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West Devon
Borough
Council

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Date:

Dear Councillor

WEST DEVON OVERVIEW AND SCRUTINY COMMITTEE - TUESDAY, 3RD SEPTEMBER, 2019

I refer to the agenda for the above meeting and attach papers in connection with the following item(s).

Agenda No Item

8. **Fusion Update and Feedback on their Cashless Project (Pages 1 - 26)**

Yours sincerely

Darryl White
Senior Specialist – Democratic Services

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Fusion Cashless Operations

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West Devon Borough Council Overview & Scrutiny

September 2019

Agenda Item 8

Cashless Overview

Agenda

- Why Cashless?
- Context: Case studies
- Impact on Target Group Users
- Fusions Track Record: Target Group Users
- How will we implement cashless?
 - Client communications
 - Customer communications
 - Business Continuity Plan
- FAQ's & Key issues
- Moving forwards

Cashless Overview

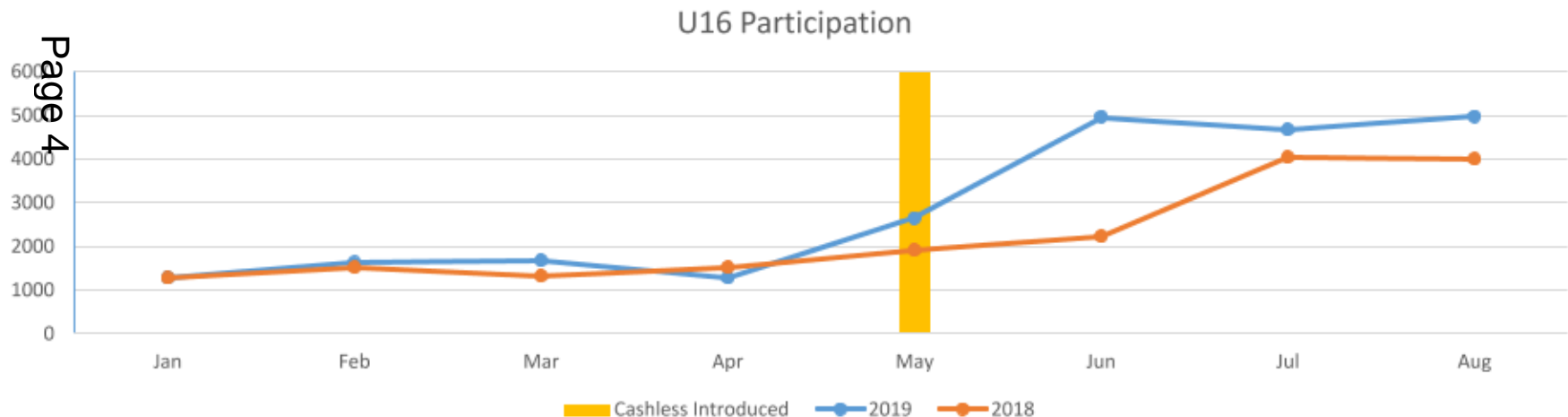
Why Cashless?

- **Benefits to our customers:**
 - to ensure a much safer system for both adults and children
 - New system follows most schools' lunch payment system by using pre-paid methods
 - to encourage faster entry into the centres with less queuing time
 - increased customer service levels
 - Allowing better marketing through accurate customer profiling
 - relevant offers, discounts, services can be shared with individuals
 - to move to a system in line with the way modern society is moving
- **Benefits to Fusion:**
 - Revenue protection
 - to reduce cash management handling costs
 - offers the potential for a flexible reception/concierge service

Cashless Overview

Context: Fusion Case Studies

- Fusion Case Studies:
 - Wycombe Rye:
 - Went cashless 1st May 2019
 - No negative impact of cashless introduction: 2018 V 2019

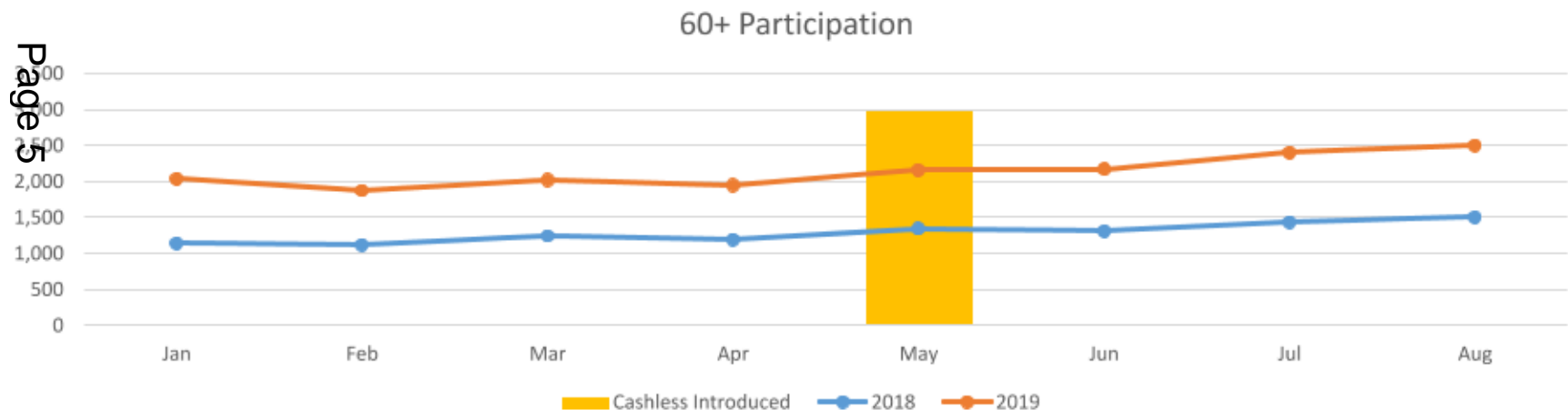


- Similar trends at New River, Saltdean, and Oxford Spires

Cashless Overview

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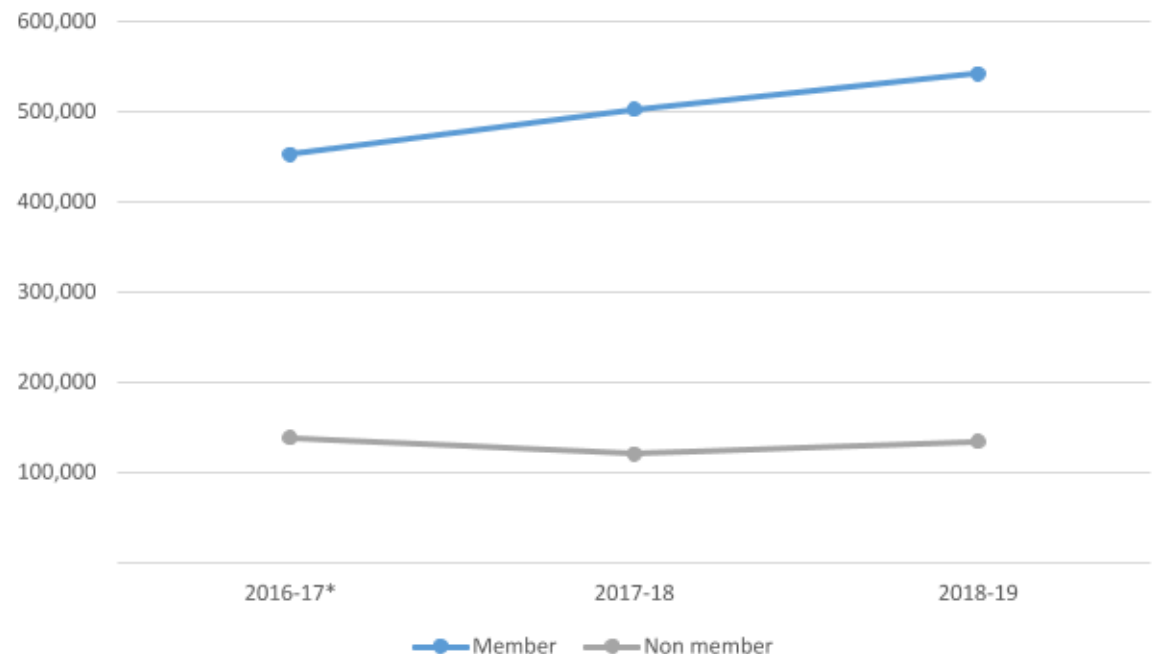
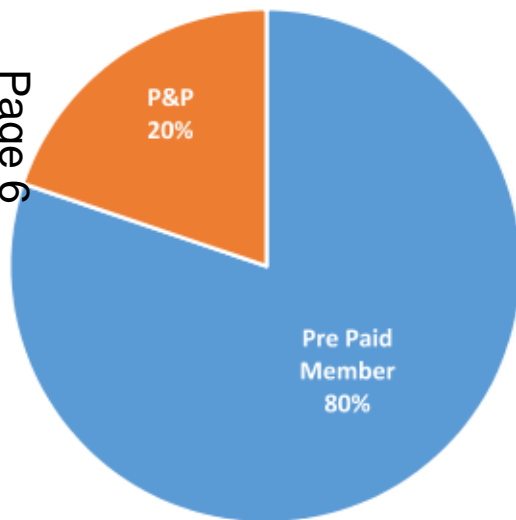
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Cashless Overview

Context: Fusion Case Studies

- Pay and play v prepaid membership for bookings
 - Therefore, 80% of our users are already cashless

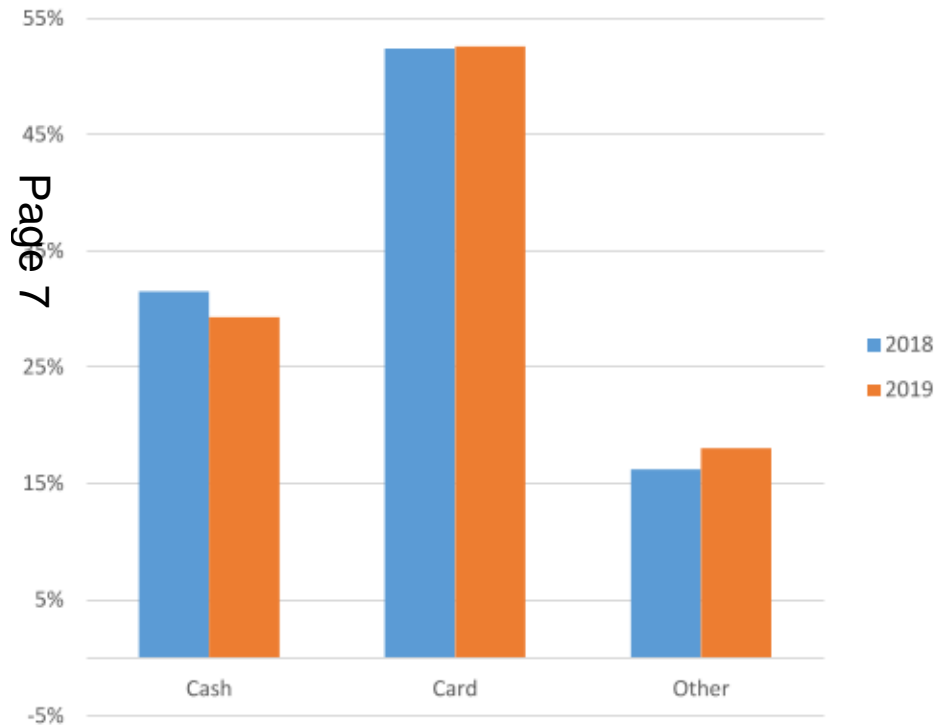
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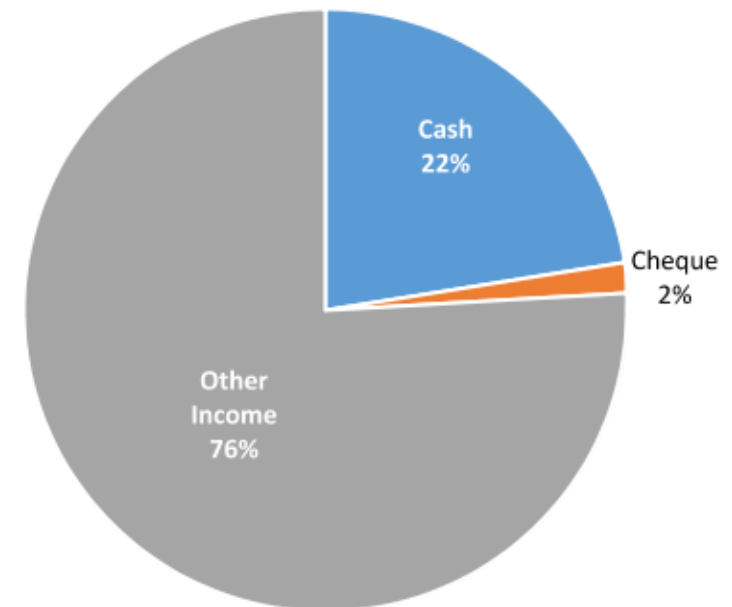
Cashless Overview

Context: Fusion Case Studies

- Decline in cash payments YTD across SHWD versus the same period in 2018 by 2.2%



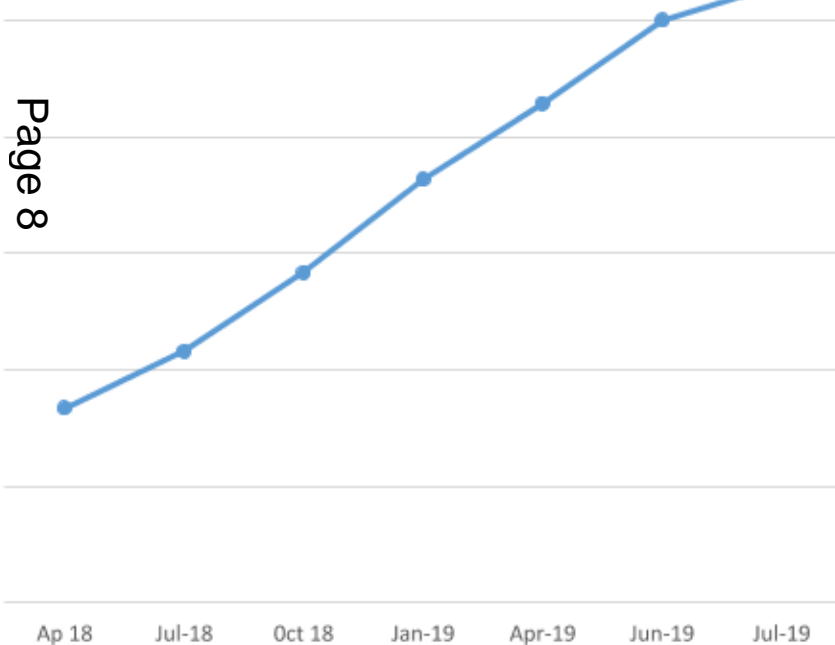
Income Breakdown: 2019 YTD



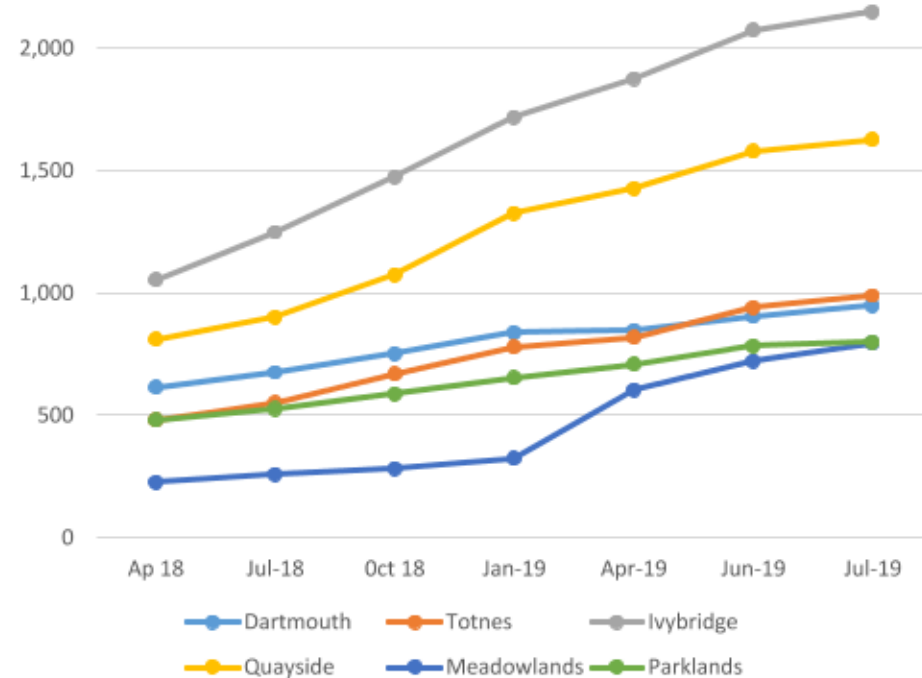
Cashless Overview

Context: Fusion Case Studies

- Increase in online usage by customers
- App growth total:



App growth by centre:



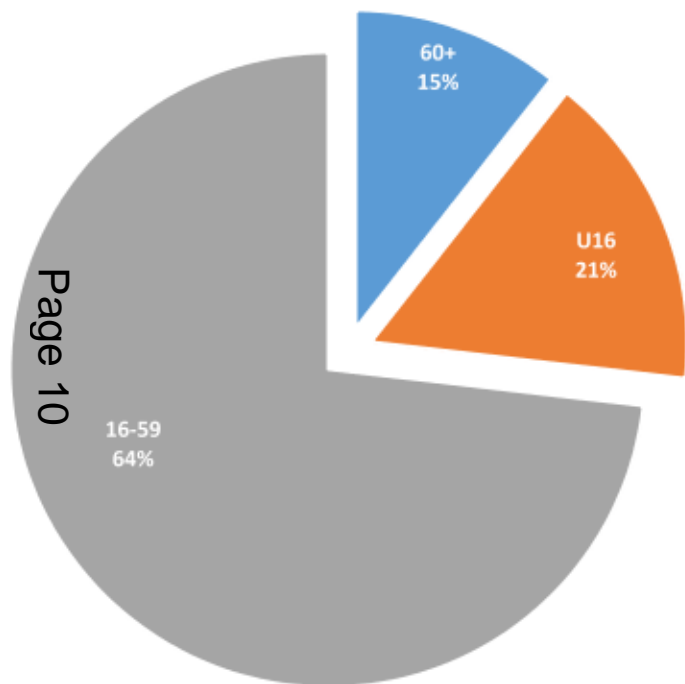
Cashless Overview

Wider Context

- Wider Context
 - SHWD Council operate a cashless system
 - Local school's operate cashless systems
 - Many (local) competitors moving to cashless operations:
 - GLL Leisure facilities in Cornwall are either cashless, or moving to cashless
 - 1060 leisure facilities are cashless across the South West
- Fusions technical lead on cashless implemented cashless company wide for Active Newham
 - Saw participation increase by 8%
 - Article titles 'Easy Money', published in July 2017 edition of '*Health Club Management*' magazine
<https://www.leisuremanagement.co.uk/digital/index1.cfm?mag=Health%20Club%20Management&codeid=31959&linktype=story&ref=n&issue=2019%20issue%208>

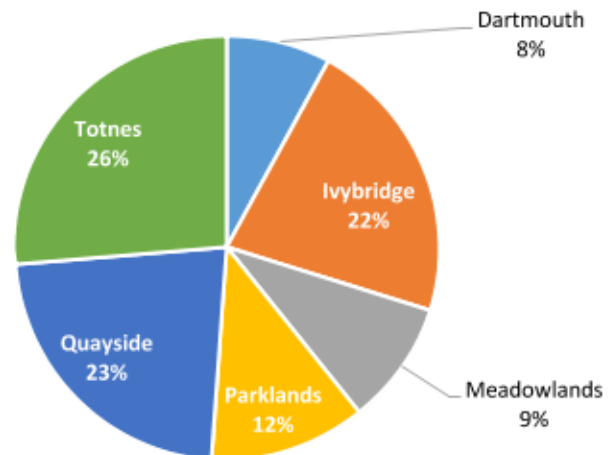
Cashless Overview

Impact on Target Group Users

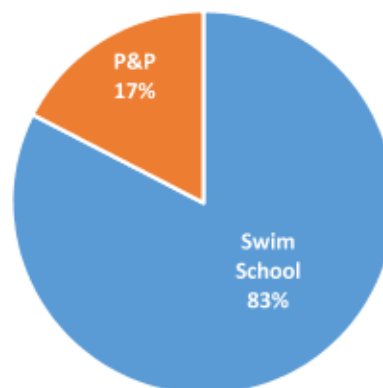


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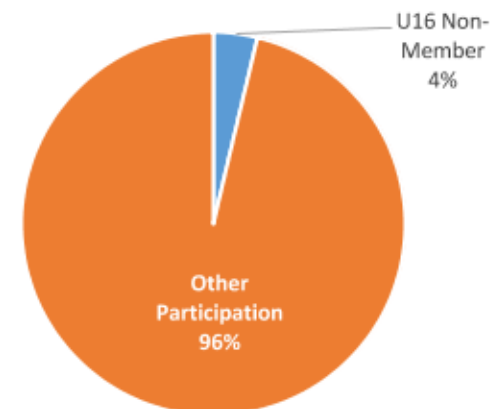
60+ Usage per Centre



U16 Breakdown



U16 P&P V Total Participation



Cashless Overview

Impact on Target Group Users

- Junior Users:
 - Feedback from parents using cashless at our other sites is they prefer the security of children not carrying cash, safe in the knowledge that their money is being spent as intended.
 - Those who do not have access to bank cards or have children coming into the centre who currently pay with cash: the preferred option will be to load prepaid sessions/cash onto one of our Rewards cards to use as and when required. Rewards cards are available on request and are free of charge.
 - Alternatively, we intend to advise our customers on the benefits of using nimbl, a pre-paid debit card and smartphone app with unique parental controls, helping children aged 8-18 learn how to spend and save responsibly. More information can be found by visiting: <https://nimbl.com/how-it-works>
 - Common sense approach will be had
 - All Learn to swim pupils receive free swimming as part of their package

Cashless Overview

Impact on Target Group Users

- Elderly Users:
 - Several schemes are externally funded – meaning cash is not required
 - Working with a number of disability groups who fund activities and pay through invoice
 - Offer and promote group usage through value in kind

Other Users, including Rural and the Elderly:

- For centre users, there are multiple alternative ways to pay:
 - users can book online before visiting or preload a 'Rewards card' with money. These are free to get from the centres and can be used by adults and children alike.
 - Users can use credit or debit cards - or Apple pay.
 - Users can option to obtain a pre-paid MasterCard from the Post Office – free of charge, with cash top up available at Post office branches.

Cashless Overview

Increasing Target Group Participation

- To develop positive & proactive partnerships - OCRA
 - First Aid Qualifications - 14 coaches, assistants & young leaders attain renewals and first-time passes.
 - Devon Fun Fit and High Five course at the Pavilion saw 19 coaches & school staff
 - Meadowlands & Tavistock Swimming Club hosted the annual Tavistock Primary Schools Swimming gala. 16 teams from 10 schools took part
 - Okehampton Area Primary Schools Year 3 Movement & Dance day saw 225 children from Okehampton MAT and Federations Schools taking part.
- Swim School:
 - Special disability training took place at in May for the swim teachers who will be delivering the new SEN lessons launched this summer.
 - Swim England Disney Inspired swim sessions have launched at Quayside, Ivybridge, Dartmouth and Meadowlands.

Cashless Overview

Increasing Target Group Participation

- To deliver an increase in Participation from older people:
 - Exercise on Referral:
 - The physical activity referral scheme figures for July are below. These figures include Force Cancer Patients at Parklands.
 - Parklands Leisure Centre – 17

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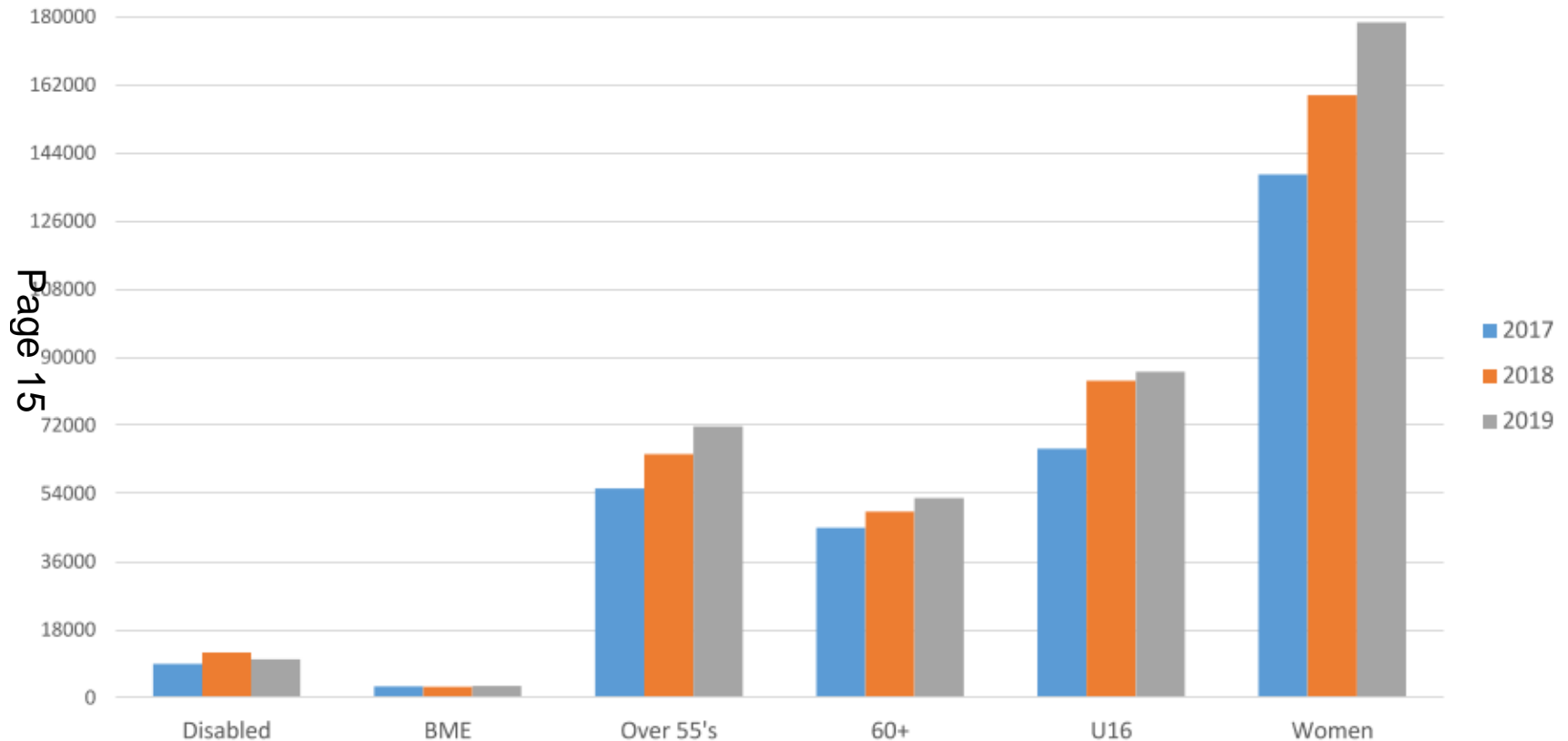
Cardiac Rehab at Parklands

- Karen Edworthy completed her BACPR training and Parklands are now receiving phase 4 cardiac referrals straight from the cardiac nurses once patients have finished their phase 3 at RD&E. It is an 8-week programme initially on a GP referral membership.

Cashless Overview

Participation in Target Groups: Track Record

- YTD 2017 v YTD 2018 v YTD 2019 by group:



Cashless Overview

How: Client Communications Plan

- Lessons learned:
 - Lack of early engagement with Members and Officers
- Operational decision within these parameters of the Leisure Management Contract

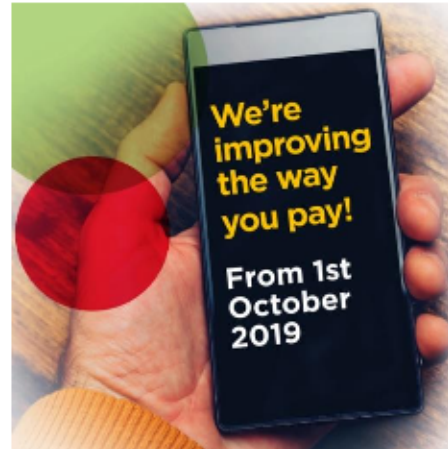
Still multiple way to pay:

- book online before visiting
- preload a 'Rewards card' with money
 - These are free to get from the centres and can be used by adults and children alike – currently 11,858 Rewards Card holders in the contract
 - Users can use credit or debit cards - or Apple pay
 - Pre loaded MasterCard's available from post offices to use as an alternative

Cashless Overview

How: Customer Communications Plan

- 8 week lead in
- Communication through:
 - Social Media Posts
 - Social Imagery
 - Customer emails
 - Push Notifications
 - Website news flash
 - In centre displays
 - Leaflets on reception with cashless message
 - Verbal message to cash payers in 2 week lead up to go live date



Cashless Overview

How: Customer Communications Plan

- Regular posts on social media:
 - 29/08/19
 - 12/09/19
 - 24/09/19
 - 31/09/19



Cashless Overview

How: Customer Communications Plan

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The screenshot shows the Parklands Leisure Centre website. At the top left is the logo for Parklands LEISURE CENTRE. To the right of the logo are links for LEAVE FEEDBACK, LOGIN/REGISTER, JOIN NOW, and BOOK NOW. Below these are navigation links for HOME, TIMETABLES, ACTIVITIES, DISCOVER, NEWS, and CONTACT US. A red 'NEWS FLASH' banner is displayed, containing the text: 'Customer Notice: We are going cashless! From Tuesday 1st October 2019 we will no longer be taking cash payments. [Find out more.](#)' Below the banner is a large image of a man smiling, with the text 'WE'RE GOING CASHLESS!' overlaid in large white letters, and 'FROM THE 1ST OCTOBER 2019' in smaller yellow letters below it. A 'SHARE' button is visible on the right side of the image. At the bottom left of the image, there is a small text box that says 'Waiting for macie.msc.com...'.

South Hams / West Devon & Fusion Lifestyle

Cashless Overview

How: Customer Communications Plan

- In centre display
 - Each centre will display posters outlining the change, frequently asked questions are incorporated into the artwork to assist with any customer queries. These will be on display from 05/08/2019.

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From 1st October 2019 we will no longer take cash payments
At Parklands Leisure Centre

There are now more convenient and secure ways to make your payments to enable a much faster entry process and avoid those reception queues.

To pay, you will need to do one of the following:

- Take out one of our attractive membership options.
- Pay-as-you-go using a debit or credit card (chip and pin or contactless) or Apple Pay.
- Ask for one of our free Rewards card, with which you can book and pay for sessions on-line.

FAQs:

What if I'm not a member and don't have a Rewards card?
Pay at site with credit or debit card or by pre-paid MasterCard (available at Post Offices).

What if I want my children to attend without me and they don't have their own payment card?
They can either have their own Rewards card that you can top up, or they can use your Rewards card.

What if I'm booked in and a friend wants to join me?
Your friend can make their own cashless payment or you can put additional sessions on your Rewards card.

What if I want change for lockers/car park?
There will be no cash available at reception so please bring £1 for your locker and enough change for the car park.

For more details, or to get your Rewards card, please ask at reception.
To see full terms and conditions please visit our website.

Parklands Leisure Centre
Simmons Park, Clehampton
Devon EX20 1EP
01837 659154
www.fusion-lifestyle.com



Cashless Overview

How: Business Continuity Plan

- Wired connection of payment machines:
 - increases reliability
 - removes dependence on Wi-Fi signal
- Triple pronged approach in the instance of failure:
 - SLA – industry leading– 48 hour turn around
 - Additional 3G units for back up
 - Traditional transaction manual machines to be held at each site
- Additional staff training and senior manager support to be provided

Cashless Overview

FAQ's & Key Issues

- What if I'm not a member and don't have a Rewards card?
 - Pay at site with credit or debit card or by pre-paid MasterCard (available at Post Offices)
- What if I want my children to attend without me and they don't have their own payment card?
 - They can either have their own Rewards card that you can top up, or they can use your Rewards card.
- I've lost my Rewards card with credit on it
 - Credit linked to Member profile, not the card
 - New card issued, linked to account with credit applied
 - Old card cancelled and unlinked from account
- What if I want change for lockers/car park?
 - There will be no cash available at reception
 - Locker Token Keyrings will be available to purchase from reception
- Will cheques be accepted still?
 - No

Cashless Overview

Moving Forwards

- Cashless operation implementation on 1st October 2019
 - Customer communications will continue to take place during the lead in, and during the immediate time following implementation
- Proposal to create a Working Group
 - To demonstrate how the leisure centres work with the community
 - Meeting to be arranged with Business Manager and SCD Manager
 - Including site tours
 - Delivering on key objectives and outcomes

Fusion Cashless Operations

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West Devon Borough Council Overview & Scrutiny

September 2019

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