

ACTIVE COMMUNITIES

Delivering High-Performing In-House Council Services



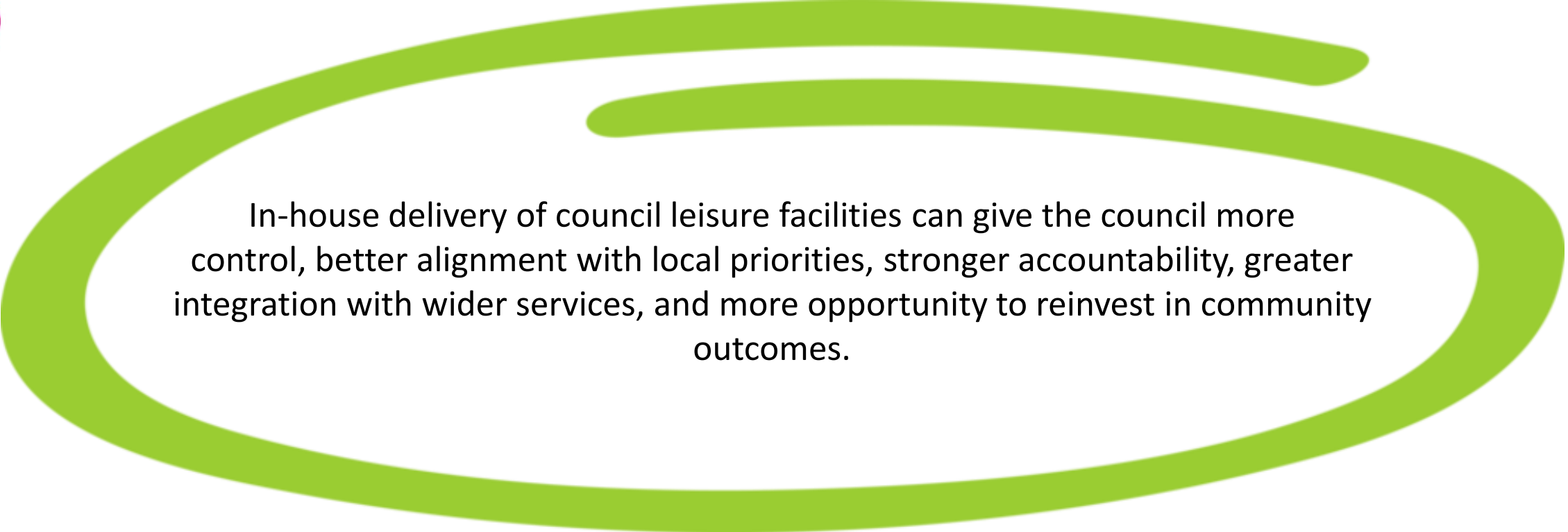
Leisure services are under pressure to do more with less while also proving they create wider public value.

The main challenge is balancing affordability, quality, and impact in an environment of rising costs and tighter resources.

In-house delivery must now demonstrate not just operational competence, but value for money, service quality, and community benefit.

- In a Nutshell:
- Rising demand for leisure services
- Reduced budgets and financial pressure
- Higher public expectations
- Clear proof of value for money
- Consistent service quality
- Demonstrable community impact





In-house delivery of council leisure facilities can give the council more control, better alignment with local priorities, stronger accountability, greater integration with wider services, and more opportunity to reinvest in community outcomes.

Why In-House Delivery?



Stronger local control — the council can shape services around local needs instead of a contractor's commercial priorities.

Better alignment with wider goals — leisure services can directly support public health, inclusion, youth engagement, active ageing, and community wellbeing.

More consistent accountability — performance, complaints, and service standards sit clearly within the council's own governance.

Greater flexibility — the council can adapt programming, pricing, and access more quickly when community needs change.

Why In-House Delivery?



Long-term decision-making — services can be planned around social value and sustainability, not just short-term profit.

Reinvestment of surplus — any financial surplus can be put back into facilities, staff, and community programmes.

Closer integration with other services — leisure can work more easily with health, education, social care, and community development teams.

Better asset stewardship — the council can manage buildings and facilities as part of its wider estate and regeneration strategy.

Why In-House Delivery?



Retention of knowledge and skills — expertise stays within the council rather than being lost through outsourced arrangements.

Stronger public service culture — staff are often more closely connected to council values, local outcomes, and resident impact.

More direct leadership and oversight — the council can set priorities, standards, and improvement plans without relying on contract mechanisms.

Improved collaboration — in-house teams can work more closely across departments and partners.

Why In-House Delivery?



Customer experience — services are easy to access, responsive, and useful for residents.

Efficient operations — teams run services in a way that uses time, budget, and resources well over the long term.

Measurable outcomes — success is tracked with clear indicators so performance can be seen and improved.

Workforce capability — staff are engaged, skilled, and supported to do the job well.

Leadership and direction — leaders provide clarity, priorities, and accountability so services stay aligned and effective.



Leadership

Collaboration

Governance

Workforce

Partnerships

Core Pillars of Success.

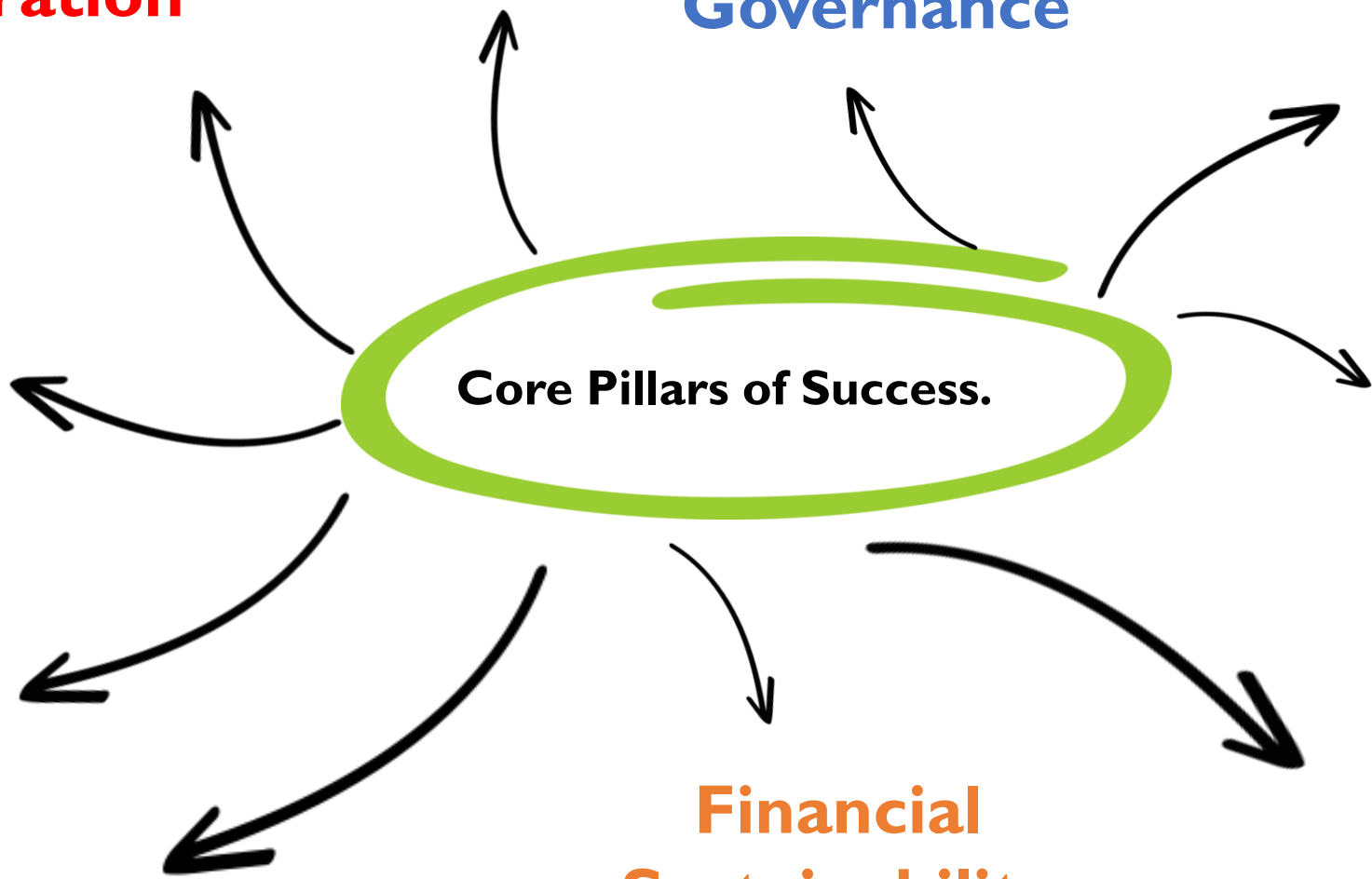
Culture

Digital

Data

**Financial
Sustainability**

**Customer
Focus**



What Defines Performance?

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Challenges

- Ongoing financial pressures
- Recruitment and retention issues
- Increasing and more complex demand
- Maintaining consistency across multiple sites/services



**Requires strong
leadership and
prioritisation**

**Maintain strong
customer
engagement**

**Set clear service standards
across all sites**

**Invest in people
and leadership
development**

Actions

A central green oval with the word "Actions" inside. Five black arrows radiate from the oval to five surrounding text blocks: top-left (red), top (orange), right (purple), bottom (orange), and bottom-left (yellow).

**Use data to identify
underperformance
early**

**Regularly review services and stop
what doesn't add value**



Thanks.
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