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**Board-commissioned review of the 25th World Scout Jamboree in South Korea, 2023**

**Terms of Reference**

**1. Purpose**

To review the TSA’s processes and decision making in the lead up to and during the 25th World Scout Jamboree (“the WSJ”) in South Korea in August 2023, including in respect of risk and crisis management, and to learn lessons at an organisational level to apply at future international events.

**2. Responsible to**

The investigation has been commissioned by TSA’s Board of Trustees, who have provided the necessary delegated authority to the review panel for the purpose of undertaking the learning review. The Board will be invited to review and note the finding of facts and recommendations of this review, and either approve or reject the recommendations, in part or in whole.

**3. Review panel**

* The panel will be led by an independent chair external to Scouting. They will be supported by 4 panel members, at least one of which will be independent and external to Scouting.
* The composition of this panel and their background and experience are detailed in Appendix 2. The panel will be reviewed and approved by the Board of Trustees.
* The panel’s point of contact within TSA staff will be the Executive Director of Strategy and Transformation. The panel’s point of contact on the TSA Board is the Chair of the Board of Trustees. The panel will be supported by secretarial support from TSA lawyers and from TSA staff.

**4. Timeline**

The panel will present at the following Board meetings:

* Initial findings and findings of fact at 17/01/24 Board meeting (slidepack shared by 08/01/24)
* Slidepack and final report at 23/03/24 Board meeting (paper deadline approx. 27/02/24)

Key points and recommendations from the Operational review (final reporting to the Strategy and Delivery Committee in April, paper deadline 19/03/24) will be shared with the Board in March so both sets of learnings can be reviewed in parallel.

We will monitor timescales to ensure the panel has sufficient time to carry out a thorough review and revert to the Board if any change in these timelines is anticipated.

**5. Outcomes**

* To create an agreed timeline and finding of facts around three areas:
  1. Decision to attend the 25th WSJ
  2. Preparation for WSJ attendance, including risk mitigation plans and emergency planning
  3. Situation and crisis management as the events unfolded in South Korea
* To review and learn lessons at an organisational level in these 3 areas.
* To recommend to the Board what assurance they would need to approve future large-scale international events, especially attendance at the next WSJ
* To generate robust, independent learnings for the strategic and risk management of upcoming future international events

**6. Scope of the review**

Was the governance, decision-making and risk management of the TSA sufficiently robust around the following decisions (and where can there be improvements):

* that a UK Contingent should attend the WSJ in South Korea, and size it should be
* that TSA had sufficient reassurance around the safety and risk management of the WSJ in the weeks immediately before the event, or at key governance points preceding that
* that the UK contingent should be kept offsite in Seoul for a period of time
* that the IST should remain onsite during this time
* that the UK contingent should move onsite
* that the UK contingent stayed onsite for a period of time
* that the UK contingent should move offsite

The review is particularly asked to consider what practical lessons can be learned and recommendations applied in the following areas:

* Role of the following groups in governance, decision-making and risk management
  + Board and key sub-committees (Finance, Strategy and Delivery (inc. Events and Contingents Sub-Committee), Safety, Safeguarding)
  + Role of Executive Leadership
  + Role of Contingent Management Team and key lead volunteers in UKLT
* Balance of expertise and experience involved in the management and support of the WSJ, including staff and leadership attendance
* Crisis planning and crisis management, to include:
  + emergency planning
  + planned and dynamic risk assessments
  + clarity of decision making/accountability
  + conflicts of interest and clarity of roles
* Communications with key stakeholders including:
  + Interface with WSJ organisers during the crisis
  + Engagement with the UK Trustee Board
  + Crisis media management
* Legal structure, including contractual relationships

**7**. **Method of operation**

The emphasis of the review is on learning lessons and so it is important that the right conditions are set to ensure openness and transparency. Our values will be central to the approach of the review: respect, integrity, care and co-operation in particular. Approaches will be taken which consider how those particularly impacted by the WSJ may be supported through discussions.

We are not expecting the panel to engage with any young people under the age of 18. If this changes, an agreed approach will be drafted with Safeguarding to ensure this is handled according to best practice.

We also note that the panel may be engaging with vulnerable adults as part of its process. Basic DBS check would be carried out on members of the panel before they engage directly with any vulnerable adults.

More information on the methodology can be found in Appendix 1.

**8. Intersection with Operational review**

The aim to run the Independently-led review and the Operational review in parallel, but to avoid overlap or duplication, and for both reviews to complete in time for the Board in March 2024.

**9. Draft Privacy Notice**

Membership of the panel includes individuals external to TSA who are bound by a confidentiality agreement. During the course of the review they will have access to personal and sensitive data about those involved with the WSJ. This will be through reviewing communications, incident reports, meeting minutes and other documentation relating to the WSJ.  They will also be undertaking interviews with key individuals as part of the review, and will therefore have access to any information disclosed during the interviews.

All supporting documentation produced as part of the review including notes and drafts, will be retained by TSA for a period of ten years for the purpose of defending any possible legal claim.

All such data will be stored securely on systems provided to the panel members by TSA (that may themselves be provided by a third party data processor), and will not be shared with any third parties outside of the panel and TSA unless required to do so by law, or in the interest of safeguarding young people.

This data should not be retained by individual panel members, who will delete identifiable information and supporting documentation, on completion of the report. They will confirm in writing to TSA once they have done so.

The report produced by the panel will be anonymised as far as possible, and not contain any identifiable information of individuals outside of Senior Staff and Volunteers involved in the WSJ from The Scout Association and other organisations involved in the event. The report may contain information that has been manifestly made public, such as media reports.

The report will be shared internally with senior staff and volunteers within TSA, the Board of Trustees, and any other appropriate committees. TSA reserves the right to share the report in full, or in abridged form with any other external agencies, as deemed appropriate.

For more information about how we process personal data please view out [Data Protection Policy](https://www.scouts.org.uk/about-us/policy/data-protection-policy/)

**Appendix 1: Methodology**

The below is not an exhaustive list and is expected to be amended and updated as the panel begins and progresses its work.

* A review of previous learning reviews arising from WSJ in Japan (2015) and USA (2019)
* A review of all relevant paperwork which informed governance, decision-making and risk management as detailed in section 6.
* An online survey of all adult UK attendees at the WSJ (this will be done in conjunction with the operational review).
* A review of complaints and whistleblowing submissions received to date about WSJ.
* Interviews with key people involved in crisis planning and management, or in the subsequent operational learning. All those interviewed will be given an opportunity to review and comment on the draft report to the extent that it relates to them and the evidence they have provided.

It is also suggested that, time allowing, the panel interview external experts who may bring useful context to running large scale international events.

**Appendix 2: Panel Composition**

**Paul Blanchard, chair (independent)**

Paul has over 30 years in the sports industry and until recently was Chief Executive of Commonwealth Games England (CGE), the organisation responsible for the management of Team England at the Commonwealth and Commonwealth Youth Games.

During his 8 year tenure, he managed significantly sized, diverse and inclusive teams to the Gold Coast and Birmingham Commonwealth Games as well as Youth teams to events in Samoa and Bahamas. As host association for the recent Birmingham Games, he was very heavily involved in the bidding and planning for and delivery of the major event last Summer.

Prior to CGE Paul worked in a number of different sectors within the industry including Higher Education and was chair of Active Surrey, the organisation responsible for sport delivery in the County.

**Alison Oliver, Youth Sport Trust (independent)**

Ali is the Chief Executive at the Youth Sport Trust, an independent UK charity devoted to building a brighter future for young people through the power of sport. Ali joined the Youth Sport Trust in 2004 as a member of the senior leadership team and became the CEO in 2016. Prior to this Ali was the Deputy Director of Sport at the University of Bath, where she led the English Institute of Sport project and created the TEAMBath Netball franchise.

Ali is a Trustee of both Chance to Shine and Youth United Foundation, and sits on the Board of the Sport for Development Coalition. In 2019 Ali received an honorary doctorate of the University of Bath, and in 2020 was awarded an MBE in the Queen’s Birthday Honours List.

**Aidan Jones (Scouting background)**

As one of six children, Scouting became Aidan’s second family when he joined as a Cub Scout more than 50 years ago. He had several local Scouting leadership roles in the UK before becoming a volunteer at Kandersteg International Scout Centre (1989/90 winter season). He stayed at the Centre until 1996, firstly as Assistant Director for 2 years and then as Director for 4 years. Aidan is currently Chairperson of KISC, having been elected in 2018.

In 1999, Aidan became Assistant Director, Programme and Development at TSA, which included being the lead member of staff overseeing the UK’s contingent to the WSJ in Thailand (2002/03). In 2003, Aidan took on the role of Executive Director for EuroJam in 2005 and Scouting’s Centenary Jamboree in 2007.

As Chief Executive of WorldSkills London 2011 and Executive Director of WorldSkills Abu Dhabi 2017, Aidan has overseen the successful delivery of two world championships of vocational skills.

Aidan was Chief Operating Officer of the World Scout Bureau from 2012-14, where he was responsible for the comprehensive review of the secretariat and subsequent change management programme. Since 2018, Aidan has been Chief Executive of Relate, the largest provider of relationship support in England and Wales.

**Dan Wood (Scouting background)**

For the last decade, Dan has held a number of executive and non-executive senior leadership appointments at board level in large complex organisations including highly regulated, politically sensitive and operationally demanding environments such as policing, the health service, fire and rescue, and higher education.

Alongside other volunteering, Dan has held many leadership roles over the years in Scouting at local (Group, District and County), national (Boards and Teams) and international level including participating in several World Scout Jamborees and representing the UK at World Scout Conferences, Task Forces/Committees and other many other international events and activities. Dan stood down prematurely from the International Commissioner role about 8 years ago largely to focus on the significant demands in his career at the time.

**Nigel Hailey (Scouting background)**

Nigel Hailey has recently stood down as the County Commissioner for Warwickshire and is currently an acting DC in the County.  He was the International Commissioner for the UK from 2008 to 2014 and a member of the Board of Trustees from 2014 - 2017.  Nigel has attended 6 WSJs in varying roles including on the Contingent Management Team in 2003 to Thailand and as Deputy Director for the 2007 Jamboree in the UK.  Professionally Nigel is a Civil Engineer and is currently Director of Arup where he was the Global Highways Leader and led large multi-disciplinary projects. Nigel will shortly be retiring.