

Quest - Splus 10 - Climbing

Guidance Notes



Module Outcome
<ul style="list-style-type: none"> To encourage more participants and climbers both adults and juniors
<ul style="list-style-type: none"> To provide access to climbing walls for the wider community
<ul style="list-style-type: none"> To maximise the utilisation of the climbing wall
<ul style="list-style-type: none"> To assist communities in experiencing the 'Great Outdoors'

PLAN
Challenge: How do you plan to maximise the use of your climbing wall?
<p>Examples of best practice</p> <ul style="list-style-type: none"> Aims and objectives are defined in a business plan, and 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 helps retain customers Competitor analysis is carried out; activities offered are different from other providers Policies and procedures are part of an integrated management system
<p>Suggested Guidance</p> <ul style="list-style-type: none"> 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 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: <ul style="list-style-type: none"> School Sports Co-ordinators County-wide activity forums County regeneration services Youth and Social Services Association of British Climbing Walls (ABC) national agenda

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- 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 procedure systems?

DO

Challenge: 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 other venues
- An outreach programme is in place
- Websites and social media are 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?

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DO

Challenge: What legislation, statutory or best practice have you considered?

Examples of best practice

- The British Mountaineering Council is used to guide standards
- The Association of British Climbing Walls (ABC) standards are used
- The National Indoor Climbing Award Scheme (NICAS) 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 guide 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
- Are 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?

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DO
Challenge: What training has been put in place to deliver this commitment?
Examples of best practice <ul style="list-style-type: none"> • 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 are not misused when instructors are not on site • Staff are trained in policies procedures, risk assessments and safe systems of work
Suggested Guidance <ul style="list-style-type: none"> • 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 are 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?
DO
Challenge: What resources have been allocated to achieve these outcomes?
Examples of best practice <ul style="list-style-type: none"> • 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 allocated for inspections of the equipment • Training is sufficient to allow safe delivery and supervision
Suggested Guidance <ul style="list-style-type: none"> • Do the staff rotas ensure that appropriate supervision is provided for the different activities held at the facility • Are there processes in place for short-notice staff cover, for example, is there a list of staff who can 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 ?

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MEASURE	
Challenge: How do you measure?	
Examples of best practice <ul style="list-style-type: none"> Financial performance is measured and KPIs are in place Retention and attrition are measured Attendance is measured; Club member numbers are measured The coaching structure is helping to increase the number of users with specialist needs Systems are in place to get feedback Audits, reviews, and mystery visits are carried out and scored. 	
Suggested Guidance <ul style="list-style-type: none"> 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 forms, 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? 	

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REVIEW

Challenge: 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 regularly; are staff involved in the reviews
- Is financial performance and KPIs reviewed and monitored regularly 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 assist 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 the local, regional, and national levels, are the results from benchmarking added to the improvement plan
- Are the results from surveys and customer feedback reviewed, and are actions identified carried out?

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IMPACT
Challenge: Has what you have done made a difference?
<p>Examples of best practice</p> <ul style="list-style-type: none"> • Income is increasing and expenditure is decreasing • User numbers are increasing, and targets are being achieved • Participation by target groups is increasing • Results of surveys, and mystery visits are improving, compliments are increasing and complaints reducing • Funding is received from other organisations 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
<p>Suggested Guidance</p> <ul style="list-style-type: none"> • 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 addiction 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?