Research Process

ID of key Wrestling stakeholders

29 Invited to 1-1 Interviews

13 responses to 1st email

4 responses to 2nd email

1 response to 3rd email

11 No response to any email

29 Invited to focus groups

4 positive responses – invited to 1-to-1

1 further interview completed

1336 invitations to complete survey sent

2 further requests for anonymous interviews

21 Completed Interviews

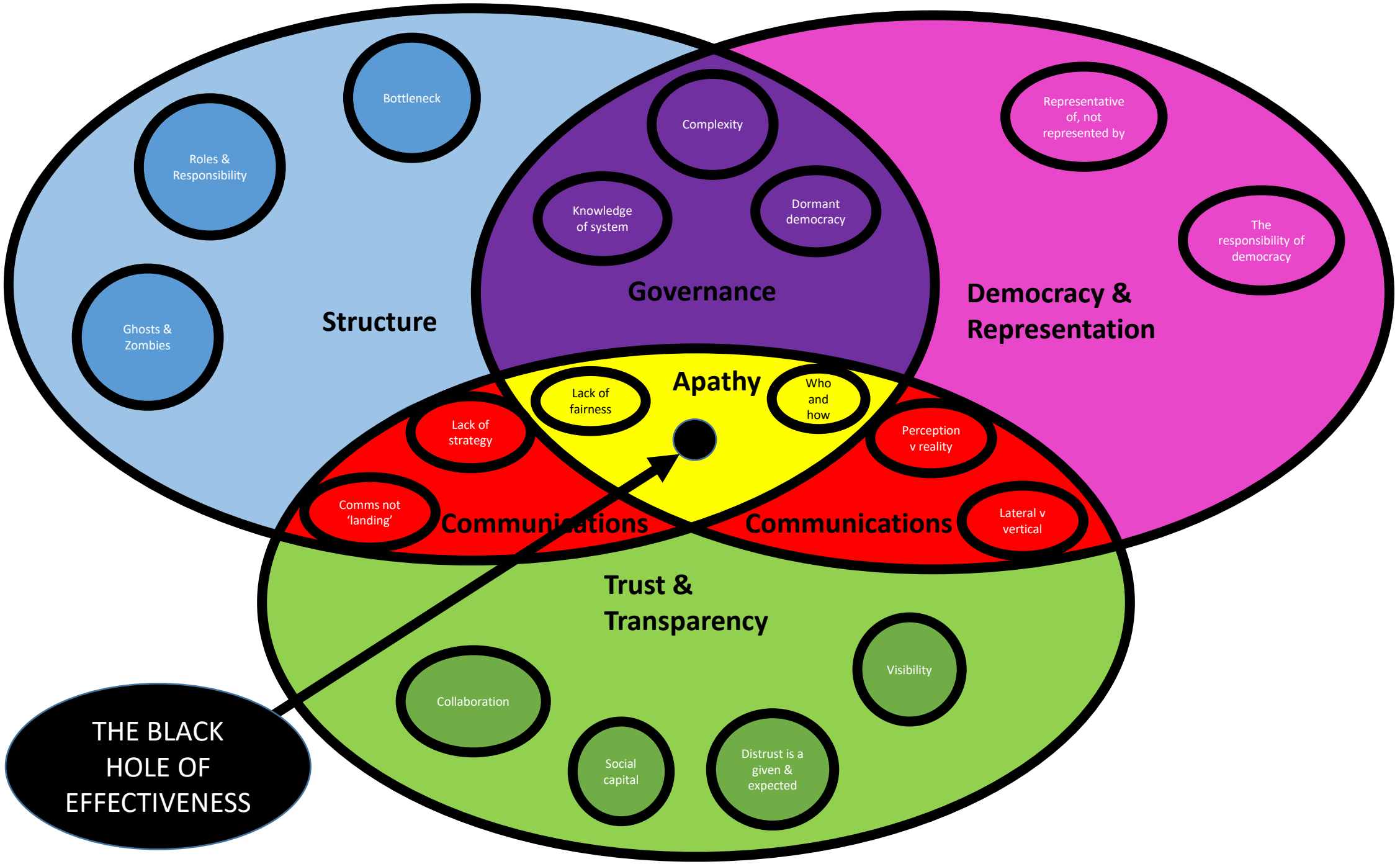
62 Completed surveys

897 minutes of interviews

632 pages of transcription

Key issues

- The dilution of effectiveness of British Wrestling is compromised by a general environment of *apathy*.
- *Apathy* is a resulting behaviour due to *lack of effective communication* and *weak governance at Nations & Regions level.*
- *Lack of effective communication* and *weak governance at Nations & Regions level* is evidenced throughout three recurring themes;
  - *Structure*
  - *Democracy & Representation*
  - *Trust and Transparency*


Bottleneck
Roles & Responsibility
Ghosts & Zombies
Structure
Complexity
Knowledge of system
Dormant democracy
Governance
Representative of, not represented by
The responsibility of democracy
Democracy & Representation
Apathy
Lack of fairness
Who and how
Lack of strategy
Perception v reality
Comms not 'landing'
Communications
Communications
Lateral v vertical
Trust & Transparency
Collaboration
Visibility
Social capital
Distrust is a given & expected
THE BLACK HOLE OF EFFECTIVENESS

Conclusion

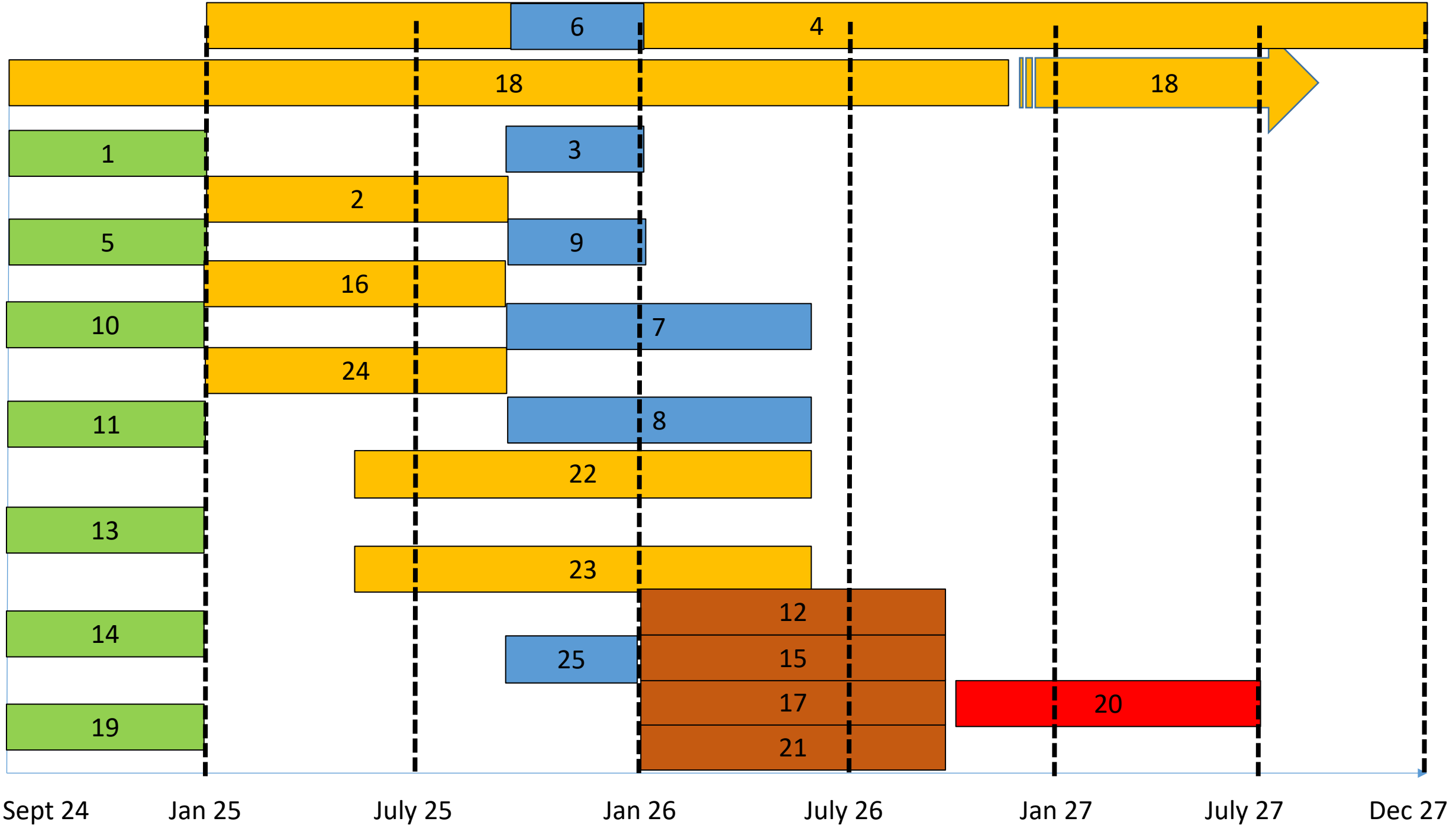
1. People make structures work
2. People create distrust – not structures
3. Clearer roles and responsibilities are needed
4. Stronger governance at R&N level required
5. Individuals taking responsibility to make a difference
6. Focus on creating effective communications
7. Focus on building trust

In order to

Drive greater effectiveness

Recommendations

1	THE SPORT SHOULD MAINTAIN THE CURRENT STRUCTURE IN RELATION TO NATIONS AND REGIONS
2	THE NGB SHOULD REFRESH ITS STRATEGY WITH A LONG TERM VISION WHICH EVERYONE KNOWS THEIR PART IS IN ACHIEVING SUCCESS
3	THE NGB SHOULD CONSULT WITH STAKEHOLDERS TO REVIEW AND UPDATE TERMS OF REFERENCE AND SERVICE LEVEL AGREEMENTS
4	THE NATIONS AND REGIONS SHOULD STRIVE TO BE TIER 2 COMPLIANT – TO THE SPORT ENGLAND CODE OF GOVERNANCE.
5	THE NGB SHOULD EXPAND ITS COMMUNITY AWARDS TO INCLUDE A NATIONS AND REGIONS CATEGORY, AND REVIEW HOW THE AWARDS, IN CONJUNCTION WITH DELIVERING RECOMMENDATIONS IN THIS REPORT CAN STIMULATE A CULTURE OF TAKING RESPONSBILITY FOR THE SPORT'S SUCCESS AND DEVELOPMENT
6	AS NGB, BRITISH WRESTLING SHOULD ENSURE NATIONS & REGIONS FULLY IMPLEMENT THEIR ARTICLES OF ASSOCIATION. FAILURE TO DO SO COULD ENABLE BRITISH WRESTLING TO INVOKE A RANGE OF SANCTIONS, FOR EXAMPLE, SUSPENSION OF VOTING POWERS, FUNDING OPPORTUNITIES REMOVED, SUSPENSION OF WRESTLERS FROM NATIONAL COMPETITIONS
7	THE NGB SHOULD SET OUT CLEARLY, THE STANDARDS OF GOVERNANCE EXPECTED FROM NATIONS AND REGIONS AND A MINIMUM LEVEL OF ACTIVITY BY THOSE BODIES. THESE SHOULD BE PUBLISHED IN A CLEAR SERVICE LEVEL AGREEMENT
8	THE NGB SHOULD INCENTIVISE NATIONS AND REGIONS TO IMPLEMENT THE SERVICE LEVEL AGREEMENT SET OUT IN RECOMMENDATION 3 BY CREATING A BUDGET FOR FUNDING TO BE ALLOCATED FOR PROJECTS DELIVERED LOCALLY
9	AS PART OF RECOMMENDATION 6 & 7 – CONSISTENCY OF TIME SERVED LIMITS AT NATIONAL AND REGIONAL LEVEL REGARDLESS OF NOMINATED POSITION – SHOULD BE INCLUDED
10	THE NGB SHOULD MONITOR AND PUBLICISE THE PROCESS AND RESULTS OF ELECTIONS OF NATIONS AND REGIONS, LINKED TO RECOMMENDATION 7.
11	THE NGB SHOULD MAKE PUBLIC ALL POSITIONS AVAILABLE AT ALL NATIONS AND REGIONS, AND, IN ADDITION, SHOULD MAKE A REGISTER OF POST HOLDERS AND WHEN THEIR TERM IS UP FOR RE-ELECTION/ENDS
12	THE NGB SHOULD ENSURE THAT WRESTLING EXPERIENCE IS NOT LOST BY INTRODUCING A SYSTEM OF LIFE VICE-PRESIDENTS, WHO CAN STAY INVOLVED IN ADVISORY, HONOURARY AND CONSULTATIVE WAY
13	THE NGB SHOULD IMPLEMENT A CODE OF CONDUCT AND RESPONSIBILITY FOR THOSE ELECTED TO NATIONAL AND REGIONAL POSITIONS. THE IMPLEMENTATION OF THIS SHOULD BE INCLUDED IN RECOMMENDATION 6
14	BRITISH WRESTLING SHOULD IMPLEMENT A ROTA WHERE BOARD REPRESENTATIVES ARE PRESENT AT EVENTS
15	BRITISH WRESTLING SHOULD MEET ALL STAKEHOLDERS TO AGREE AND ORGANISE THE IMPLEMENTATION OF THE STANDARDISED CALENDAR OF EVENTS.
16	BRITISH WRESTLING SHOULD ENSURE NATIONS & REGIONS, AND CLUBS, ARE INTEGRAL TO THE CREATION OF A NEW STRATEGY TO CREATE A SENSE OF OWNERSHIP OF THE ACTIONS THAT EMANATE FROM IT, AND EMBRACE A CULTURE OF COLLABORATION THAT WILL ALLOW THE SPORT TO ACHIEVE ITS AIMS
17	BRITISH WRESTLING SHOULD IMPLEMENT A VOLUNTEER STRATEGY THAT INCLUDES SUCCESSION PLANNING, RETENTION AND TRANSFER OF EXPERTISE AND IDENTIFIES ENTHUSIASTIC AND EFFECTIVE FUTURE LEADERS OF THE SPORT
18	BRITISH WRESTLING TOGETHER WITH THE NATIONS, SHOULD LOBBY NATIONAL SPORTS COUNCILS, TO LEAD ON ALL COMPLIANCE WORK, WITH THE INTENTION TO ALLOW THE VOLUNTEERS IN THE NATIONS TO INVEST MORE TIME IN DEVELOPING WRESTLING
19	BRITISH WRESTLING SHOULD USE ITS MEMBERSHIP SYSTEM TO ENSURE ALL INDIVIDUAL MEMBERS ARE AWARE OF THE DEMOCRATIC PROCESS AND PROMOTE UPCOMING 'ELECTIONS' TO REPRESENT AT LOCAL AND NATIONAL LEVEL
20	BRITISH WRESTLING, AS PART OF ITS VOLUNTEER STRATEGY SHOULD BE PROACTIVE IN ENCOURAGING NEW VOLUNTEERS TO STAND AS REGIONAL REPRESENTATIVES
21	BRITISH WRESTLING SHOULD RELAUNCH THE COMMITTEE STRUCTURE, ENABLING IT TO CO-OPT PEOPLE ONTO COMMITTEES THAT CURRENTLY SIT OUTSIDE THE BOARD AND NATIONS & REGIONS STRUCTURE
22	BRITISH WRESTLING SHOULD PRIORITISE THE CREATION OF A COMMUNICATIONS STRATEGY
23	AS PART OF AN OVERARCHING COMMUNICATIONS STRATEGY; BRITISH WRESTLING SHOULD USE DATA AND TECHNOLOGY TO TRACK THE DELIVERY AND UNDERSTANDING OF THE COMMUNICATION; AND ON AN ANNUAL BASIS PUBLISH RESULTS TO DEMONSTRATE IMPROVEMENT IN COMMUNICATING WITH STAKEHOLDERS
24	BRITISH WRESTLING SHOULD UNDERTAKE A REVIEW OF THE SPORT'S VALUES
25	BRITISH WRESTLING SHOULD ADOPT AND NATIONS & REGIONS SHOULD CONTRIBUTE, TO A BALANCED SCORECARD APPROACH TO REPORTING ORGANISATIONAL EFFECTIVENESS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