Outcomes

- To encourage more participants and climbers both adults and juniors
- To provide access to climbing walls for the wider community
- To maximise the utilisation of the climbing wall
- To assist communities to experience the ‘Great Outdoors’

Suggested Guidance

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<th>MV</th>
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<tbody>
<tr>
<td>General observation (not scored)</td>
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<tr>
<td>EXAMPLES OF BEST PRACTICE</td>
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<tr>
<td>- Mystery Visits</td>
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<tr>
<td>- Climbing Wall</td>
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<tr>
<td>- Signage</td>
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<td>- Other climbers</td>
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<table>
<thead>
<tr>
<th>SUGGESTED GUIDANCE</th>
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<tbody>
<tr>
<td>Mystery Visits:</td>
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<tr>
<td>- Are conditions of use issued</td>
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<td>- Is a tour provided and is information given on what can and cannot be done</td>
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<td>- Is there a sign-in process</td>
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<td>- Is guidance given regarding suitable clothing and the need to use training or hire shoes</td>
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<td>- Is there an admission policy, for example under 18’s must be accompanied by staff</td>
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<td>- Is a declaration of fitness completed or a disclaimer signed</td>
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<table>
<thead>
<tr>
<th>Climbing wall</th>
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<tr>
<td>- Is the wall well maintained and are holds secure</td>
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<td>- Is equipment (where supplied) in good condition</td>
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<td>- Is instruction (where given) clear and are staff knowledgeable</td>
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**Guidance Notes**

- Is there a registration form (standard ABC/BMC Registration form)
- Is competency checked either verbally by questions on registration form, or via means of a basic assessment

**Signage:**
Are there warning/health and safety signs, for example:
- Climbing wall holds can spin and break
- BMC participation statement – climbing can be dangerous
- Helmets can reduce the risk of injury

**Other signs,** for example:
- Is the latest wall inspection certificate displayed
- Are conditions of use prominent

**Other climbers**
- Are other climbers behaving sensibly, for example not jumping off walls, are wearing appropriate clothing and using appropriate equipment

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**PLAN**

How do you plan to maximise the use of your climbing wall?

**EXAMPLES OF BEST PRACTICE**

- Aims and objectives are defined in a business plan, an action plan is in place
- Specific targets for income and expenditure are included in the financial plan
- Data is gathered to establish market size and latent demand
- Customer and non-user research is carried out to identify needs and wants
- The facility’s target markets are defined and known
- A marketing and Promotion plan is in place; a variety of media is considered
- Actions are aligned to those of partners
- Route setting is planned and help retain customers
- Competitor analysis is carried out; activities offered are different from other providers
- Policies and procedures are part of an integrated management system

**SUGGESTED GUIDANCE**

- Are the aims and objectives for the facility identified in a business plan; is there an action plan to achieve the objectives
- Are specific targets for income and expenditure for all aspects of the business included in the financial plan
- Is customer, catchment, market and research data gathered to establish total market size and levels of latent demand for services
- Is customer and non-user research carried out to understand fully the needs and wants of existing customers and potential new customers
- Are the facility’s target markets defined and is this known by management and staff
**Splus 10 - Climbing**

**Guidance Notes**

- Is there a clear marketing and promotion plan in place that considers a variety of formats including social media?
- Are actions aligned to those of partners, for example:
  - School Sports Co-ordinators
  - County wide activity forums
  - County regeneration services
  - Youth and Social services
  - Association of British Climbing walls national agenda
  - Emergency services
- Is route setting planned well in advance (where possible); are opportunities provided to retain customers for longer due to the changes in routes?
- Are comparisons made with other climbing facilities in the area; is an analysis of what others are providing carried out; are the activities the facility offers different from other providers?
- Are policies and procedures in place as part of an integrated management system? Is there a process in place to regularly review and update relevant policy and procedures systems?

**DO**

**How do you communicate your commitment?**

**EXAMPLES OF BEST PRACTICE**

- Information on activities/ courses is displayed
- A mobile tower is considered to promote the wall in different locations
- Climbing specific literature/ information is available at the facility and at other venues
- An outreach programme is in place
- Websites and social media is used to promote the activities
- Links are in place to governing bodies and information is used

**SUGGESTED GUIDANCE**

- Is signage displayed to inform customers of the activities/ courses available
- Is consideration given to having a mobile tower to promote the wall in different locations to raise the profile of the facility
- Is there climbing specific literature/ information available at the facility; are other venues used to raise awareness, for example local schools, local shops, supermarkets, GP surgeries, libraries and community venues
- Is there an outreach programme in place for schools, local youth associations and other partners
- Are websites and social media used to promote activities and courses
- Are there links in place to governing bodies, for example The British Mountaineering Council (BMC); is information from governing bodies used, for example The BMC Climbing Wall Manual
What legislation, statutory or best practice have you considered?

**EXAMPLES OF BEST PRACTICE**
- The British Mountaineering Council is used to provide guidance on standards
- The Association of British Climbing (ABC) standards are used
- The National Indoor Climbing Award Scheme is used to deliver a structured programme
- The Adventure Activities Licensing Authority (AALA) is used to ensure safety standards are achieved
- The Mountain Leader Training organisation is used to help with staff qualifications and continued professional development (CPD)
- There is compliance with appropriate British Standards
- Equipment is checked against manufacturer’s guidance
- Walls are inspected and serviced
- Public liability insurance is in place
- A declaration of fitness is completed or a disclaimer signed
- Regular industry updates and related media are received and reviewed
- There are written risk assessments and safe systems of work (SSOW)

**SUGGESTED GUIDANCE**
- Is the British Mountaineering Council (BMC) used to provide guidance on the required standards; is ongoing information and support provided
- Are the standards of the Association of British Climbing (ABC) walls used to review, implement and raise standards
- Is the National Indoor Climbing Award Schemes (NICAS) used to help deliver a structured programme of skills development for participants
- Is the guidance from the Adventure Activities Licensing Authority (AALA) used to ensure safety standards are achieved
- Is the Mountain Leader Training organisation’s guidance used to help with organising staffing qualifications and ensure CPD courses are available and standards maintained
- Is there understanding and compliance with the appropriate British Standards, for example British Standard EN 12572 – Artificial climbing structures? Safety requirements and test methods for bouldering walls
- Is all equipment checked against the manufacturer’s guidance each time it is used and formally inspected at least annually and are records kept on site
- Are the walls inspected and serviced regularly are records held at the facility
- Is public liability insurance in place
- Is a declaration of fitness completed or are disclaimers used
- Is regular industry updates and industry related media received, are they readily available on site. Are they reviewed and used to improve the service delivery and activities
- Has the facility written risk assessments and safe systems of work (SSOW) for the facility and are these reviewed at least annually; are actions identified carried out
### What training has been put in place to deliver this commitment?

**EXAMPLES OF BEST PRACTICE**
- Minimum qualification levels are set
- Staff qualifications are held on site
- External instructors qualifications and certificates are held on site
- Staff are trained to ensure that the wall and equipment is not misused when instructors are not on site
- Staff are trained in policies, procedures, risk assessments and safe systems of work

**SUGGESTED GUIDANCE**
- Are minimum qualification levels set for staff following the guidance of the Governing Bodies
- Are copies of all staff qualifications filed and kept on site
- Are all external instructors’ records, for example qualifications, insurance and first aid certificates kept on site
- Are front line staff trained to ensure the wall and equipment is not misused when instructors are not on site
- Are staff trained in the policies, procedures, risk assessments and safe systems of work; is this recorded

### What resources have been allocated to achieve these outcomes?

**EXAMPLES OF BEST PRACTICE**
- Staff rotas ensure the appropriate supervision is provided
- Processes are in place for short notice staff cover
- There is an equipment asset register and replacement plan
- Time is allowed for inspections of the equipment
- Training is sufficient to allow safe delivery and supervision

**SUGGESTED GUIDANCE**
- Do the staff rotas ensure that appropriate supervision is provided for the different activities held at the facility
- Is there processes in place for short notice staff cover, for example is there a list of staff who are able to cover staff, instructor and supervision roles
- Is the equipment part of an asset register with a replacement plan to ensure equipment is always of a good standard
- Is time allowed within the programme for physical checks of the equipment, and do staff rotas allow time for the inspections to be carried out
- Is training sufficient to enable safe delivery and supervision of all activities; are budgets allocated for training

### How do you measure?

**EXAMPLES OF BEST PRACTICE**
- Financial performance is measured and KPIs are in place
- Retention and attrition is measured
### Suggested Guidance
- Is financial performance measured and is there a range of KPIs in place?
- Is members’ retention and attrition rates measured?
- Is attendance measured for individuals and groups; are the number of club members increasing?
- Is the coaching structure helping to increase the number of users with specialist needs?
- Is feedback encouraged, in a variety of ways from both customers and stakeholders, for example customer satisfaction surveys, customer comment forms, website contact form, and verbally?
- Are internal and external audits, reviews and mystery visits carried out, are these scored to help show improvement, and are actions identified added to the improvement plan?

### Review
**How do you review what you measure?**

**Examples of Best Practice**
- Progress on the business plan is reviewed regularly.
- Financial performance and KPIs are reviewed regularly.
- Attendances at courses are reviewed against targets and capacity.
- Use by target groups is reviewed and monitored.
- There are regular reviews of the overall programme and individual events.
- Benchmarking is carried out with other venues at local, regional and national level.
- Results from surveys and feedback are reviewed; areas for improvement are identified.

**Suggested Guidance**
- Do the management review progress against the business plan on a regular basis; are staff involved in the reviews?
- Is financial performance and KPIs reviewed and monitored on a regular basis to determine the success of the programme, courses and initiatives?
- Are the attendances at courses reviewed against agreed targets, maximum capacity for the wall and instructors?
- Is the use by target groups reviewed and monitored, are areas for improvement identified?
- Is there a programme of regular reviews that looks at the overall programme as well as individual events that assists in planning a balanced and successful programme for the short, medium and long term? Are new activities identified, for example exercise classes based on climbing fitness?
- Is benchmarking carried out with other venues at local, regional and national level, are the results from benchmarking added to the improvement plan?
### IMPACT
Has what you have done made a difference?

### EXAMPLES OF GOOD PRACTICE
- Income is increasing and expenditure is decreasing
- User numbers are increasing and targets are being achieved
- Participation by target groups are increasing
- Results of surveys, mystery visits are improving, compliments are increasing and complaints reducing
- Funding is received from other organisation to add new activities
- Manufacturers offer free equipment to promote their brand
- Events are being attracted and there are funding opportunities
- Performance of competitive climbers is improving
- There is increased participation amongst the wider community

### SUGGESTED GUIDANCE
- Are all areas of income increasing year on year; is expenditure decreasing, for example staffing and maintenance
- Is there an increase in participation in taster sessions, courses and casual use; are all targets being achieved
- Is participation by target groups increasing, for example people with disabilities and people with addition needs, women, young people and those on low income
- Are the results of customer surveys and customer satisfaction improving over time; are the scores for mystery visits increasing; are customer compliments increasing and customer complaints decreasing
- Is funding received from other organisations, for example NHS, BMC and other organisations to add new activities to improve the physical and mental health of communities
- Are manufacturers offering equipment free of charge as a method of promoting their brand
- Are events being attracted and is there evidence of successful funding opportunities, for example sponsorship
- Is the performance of competitive climbers improving and are they competing at higher levels. Are competitive climbers in the club attracting commercial sponsorship
- Is there evidence to show that there is increased participation amongst the wider community