



# British Taekwondo Council

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## STAKEHOLDER ENGAGEMENT STRATEGY

### 1. Purpose

- 1.1. The purpose of the Board is to lead, direct, monitor and control the activities of the British Taekwondo Council (BTC) so that its mission and objectives can be achieved, and to formulate corporate strategy, ensuring that the BTC is guided by a common set of objectives and values.
- 1.2. This Stakeholder Engagement Strategy is periodically reviewed and approved by the Board.

### 2. Definition of a Stakeholder

- 2.1. The Code for Sports Governance defines a stakeholder as 'any person or group (internally or externally) which has an interest in the organisation or is affected by its actions'.
- 2.2. The range of stakeholders will vary from organisation to organisation depending on size, complexity, activities and other factors.
- 2.3. An understanding of the stakeholders of BTC is important to plan for and execute effective engagement of those stakeholders, noting that stakeholder engagement should be effective for both the stakeholder and the organisation.

### 3. Stakeholder Management

- 3.1. Stakeholder risk management is the process of managing the risk that a stakeholder could negatively impact a project or business decision or be negatively impacted by the project or decision.
- 3.2. The Board has responsibility for stakeholder management, which includes identifying key stakeholders; building effective relationships and trust with stakeholders; and managing the risks associated with strategic partnerships and communications.
- 3.3. The Board will identify Stakeholder Risks and Issues, specifically:
  - a) what are the key risks and issues?
  - b) how will the key risks and issues be mitigated?
  - c) how stakeholder risks are prioritised by probability and potential impact? and
  - d) what assumptions are made concerning each stakeholder?
- 3.4. Stakeholder risk management process is broken down into the following steps:
  - a) Identify risks
  - b) Map stakeholders
  - c) Plan strategy
  - d) Engage stakeholders



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e) Measure progress

f) Adjust strategy

3.5. The Board aims to build positive relationships and create genuine value for stakeholders under the key principles of:

a) consistency in communication (consider developing a communications policy);

b) use of suitable methods; and

c) potentially differing channels of communication for different stakeholders.

#### **4. Stakeholder Mapping**

4.1. The Board will lead a stakeholder mapping exercise to identify key stakeholders and the issues or activities having the most material impact on each category.

4.2. Stakeholders should be identified by their influence over the BTC and their interest in its activities using the Power Interest Grid as shown in Appendix 1.

4.3. Key stakeholders may include:

a) Members

b) Students and Participants

c) Workforce

d) Officials and Volunteers

e) Constituent bodies, local and national government, whereby decision-making shapes the ability of the BTC to operate, especially during national emergencies or pandemics for example

f) The Department of Culture, Media and Sport (DCMS), other government departments and non-governmental organisations such as Sport England

g) Commercial Partners

h) Sponsors

i) Supporters

j) Other Sporting Bodies, such as members of other Combat Sports

k) The Wider Community

4.4. Once the stakeholders have been identified and prioritised according to their level of influence and interest in line with Appendix 1, a plan can be developed that targets resources appropriately at communications and activity that engages, informs, nurtures and enhances priority relationships, taking into account the principles in Appendix 2.

#### **5. Stakeholder Plan**

5.1. The BTC Board will identify, and regularly review, who they consider their key stakeholders to be and why.

2. The BTC Board will determine which stakeholders they need to engage with directly, as opposed to relying solely on information from the Senior Executive Management.

5.3. The Stakeholder Plan will specify:

- a) which Stakeholder groups need to be engaged with on an ongoing basis and which are affected by certain decisions;
- b) which Stakeholder groups have a positive or negative impact on the BTC's ability to operate or are potentially impacted by the stakeholder group's activities;
- c) how frequently each stakeholder group is engaged with;
- d) the methods by which the various stakeholder group's views are sought;
  - i. how their input is obtained, and
  - ii. how and by what method do they receive feedback on their contribution
- e) the person or persons principally responsible for engaging with each stakeholder group;
- f) how the contributions of each stakeholder group are fed into the decision-making process; and
- g) how frequently stakeholder mapping is reviewed

## 6. Stakeholder Communication Plans

6.1. The Board together with the Executive Management Team will create communications plans that present the BTC vision and goals, structures, governance and people.

6.2. The Communication Plan will be prepared using the template in Appendix 3.

6.3. The Board should satisfy itself that stakeholders have been prioritised with key messages appropriate to the audience.

## 7. Board Reporting on Stakeholder Engagement

7.1. The Board will report to its members and key stakeholder groups on how it has taken the impact on them into account when making decisions, clearly identifying:

- a) Who are the key stakeholder groups?
- b) How the Board hear from its key stakeholder groups?
- c) What were the outcomes of engagement with key stakeholder groups, and what impact did they have on decisions?

7.2. The Board will provide feedback to those stakeholder groups with whom it has engaged, indicating how the Board has considered the impact of its actions on those stakeholder groups whilst demonstrating transparency and accountability.

7.3. In future annual financial statements, the BTC Board envisages describing engagement with different stakeholder groups during the key decision-making process.

7.4. Section 172 of the Companies Act 2006 requires that directors of a company must act in the way they consider would be most likely to promote the success of the company (the BTC) whilst having regard to the factors set out in that section of the Companies Act 2006.

7.5. Section 172 of the Companies Act 2006 goes on to state that in carrying out this duty directors must have regard (amongst other matters) to the following factors:

- a) the likely consequences of any decision in the long term;
- b) the interests of the company's employees;
- c) the need to foster the company's business relationships with suppliers, customers and others;
- d) the impact of the company's operations on the community and the environment;
- e) the desirability of the company maintaining a reputation for high standards of business conduct; and
- f) the need to act fairly between members of the company.

7.6. The table below is the likely format of the 'Key Decision-Making Process' in the annual financial statements and Board meetings of the BTC, noting;

- i. which stakeholders\* or issues are of sufficient importance to the long-term success of the BTC that the Board should engage with them directly, rather than relying solely on information from the Executive Management Team; and
- ii. that key stakeholders may change from one board meeting to the next and even from one item of business to the next.

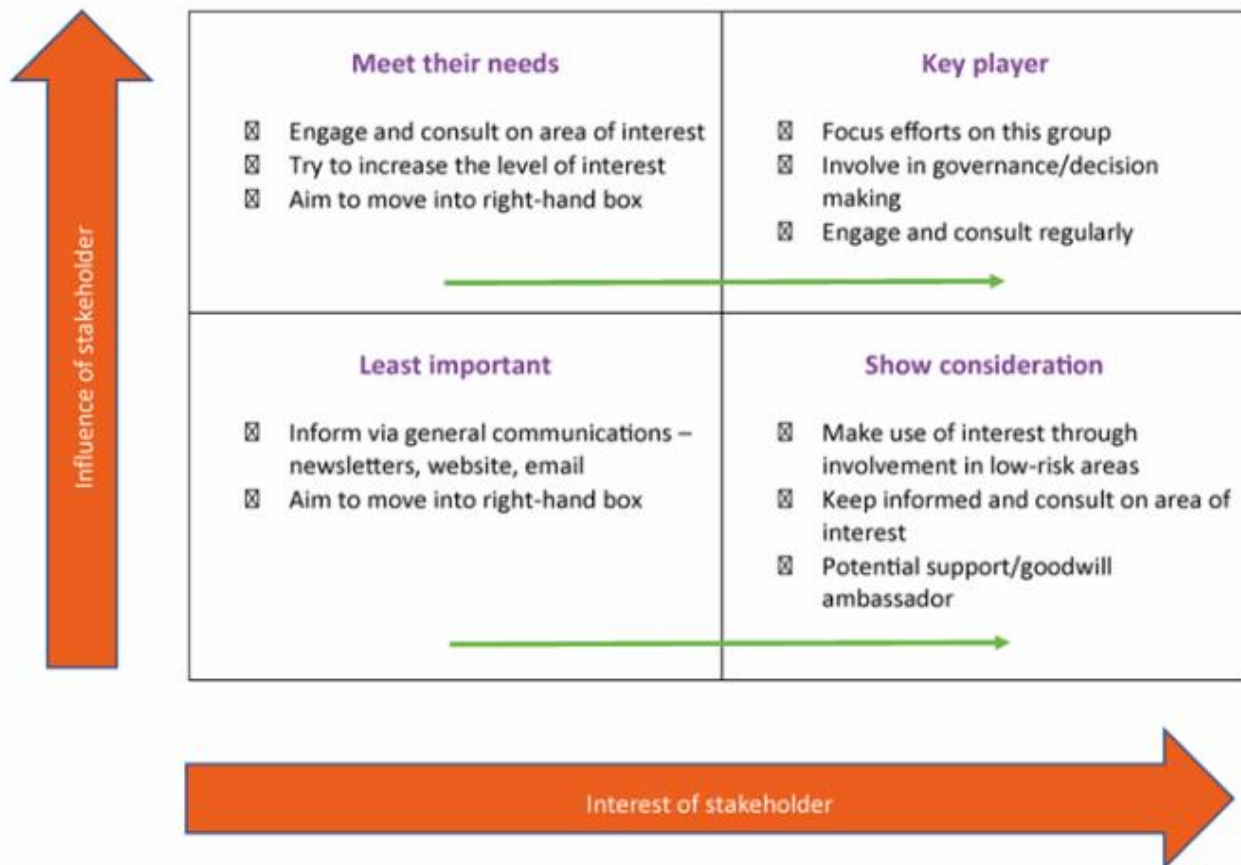
<i>Significant Events / Decisions</i>	<i>Actions and Impact considering Welfare and Safety, ESG, EDI</i>
Decision	
Impact on the long-term sustainable success of the BTC	
Stakeholder considerations *	

7.7. The information on outcomes can be a mixture of qualitative and quantitative data. The narrative around the outcomes is important, but it can be enhanced by careful use of quantitative data, such as data from engagement surveys or other KPIs.

## APPENDIX 1 : THE POWER INTEREST GRID

The Power Interest Grid is the most widely used technique in stakeholder analysis.

This tool helps an organisation in determining what it will communicate to its' stakeholders and how often this communication will take place.



Credit: The Sports Governance Academy (SGA)

## APPENDIX 2: THE STAKEHOLDER VOICE IN BOARD DECISION MAKING

2017, The Chartered Governance Institute UK & Ireland and the Investment Association

A paper was published to help boards think about how to ensure they understand and consider the interests of their key stakeholders when making strategic decisions.

The 'core principles' of this approach were stated as follows:

1. Boards should identify, and keep under regular review, who they consider their key stakeholders to be and why.
2. Boards should determine which stakeholders they need to engage with directly, as opposed to relying solely on information provided by management.
3. When evaluating their composition and effectiveness, boards should identify what stakeholder expertise is needed in the boardroom and decide whether they have, or would benefit from, directors with directly relevant experience or understanding.
4. When recruiting any director, the stakeholder perspective should be considered when deciding on the recruitment process and the selection criteria.
5. The Chair, supported by the Company Secretary (or Governance lead) should review the adequacy of the training received by all Directors on stakeholder-related matters and the induction received by new Directors, particularly those without previous board experience.
6. The Chair supported by the Board of Directors, Executive Management Team and the Company Secretary (or Governance Lead) should determine how best to ensure that the Board's decision-making processes give sufficient consideration to key stakeholders.
7. Boards should ensure that appropriate engagement with key stakeholders is considered and regularly reviewed.
8. In designing engagement mechanisms, companies should consider what is most effective and convenient for the stakeholders, not just the company.
9. The Board should report to its shareholders on how it has considered the impact on key stakeholders when making decisions.
10. The Board should provide feedback to those stakeholders with whom it has engaged, this should be tailored to the different stakeholder groups.

Though the engagement itself will take place at the operational level, the Board should satisfy itself that:

- a) Relevant stakeholders are identified and prioritised, and structures exist to allow the Board to consider the input of those who are most important to the organisation or who are most affected by its activities.
- b) The amount of engagement with each group identified is commensurate with its importance.
- c) Suitable lines of communication are established between the Board and those who undertake stakeholder engagement to ensure that the Board is apprised of pertinent findings. A balance needs to be struck so that the board is sufficiently well-informed without being overwhelmed by too much detail.
- d) Stakeholder engagement plans are regularly reviewed to ensure that they are fit for purpose and reflect any changes in strategy or the operating environment.



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## APPENDIX 3: STAKEHOLDER COMMUNICATION PLAN

PREPARED 11 DECEMBER 2024 V2

REVIEW DATE 30 NOVEMBER 2025



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STANDARDS  
for SAFEGUARDING  
and PROTECTING  
CHILDREN in SPORT



Registered Office: 18 Mulberry Avenue, Turnstone Business Park, Widnes, Cheshire WA8 0WN. Company # 07428946  
Recognised as the Governing Body for Taekwondo in the United Kingdom

Stakeholder Classification	Stakeholder / Audience	Influence / Interest (reported by priority)	Key messages	Comms Methods	Frequency of Comms	Mechanism for utilising feedback gained	Person responsible	Deadlines/timing	Date Completed
Internal	BTC Taekwondo Participants	Participation in the sport	Taekwondo initiatives	via BTC Club and Instructor mailings, website, emails	Ongoing	via BTC Club and Instructor	BTC Member Organisations	Continuous	
Internal	BTC Registered Instructors	Delivery of the sport	NGB accreditation, professional indemnity insurance, courses/policies/procedures inc. safeguarding training (children and adults); response to questionnaires,	via BTC Member Organisations and direct emails	Ongoing	via BTC Club and BTC Member Organisations	Coaching Director and Membership Services Lead	Continuous	
Internal	BTC Clubs	Delivery of the sport	Taekwondo initiatives, NGB accreditation, NGB professional indemnity insurance, BTC courses/policies/procedures, BTC Safeguarding training (children and adults), response to questionnaires,	Club Instructor mailings, website, emails, telephone	Ongoing	via BTC Member Organisations	Membership Services Lead	Continuous	



Stakeholder Classification	Stakeholder / Audience	Influence / Interest (reported by priority)	Key messages	Comms Methods	Frequency of Comms	Mechanism for utilising feedback gained	Person responsible	Deadlines / timing	Date Completed
Sporting Hierarchy	BTC Member Organisations	Delivery of the sport	NGB benefits, accreditation, training courses and CPD, insurance, DBS, Safeguarding, competition, pathways for elite athletes	Board meetings, Membership Services, emails, website, telephone	Ongoing	At the Membership Services Forum	Membership Services Lead	Continuous	
Sporting Hierarchy	British Taekwondo Limited	Participation and delivery in the sport	Promoting Taekwondo throughout the UK, sharing resources, opportunities, knowledge and experience, TKD in GCSE syllabus, safeguarding, etc	Meetings, NGB development activities, emails, telephone	Formal quarterly meetings and as required on an ongoing basis	Meetings, emails, telephone	CEO and Welfare & Safety Lead	Continuous	
Sporting Hierarchy	Kukkiwon	Participation and delivery in the sport	Promoting Taekwondo throughout the UK	Emails, telephone	During Grading events	Meetings, emails, telephone	CEO & Senior Executive Team	Continuous	

Stakeholder Classification	Stakeholder / Audience	Influence / Interest (reported by priority)	Key messages	Comms Methods	Frequency of Comms	Mechanism for utilising feedback gained	Person responsible	Deadlines / timing	Date Completed
Sporting Hierarchy	GB Taekwondo	Participation in the sport	Pathway for elite athletes	Meetings, NGB development activities, emails, telephone	Formal quarterly meetings and as required on an ongoing basis	Meetings, emails, telephone	CEO	Formal quarterly meetings and as required on an ongoing basis	
Sporting Hierarchy	Sport Scotland, Sport Wales, Sport NI	Participation and delivery in the sport	Promoting the NGB and assurance of BTC accreditation, delivery of TKD programmes	Meetings, NGB development activities, emails, telephone	Ongoing	Meetings, emails, telephone	CEO & Senior Executive Team	Continuous	
Sporting Hierarchy	EDI organisations	Participation and delivery in the sport	Promoting the value of diversity and inclusion within Taekwondo, Board to grassroots	Meetings, NGB development activities, emails, telephone	As required	Meetings, emails, telephone	CEO & INED	As required	
Sporting Hierarchy	CEO Network	Participation and delivery in the sport	Sharing knowledge and best practice	Meetings, NGB development activities, emails, telephone	Formal quarterly meetings and as required on an ongoing basis	Meetings, emails, telephone	CEO	Formal quarterly meetings and as required on an ongoing basis	

Stakeholder Classification	Stakeholder / Audience	Influence / Interest (reported by priority)	Key messages	Comms Methods	Frequency of Comms	Mechanism for utilising feedback gained	Person responsible	Deadlines / timing	Date Completed
Safeguarding	NSPCC/CPSU	Participation and delivery in the sport	Training and delivery of safeguarding courses, CPD, achieving National Standards	Meetings, NGB development activities, emails, telephone	Regularly and when there is a change in legislation	Meetings, emails, telephone	Welfare & Safety Lead	Continuous	
Safeguarding	ACT	Participation and delivery in the sport	Training and delivery of safeguarding courses, CPD, achieving the Framework	Meetings, NGB development activities, emails, telephone	As required	Meetings, emails, telephone	Welfare & Safety Lead	Continuous	
Safeguarding	DBS	Participation and delivery in the sport	Enhanced checks for those engaged in regulated activities	via BTC Lead Safeguarding Officer	Continuous	Meetings, emails, telephone	Welfare & Safety Lead	Continuous	
Safeguarding	Safeguarding Code in Martial Arts	Participation and delivery in the sport	Promoting a 'safer club' accreditation	Website, emails, telephone	As required	Meetings, emails, telephone	CEO and Welfare & Safety Lead	SE Reporting Timetable	

Stakeholder Classification	Stakeholder / Audience	Influence / Interest (reported by priority)	Key messages	Comms Methods	Frequency of Comms	Mechanism for utilising feedback gained	Person responsible	Deadlines / timing	Date Completed
Training	Active Partnerships	Participation and delivery in the sport	CPD training for instructors, local initiatives	Meetings, NGB development activities, emails, telephone	As required	Meetings, emails, telephone	CEO & Senior Executive Team	As required	
Training	CIMSPA	Participation and delivery in the sport	Workforce development, coaching awards	Meetings, NGB development activities, emails, telephone	As required	Meetings, emails, telephone	CEO & Senior Executive Team	As required	
Training	UK Coaching	Participation and delivery in the sport	Coach training and education	Emails, telephone	Ongoing	Meetings, emails, telephone	Coaching Director	Continuous	
Training	Sports Governance Academy (SGA)	Governance	Initial and CPD training for Directors and Senior Executive Team, NGB Governance support network and resources	Meetings, NGB development activities, emails, telephone	Driven by SGA contact	Meetings, emails, telephone	All Board Members and Senior Executive Team	As required	

Stakeholder Classification	Stakeholder / Audience	Influence / Interest (reported by priority)	Key messages	Comms Methods	Frequency of Comms	Mechanism for utilising feedback gained	Person responsible	Deadlines / timing	Date Completed
Commercial partners	Awarding Organisations	Participation and delivery in the sport	Coaching awards, promoting Taekwondo and seeking reintroduction to the GCSE PE curriculum	Meetings, NGB development activities, emails, telephone	As required	Meetings, emails, telephone	CEO & Senior Executive Team	As required	
Commercial partners	Education Trusts	Participation and delivery in the sport	Delivering NGB projects to promote the update in a variety of groups who might benefit from the physical activity and mental health gains	Meetings, NGB development activities, emails, telephone	As required	Meetings, emails, telephone	CEO & Senior Executive Team	As required	
Commercial partners	Auditors	Governance	A true and fair view of the financial statements, activities of the BTC and going concern of the BTC	Meetings, emails, telephone	As required	Meetings, emails, telephone	Finance Director	Year-end financial statements submission deadlines	

Stakeholder Classification	Stakeholder / Audience	Influence / Interest (reported by priority)	Key messages	Comms Methods	Frequency of Comms	Mechanism for utilising feedback gained	Person responsible	Deadlines / timing	Date Completed
Suppliers	Facility Providers	Participation and delivery in the sport	Providing assurance of NGB accreditation, encouraging the use of suitable facilities for delivering Taekwondo in community clubs	Meetings, emails, telephone	As required	Meetings, emails, telephone	BTC Member Organisations	As required	
Suppliers	Event Organisation including venue, equipment hire, catering	Participation and delivery in the sport	Providing assurance of NGB accreditation, encouraging the use of suitable facilities for delivering Taekwondo in community clubs	Meetings, emails, telephone	As required	Meetings, emails, telephone	CEO & Senior Executive Team	As required	
Funders	Sport England	Governance & participation and delivery in the sport	NGB activities, pathway for elite athletes	Meetings, NGB development activities, emails, telephone	Driven by SE reporting timetable	Meetings, emails, telephone	CEO & Chair	SE Reporting Timetable	

Stakeholder Classification	Stakeholder / Audience	Influence / Interest (reported by priority)	Key messages	Comms Methods	Frequency of Comms	Mechanism for utilising feedback gained	Person responsible	Deadlines / timing	Date Completed
Regulators	Information Commissioner's Office (ICO)	Governance	Data protection, GDPR, registration of eligible groups	Website, emails, telephone	Regulator reporting requirements and If there is a trigger event	Meetings, emails, telephone	CEO & Chair	ICO Reporting Timetable	
Regulators	Companies House	Governance	Registration and updates to company information, annual accounts, directors, articles of association	Website, emails, telephone	CS01, year-end financial statements and other submission deadlines	Meetings, emails, telephone	Finance Director	Companies House Reporting Timetable	
Regulators	UK Anti-Doping	Governance & participation and delivery in the sport	Sharing AD information with BTC participants, instructors and coaches to promote clean competition	Website, emails, telephone	As required	Meetings, emails, telephone	CEO	UN Anti-Doping Reporting Timetable	

Stakeholder Classification	Stakeholder / Audience	Influence / Interest (reported by priority)	Key messages	Comms Methods	Frequency of Comms	Mechanism for utilising feedback gained	Person responsible	Deadlines / timing	Date Completed
Local Community	Local communities	Participation and delivery in the sport	Delivering NGB projects to promote the update in a variety of groups who might benefit from the physical activity and mental health gains	Website, emails, telephone	As required	Meetings, emails, telephone	BTC Member Organisations	As required	
Press/Media	Social Networking	Participation and delivery in the sport	Delivering NGB projects to promote the update in a variety of groups who might benefit from the physical activity and mental health gains	Website, emails, telephone	As required	Website, emails, telephone	CEO	As required	
Press/Media	National / Local media	Governance & participation and delivery in the sport	Delivering NGB projects to promote the update in a variety of groups who might benefit from the physical activity and mental health gains	Emails, telephone	As required	Meetings, emails, telephone	CEO & Chair	As required	



Stakeholder Classification	Stakeholder / Audience	Influence / Interest (reported by priority)	Key messages	Comms Methods	Frequency of Comms	Mechanism for utilising feedback gained	Person responsible	Deadlines / timing	Date Completed
Government	National / Local government	Governance & participation and delivery in the sport	Delivering NGB projects to promote the update in a variety of groups who might benefit from the physical activity and mental health gains	Emails, telephone	As required	Meetings, emails, telephone	CEO & Chair	As required	