injured per billion vehicle miles	Low is Good	76.4	86.3	90.3	48.9	2024	↓	
8	Percentage of local authority motorways and A roads that should be considered for maintenance, split by road type (motorways and A roads)	Low is Good	1.0%	1.0%	1.0%	1.0%	2024/25	→	
9	Percentage of local authority motorways and A roads that should be considered for maintenance, split by road type (B and C roads)	Low is Good	1.0%	1.0%	1.0%	1.0%	2024/25	→	
10	Percentage of local authority motorways and A roads that should be considered for maintenance, split by road type (unclassified roads)	Low is Good	15.0%	20.0%	22.0%	18.0%	2024/25	↓	
11	Public EVSEs (Electric Vehicle Supply Equipment per 100,000 population)	High is Good	-	129.40	127.40	132.70	2025/26	↑	
12	Connectivity Score (overall public transport)	High is Good	-	-	-	64.11	2025	→	
13	Percentage change in service mileage year on year (Total local bus services vehicle miles (millions))	High is Good	3.0%	3.1%	3.0%	3.2%	2024/25	↑	
14	Operator Licence MOT Pass Rate	High is Good	-	-	95.0%	92.0%	2025	↓	
15	Percentage of Schools in the Borough provided with SBC Catering Services	High is Good	-	-	-	50.0%	2025/26	→	
16	Percentage of referrals received by Home Improvement Agency completed in priority timeline	High is Good	99.25%	100.0%	100.0%	99.5%	2025/26	↓	
17	Rate of change of years remaining in Durham Road Cemetery	High is Good	-	-	82 months	71 months	2025/26	↓	
18	Rate of change of years remaining in Oxbridge Lane Cemetery	High is Good	-	-	0	0	2025/26	→	

Ref	Indicator	Polarity	Previous 2 years		Previous year	Latest data	Latest data date	Direction of travel	Trend
19	Rate of change of years remaining in Billingham Cemetery	High is Good	-	-	339 months	326 months	2025/26	↓	
20	Rate of change of years remaining in Egglescliffe Cemetery	High is Good	-	-	0	0	2025/26	→	
21	Rate of change of years remaining in Thornaby Cemetery	High is Good	-	-	917 months	911 months	2025/26	↓	
22	Total number of public requests for repairs to Street Lighting received	Low is Good	-	-	-	1,486	2025/26	→	
23	Customer Satisfaction - Pavements and Footpaths	High is Good	-	49.0%	52.0%	48.0%	2025/26	↓	
24	Customer Satisfaction - Condition of Highways	High is Good	-	25.0%	-	29.0%	2025/26	↑	
25	Customer Satisfaction - Highway Maintenance	High is Good	-	46.0%	46.0%	46.0%	2025/26	→	
26	Customer Satisfaction - Street Lighting	High is Good	-	60.0%	62.0%	65.0%	2025/26	↑	
27	Customer Satisfaction - Management of Roadworks	High is Good	-	-	50.0%	45.0%	2025/26	↓	
28	Customer Satisfaction - Highway Overall	High is Good	-	-	52.0%	51.0%	2025/26	↓	
29	Customer Satisfaction - Footpath Schemes	High is Good	-	-	-	-	-	→	
30	Customer Satisfaction - Carriageway Schemes	High is Good	-	-	-	95.0%	2025/26	→	
31	Customer Satisfaction - Cycle routes and facilities	High is Good	-	54.0%	50.0%	53.0%	2025/26	↑	
32	Customer Satisfaction - Provision of EV charging points	High is Good	-	38.0%	29.0%	41.0%	2025/26	↑	
33	Customer Satisfaction - Refuse Collection	High is Good	92.0%	93.0%	91.0%	88.5%	2025/26	↓	
34	Customer Satisfaction - Recycling Collection	High is Good	88.5%	87.0%	87.0%	82.0%	2025/26	↓	
35	Customer Satisfaction - Street Cleansing	High is Good	85.0%	81.0%	80.0%	77.0%	2025/26	↓	
36	Customer Satisfaction - Bulky Waste	High is Good	92.0%	93.0%	92.0%	86.0%	2025/26	↓	
37	Customer Satisfaction - Grounds Maintenance	High is Good	86.0%	84.5%	82.5%	73.0%	2025/26	↓	