

Appendix 2 – Fatal Accident Investigation Panel Phase 2 Report Recommendations

Outcome	Recommendations	Status of delivery by TSA
<p>1. Ensure all health and safety-related incident investigations are effective, consistent, timely and systematic.</p>	<p>1.1 The Scouting Movement should develop a learning culture with fearless quest for truth and complete openness, unimpeded by any liability factors.</p> <p>1.2 The Scouting Movement should always instigate a timely and proportionate investigation of significant health or safety events using appropriate expertise.</p> <p>1.3 The Scouting Movement should consider establishing a single process for all health and safety investigations and ensure that volunteer line management are always included for the purpose of experiential learning.</p> <p>1.4 The Scouting Movement should develop and utilise internal expertise in proportionate investigations to maximise organisational learning and improvement opportunities.</p> <p>1.5 TSA must review the Critical Incident Process to ensure it addresses health and safety in addition to any other factors arising from an incident</p>	<p>1.1 In progress – work on culture will always be on-going</p> <p>1.2 In progress*</p> <p>1.3 Complete</p> <p>1.4 In progress*</p> <p>1.5 Complete</p>

<p>2. Enable the Senior Leadership teams to manage health and safety effectively throughout the Scouting Movement, including proper serious event investigation, by ensuring they have a breadth and depth of health and safety knowledge.</p>	<p>2.1 Senior leaders must receive appropriate training in both corporate and personal health and safety responsibilities.</p> <p>2.2 TSA should appoint a senior safety professional to support the senior leadership teams and attend Board meetings as an advocate for health and safety.</p> <p>2.3 The Scouting Movement should ensure timely dissemination of all significant health and safety investigation conclusions and learning in a mandatory safety conversation cascade as well as by other effective methods.</p> <p>2.4 The Board and Executive and UK senior leadership teams should consider reviewing how they engage with their internal legal team to ensure that the expertise available is used in a timely way to understand the implications of organisational risk.</p>	<p>2.1 In progress*</p> <p>2.2 Complete</p> <p>2.3 Complete</p> <p>2.4 Complete</p>
<p>3. Ensure families and members affected by serious health and safety incidents are appropriately supported.</p>	<p>3.1 The Scouting Movement must establish an effective mechanism for engagement with families, members and TSA staff affected by serious health and safety incidents using appropriately trained and supported people.</p> <p>3.2 TSA must develop specific guidance for supporting volunteers directly involved in health and safety incidents. The roles of supporting and investigating must be done by separate people.</p>	<p>3.1 Complete</p> <p>3.2 In progress*</p>
<p>4. Ensure that when leaders are restricted, suspended or removed from their</p>	<p>4.1 POR must set out an objective, logical and clear process for the restriction and or suspension of leaders following a health and safety incident.</p>	<p>4.1 Complete</p>

<p>roles, the process is objective, consistent, logical and clear.</p>	<p>4.2 POR must articulate clearly that after a health and safety incident; individuals may be immediately restricted in their roles if there are any potential safety concerns.</p> <p>4.3 POR must state explicitly that any restriction of the roles of an individual should be managed respectfully and with openness and transparency, consistent with the principles of a just culture.</p>	<p>4.2 Complete</p> <p>4.3 Complete</p>
<p>5. Improve day-to-day health and safety in the Scouting Movement by ensuring its structure, and the way in which TSA and the volunteer line interact, support this objective.</p>	<p>5.1 To enable effective health and safety governance there should be alignment of accountability with authority throughout the Scouting Movement.</p> <p>5.2 To enable effective health and safety governance the oversight and leadership of senior volunteers and TSA executives should be consistent.</p> <p>5.3 To enable effective health and safety governance consider shared objectives for Senior volunteers and the Executive Leadership Team, and an expectation that they will work together to deliver them.</p> <p>5.4 Trustees should review the operational relationship between Senior Volunteers and the Executive Leadership team to ensure a collaborative approach to health and safety governance.</p> <p>5.5 The Scouting Movement must resolve the current lack of clarity within the federation of charities regarding corporate and individual liability, and accountability for compliance with the law.</p>	<p>5.1 In progress*</p> <p>5.2 In progress*</p> <p>5.3 Complete</p> <p>5.4 In progress*</p> <p>5.5 In progress*</p>

	<p>5.6 The Board of Trustees should review the strategy for communications relating to health and safety incidents to ensure the primary purpose of sharing of information to prevent future incidents is fulfilled.</p> <p>5.7 The Scouting Movement should consider establishing a systematic process of volunteer-led peer review.</p> <p>5.8 The Board of Trustees should consider whether a risk-based framework of delegation would enhance health and safety governance.</p> <p>5.9 The Board of Trustees should review the operational relationship between TSA and the federated charities to ensure there is clarity and alignment of expectations.</p> <p>5.10 TSA must review the potentially misleading line in POR that declares compliance with POR ensures legal compliance.</p>	<p>5.6 Complete</p> <p>5.7 In progress*</p> <p>5.8 In progress*</p> <p>5.9 In progress*</p> <p>5.10 Complete</p>
<p>6. Improve the safety culture of the Scouting Movement and ensure all members understand their legal and ethical accountability.</p>	<p>6.1 The legal responsibilities of individual volunteer leaders and trustee boards with respect to health and safety must be explicitly described.</p> <p>6.2 TSA should consider adopting the principles (but not the detail) of the Freedom of Information Act in progressing its objectives for meaningful candour.</p>	<p>6.1 Complete</p> <p>6.2 Complete</p>

	<p>6.3 The Scouting Movement should establish a corporate and pan-leadership mentality for benchmarking with similarly structured volunteer organisations to maximise learning and improvement opportunities through recognised good practice.</p> <p>6.4 The Board should review alternatives to the word 'accident' in TSA POR and other guidance to encourage rigour in challenging incident causation.</p>	<p>6.3 Complete</p> <p>6.4 Complete</p>
<p>7. Enable high risk activities to be delivered safely by creating a culture where planning to mitigate risk is seen as essential.</p>	<p>7.1 The Scouting Movement must develop the culture and capability to recognise and act upon weak signals (early warning signs) of ineffective safety management.</p> <p>7.2 Health and Safety Training should be engaging and delivered according to the principles of effective adult education, including ongoing assessment and constructive feedback.</p> <p>7.3 The Scouting Movement should consider equipping the volunteers who have line management responsibilities with educational skills to enable them to support volunteer training (Training the Trainers).</p> <p>7.4 TSA should develop a systematic and sensitive process to provide board level assurance that supports the objective of delivering high-risk activities safely.</p>	<p>7.1 Complete</p> <p>7.2 Complete</p> <p>7.3 Complete</p> <p>7.4 Complete</p>
<p>8. TSA should manage organisational change with a thorough</p>	<p>8.1 TSA should manage organisational change with a thorough consideration of the risks and potential unintended impacts.</p>	<p>8.1 Complete</p>

consideration of the risks and potential unintended impacts.		
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* Recommendations with the status 'in progress' are on the 2026 work plan and due to be delivered by the end of 2026.